A meeting of the Executive Board was held on September 21, 1978. Those attending included: Paul F. Miller, Jr. (chairman); Samuel H. Ballam, Jr.; Henry M. Chance, II; Charles D. Dickey, Jr.; John W. Eckman; Carl Kaysen; Wesley A. Stanger, Jr.; Robert L. Trescher; Marilyn Ackerman; Stephen B. Burbank; Stuart Carroll; Diane Cole; James E. Davis; Steve Dubow; James O. Freedman; W. Richard Gordon; Matthew Hall; Ron Hurt; J. Jerrold Jackson; Stanley E. Johnson; Donald N. Langenberg; Thomas W. Langfitt; Edwin M. Ledwell, Jr.; Robert U. Lorndale; Harold E. Manley; Philip G. Mechanick; Martin Meyerson; Covey T. Oliver; William G. Owen; Linda B. Salamon; Donald T. Sheehan; Eliot Stellar; Jon C. Strauss; E. Craig Sweeten; Barbara Wiesel; and Janis I. Somerville (secretary).

I. Call to Order

A. Approval of Minutes

Action: There being no objection, the minutes of the meeting of 16 August 1978 were approved as distributed.

II. Report of the Chairman

A. Trustee Committee Organization

Mr. Miller addressed his remarks to his sense of the need to review and strengthen trustee committee organization. The existing organization has evolved and expanded in response to various needs to the point where some trustees serve on as many as twelve committees. There is a need to streamline and rationalize the structure. This should, in turn, provide a more substantive role for trustees and strengthen the accountability of the trustees. Mr. Miller briefly noted several suggestions for measures to strengthen the committee structure.

- The Trustees have increasingly relied on ad hoc and formal standing subcommittees. Consolidation with standing committees and less reliance on ad hoc measures is desirable;
Committees have operated without clearly written charges and, for the most part, without a regularized agenda in support of those charges. Trustees will be assisted by clarification of committee charges and agenda planning to facilitate monitoring of areas of continuing responsibility of each committee; there also should be advance scheduling of committee meetings;

Committees need executive staff resources and to that end, it will help for each committee to have as liaison a primary administrative officer.

In addition, Mr. Miller suggested that the Executive Board ought to be specifically charged with long-range planning. Finally, the full trustee meetings should be organized more toward working sessions of committees and fewer plenary sessions.

In terms of specific suggestion of committee structure Mr. Miller indicated that he and President Meyerson have identified eight standing committees (Committees on Academic Policy, Student Life, Budget and Finance, Audit, Operations, Resources, University Responsibility and External Relations) and two Special Boards (The Investment Board and a Trustees Board of HUP).

Mr. Miller stressed that the matter is still open for discussion and stated that Mr. Meyerson and he welcome comments.

III. Report of the President

A. President

1. Mr. Meyerson introduced Matthew Hall, Esq., the new Assistant General Counsel for the University and welcomed Covey T. Oliver, Esq., Acting Dean of the Law School.

Mr. Meyerson then reported that Dr. Donald Langenberg had decided early in September to end his term as Vice Provost for Graduate Studies and Research to return to his scholarship and teaching. Dr. Stellar added that not only has Dr. Langenberg's contribution to the campus been valuable, but also his important national role with NSF and the Commission on Research, to name just two
of his activities, have brought credit and national recognition to the University.

2. Resolution on Appointment of Provost

Following Mr. Meyerson's review of the work of the consultative committee chaired by Dr. David DeLaura and his review of the committee's slate, he presented his recommendation that Dr. Vartan Gregorian be appointed provost. Mr. Miller called upon Dr. Carl Kaysen who introduced the resolution and Robert L. Trescher, Esq. the seconder.

Action: The resolution on appointment of a provost was approved as follows:

RESOLVED, That Vartan Gregorian be appointed Provost of the University of Pennsylvania effective January, 1979.

