A Stated Meeting of the Trustees was held on Friday, 20 January 1989, in Bodek Lounge of Houston Hall. Trustees attending included: Arlin M. Adams; Walter G. Arader; Marlene S. Arnold; Samuel H. Ballam; Gordon S. Bodek; Alan C. Bowser; Michael S. Brown; Richard P. Brown, Jr.; Susan W. Catherwood; Gloria T. Chisum; D. Michael Crow; G. Morris Dorrance, Jr.; John Eckam; Bruce J. Graham; John B. Harkins; Stephen J. Heyman; A. Leon Higginbotham; Reginald H. Jones; Carl Kaysen; Gena Kutin; Anthony S. Minasi; John B. Neff; Sara S. Senior; Alvin V. Shoemaker; Myles H. Tanenbaum; Robert L. Trescher; George A. Weiss; Jacqueline G. Wexler; Charles S. Wolf; and D. Robert Yarnall, Jr. Others present included: Gregory Aaron; Michael Aiken; Richard Clelland; Valerie Swaim Cade; William Epstein; Carol Farnsworth; Karen Gaines; Shelley Green; Sheldon Hackney; Michael Karz; Stanley Johnson; George Koval; Robert G. Lorndale; Mary Ann Meyers; Kim Morrison; Rick Nahm; Antonia Oberthaler; Robert Pasnau; Brodie Remington; Joshua Rosenberg; Edward J. Stempfer; Lee Stetson; Barbara Stevens; and Marna Whittington.

I. Call to Order

Chairman Shoemaker called the meeting to order and an invocation was offered by Chaplain Johnson. The minutes of the 21 October 1988 stated meeting were approved as written by the secretary.

II. Report of the Chairman

A. Action. A Resolution of Appreciation to Walter G. Arader and the Election of Mr. Arader as a Trustee Emeritus was approved as follows:

A 1942 graduate of the Wharton School, Walter G. Arader has been our colleague and friend as a term trustee for the past ten years. He assumed a position of leadership among us almost immediately as chairman of the Facilities and Campus Planning Committee and as a member of the Executive Committee. He also lent us his wise counsel as a member of the Budget and Finance Committee and External Affairs Committee.

As an undergraduate, he rowed on the crew and was a member of the Interfraternity Council and the Naval ROTC Unit. Upon graduation, he served in the U.S. Naval Reserve, rising to the rank of commander. Always an active and loyal alumnus, he was a member of the American Selection Committee for the Thouron Scholarship Program, chairman of the American Civilization Advisory Council, and a member of the Operating Committee and Pennsylvania Committee in the Program for the Eighties.

RESOLVED, that the Trustees of the University of Pennsylvania, on behalf of themselves and the administration, faculty, students, and alumni of the University, express their gratitude to Walter G. Arader for his service.

FURTHER RESOLVED, that Mr. Arader be elected a trustee emeritus of the University of Pennsylvania.

R. Action. A Resolution on the Election of Margaret R. Mainwaring as
A 1947 graduate of the School of Education, Margaret R. Mainwaring was the first woman to be elected an alumni trustee, serving in that capacity as a representative of the Metropolitan Philadelphia area from 1973 to 1978. Elected by the Trustees as a term trustee in 1978, and again in 1983, she served as vice chairman of the Trustees for five years and as chairman of the Student Life Committee for seven years. A member of the Executive Committee from 1979 to 1988, she also served on the Nominating Committee, Academic Policy Committee, and Development Committee. She was a member of the Health Affairs Committee and of the successor Trustee Board of University Hospital and Trustee Board of the Medical Center. Since 1979 she has chaired the Board of Overseers of the School of Nursing. At the 1975 Convocation celebrating the 50th anniversary of the School, she received an honorary Doctor of Laws degree from her alma mater.

RESOLVED, that Margaret R. Mainwaring be elected a trustee emeritus of the University of Pennsylvania.

C. Action. Resolution of Appreciation to Alan C. Bowser was approved as follows:

A member of the Wharton Class of 1984, Alan C. Bowser has completed a three-year term as a recently graduated alumni trustee, elected by the Classes of 1984 and 1985. He served ably as a member of the Student Life Committee and University Responsibility Committee; assignments which coincided closely with his interests in the admission and retention of minority students and in University investment policy.

