Trustees of the University of Pennsylvania
Minutes of the Stated Meeting
21 January 1983

A Stated Meeting of the Trustees was held on Friday, 21 January 1983.

Those attending included: Paul F. Miller, Jr. (chairman); Sheldon Hackney (president); Thomas Ehrlich (provost); Mary Ann Meyers (secretary); Leonore Annenberg; Gustave G. Amsterdam; Walter G. Arader; Samuel H. Ballam, Jr.; Gordon S. Bodek; Earl F. Brown; Richard P. Brown, Jr.; McBea Butcher; Susan W. Catherwood; Henry W. Chance, II; Gloria Twine Chisum; Charles D. Dickey, Jr.; G. Morris Dorrance, Jr.; John W. Eckman; Michael E. Gilson; Joseph B. Glossberg; Donald G. Goldstrom; Bruce J. Graham; H. Samuel Greenawalt; John V. James; Reginald H. Jones; Carl Kaysen; Ralph Landau; Robert Levy; J. Paul Lyet; Margaret R. Mainwaring; William A. Marquard; Paul F. Miller, Jr.; Anthony S. Minisi; F. Stanton Moyer; John B. Neff; John H. Porter; Ralph S. Saul; Robert Montgomery Scott; Bernard G. Segal; Sara S. Senior; Irving S. Shapiro; David L. Simms; Frank K. Tarbox; Jacqueline G. Wexler; Linda C. White; and D. Robert Yarnall, Jr. Others attending were: Jaqueline Akins; Alfred Beers; Jean Brownlee; Richard Buenecke; Peter Canellos; Michael Carroll; Stuart Carroll; Richard Clelland; D. Walter Cohen; Joel Conarroe; Elizabeth Cooper; David Conway; Ann Duffield; Robert Dyson; Bruce Ehlison; Thomas Ehrlich; Marc Feigen; Karen Gaines; Paul Gazzerro, Jr.; Howard Gensler; Albert Glowasky; David Goddard; Katherine Goddard; Sue Goldstrom; David Goodhand; Shelley Green; James Haggerty; William Hickey; Arthur Hirsch; Stanley Johnson; George Koval; Marshall Ledger; John Logan; Robert Lorndale; Steven Ludwig; Lynne Manko; Anthony Marx; Edward McFall; Denise McGregor; Kenneth Meyers; Mary Nichols; Gillian Norris-Szanto; William Owen; Bruce Pollack-Johnson; Gary Posner; Frances Rozinski; Eric Ruggart; Randy Schilling; Stewart Schoder; Donald Sheehan; Robert Shephard; Edward Szczepkowski; Richard Thorpe; David Tishman; Ross Webber; Anne Wenzel; Dilyss Winegrad; Robert Wojtowicz; and Victor Wolski.

I. Report of the Chairman

A. Call to Order

Chairman Miller called the meeting to order and an invocation was offered by the Rev. Mr. Johnson, the University chaplain. The minutes of the 22 October 1982 meeting were approved as written by the secretary.

B. Action: A Resolution on the Amendment of Article 2, Section 2(e) of the Statutes of the University of Pennsylvania was approved as follows:

INTENTION: Article 2.2 (e) of the Statutes specifies that in addition to life trustees, who shall be designated as trustees emeriti upon attaining the age of seventy, other trustees, who have served more than five years in any class, shall be eligible for
election as trustees emeriti upon attaining the age of seventy. The Nominating Committee has suggested that there may be special circumstances in which it is desirable to elect former term or alumni trustees as trustee emeriti at an earlier age. The Executive Committee agrees and proposes that the Statutes be amended to give the Trustees greater latitude in electing trustees emeriti who may be close to but have not yet attained the age of seventy.

THEREFORE, BE IT RESOLVED that, Article 2.2 (e) be amended to read:

2.2 The Trustees shall be classified as follows:

(e) Trustees Emeriti: Life trustees shall be designated as trustees emeriti upon attaining the age of seventy. Other trustees who have served for more than five years in any class shall be eligible for election as trustees emeriti upon attaining the age of seventy or, in special circumstances, at an earlier age. Trustees emeriti shall enjoy all the rights and privileges of other trustees with the exceptions set forth in section 2.9, section 4.5, section 5.2, and section 6.2.

C. Action. A Resolution on the Amendment of Article 2, Section 7 of the Statutes of the University of Pennsylvania was approved as follows:

INTENTION: Article 2.7 of the Statutes calls for the election of a Chairman of the Trustees and one or more Vice Chairmen at the first meeting of the calendar year. The Executive Committee has concluded that it would be more in accord with the calendar of University business to elect the Chairman and the one or more Vice Chairmen at the annual meeting, which is defined in Article 2.8 as the spring meeting of the Trustees.

THEREFORE, BE IT RESOLVED that, Article 2.7 be amended to read:

2.7 By the terms of the Charter, the Governor of the Commonwealth of Pennsylvania is constituted, by virtue of office, President of the Trustees. At the annual meeting, as defined in 2.8, or at such other time as a vacancy occurs, the Trustees shall elect, upon the recommendation of the Executive Committee and from among the members of the Corporation, a Chairman of the Trustees and one or more Vice Chairmen. The Chairman or a Vice Chairman shall preside at all meetings when the Governor is not present.

D. Action. A Resolution on the Amendment of Article 4, Section 2 and Section 3 of the Statutes of the University of Pennsylvania was approved as follows:

INTENTION: Article 4.2 and Article 4.3 of the Statutes do not differentiate between standing committees and special boards of the Trustees and boards of overseers and other advisory boards. These sections of Article 4 call for members to be appointed or elected for terms of one year to all boards and committees formed by the Trustees. The Executive Committee has concluded that while one-year terms are appropriate for members of standing committees and special boards, terms of three years are appropriate for members of boards of overseers and other advisory boards unless otherwise determined by the Trustees.

THEREFORE, BE IT RESOLVED that, Article 4.2 be amended to read:

4.2 The trustees and the chairmen of all boards and committees formed by the Trustees, with the exception of the Executive Committee and the Investment Board, shall be appointed by the Chairman of the Trustees with the concurrence of the Trustees for terms
of one year, except for members of boards of overseers and other advisory boards whose terms shall be for three years unless otherwise determined by the trustees. The terms may be renewed.

AND BE IT FURTHER RESOLVED that, Article 4.3 be amended to read:

4.3 The non-trustee members of all boards and committees formed by the Trustees, with the exception of the Investment Board, shall be nominated and elected by the Trustees for terms of one year, except for members of boards of overseers and other advisory boards whose terms shall be for three years unless otherwise determined by the Trustees. The terms may be renewed.