3. Resolution of Appreciation and Designation as Provost Emeritus

Expressing his appreciation for the special contributions of Dr. Eliot Stellar as provost, Mr. Meyerson submitted a resolution designating Dr. Stellar provost emeritus.

Action: The resolution on designation as provost emeritus was approved as follows:

RESOLVED, That Eliot Stellar who has served with distinction for the second longest period among the last six provosts, be extended the warmest appreciation of the Trustees and, as of January 1, 1979 be designated Provost Emeritus.

4. Resolution of Appointment of Vice President for Budget and Finance

Following Mr. Meyerson's introduction with his recommendation that Jon C. Strauss be appointed as Vice President for Budget and Finance, Henry M. Chance, II introduced the resolution.

Action: The resolution on appointment of Vice President for Budget and Finance was approved as follows:

RESOLVED, That Jon C. Strauss be appointed Vice President for Budget and Finance of the University
of Pennsylvania effective January 1, 1979.

5. Resolution on Center for Global Interdependence

**Action:** The resolution on the Center for Global Interdependence was approved with Messrs. Eckman and Segal not voting.

RESOLVED, That the Trustees of the University welcome this initiative by the University and World Affairs Council of Philadelphia and request the President and Provost to keep them informed of the Center's progress.

B. Provost's Report

1. Resolution on Appointments and Promotions

**Action:** The resolution on appointments and promotions was approved as presented in the Gray Book.

2. Resolution on Appointment of Dean of Graduate School of Fine Arts

**Action:** The resolution on appointment of Dean of Graduate School of Fine Arts was approved as follows:

RESOLVED, That Lee Copeland be appointed Dean of the Graduate School of Fine Arts effective January 1, 1979.

3. Resolution on Transfer of Responsibility for Degree of Master of Governmental Administration (Harrisburg Program) from Wharton to SPUP

**Action:** The resolution on transfer of the Degree of Master of Governmental Administration was approved as follows:

RESOLVED, That responsibility for the administration of and certification of candidates for the Degree of Master of Government Administration (the Harrisburg Program) be transferred from the faculty of the Wharton School to the faculty of the School of Public and Urban Policy.

C. Report of Vice President for Health Affairs

1. Small Animal Hospital

Dr. Langfitt reported that the bids for the construction of the small animal hospital came in higher by $1.8 mil-
lion than the $13.7 million amount approved by the Trustees in 1977. He requested no action of the Executive Board at this time. The matter will be taken to the Finance and Operation Committee and then to the Executive Board in October.

IV. Reports of Trustee Committees

A. Development Operating Committee

Mr. Eckman summarized the campaign progress report noting that gifts received since the report was printed for the Gray Book bring the total to just over $152 million. In assessing this figure, he noted that only $2.7 million of the $11.7 million of Annual Giving received during the Campaign is included in the Program for the Eighties.

As the Campaign enters the fourth year, the University has received about three-fifths of the total goal in three-fifths of the time. This performance suggests that the goal remains attainable though the mid-campaign lag experienced by others needs to be avoided. Mr. Eckman concluded his remarks noting that the regional campaigns are underway in several major cities.

B. Investment Board

Mr. Stanger reported that the total market value of the AIF on August 31, 1978 was $129.2 million or $189.59 per share. Equities represent 54% of investments and fixed income securities 46%. Gross income from investments for the next 12 months is estimated to be 6.3% of current market value.

In the past two months the common stocks have appreciated in market value over book value for the first time since 1972.

