A Stated Meeting of the Trustees of the University of Pennsylvania was held on Friday, October 26, 1973 at 2:00 p.m. in the Furness Building.

Present were: Mr. William L. Day (Chairman), Gustave G. Amsterdam, Esq., Mr. Samuel H. Dallam, Jr., Mr. Julian S. Ders, Detlev W. Bronk, Mr. Orville H. Bullitt, Mr. I. W. Burnham, II, Mr. Howard Butcher III, Mr. Henry M. Chance, II, Dr. George A. Coleman, Milton T. Daus, Esq., Dr. Edgar Lee Dessen, Mr. Charles D. Dickey, Jr., Mr. John W. Eckman, Mr. Thomas S. Gates, Mr. Warren S. Griffin, Dr. P. Otto Haas, Mr. Reginald H. Jones, Dr. Carl Kaysen, Mr. Charles A. Krause, Mr. Arthur M. Larrabee, Mr. C. B. McCoy, Anthony S. Minisi, Esq., Mr. William D. Patterson, Mr. Donald T. Regan, Bernard G. Segal, Esq., Mr. James M. Skinner, Jr., Mr. Wesley A. Stanger, Jr., Mrs. Ione A. Strauss, Mr. Sarkes Tarzian, Mrs. Marietta Tree, Robert L. Trescher, Esq., Mrs. Jacqueline Wexler, Mr. Ernest L. Whitney, Morton H. Wilner, Esq., Mr. Charles S. Wolf, Mr. Harold L. Zellerbach, President Martin Meyerson, Provost Eliot Stellar, Vice Presidents Robert D. Dripps, Paul O. Gaddis, John C. Hetherston, Harold E. Manley and E. Craig Sweeten; Associate Provost John N. Hobstetter; Vice Provost Humphrey Tonkin, Dr. James E. Davis, Dean Alice F. Emerson, Mrs. Carolyn R. Gehring, Chaplain Stanley E. Johnson, Dr. D. Bruce Johnstone, Mr. Scott C. Lederman, Dr. Donald S. Murray, Mr. Michael Neiditch, Mr. Curtis R. Reitz, Mr. Donald T. Sheehan, Mr. Donald Stewart, Dr. Arnold Thackray, Assistant Secretary Richard M. Sherman, Associate Secretary Robert G. Lorndale and Secretary William G. Owen. Joseph Bright, Esq. attended as Counsel.

The meeting was called to order by the Chairman and Chaplain Johnson offered a prayer.

The minutes of the meeting of May 4, 1973 were approved.

Mr. Day expressed appreciation to Mr. Amsterdam for his gifts to the Trustees of red and blue bow ties. He extended a welcome.

Approval of minutes
Gift from Mr. Amsterdam
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New Trustees

to the two new Alumni Trustees present, Messrs. Griffin and Minisi, and acknowledged the recent election also of Mrs. Margaret Mainwaring.

The following resolution presented by Mr. Skinner was adopted unanimously and was followed by a moment of silence:

ERNEST SCOTT

WHEREAS, Ernest Scott, College '25, Law '29, LL.D. '73, served the University of Pennsylvania with intellect, energy and devotion throughout his career, giving leadership to many of its most important endeavors and favoring this Board with his invaluable services as a Trustee for the past 14 years; and

WHEREAS, Mr. Scott reflected further honor on his alma mater through his achievements as a distinguished leader of the Bar and an inspirational force in the civic, humanitarian and religious life of the larger community; and

WHEREAS, the Trustees are deeply grieved by the death of this gifted, dedicated colleague on September 7, 1973; therefore be it

RESOLVED, that the Trustees record this official minute in affectionate memory of Ernest Scott and that the Secretary be asked to convey to his family their abiding appreciation of his lifetime of service to Pennsylvania.

The Chairman called attention to copies of a letter from him to each Trustee concerning the summary final report of the Carnegie Commission as it appeared in The Chronicle of Higher Education, copies of which were made available to each Trustee.

In his message, President Meyerson referred to a recent speech given by Mr. David Packard, Chairman of the Board of Hewlett-Packard Company and former Deputy Secretary of Defense, before the Committee for Corporate Support of American Universities. The President remarked that the address attracted a great deal of attention in the press, with the most publicity unfortunately going not to the contributions of the major private universities which Mr. Packard detailed but to one page of his criticisms. Mr. Packard noted that his own view of the major universities had changed substantially and that if they were educational leaders, they were leaders in ways he could not support. He particularly criticized the changes in the composition of their governing boards, the expanded institutional power of the faculty, the elimination of R.O.T.C. programs from their campuses, the denial of corporation recruiting at major universities, and the adverse view of students toward business.