E. Action. A Resolution on the Amendment of Article 6, Section 3 of the Statutes of the University of Pennsylvania was approved as follows:

Intention: The Investment Board was created in 1975 as an "other body" under the Pennsylvania Non-Profit Corporation law and given complete responsibility for the investments of the University. At that time, the Trustees recognized that providing the University with a broad range of investment expertise would require the election of non-Trustee members of the Investment Board. (In regard to Investment Board matters trustee emeriti are not counted as trustees.) Therefore, the election of non-trustee Investment Board members was permitted, subject to the restriction that a majority of the Investment Board members could not be non-trustees. This constraint has proven to be impractical, unduly restrictive, and cumbersome without providing substantive benefits. Trustee oversight has been effectively provided through the statutory requirement that members of the Investment Board be elected by the Trustees annually at a stated meeting, as well as through various periodic reporting requirements.

THEREFORE, BE IT RESOLVED, that the last sentence of Article 6.3--"No person should be elected a member of the Investment Board if, after his or her election became effective, the majority of the members of the Investment Board would not be Trustees"--be deleted.

F. Mr. Miller asked Mrs. Senior to comment on the need to extend the terms of several alumni trustees. She explained that the Executive Committee of the General Alumni Society felt that it would be detrimental to the Trustees to allow seven terms to expire in 1983. Mr. Miller then remarked that upon becoming chairman, he realized that elections of alumni trustees had not been occurring on a regular basis; therefore, he proceeded to ask for elections to fill the existing vacancies. "Let us now take the next step," he said, "and allow for staggered terms."

1. Action. Acting in accord with Article 13, Section 2 of the Statutes, the chairman requested unanimous consent for the suspension of Article 2, Section 2(d)(2) of the Statutes to permit the extension of terms of alumni trustees. He received it.

2. Action. A Resolution on the Extension of the Terms of Alumni Trustees was approved as follows:

Intention: There are ten elected regional alumni trustees. Seven vacancies will occur in October 1983. Unless an adjustment is made this year, the same situation will arise in 1988. To avoid this large turnover, the Executive Committee of the General Alumni Society has proposed that the five-year terms of four of the regional alumni trustees be extended: two for one year and two for two years. This will provide for an orderly election of no more than three regional alumni trustees in any one year.
RESOLVED, that the terms of four regional alumni trustees, whose terms expire in October 1983 be extended; two for one year and two for two years. The alumni trustees whose terms will be extended shall be chosen by the Trustees.

G. Action. A Resolution on the Election of F. Otto Haas as a trustee emeritus was approved as follows:

RESOLVED, that F. Otto Haas be elected a trustee emeritus of the University of Pennsylvania.

H. Action. A Resolution on Honoring President Emeritus Martin Meyerson and Provost Emeritus David R. Goddard was approved as follows:

Intention: The extraordinary intellectual and physical integration of the University in which we take such pride today is in large measure a tribute to the leadership of Martin Meyerson. First associated with Pennsylvania as an associate professor of city and regional planning and a research associate professor of urban studies in 1952, he left five years later as a full professor and returned in 1970 as president. His ten-year tenure as chief executive is a high water mark in the history of the University. Mr. Meyerson built, of course, on a foundation firmly laid by his predecessors, and, indeed, during the first months of his administration, his provost was David R. Goddard, who had served in that office since 1961. An internationally acclaimed biologist, Dr. Goddard joined the faculty as a professor of botany in 1946. He became chairman of the botany department in 1952 and, two years later, chairman of biology, a department that resulted from the fusion of the departments of botany, zoology, and microbiology. His leadership in plant science and, more broadly, as chief educational officer under President Gaylord Harnwell contributed immeasurably to the academic stature of Pennsylvania.

THEREFORE, BE IT RESOLVED, that the Trustees of the University of Pennsylvania designate the biology building on Hamilton Walk as the Goddard Laboratories as a mark of their esteem for the Provost Emeritus.

BE IT FURTHER RESOLVED, that the Trustees proclaim their intention to honor President Emeritus Martin Meyerson and charge the Executive Committee to present at the June meeting an appropriate plan for doing so.

I. Finally, Mr. Miller noted that Trustee Emeritus Henry Chance would receive an honorary degree at Commencement.

III. Report of the President
A. Dr. Hackney announced that a Forum on Preventing Nuclear War would be held on the campus between 21 March and 22 April. A faculty-student planning committee is arranging for speakers, symposia, and other events, he said, and it is enlisting the support of both campus and community groups. "I think the forum could be extremely important and will certainly be interesting," the president observed. "It will be a concentrated effort to focus disciplined attention on the most serious problem facing the world today. I hope it will be an example of how the University of Pennsylvania can serve the world by doing what it does best, that is, providing a forum for discussion of critical issues. We're encouraging participation from people and groups whose proposals for solutions embrace a wide range of ideas."

RESOLVED, that the terms of
Dr. Hackney next noted that a staff attitude survey is being conducted among a random sample of 1,300 non-academic employees to try to obtain a sense of how the University is perceived as a work environment. "After the results are analyzed, we will publish a summary of them," he said. "And we intend, of course, to take action on correctable matters that may be revealed by the survey."

He went on to observe that Irene Winter, an associate professor of the history of art, had been awarded a John D. and Catherine T. McArthur Foundation Prize. "News stories tend to call these 'genius grants,'" the president said. "The McArthur Foundation selects 20 scholars and artists each year for the awards which amount to very handsome support over a five-year period to allow the recipients to do their work in a way that would not otherwise be possible." Dr. Winter is the first Pennsylvania faculty member and the first art historian to receive a McArthur Prize. [But also among the 1983 winners are an emeritus professor of Oriental studies, S.D. Goitein, and an alumnus, David Felton (M'73, Gr.'74), who is a professor of anatomy and neuropsychology at Indiana University. An alumna, physiologist Francesca Rochberg-Halton, received an award in 1982.]

Turning to his strategic planning document, the president noted that the title, "Choosing Penn's Future," was a deliberate selection meant to emphasize the administration's commitment to planning, as well as the University's pro-active stance. "Even though the times are stringent and we are facing challenges, we can still be masters of our fate if we take action deliberately and thoughtfully and very forcefully," he said. "This document begins by describing the University's strengths, its historical personality, its great energy, its inventiveness, its diversity; and in doing this, it seeks to summon up a common image and a common commitment to the spirit of Pennsylvania. Then the document very briefly states the problems that confront the University and other parts of higher education over the next 10 years. It closes by sketching a strategy of response."