An unusually active and successful undergraduate himself, he came as a Benjamin Franklin Scholar, and stayed to win the Cane Senior Honor Award. He was a member of the John Marshall Pre-Law Honor Society and the Onyx Senior Honor Society and served as a research assistant to our colleague, Leon Higginbotham. Selected as a Thouron Scholar upon graduation, he earned a M.Phil. degree at Oxford University, in 1986.

RESOLVED, that the Trustees of the University of Pennsylvania, on behalf of themselves and the administration, faculty, students, and alumni of the University, express to Alan C. Bowser their appreciation for his service.

III. Report of the President

Dr. Hackney introduced his report with the observation that "occasionally, on campus, we encounter a person or experience an event that seems, somehow, to lift the spirits of just about everyone at the University. It is something that captures our imagination regardless of our various disciplines or our considerable diversity," he said, "and such an event was the announcement that Trustee Saul Steinberg, already a deeply committed Penn benefactor, has pledged $25 million to the nucleus phase of the capital campaign." The president went on to observe that among "other very major gifts" was a $10 million commitment from Trustee Ronald Perelman for the campus center and a $6 million gift from Trustee George Weiss and his wife, Diane. "Those gifts were, and remain, the subject of considerable comment and enthusiasm among students, faculty, and staff," Dr. Hackney noted. The president expressed his sorrow that a recent injury had made it impossible for Mr. Steinberg to be with the Trustees at their meeting this week. "If he were here, I would tell him that the University Council has asked that I convey its appreciation to him," Dr. Hackney said. He then quoted from an editorial in the Philadelphia Inquirer, which commented with appreciation upon Mr.
The president went on to report that the President's Forum, scheduled for the 10th and 11th of February, has attracted the participation of more than 600 educators and practitioners from various fields related to children. He noted that the forum, entitled "Our Children/Our Future," will include some 47 panelists addressing such issues as welfare reform, education, pediatric health care, and juveniles and the law. Governor Robert Casey will deliver the keynote address.

Turning to ongoing matters, Dr. Hackney reported that the University has resolved the debate on its alcohol policy. The revised policy will include "a modification of our previous stance on the issue of kegs," he said, "but keeps in place the steps necessary to establish guidelines for legal, safe, and responsible consumption of alcohol." He further noted that he had nearly completed the selection of members for a new Committee on University Life, which will be chaired by Professor Drew Faust. He went on to congratulate Coach Ed Zubrow, his players, and the entire football staff for their 9-1 season in which the Quakers tied for the Ivy League title, and he commented appreciatively on the success of the women's field hockey and cross country teams.

B. Academic Report

1. Provost Aiken announced the appointment of Dr. Ronald Arenson as acting vice provost for computing. He noted that a new job description is being developed for the position and a search to find a permanent vice provost will be started shortly. Turning to deans searches, the provost observed that Professor Ward Goodenough has agreed to chair the reconstituted search committee for the dean of the Annenberg School. He noted that a search committee chaired by Professor Leo Levin has been appointed to find a successor to Law School Dean Robert Mundheim, who has accepted an extension of his term only through the end of June. He went on to report that Dr. Raymond Fonseca, professor and chairman of oral medicine, pathology, and surgery in the School of Dentistry at the University of Michigan, has been nominated dean of the Dental School. He said that the administration expects the search for the dean of the School of Medicine will be completed soon, and he further observed that Claire Fagin has agreed to continue as dean of the Nursing School for an additional three-year term.

The provost went on to comment upon the University's planning process. He mentioned that previously constituted working groups were moving forward and that they will issue interim reports at the end of this month.

Dr. Aiken then called attention to the recommended appointment of John McCoubrey as the first incumbent of the James and Nan Farquhar Chair in the History of Art. He also mentioned the names of several faculty members proposed for tenured appointments: Hugo Sonnenschein, proposed as a professor of economics, who, as dean, will hold the proposed Thomas S. Gates Professorship; Liliane Weissberg, who holds a Ph.D. from Harvard and has been teaching at The Johns Hopkins University since 1983, proposed as
associate professor of Germanic languages; and Gerald L. Neuman, a leader in the field of immigration law, proposed for promotion to associate professor of law.