President Meyerson made the point that these criticisms if applicable
Speech by David Packard

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did not apply to the University of Pennsylvania. He noted that the Trustees of this institution are, in the main, from corporate backgrounds; the R.O.T.C. programs have been retained at Pennsylvania; that the institution has not become politicised; that corporate recruiting is encouraged and that business has been pleased by its reception on this campus; and that there are decidedly mixed views here on the question of government controls on business--most Pennsylvania faculty would be against them. But he also stated that in terms of the social responsibility of institutions David Packard was raising issues of considerable significance. Quoting the hard to refute adage that "he who pays the piper calls the tune," he said that it should be remembered that in this institution students pay most of the instructional costs and that their views must be heeded; at the same time it would be a great mistake to say the customer is always right. One of the great virtues of a university is that it provides continuity and it must make decisions on this basis. Although the government also believes it should call the tune through its financial support, he went on, its interest must of necessity be limited and the University ought properly to resist its inroads. He noted in this regard the significance of basic rather than program research; in energy applications this has proved particularly important. Referring to Mr. Packard's statement that donors should support those things in education which are of most direct interest to them, the President urged that great caution be shown in this respect; he spoke of the Wharton School and the mix of sciences and other disciplines to which the student is exposed as an example of its gain from all academic activities of the University. In conclusion, the President stressed the importance of an alliance between higher education and business that does not reflect the hostility of Mr. Packard's views. He said that restricted funds for institutional use as supported by the corporate head are helpful support but that the principles required for freedom in the enterprise system apply also to freedom in education and that all involved should support these principles. If any portion of society tries to impose limits, then the continuity of the University is affected.

Secretary
and that would be disastrous. But, he ended, we must worry when a man like David Packard expresses this understanding of the role of the major university. That is cause for concern to all of us.

Collateral points of view included the observation that the total context of Mr. Packard’s remarks focused on the relationship between the responsibility of corporate giving to the responsibility of the Corporation to its stockholders and that the executive urged generosity by corporations to education. Mr. Eckman expressed concern that a vicious cycle may have developed during the recent years of campus activism in the form of a permanent radicalism among some faculty members which might be passed along to succeeding generations of students.

For the Finance Committee, Mr. Skinner called attention to the Budget Survey for fiscal 1974 and the year-end results for fiscal 1973. Upon presentation by him, the following resolutions were adopted:

RESOLVED, That the action of the Chairman of the Trustees’ Finance Committee in authorizing the advance of an additional $115,000 from University General Fund for renovations in the School of Veterinary Medicine be approved, with the understanding that the amount advanced will be repaid to University General Fund from funds raised in the future for the Veterinary School or from other sources as determined by the University Administration.

WHEREAS, the Executive Board adopted a resolution at the meeting held on June 8, 1973 authorizing the opening of an account with The First Pennsylvania Banking and Trust Company for the granting of student loans under the Federally Insured Student Loan Program in which to deposit the line of credit extended by the Bank up to the amount of $2,000,000; and

WHEREAS, it has been determined that a loan agreement would be more appropriate than a new account: Therefore be it

RESOLVED, That the Treasurer, Associate Treasurer and Assistant Treasurers of The Trustees of the University of Pennsylvania be and they hereby are authorized to effect loans at any time or times on behalf of the University from The First Pennsylvania Banking and Trust Company under the title of "The Trustees of the University of Pennsylvania - FISL Loans" and to sign, endorse, accept, make, execute and deliver in the name of the University, either originally or in substitution or renewal, any and all checks, notes, drafts, acceptances and bills of exchange.