Dr. Hackney observed that it is not at all accidental that the planning document begins with an invocation of history. The approach chosen, he said, reflects a historian's habit and his view of what a university is and how it has operated over the centuries. "Universities," the president suggested, "have made the transition from the medieval period to the modern period with less interruption, less distortion of their fundamental personality than any other institution in the Western world." The reasons they have fared so well, he said, are related to their ability to identify the problems they face in any one era and
their ability to fashion creative responses which fit their own strengths and personalities and strategic positions. "One must be very respectful of an institution's past," he maintained, "and try to operate within the constraints set by that past. For a university, the past is prologue."

The president went on to observe that the planning document tries to say that Pennsylvania needs to build a stronger sense of community, that is, stimulate a stronger sense of belonging on the part of undergraduates, graduate students, professional school students, alumni, trustees, faculty. "It needs," he said, "to be the sort of extended residential community that invites the participation and loyalty of everyone who passes through it. 'Shrinking our psychological size' is a phrase you'll discover in the document, and I think that it is very important that over the next five years we do that quite consciously."

Dr. Hackney added that the document also says emphatically that the University must plan, and he noted that individual schools and centers already have been set upon their planning task by the provost. "Three of the five-year plans are ready," he said, "and the rest will be completed within a year. It's a big job, but using the ideas that come out of the plans, we should be able to face the future with some confidence. We also, in the next several years, have to be both willing and able to invest in new academic ventures, even while we are imposing austerity. The life blood of a university is change," the president declared, "and if we can't continue to open new fields of knowledge, start new investigations, bring in new people, we will become stultified and die intellectually. And we can't allow that to happen."

He then noted that four maxims set forth in the document provide a context within which decisions must be made. "They are statements of truth which should guide future actions and behavior," he said. The maxims are: 1) the quality of the faculty ultimately determines the quality and worth of the University; 2) the University must operate within a balanced budget; 3) the diversity of the University, in both human and intellectual terms, is a precious trait and must be preserved; 4) the current scale of the University will be maintained as long as we can maintain the strength and diversity of the student body, our capacity to invest in new programs, and our ability to attract and retain the best faculty.

Three special challenges which face us, the president continued, are identified in the document as: 1) strengthening undergraduate
RESOLVED, that Dr. Claire M. Fagin be reappointed dean of the School of Nursing for a term beginning on 1 July 1983 and ending on 31 December 1989.

C. He then observed that faculty members in the School of Public and Urban Policy have all been relocated within the University and that the academic programs have been informally accepted by other Penn faculties.

Action. A Resolution on the Closing of the School of Public and Urban Policy was approved as follows:

Intention: The School of Public and Urban Policy (SPUP) was established by action of the Trustees on May 3, 1974, pursuant to a recommendation of the University Development Commission and a subsequent feasibility study. When Dean Almarin Phillips retired in 1977, the Educational Planning Committee reviewed the situation and concluded that the School should be discontinued and its programs redistributed; the president and provost, however, decided that the School should continue to operate but under new guidelines. In 1981, a subcommittee of the Educational Planning Committee again reviewed the School as the retirement of the next dean, Professor Britton Harris, approached; the committee approved the subcommittee's report, which—with the important caveat that it was not in a position to evaluate the School's financial prospects—recommended continuation of the School but with some expansion and diversification. In the spring of 1982, plans were developed to move the Department of City and Regional Planning from the Graduate School of Fine Arts to SPUP.

During the summer of 1982, a subcommittee of the Academic Planning and Budget Committee and then the full committee studied the School's position and, in view of a number of factors all bearing directly on the academic efforts of the School—including projected reductions in matriculations and rapidly escalating deficits—recommended that, unless the School's programs were given a larger scope and marked increases in financial support, SPUP should be phased out, the merger with city planning called off, and the search for a new dean discontinued. After careful consideration, the President and the Provost reluctantly concluded that they should recommend to the Trustees that the School be phased out. They met with the University Committee on Consultation to be sure that the consultative process that had been followed was appropriate and were assured that it was. They halted merger plans and the search for a new SPUP dean. They also appointed a task force, headed by Deputy Provost Richard Clelland, which is developing recommendations on relocation of the School's academic programs and standing faculty. Every effort is being made to insure that SPUP faculty members and students are provided opportunities to pursue their interests in public policy studies and that public policy studies will continue as an important dimension of the University's academic activity.

RESOLVED, that the School of Public and Urban Policy be phased out as of June 30, 1983, with the understanding that the School's academic programs will be transferred to other schools and departments of the University.

D. Academic Report
1. Provost Thomas Ehrlich reported that Theodore Hershberg had been appointed acting dean of SPUP to guide the School during the next several transitional months of faculty and program relocation.

2. In introducing a Resolution on the Creation of the Harold G. Scheie Research Professorship, the provost noted that the chair
would recognize not only Dr. Scheie's preeminence in ophthalmology, but also the breadth of his interest in the visual system. It provides that while the initial appointment shall be in ophthalmology, subsequent appointments are to be made by the University on the nomination of the chairman of the Department of Ophthalmology and the endorsement of a duly-appointed search committee and may be in any department in the School of Medicine so long as the work of the Scheie Professor is directly related to the prevention of blindness.

Action. The resolution was approved as follows:

Intention: The Paul Mackall and E. E. B. Mackall Foundation desires to establish a research professorship in ophthalmology. The professorship will be funded by a gift of $500,000, received December 15, 1982, and two additional payments of $250,000, one in 1983 and the final payment in 1984.

RESOLVED, that monies received from the Paul Mackall and E. E. B. Mackall Foundation be used to establish an endowed professorship to be known as "The Harold G. Scheie Research Professorship in Ophthalmology."

3. Turning to a Resolution on Appointments, Promotions, and Leaves, Mr. Ehrlich observed that Setha Low was being given tenure as an associate professor of landscape architecture. "She brings us a critically important understanding of the relationship between health, behavior, and the environment," he said. The provost also noted that Brian V. Jegasothy would be coming to Penn as a professor of dermatology from a similar position at the Duke University Medical Center where he was a highly respected clinical investigator.

Action. The resolution was approved as found on pages 1-15 of the meeting book.