C. Finance and Operations Committee

1. Resolution on Wharton Econometric Forecasting Associates (WEFA)

Action: The resolution as amended from the Gray Book was approved as follows:

Secretary
RESOLVED that the University guarantee a line of credit for WEFA with a commercial bank in the amount of $1,250,000 which will be used in the first instance to repay University advances, not including the original pledge of $250,000, totaling $491,000, and in the second instance to finance the remainder of the transition plan; and be it further

RESOLVED, that a Memorandum of Understanding be prepared by the officers of WEFA, approved by the Board of Trustees of WEFA and presented to the Executive Board of the University of Pennsylvania within thirty days of the September 21 meeting of the Executive Board which contains, inter alia, the following conditions and requirements:

1. The Trustees of the University of Pennsylvania will appoint one or more of their members to serve as a corporate trustee of WEFA and also as Chairman of a new Executive Committee of the WEFA Board to be formed under his guidance and to include Dr. Klein and two other directors. This Executive Committee is to meet at least monthly to monitor the performance under the financial plan and the Memorandum of Understanding. The Executive Committee will also initiate actions necessary to comply with other terms and conditions of the Memorandum of Understanding.

2. A contingency plan will be prepared setting forth specific actions to be taken in the event of significant deviations from the approved financial plan.

3. Effective comptrollership will be maintained through either a full-time qualified professional staff member or a part-time financial consultant.

4. WEFA will retain at all times a qualified external auditing firm approved by the Board of Trustees of WEFA, and a copy of each audited WEFA report will be submitted to the University Comptroller.

5. At the beginning of each calendar quarter, WEFA will submit to the University Comptroller, the Finance and Operations Committee, and the President a quarterly projection of income and expense and cash flow.

6. At the end of each month, WEFA will submit a statement of actual income and expense and actual cash inflows and outflows to the University Comptroller.

7. Ninety days prior to the beginning of each fiscal year, WEFA will submit an annual budget to the Executive Director of the University Budget, which budget has been approved by the WEFA Board of Trustees. The Executive Director of the University Budget will present the WEFA budget to the Trustees of the University of Pennsylvania for approval.

SECRETARY
2. Resolution on Funding of Biology Renovation

Action: The resolution on funding of biology renovation was approved as follows:

RESOLVED, that $2,000,000 of the unallocated general mortgage proceeds be advanced for the first phase of the renovation of Leidy Laboratories with that money to be refunded from development funds raised for the renovation of Leidy Laboratory in excess of the $2.2 million additional now estimated to be necessary to complete the remaining phases of the project. The Leidy Laboratory project has been given the highest priority in the Program for the 80's.

D. Nominating Committee

1. Resolutions on Appointments to Advisory Board of the Institute of Contemporary Art

Action: The resolutions on appointments to the Advisory Board of ICA were approved as follows:

RESOLVED, that Margaret R. Mainwaring be appointed to the ICA Advisory Board effective January 1, 1979.

RESOLVED, that Harvey S. Shipley Miller be appointed to the Institute of Contemporary Art Advisory Board.

RESOLVED, that Charles Warren Nichols be appointed to the Institute of Contemporary Art Advisory Board.

2. Resolution on Appointment to the Board of the University Press

Action: The resolution on appointment to the Board of the University Press was approved as follows:

RESOLVED, that Maurice English be appointed a Trustee of the University of Pennsylvania Press for a term of three years, beginning July 1, 1978.

3. Resolution on Trustee Appointments

Mr. Miller noted that there are currently seven openings in trustee term appointments and that he recommends that four of those positions be filled at the October meeting.

Action: The Executive Board approved the nomination of term trustee appointments as follows:

Frank Tarbox October, 1978-October, 1983
E. Health Affairs Committee

1. Resolution on Recommendation to Establish a Trustee Board of HUP

Action: Following review of the statement of intentions, the Executive Board approved in principle and for submission to the Trustees the resolution as follows:

RESOLVED, that the Administration be instructed to prepare the resolutions necessary to effect the recommendation regarding the establishment of a Trustee Board of the Hospital of the University of Pennsylvania for consideration at the October meeting of the Trustees.

V. Other

A. Resolution of Memorium

Action: The Executive Board approved the request by Mr. Meyerson for authorization to prepare a minute honoring Walton Brooks McDaniel, who until his recent death was the oldest living emeritus professor of Pennsylvania and the oldest living alumnus of Harvard.

Adjourned.

Respectfully submitted,

Janis I. Somerville
Secretary of the Corporation

SECRETARY