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WHEREAS, the University holds title to premises 3940 Spruce Street, Philadelphia, Pennsylvania, as part of its fraternity-dormitory system, subject to a reversionary interest in the Zeta Beta Tau Fraternity, a corporation, if said premises should ever cease to be used by the University for dormitory purposes; and

WHEREAS, the fraternity has requested the University to obtain a mortgage to be secured upon said premises to provide funds for repairs, renovations and other obligations which the University is willing to do; therefore be it

RESOLVED, That the appropriate officers of the University are hereby authorized to execute a note or bond and mortgage to be secured upon premises 3940 Spruce Street, Philadelphia, Pennsylvania, in the principal amount of $100,000 with interest not to exceed 7-3/4%, to be repayable over a period not to exceed 25 years, subject to the condition that the University’s liability under such instruments shall be restricted to the mortgaged premises; and be it further

RESOLVED, That the appropriate officers of the University are hereby authorized and empowered to execute such additional documents and take such further action as may be necessary or advisable in order to consummate the foregoing transaction.

Dr. Kaysen, reporting for the Educational Policy Committee, directed attention to the following resolution which had been considered by the Committee at its meeting on Friday morning:

WHEREAS, the Arts and Sciences are central to the academic mission of the University, including the teaching and research functions of the various professional schools; and

WHEREAS, measures to strengthen the Arts and Sciences at the University should occupy the highest priority; and

WHEREAS, the disciplines in the Arts and Sciences at the University have been distributed among the College and College for Women, the Wharton School, and the Graduate School of Arts and Sciences; and

WHEREAS, the strengthening of the Arts and Sciences will be facilitated if the Arts and Sciences are reorganized into a single academic, planning and budgetary unit, bringing together scholars who share the same basic aspirations, outlooks and intellectual purposes, consolidating most of the graduate and undergraduate programs in the Arts and Sciences, and providing a single responsibility center through which to express the high priority placed on the strengthening of the Arts and Sciences; and

WHEREAS the establishment of such a unit has been recommended by the Task Force on University Governance, the Ad Hoc Committee on the Reorganization of the Faculty, the Faculty Senate and the University Council, and has been strongly endorsed by the Provost and President: Therefore be it

RESOLVED, That the Trustees of the University of Pennsylvania hereby authorize the establishment of a new Faculty of Arts and Sciences as an academic, planning and budgetary unit to succeed the College and College for Women, and the Graduate School of Arts and Sciences in this role; and be it further

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RESOLVED, That this Faculty of Arts and Sciences shall initially include those departments currently budgeted in the College and College for Women and the Graduate School of Arts and Sciences; and the Departments of Economics, Political Science, Regional Science and Sociology from the Wharton School, unless these departments should elect not to participate.

Provost Stellar commented that the University administration feels strongly about the central importance of the Faculty of Arts and Sciences and noted that the Dean of the Wharton School has accepted a prospective transfer of the basic social science departments to the new Faculty. He indicated that enhanced cooperation between the basic and applied social sciences might result from the new organization. President Meyerson voiced the need for a strong spokesman for the arts and sciences at the University, citing a need for the new Faculty to serve both internal and external purposes.

In response to a question raised by Mr. Hetherston concerning the possible need for additional physical facilities once the new Faculty is created, Dr. Hobstetter responded that while it may be necessary ultimately to relocate the Department of Political Science out of Dietrich Hall, there is no urgency for additional facilities.

Dr. Stellar concurred in this sentiment. The resolution was adopted.

Upon presentation by Mr. Ballam, on behalf of the Health Affairs Committee, the following resolutions were adopted:

WHEREAS, there has existed a long standing dispute between the University and Blue Cross of Greater Philadelphia with respect to the amount of compensation which Blue Cross should pay for patient care and services rendered to Blue Cross subscribers at the Graduate Hospital during the fiscal years ended June 30, 1971 and June 30, 1972 and to Blue Cross subscribers at the Hospital of the University of Pennsylvania during the fiscal year ended June 30, 1972; and

WHEREAS, as a result of intensive and protracted negotiations between representatives and counsel for both parties a compromise agreement has been proposed, under which the University's disputed claims would be settled and discharged through payment by Blue Cross of an aggregate amount equal to the aggregate actual reimbursable costs of both hospitals for the years in question, with an agreed allocation of this aggregate amount between the hospitals for each year in question for purposes of establishing reimbursement bases under the Economic Stabilization Program; and

WHEREAS, the said proposal for settlement is agreeable to Blue Cross and, as embodies in a draft of Settlement Agreement presented to the meeting, has received at least informal approval from the Insurance Department of the Commonwealth, and the University Administration advises its approval by the Trustees of the University.
NOW, THEREFORE, BE IT RESOLVED, that the settlement and compromise of the University’s claim against Blue Cross in consideration of the payment by Blue Cross of the sum of $17,931,459, all as more specifically set out in the draft of Settlement Agreement presented to the meeting be and the same hereby is approved and agreed to; and

RESOLVED FURTHER, that the President or any Vice President with the Secretary or any Assistant Secretary of the University be and they hereby are authorized to execute on behalf of the University a Settlement Agreement in the form presented to the meeting with such changes not, in their judgment involving matters of substance, which they may agree to, and to execute such other documents and take such other action as may be necessary or advisable to carry the said Settlement Agreement into effect.