E. Financial Report

Mr. Gazzerro reported that half way through FY'83, the University had a surplus of $847,000 from unrestricted operations. "It is $500,000 over and above the amount planned from deficit amortization, which was $250,000 from High-Rise North and $97,000 from Graduate Hospital," he said, "and it results primarily from utility savings made possible by the mild winter to date, and some increase in temporary investment fund income above expected gains." He also noted that additional revenues of some $150,000 had been generated by accelerated write-offs in FY'82, which had been budgeted in FY'83. A savings is anticipated in unrestricted student aid expense, Mr. Gazzerro said, because of the receipt of more student aid funds than expected from the Federal government.

The vice president for finance went on to note that the performance projection of the schools and resource centers had shown a slight improvement since December, but that the administration continued to
project a deficit of $1.6 million for these units after the application of $350,000 in restricted funds. The principal reasons for the deficit projection, he said, are shortfalls in graduate and special program tuition income and, until recently, indirect cost recoveries for federally-funded research. He added that energy savings and savings in student aid expenses will help temper the school and center problems.

Turning to the Hospital of the University of Pennsylvania, Mr. Gazzerro reported that for the five months ending 30 November 1982, HUP had an excess of revenues over expenses of $3.5 million ($1.9 million from operations and $1.6 million from unrestricted gifts and endowment income) which was $1.4 million greater than the anticipated surplus. "The principal contributing factor in the improved performance," he said, "was a 3.4 percent above-budget increase in patient service revenues and favorable settlement of several cost reports for third-party carriers." He noted, furthermore, that during the first three months of the fiscal year clinical practices at HUP had an excess of revenue over expenses of $1.2 million for operation and a net increase in their educational and developmental fund of $400,000. "We expect," he concluded, "that were more current information available, it would show continued growth."

IV. Reports of Trustee Committees
A. Academic Policy

Dr. Kaysen reported that the Academic Policy Committee had discussed the Resolution on the closing of the School of Public and Urban Policy and heard Deputy Provost Richard Clelland account for the placement of the School's faculty and programs. He noted that the committee also had discussed a Resolution on the Endorsement of the President's Strategic Plan and recommended its approval.

Action: The Resolution on the Endorsement of the President's Strategic Plan: "Choosing Penn's Future" was approved as follows:

Intention:

President Sheldon Hackney first drafted a strategic planning document for the University of Pennsylvania during the summer of 1982. It was reviewed initially with senior administrators and deans. Incorporating their suggestions, a new draft was presented to senior faculty, student leaders, the Academic Planning and Budget Committee, and the Senate Executive Committee. Revised once again on the basis of comments received from these groups, the document was published in Almanac on 12 October 1982 and discussed with members of University Council the next day. Upon receiving suggestions from the campus community, the president made further revisions and presented a new draft to the Trustees at a plenary session of the Academic Policy Committee on 22 October. On the basis of suggestions received from board members and others with whom the document was reviewed during the late autumn, the president prepared a final draft, which was mailed to the Trustees in advance of this meeting. The Academic Policy Committee recommends its endorsement.

RESOLVED, that the Trustees of the University of Pennsylvania
commend President Sheldon Hackney for his planning efforts and endorse his strategic plan for "Choosing Penn's Future."

The chairman went on to note Dean Claire M. Fagin of the School of Nursing and Dean Joseph Bordogna of the School of Engineering and Applied Science had discussed with the committee the five-year plans of their respective schools. "We were struck by the positive quality of both reports," he said. "The accomplishments of the last several years gave us confidence that the gains projected for the next five-year period are realistic." Dr. Kaysen observed that some increase in the student body is a key element in the plans of both schools. The challenge before Nursing is to maintain the present number of master's degree candidates in an increasingly competitive marketplace and to increase the number of doctoral students. Engineering, which does well in comparison with peer institutions in terms of attracting research dollars, does less well in terms of the production of Ph.D. engineers. "The committee was pleased with the quality of leadership displayed by Dean Fagin and Dean Bordogna," the chairman said. "It hopes to review all the school five-year plans," he concluded, "and it trusts that the process of review will be a stimulus to the deans and the provost."

B. Honorary Degrees

Turning to the work of the Committee on Honorary Degrees, Dr. Kaysen said that members had held a telephone conference meeting at the beginning of the new year and made their recommendations to President Hackney. Earlier, the chairman pointed out, he had received recommendations from the University Council Committee on Honorary Degrees as to persons to be considered for degrees on academic merit, as well as the names of persons who had been proposed to the Council Committee on other grounds. Dr. Kaysen said that he subsequently met with the committee to discuss the candidates, and after the Trustee Committee reached its decision, he discussed the final choices with the Council Committee chairman, Marvin Wolfgang. Recommendations made to Dr. Hackney by the Trustee Committee include persons to be honored at Commencement, at a March convocation sponsored by the Center for the History of Chemistry to celebrate the 250th anniversary of Joseph Priestly's birth, and at a May convocation in connection with the 50th anniversary of the founding of the Morris Arboretum.

C. Audit Committee

Mr. Earl Brown reported that in December the Audit Committee had met with and received reports from the director of internal auditing and the University's outside auditors, Coopers & Lybrand. The latter's report "contained an unqualified opinion," he said, "and we expect to meet with Coopers & Lybrand next month to discuss their letter of comment."
D. Budget and Finance

Mr. Eckman reported that the Budget and Finance Committee had reviewed the University’s fiscal operations for FY’83 and had heard a status report on the development of the FY’84 budget. He then noted that the committee also had reviewed in detail seven capital project requests and two purchase and sale recommendations. "Our policy calls for the identification of sources of funds before we authorize their expenditure," the chairman continued, "and the committee was not entirely satisfied with the identification of the sources of funds in some of the capital project requests. In every case, the proposals identified a primary source of funds. In some cases, a secondary source of funds was specified and, as a third or fall-back position, most of the proposals allowed for capital financing through the proceeds of the sale of tax-exempt notes, which the University proposes to effect through an authorized government agency. The committee added a fourth provision which says that to the extent the proceeds of tax-exempt notes are used to fund any request, the school or center for which the capital expenditure is made will be responsible for the interest as well as the amortization out of operating funds. It is a formula which, I think, keeps us honest in light of our policy about requiring the identification of a credible source of funding."

Mr. Eckman added that the current capital requests totaled $15 million, and he expressed the opinion that the issuance of tax-exempt notes would not put the University heavily in debt. "We have an $11 million general mortgage on our properties," he said, "and we're in a very strong balance-sheet position. The current requests are a reflection of the fact that we've been through an inflationary period, and we need more capital."

In a brief review of the specific resolutions recommended to the Trustees by the Budget and Finance Committee, the chairman noted, in particular, that Franklin Field stands require some $6 million in structural renovations to allay the danger of collapse. "And while the present request is only for authorization to spend $383,000 on drawings," he said, "I feel we would not recommend any expenditure on them if we didn't feel that, one way or another, we were going to have to go ahead with the entire renovation project."

1. Action: A Resolution on Renovations to Create a Buoyancy Laboratory in the Towne Building was approved as follows:

Intention:

The administration proposes to renovate the laboratory and office space in Room 206 of the Towne Building, at an estimated cost of $306,400, to create a buoyancy laboratory. Renovations will be paid for with a loan from general University funds which is to be repaid through a combination of fund raising and operating funds.

Secretary
RESOLVED, that the renovation of Room 206 of the Towne Building to create a buoyancy laboratory, in accordance with the proposal presented to the meeting, be and the same hereby is approved and the vice president for finance or other appropriate officers of the University be and they hereby are authorized to proceed with such renovation and execute such contracts and incur such expenses and obligations—not, however, substantially in excess of the estimated cost of such renovation as presented to the Budget and Finance Committee—as may in their judgment be necessary or desirable to effect such renovation.

FURTHER RESOLVED, that all costs and expenses incurred in carrying out the renovation project authorized by the foregoing resolution which are not funded from the source specifically cited to the Budget and Finance Committee or by gifts expressly designated for such purpose be paid or, if previously paid or discharged out of operating funds, reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects. To the extent the project is thus financed through issuance of tax-exempt notes, the retirement of the debt principal and associated interest expense shall be the responsibility of the School of Engineering, to be discharged within the established amortization period for the financing.

2. Action: A Resolution on the Construction of a Surgical Research Laboratory in the Medical Education Building was approved as follows:

Intention:

The administration proposes to complete the remaining 6,300 net square feet of shelled space on the third floor of the Medical Education Building, at an estimated cost of $2,000,000, to create a surgical research laboratory. Renovation will be paid for from an anticipated gift. If that is not forthcoming, alternate funding from the I. S. Rawlin Institute Fund “B” and Neurosurgery (GSB Savings Account) of the Department of Surgery is available.

RESOLVED, that the renovation of the third floor of the Medical Education Building, in accordance with the proposal presented to the meeting, be and the same hereby is approved and the vice president for finance or other appropriate officers of the University be and they hereby are authorized to proceed with such renovation and execute such contracts and incur such expenses and obligations—not, however, substantially in excess of the estimated cost of such renovation as presented to the Budget and Finance Committee—as may in their judgment be necessary or desirable to effect such renovation.

3. Action: A Resolution on the Renovation of the Johnson Pavilion to House a Cyclotron was approved as follows:

Intention:

The administration proposes to renovate approximately 2,700 net square feet in the basement of the Johnson Pavilion, at an estimated cost of $1,255,000, to house a cyclotron. Renovations will be paid for from various Medical funds already available totaling $950,000 and other Medical School sources not yet identified.

RESOLVED, that the renovation of the basement of the Johnson Pavilion, in accordance with the proposal presented to the meeting, be and the same hereby is approved and the vice president for finance or other appropriate officers of the University be and they hereby are authorized to proceed with such renovation and execute such contracts and incur such expense and obligations—not,
however, substantially in excess of the estimated cost of such renovation as presented to the Budget and Finance Committee—as may in their judgment be necessary or desirable to effect such renovation.

FURTHER RESOLVED, that all costs and expenses incurred in carrying out the renovation project authorized by the foregoing resolution which are not funded from the sources specifically cited to the Budget and Finance Committee or by gifts expressly designated for such purpose be paid or, if previously paid or discharged out of operating funds, reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects. To the extent the project is thus financed through issuance of tax-exempt notes, the retirement of the debt principal and associated interest expense shall be the responsibility of the School of Medicine, to be discharged within the established amortization period for the financing.

4. Action: A Resolution on the Renovation of the Gutman Center Barn was approved as follows:

Intention:

The administration proposes to renovate the barn at the Gutman Center in Upper Makefield Township, Bucks County, Pa., to be used for artists' studios, at an estimated cost of $451,138, from a gift of $500,000 from the Gutman Foundation.

RESOLVED, that the renovation of the barn at the Gutman Center, in accordance with the proposal presented to the meeting, be and the same hereby is approved and the vice president for finance or other appropriate officers of the University be and they hereby are authorized to proceed with such renovation and execute such contracts and incur such expenses and obligations—not, however, substantially in excess of the estimated cost of such renovation as presented to the Budget and Finance Committee—as may in their judgment be necessary or desirable to effect such renovation.

FURTHER RESOLVED, that all costs and expenses incurred in carrying out the renovation project authorized by the foregoing resolution which are not funded from the sources specifically cited to the Budget and Finance Committee or by gifts expressly designated for such purpose be paid or, if previously paid or discharged out of operating funds, reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects. To the extent the project is thus financed through issuance of tax-exempt notes, the retirement of the debt principal and associated interest expense shall be the responsibility of the Graduate School of Fine Arts, to be discharged within the established amortization period for the financing.

5. Action: A Resolution on the Rehabilitation of Franklin Field was approved as follows:

Intention:

The administration proposes to rehabilitate the Franklin Field Stands at an estimated cost between $5,250,000 and $6,000,000. It is essential that this work commence immediately with the preparation of construction drawings at a cost of $383,000. These drawings will be funded from the Reserve for Physical Plant Fund with the intention of repayment when other sources are available. The administration is presently examining various methods of financing this total project.

RESOLVED, that preparation of drawings for the rehabilitation of the Franklin Field Stands, in accordance with the proposal presented to the meeting, be and the same hereby is approved and
the vice president for finance or other appropriate officers of the University be and they hereby are authorized to commission such drawings and execute such contracts and incur such expenses and obligations--not, however, substantially in excess of the estimated cost of such drawings as presented to the Budget and Finance Committee--as may in their judgment be necessary or desirable to accomplish these preparatory steps in the renovation process.

FURTHER RESOLVED, that all costs and expenses incurred in carrying out the preparation of the construction drawings related to the rehabilitation of the Franklin Field stands, authorized by the foregoing resolution which are not funded from the sources specifically cited to the Budget and Finance Committee or by gifts expressly designated for such purpose be paid or, if previously paid or discharged out of operating funds, reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects. To the extent the project is thus financed through issuance of tax-exempt notes, the retirement of the debt principal and associated interest expense shall be the responsibility of the Department of Intercollegiate Athletics, to be discharged within the established amortization period for the financing.