SETTLEMENT AGREEMENT

Blue Cross of Greater Philadelphia (Blue Cross) and the University of Pennsylvania (University) have reached an agreement on the settlement of reimbursement for fiscal year 1971-72 for the Hospital of the University of Pennsylvania (HUP) and the fiscal years 1970-71 and 1971-72 for Graduate Hospital (Graduate) under the respective Provider Agreements between said hospitals and Blue Cross. The settlement involves a balancing of disagreements regarding amounts due HUP and Graduate from Blue Cross for covered services to subscribers. The parties agree that if the University repays Blue Cross the difference between the actual costs of HUP for fiscal 1972 and Graduate for fiscal 1971 and 1972, which totals $17,931,459, and the actual payments and advances for covered services rendered subscribers for said periods in the amount of $18,037,509 (subject to final audit for 1972 in the case of both figures), both parties will regard the two fiscal years in question as closed and settled; provided that neither said settlement, the levels of hospital costs involved in its derivation nor any allocation of Blue Cross payments to HUP and Graduate by the University shall have any bearing upon the determination of the actual costs to be paid by Blue Cross to said hospitals for the fiscal year 1972-73 or any fiscal year thereafter, nor be used as evidence, by way of precedent or otherwise, in any controversy regarding the reasonable level of costs for HUP or Graduate for the fiscal year 1972-73 or any fiscal years thereafter; and provided further that in the allocation of this settlement between HUP and Graduate for the purpose of determining a maximum payment level for 1972-73 and subsequent years under the Economic Stabilization Program, the 1971-72 reimbursement base will be $12,050,626 in the case of HUP and $3,372,132 in the case of Graduate.

BLUE CROSS OF GREATER PHILADELPHIA

By

UNIVERSITY OF PENNSYLVANIA
(On behalf of the University of Pennsylvania Hospital and Graduate Hospital)

By

Secretary
WHEREAS, the Faculty of the School of Medicine and the Medical Staff of the University Hospital have approved affiliation agreements between (1) The Williamsport Hospital, and (2) The Allentown Hospital Association and the Trustees of the University of Pennsylvania, and

WHEREAS, these agreements were approved by the Trustees' Health Affairs Committee on October 22, 1973, be it

RESOLVED therefore that the Trustees approve the two aforementioned affiliation agreements.

Mr. Hallam also gave a brief report on current negotiations between the Blue Cross of Philadelphia and the Delaware Valley Hospital Council.

Upon presentation by Dr. Kaysen, for the Chairman of the Honorary Degrees Committee, the following recommendations for award of honorary degrees at a special Convocation for the Moore School of Electrical Engineering in January were approved:

Sarkes Tarzian
John W. Mauchly
Grace B. M. Hopper
William O. Baker
John R. Pierce - subject to concurrence by Drs. Humphrey, Garner and Goodenough.

It was recalled by President Meyerson that Trustees had taken action in 1971 to make the University Press an independent organization operating with its own board of trustees under the chairmanship of Mr. Bullitt. He directed attention to the statement of operations for the Press as of June 30, 1973, noting the extraordinary achievement in which a small surplus was realized with a reduced University subvention. The following resolution was adopted:

WHEREAS the University of Pennsylvania Press, Inc. was made independent in 1971 and was placed under its own Board of Trustees, although continuing to be dependent upon a University subvention to cover anticipated deficits; and

WHEREAS a sudden increase in the deficit of the Press in 1971-72 led in 1972-73 to a temporary reduction in publishing new titles and the introduction of economies in operations; and

WHEREAS the statement of operations for the last fiscal year reflects a reduced University subvention and a small surplus; be it

RESOLVED therefore that the Trustees applaud the efforts of Director Fred Wieck in accomplishing these results and express appreciation to their colleague, Orville Bullitt, for his effective chairmanship of the Press Trustees during these years of readjustment; and be it

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RESOLVED further that the Trustees commend to the attention of the entire University community the vigorous and distinguished future which is seen for the University of Pennsylvania Press.