6. Action: A Resolution on Construction of an Underground Addition to the Annenberg Center was approved as follows:

Intention:

The administration proposes to construct office and storage space for the Annenberg Center, adjacent to the new underground construction for the Annenberg School, at an estimated cost of $526,000, from a loan from general University funds, to be repaid from operating funds of the Annenberg Center and rental income from the office space.

RESOLVED, that the construction of an underground addition to the Annenberg Center in accordance with the proposal presented to the meeting, be and the same hereby is approved and the vice president for finance or other appropriate officer of the University be and they hereby are authorized to proceed with such construction and execute such contracts and incur such expenses and obligations--not, however, substantially in excess of the estimated cost of such construction as presented to the Budget and Finance Committee--as may in their judgment be necessary or desirable to effect such construction.

FURTHER RESOLVED, that all costs and expenses incurred in carrying out the construction project authorized by the foregoing resolution which are not funded from the sources specifically cited to the Budget and Finance Committee or by gifts expressly designated for such purpose be paid or, if previously paid or discharged out of operating funds, reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects. To the extent the project is thus financed through issuance of tax-exempt notes, the retirement of the debt principal and associated interest expense shall be the responsibility of the Annenberg Center, to be discharged within the established amortization period for the financing.

7. Action: A Resolution on the Rehabilitation of the Quad-Phase IV was approved as follows:

Intention:

The administration proposes the rehabilitation of student dormitory rooms within the Quad in the Morgan, Wilson, Bodine, Brooks, Leidy and Morris buildings at an estimated cost between $4,500,000 and $5,000,000. In order to begin work between the spring and fall
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semesters of 1983, it is essential that the bidding process and some preordering of materials begin immediately, at an estimated cost of $30,000. These costs will be funded from the Reserve for Physical Plant Fund, with the intention of repayment when other sources are available. The Administration is presently examining various methods of financing this total project.

RESOLVED, that the rehabilitation of the Quad-Phase IV, in accordance with the proposal presented to the meeting, be and the same hereby is approved and the vice president for finance or other appropriate officers of the University be and they hereby are authorized to proceed with such rehabilitation and execute such contracts and incur such expenses and obligations—not, however, substantially in excess of the estimated cost of such rehabilitation as presented to the Budget and Finance Committee—as may in their judgment be necessary or desirable to effect such rehabilitation.

FURTHER RESOLVED, that all costs and expenses incurred in carrying out the rehabilitation project authorized by the foregoing resolution which are not funded from the sources specifically cited to the Budget and Finance Committee or by gifts expressly designated for such purpose be paid or, if previously paid or discharged out of operating funds, reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects. To the extent the project is thus financed through issuance of tax-exempt notes, the retirement of the debt principal and associated interest expense shall be the responsibility of the residence system, to be discharged within the established amortization period for the financing.

8. Action: A Resolution on the Purchase of Sheehan Farms was approved as follows:

Intention:

In 1965, the University purchased from Mrs. Jeanette Sheehan approximately ninety-four (94) acres which are now a portion of New Bolton Center. At that time, it also obtained the right of first refusal, extending for twenty-one (21) years, on the remaining seventy (70) acres.

An Agreement of Purchase and Sale has been submitted to the University by Mrs. Sheehan for forty-two (42.9) acres of the remaining seventy (70) acres at a purchase price of $250,000. The agreement requests $80,000 at time of settlement together with a $170,000, five (5) year, eleven (11%) percent mortgage note, the buyer to be responsible for all closing costs associated with the transactions. These costs are estimated to be approximately $10,000.

The buyer must further agree to replace existing fences and erect new fences, in unfenced areas, acceptable to the seller, no later than April 15, 1983, in the boundary line separating the property from the property being retained by the seller. Costs associated with this contingency are estimated to be approximately $10,000.

In accepting this agreement, the University agrees to terminate the First Refusal Purchase Option Agreement, dated December 8, 1965.

RESOLVED, that the appropriate University officers proceed with the purchase of this property, contingent on their being able to identify funds to be used for this purpose.

Intention:

In the Deed dated December 2, 1974 and recorded in Philadelphia County in Deed Book DCC 758, page 577, The Barclay, Inc. conveyed unto William V. Grier and Marion M. Grier, his wife, and the
survivor of them, a life estate in that certain Condominium Unit identified as Unit 17-B, The Barclay, 239-247 South 18th Street, Philadelphia, Pennsylvania ("Premises"), and unto The Trustees of the University of Pennsylvania a remainder interest in fee, subject to said life estate.

William V. Grier died on April 26, 1975 and Marion M. Grier died on July 21, 1981, whereupon fee simple title to the Premises has vested in The Trustees of the University of Pennsylvania.

In the Deed dated January 4, 1983, executed on behalf of The Trustees of the University of Pennsylvania by John Pyne, Treasurer, and attested by Gail Levin, Assistant Secretary, and delivered unto Doris Le Savoy Watter, a grantee, the Premises have been conveyed unto the said Doris Le Savoy Watter.

RESOLVED, that The Trustees of the University of Pennsylvania hereby approve and ratify the sale and conveyance of the said premises to Doris Le Savoy Watter pursuant to the said Deed, for a total consideration of $120,000, and further hereby approve, confirm and ratify all actions taken in connection with such sale and conveyance of the Premises by the said officers, including without limitation the execution and delivery of said Deed, the acceptance of the purchase price, the execution and delivery of all necessary affidavits and other documents required by Commonwealth Land Title Insurance Company in connection with such sale and conveyance, and all other actions taken by such officers of their designees necessary or convenient to the accomplishment of the said sale and conveyance of the Premises.

E. Development Committee

Mr. Lyet reported that in every constituency category, except foundations, the dollar total of gifts and subscriptions to the University was greater than in January of 1982, and he said the Development Committee was hopeful that more money from foundations would be received as the year progressed. "The way the whole development effort has been approached is a tribute to Ross Webber and his team," the chairman added. He went on to say that besides reviewing a summary of subscriptions and receipts (see Appendix A), the committee discussed how the Development Office is being organized for greater effectiveness on a regional basis and to draw upon the support of alumni and friends. "There are tremendous opportunities for using innovating approaches in meeting the University's great and increasing financial needs," he said.

F. Resources Committee

1. Mr. Lyet went on to note that the Resources Committee had devoted considerable attention to the planning process. "Ross Webber described the efforts he and his colleagues have made to set the parameters for a development program which is responsive to a broad range of emergent priorities," the chairman said. "We expect a summary presentation at the spring meeting."

Mr. Lyet also noted that the Resources Committee had examined the current status of research at Pennsylvania. Dr. Thomas Langfitt, the
vice president for health affairs, set the stage for our discussion," he said, "with a report on the national conference on University-Corporate Relations in Science and Technology hosted by the University in December." Mr. Lyet then mentioned that Vice Provost for Research Barry Cooperman had presented a number of recommendations for enhancing corporate interest and understanding of the University's research capability. "He noted in particular such promising collaborative areas as molecular biology, computer science, and bioengineering," Mr. Lyet said, "and his office and the Development Office are beginning to work closely together."

The chairman went on to note that William Klein, the director of the Morris Arboretum, had made "a stimulating presentation to the committee. Over the past five years, he has prepared a plan for drawing the Arboretum's teaching and research functions into the academic mainstream," Mr. Lyet said, "and he has upgraded its display and community service functions. Now the Arboretum is about to embark on an accelerated three-year $7 million campaign. The committee was impressed that the planning for this fund-raising effort was tactically and strategically sound."

2. Action The resolution was approved as follows:

Intention: The Morris Arboretum and its Advisory Board of Managers seek approval to conduct a three-year capital campaign, in observance of the 50th anniversary of its public opening in 1983, beginning in the spring of 1983.

The overall goal of the campaign will be $7 million, including $4 million in endowment and $3 million in capital funds. The campaign is designed to strengthen programs in education, research, and display, and to enhance the Arboretum's academic position within the University. Responsibility for its execution will rest with the Board of Managers, with appropriate assistance from the Department of Development and Alumni Relations.

RESOLVED, that the Morris Arboretum and its Advisory Board of Managers be authorized to proceed with the campaign according to the goals and schedules which they have established.

G. External Affairs

Observing that over the past several years the External Affairs Committee had had a continuing concern about "the lack of consistency and compelling image among the University's publications," Mrs. Wexler reported that the committee felt confident that its concern had been addressed by the University during the past year. "At our meeting
yesterday," she said, "we saw the kind of consistent, well-organized, and integrated publications that are now on the drawing board and, indeed, ready for publication. We were impressed with the job that has been done," she added. "And while some members of the committee were disappointed by the prominent use of 'Penn,' as opposed to 'Pennsylvania,' throughout the various bulletins, we all are grateful for this concentrated attempt to find a focal point and consistent image for our publications." Mrs. Wexler noted that the fact that Ann Duffield, director of publications, Jeannie Dissette, director of planning for the Admissions Office, and Donald Pitts, acting dean of the School of Arts and Sciences, had been involved in the preparation of the new bulletins reflected just how seriously the University views the need for a coordinated approach.

The chairman went on to say that William Owen, special assistant to the president, had given the committee a quick retrospective of the management history of communications at the University. She observed that Mary Nichols, director of communications, had reported on regional and national news coverage, and she said the committee believes "important progress has been made in this area." Finally, Mrs. Wexler noted that Sara Senior, president of the General Alumni Society, had discussed with the committee "the efforts and achievements the Alumni Office has made in presenting a consistent image of Penn."

H. Facilities and Campus Planning

Mr. Arader reported that the Facilities and Campus Planning Committee had begun its meeting with a discussion of the energy situation. "Operational Services continues to monitor the situation," he said, "and for the last year we show a reduction in consumption of 11 percent and a reduction in cost of 5 percent, both aided by diligent efforts to conserve heat and power and by favorable weather conditions."

The chairman went on to note that among other matters which had come before the committee were: the use of the Philadelphia General Hospital site, which now includes the possibility of a new Veterans Administration Hospital; the continuing dispute over the Sansom Street properties; ongoing negotiations with the city over a purchase price for the former nurses' residence on the PGH site; and the status of the Hilton Hotel, a facility in which the University has some interest if it is purchased by a developer.

Mr. Arader said the committee had received a full report on the condition of the Franklin Field stands, and that it endorsed the Trustees' action in authorizing the preparation of drawings for the stands' rehabilitation. Finally, he observed that the architect of
Steinberg Hall/Dietrich Hall had given committee members a very detailed report on the design and construction of the new addition to the Wharton School.

I. Student Life

Mrs. Mainwaring reported that the Student Life Committee had reviewed the now 10-year-old college house program. "The big news," she said, "is the Pappas endowment of lectureships and student-faculty programs at the houses. "I believe the program is of great significance," the chairman observed, "and will add importantly to the quality of student life on campus."

She went on to note that the committee also had discussed financial aid. "About 45 percent of our undergraduates receive aid in some form from University sources," she said, "and another 20 to 30 percent receive other kinds of help. Altogether 50 to 60 percent receive financial assistance." Mrs. Mainwaring pointed out that in the Graduate Division of the School of Arts and Sciences aid is given in the form of fellowships and assistantships. "Professional school students depend mostly on loans," she said, "and those loans are getting to be quite substantial. In terms of dollars, the problem is greatest for dental, veterinary, and medical students. Loans to undergraduates also are of significance," she noted, "as they cannot anticipate the same high salaries as many professional students."

Mrs. Mainwaring observed that 92 percent of the University's contribution to student aid is drawn from unrestricted funds. "That's the highest percentage among our peer institutions," she said. One way the problem is being addressed is through Jacqueline Wexler's proposal for an endowed student aid fund. Another proposal has to do with funds raised through the sale of tax-free bonds. There is also a proposal for loans on which interest will be deferred and not capitalized during the student life of the borrower.

The chairman concluded by announcing that a four-hour mid-term meeting of the committee would take place on Thursday, 31 March. "The subject," she said, "will be career planning and career placement in all its aspects."

J. University Responsibility

Mr. Richard Brown reported that at a meeting of the University Responsibility Committee open to the campus community, he and Judge Higginbotham had talked about their separate visits to South Africa. "The judge's visit was sponsored by the Black Lawyers Association of South Africa," the chairman noted, "and my visit was made with a group from the American Bar Association." We studied the laws and legal system of South Africa," he said, "and I described the network of
constitutional provisions, laws, and regulations by which the present
government enforces apartheid. Judge Higginbotham talked about what it
was like to be a black South African living under apartheid." Mr.
Brown added that he and Judge Higginbotham would make a similar
presentation on 24 February at a joint meeting of the World Affairs
Council and the Philadelphia Bar Association.