Reporting on other matters, President Meyerson indicated that the Ivy Group institutions are considering some form of collective action in an attempt to counter the reduction at the Federal level in funds for basic research activities; he said that individual Trustees may be called upon to assist in relations with the Congress. He noted that the administration is continuing to consider how best to enhance the effectiveness of relationships with the various levels of government; and that a recent visit by the Secretary of Education for the Commonwealth brought forth the suggestion that some mutual purpose might be served by having either the Secretary or the Commissioner for Higher Education attend meetings of the Trustees on a regular basis. This suggestion, he said, will require careful examination.

In his report, Provost Stellar said that the consultative committee to advise in the appointment of a Vice-Provost for University Life has now been constituted and that an Acting Dean for the Graduate School of Education will be appointed to provide time for a careful review of the future of the School. He noted that a committee of Deans is giving attention to certain questions concerning pay scale and work load raised by a group of Teaching Assistants, and said that this matter will be watched carefully. He reported that the Bers Professorship will be assumed by Dr. Mark Adams.

The following resolutions were adopted:

RESOLVED, That the academic appointments and promotions for the period from July 27, 1973 through October 10, 1973 be approved.

WHEREAS Dr. and Mrs. Alfred G. Ennis have made a provision for the Moore School of Electrical Engineering in their estates, wherein the Moore School will receive, upon the deaths of both Dr. and Mrs. Ennis, one-half of the estate available at that time or the full estate if the other designated beneficiary should pre-decease both the Ennises; and

WHEREAS, no restrictions have been placed on the Moore School's ultimate use of this gift, but that it has been proposed the bequest be used to endow a chair in the Moore School at the rank of Associate Professor; and

Gift to Moore School from Mr. and Mrs. Ennis

Alfred G. and Meta A. Ennis Associate Professorship in Moore School of Electrical Engineering

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Alfred G. and Meta A. Ennis Associate Professorship in Moore School

WHEREAS, the Development Office has analyzed the Ennis' estate, which consists mostly of property in Fairfax County in the Washington, D.C. area, and have indicated that adequate funds should be available for the endowment of an associate professorship; be it therefore

RESOLVED, That the Alfred G. and Meta A. Ennis Associate Professorship be established in The Moore School of Electrical Engineering.

Mrs. Wexler made the point that the Trustees may wish at some future time to consider the question of major administrative responsibilities and teaching positions held by women at the University. The Provost expressed the view that progress is being made in the broad area of affirmative action.

Vice President Gaddis reported briefly upon the state of labor relations at the University and continuing developments associated with 3401 Walnut Street.

Vice President Dripps directed attention to the following resolution, which was adopted:

ALFRED A. GELLHORN

WHEREAS Alfred A. Gellhorn has served as Director of the University of Pennsylvania Medical Center and as Professor of Medicine since July of 1968; and

WHEREAS he has imaginatively led a distinguished school as Dean during a period of great change in the medical profession, establishing new educational programs and stimulating the school to adopt innovative modes of teaching its superb group of students; and

WHEREAS Dean Gellhorn has resigned his administrative position in conformance to his previously stated wish to leave his post at the end of a fixed tenure; therefore be it

RESOLVED that the Trustees express their appreciative thanks for his medical leadership at Pennsylvania, for his devoted attention to the needs of the School of Medicine and its teaching hospitals at a time of growth and alteration, and for the warmth and the challenging ideas that characterized his undertakings on their behalf. They convey their enthusiastic best wishes for his new role as Vice President for Health Affairs, Director of the Center for Biomedical Education, and Professor of Medicine at the City College of New York.

Dr. Dripps reported that the consultative committee appointed to advise in the search for a Dean of the School of Medicine is at work and that Associate Dean Stemmler will likely be asked to serve as Acting Dean effective in January.

It was announced by Mr. Sheehan that Mr. Regan had volunteered to underwrite a public opinion survey of the University by an outside organization as a result of the presentation at the morning session devoted to public relations.
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Reporting for the Committee on University Development,

Mr. Eckman pointed out that the October total of gifts and bequests of $5.4 million is the highest October total in history. He reported upon a recent gift from Mr. Chance and noted that Mr. Patterson has agreed to chair the Annual Giving program for the current year. He expressed appreciation to Mr. U'Malley for his leadership in the recent Annual Giving campaign, and said that last year was the most productive year in fund-raising with $24,555,000 given or pledged.

Mrs. Strauss reported that the Alumni Trustees had met on Friday morning and considered, among other things, the expanded program of the Alumni Relations Office to organize functions involving alumni which cut across departmental lines; she acknowledged the increased participation in the recent Alumni Trustee elections and commended the Alumni Relations staff for their fine work.

The following report on the activities of the Investment Committee was given by Mr. Stanger:

A year ago it was decided to change our method of managing the A.I.F. portfolio. The new advisor, Franklin Capital Investors, was instructed to adopt a more aggressive attitude toward the portfolio than we had been employing in the past. Due to the "total return" theory permitted by the State of Pennsylvania in 1972, yield, which had previously been stressed, was sacrificed for growth. The securities in A.I.F., which had been producing $5-6 million income for the University, returned approximately $5,084,000 for the year ended June 30, 1973. However, the income for 1973-4 is forecast to be $3,100,000. The University budgeted for expenses considerably more than the amount received from interest and dividends for the 1972-3 year and the A.I.F. contributed approximately $3,000,000 out of capital to make up as much of the difference as was permitted under the "total return" regulations.

It is unrealistic to continue to pay out forever more than you take in and it is equally risky to expect to always make up deficits from profits in the stock market. However, we still have about $37 million in realized profits as a result of the good work of previous financial managers from which to make such payments.
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From principal in the future, if necessary and permitted by State regulations, which, if done, simply means we are living in part on our capital.

At the present time, the cost of our portfolio is approximately $113 million and the market value is approximately $113 million and, while we have some unrealized profits in the account, we also have some unrealized losses. The Dow on 9/30/72 was 953 and on 9/30/73 was 947.

Too short a time has elapsed to prove whether our present investment policy is the right one for us. We may be fortunate and have profits in the future from which, under the "total return" theory, we can contribute more to the budget than interest and dividends received but such money should properly come from profits realized and not in anticipation that we will have them. Many universities are managing their endowments on the "total return" principle, but most of those I know about have had the advantage of having followed the growth investment policy for many years and have large unrealized profits in IBM and the like from which to make disbursements.

The Investment Committee has recommended that the University budget a 7% return from the portfolio for 1973-4, 6% for 1974-5, 5% for 1975-6 and no more than 5% in the future, which probably means we will continue at least for the next few years to pay out capital.

Obviously, we need either a larger endowment to work with or, to the extent that the University is dependent on more than the $3,000,000 plus available from interest and dividends, it must reduce its expenses. If neither is possible, we will of necessity continue to draw down on capital.

We should all be aware of this financial position which should give us all reason for considerable thought.

Reporting for the Committee on Corporate Responsibility, Mr. Segal indicated that as a result of the aforementioned speech by Mr. David Packard, along with action taken on proxy questions of The Proctor and Gamble Company, the Committee had a detailed discussion on Thursday of future procedures to be followed. He recalled that the Committee had adopted a rather conservative set of guidelines at the outset which essentially sought to examine
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proxy questions in terms of whether or not they were offensive to
the collective conscience of the Trustees. He said that following
protracted discussion concerning the advisability of modifying the
guidelines, Mr. Larrabee was asked to give thought to any need for
changes in the charter of the Committee and, if he considered it
advisable to suggest that a broader grant of power be accorded the
Committee, to submit a draft thereof to the Chairman and Counsel.
Mr. Segal said that hopefully a detailed report can be made to the
Trustees in January or May.

The following resolution was adopted:

RESOLVED, That the following persons be reappointed
. to the Board of Law and as Associate Trustees for
terms expiring on June 30, 1976:

Frederic L. Ballard, Esq.
Richard P. Brown, Jr., Esq.
Richard M. Dicke, Esq.
Hon. William H. Hastie
Hon. Samuel J. Roberts
Mrs. Norma Levy Shapiro

Adjourned.

William G. Owen
Secretary

Please note: The next meetings of the Trustees will take place on
January 10 and 11, 1974.