K. Trustee Board of the Hospital of the University of Pennsylvania

Mr. Ballam reported that

--Phase III, HUP's $20 million rehabilitation program is
progressing on schedule at about $500,000 to $1 million over
budget. Concurrent with Phase III, a project involving the
renovation of the radiation therapy and radiology units, is coming
in at some $300,000 under budget.

--Space requirements for Phase IV have been determined and
architects have begun to prepare a schematic design for the
construction project. The HUP Board will bring a proposal for
financing it to the Trustees before the end of the year. The project
is expected to cost $150 million.

--New federal legislation will limit Medicare reimbursement to
hospitals after 1 July. Under the Tax Equity and Fiscal
Responsibility Act of 1982, payment will be made according to the
nature of an illness rather than on a cost-of-treatment basis. HUP
is preparing for the adjustment which will have to be made when the
new law takes effect, and it has begun a program to sensitize the
medical and professional staff to costs.

--A $500,000 legacy from the Ethel Brown Foerderer Estate is being
used to develop a program to train hospital personnel and patient
families to deal with some of the special problems associated with
the care of old people who are ill.

--HUP is negotiating with a developer intending to purchase the
Hilton Hotel for space in the lower lobby to use as a cafeteria and
offices during the completion of Phase IV.

--The Joint Commission on Accreditation of Hospitals has accredited
HUP for a three-year period.

The chairman concluded by noting that the hospital's executive
director for the past seven years, Mark Levitan, had resigned to
accept the presidency of Shared Medical Systems. He said that a
search committee had been meeting regularly since mid-November to
identify a successor. There are 111 candidates, and a national
search firm, Spencer-Stuart, has been employed to help the
committee evaluate their credentials.

L. Investment Board

Mr. Neff reported that in the period since 31 December 1979,
the per-share value of the Associated Investment Fund (AIF) had
appreciated 75.2 percent on a total return basis. "The common
stock portion of the fund has risen 97.3 percent (total return)," he said, "compared with a 60 percent rise in the Standard and Poor
500 Stock Average. On the bond side, the AIF is up 56.4 percent
(total return) versus a gain of 44.4 for Salamon Brothers Composit
Index."
The chairman went on to note that since 30 June 1982, the per-share value of the AIF had risen 35.3 percent (total return) with common stocks up 41.1 percent (total return) versus a 37.7 percent rise for the S&P. During the same period, AIF bonds appreciated 36.7 percent (total return) compared with a 40.3 percent in the Salomon Brothers Composite Index. "But our maturity is 12 to 16 years versus their 28 years," Mr. Neff said, "and to come as close as we have is a tribute to the outstanding management of the bond component of our portfolio."

He then noted that the market has been "fairly exciting in the past six months. And we warned you," he continued, "that we wouldn't do very well in an exciting market. Well, at least we've kept up."

He pointed out that in the past three years the total market value of the AIF had increased from some $134 million to nearly $230 million. "About 75 percent of the equity portfolio is either in cash or invested in oils, banks, telephone and electric utilities, and insurance," the chairman continued. "We've pulled our neck in a bit as our charge is not only to make money but to try to keep it after we do. Our income remains fairly good. The current yield on the common stock portion of the fund is 6.8 percent. It is down only 100 basis points--or about 13 percent--from a 7.8 percent high on 30 June 1982 despite a substantial market advance in the past six months. Since the last meeting, the stocks we've sold had a yield of 4.5 percent and the ones we've purchased have had a yield of 8.2 percent for a 370 basis points differential."

M. General Alumni Society

Mrs. Senior noted that Trustee Emeritus Henry Chance would receive an Alumni Award of Merit at the annual Founders' Day luncheon on Saturday, 22 January.

V. Overseers and Other Boards

A. Dental Medicine Overseers Report

Noting that the Board of Overseers of the School of Dental Medicine had been established in 1979, Mr. Levy said that it had devoted itself to reviewing the School's "imaginative academic plans which involve getting better by getting smaller." During the lifetime of the board, enrollment has dropped from 160 to 112 students, and plans are to decrease enrollment to some 80 students in the next several years.

The chairman said that coterminaly with continuing to reduce the size of classes, the School will introduce a "revolutionary program of clinical dental education modeled after medical
education." It involves preceptorships where faculty members treat patients with the assistance of students in a private practice setting located at the University. A $3-million grant from the Pew Memorial Trust permitted the School to embark on what is known as the Pennsylvania Experiment. It established two new teaching facilities for clinical instruction which stressed the concept of teamwork among various members of a practice group, including the general dentist, the specialist, the dental hygenist, the resident, students, and auxiliary personnel. "The emphasis is on primary care," Mr. Levy said, "and there is an attempt to teach provider accountability, relief of patient anxiety, and interpersonal skills as part of dental education."

The chairman went on to note that the Wharton School's Busch Center had evaluated the educational, financial, and management components of the experiment. "The data indicates that a dental care center is both educationally effective and financially viable," he said. "The Busch Report will serve as the basis for the restructuring of the School's educational programs and as a guide for the preparation of new facilities to house the School.

B. Appointments

1. Action. A resolution on Appointment to the Board of Overseers of the School of Engineering and Applied Science was approved as follows:

   RESOLVED, that Donald N. Langenberg be appointed to the Board of Overseers of the School of Engineering and Applied Science for three years, effective 22 January 1983.

2. Action. A Resolution on Appointments to the Board of Managers of the Wistar Institute was approved as follows:

   RESOLVED, that the following individuals be appointed for one-year terms to the Board of Managers of the Wistar Institute, effective 22 January 1983:

   Mr. George B. Barnard; Mr. Frank G. Binswanger, Sr.; Mr. Herbert W. Blades; Mrs. T. Wistar Brown; Mr. John T. Dorrance, Jr.; Joseph N. DuBarry, IV, Esq.; Dr. Harry Eagle; Mr. John W. Eckman; Mr. Robert A. Fox; Dr. David R. Goddard; Mr. Harris N. Hollin; Dr. George B. Koelle; Dr. Thomas W. Langfitt; Mr. W. Thacher Longstreth; Mr. Mario V. Mele; Dr. Peter C. Nowell; Ms. Faye Olivieri; Mr. Richard
S. Ravenscroft; Mr. Gerald B. Rorer; Mr. Isadore M. Scott; Mr. E. Robert Thomas, Jr.; Mr. Owen Jones Toland, Jr.; Mr. Howard S. Turner; Dr. Thomas Peter Bennett (ex officio); Dr. Ruth Patrick (ex officio); and Dr. Donald Vail Rhoads (ex officio).

Adjourned.

Respectfully submitted,

Mary Ann Meyers
Secretary of the University