2. Action. A Resolution on the Extension of the Term of Claire M. Fagin as Dean of the School of Nursing was approved as follows: RESOLVED, that Claire M. Fagin be reappointed dean of the School of Nursing for a three-year term beginning on July 1, 1989 and ending on June 30, 1992.

3. Action. A Resolution on the Extension of the Term of Robert H. Mundheim as Dean of the Law School was approved as follows:
RESOLVED, that the term of Robert H. Mundheim as dean of the Law School be extended to June 30, 1989.

4. Action. A Resolution on Appointments, Leaves, and Promotions was approved as found on pages 1 through 15 in the meetingbook.

C. Financial Report
Dr. Whittington reported that as of 31 December 1988, the administration was continuing to project a general University surplus of $25,000. She said that positive factors in Penn’s unrestricted performance are indirect cost recoveries, temporary investment fund income, and savings in salary and utility expenses. Negative factors are graduate tuition, summer and special tuition, and special program and fee revenues. “On the restricted performance side,” the senior vice president continued, “endowment, gift, and grant and contract expenditures have increased by 7 percent, 9.9 percent, and 7.9 percent, respectively. The amount available for grant and contract expenditures was 17.9 percent greater on 31 December 1988 than on 31 December 1987,” she said, “which means the months of expendable awards are 9.3 percent greater than at the end of last year.” Dr. Whittington went on to report that for the five months, ending 30 November 1988, the Hospital had an excess of revenues over expenditures of $977,000, which was $3 million better than the budget. She noted that the December admissions figures also were ahead of budget, as they have been for each month in the current fiscal year. Dr. Whittington concluded by observing that as of 30 September, “the excess of revenues over expenses of the Clinical Practices of the University of Pennsylvania was $965,000 better than budget and the Education and Development Fund balances had increased by $2,184,000.”

IV. Reports of Trustee Committees
A. Academic Policy
Dr. Kaysen reported that the Academic Policy Committee had a very thorough exposition by the chairs of five of the ten planning faculty committees that are advising the provost and president on the five year plan. “The ten committees are vertical planning groups that look at functions and activities that cross school lines,” he explained, “and the committee heard from the groups focusing upon undergraduate education, Ph.D. education, professional education, the international dimension of our whole educational process, and research. The common element in all of
the reports," he said, "was the attention paid to University-wide aspects of our teaching programs. In undergraduate education, for example, we learned that the four undergraduate schools are moving towards common elements of core curriculum. It was clear from the report on Ph.D. education that Penn's 72 graduate groups share common problems related to recruitment and finances, and that the interest in seeking common solutions is strong." Dr. Kaysen also mentioned that the faculty committee on research had emphasized some of the common elements in the research needs in the biomedical area, which stretch across the health schools, and in biology and bio-chemistry in the School of Arts and Sciences. The Trustees "came away from the Academic Policy Committee meeting with the feeling that the provost has a good planning process going," he concluded, "and these planning processes are essential to maintaining a high quality of teaching and research."

B. Audit Committee

1. Mr. Dorrance reported that the Audit Committee had met with representatives of Coopers & Lybrand, the University's auditors, and with representatives of management and the internal audit staff. He said the committee had reviewed the auditors' reports covering the Hospital, CPUP, and the University itself. "They contained recommendations for tightening controls," the chairman continued, "and the committee's reaction was that management responses were clear and constructive. I think we have seen in the course of this year, as compared with last year, a considerable advance in our efforts to upgrade our systems."

2. Action. A Resolution on the Appointment of Auditors was approved as follows:

RESOLVED, that Coopers & Lybrand be and hereby are appointed as accountants to audit the financial statements of the University of Pennsylvania for Fiscal Year 1989.

C. Budget and Finance Committee

1. In the absence of Robert Fox, Mr. Arader reported that the Budget and Finance Committee had heard a report on the finances of the University for the fiscal year ending 31 December 1988, a report on the likely effect of the Federal Budget on the University's finances and programs during the rest of FY'89, and a presentation on the impact of the Tax Reform Act upon our pension, health, and welfare programs. "We are faced with the dilemma of compliance with the law without the benefit of any regulations," Mr. Arader noted. He then went on to introduce two resolutions, which he said had been reviewed and approved by committee members. Mr. Shoemaker commented that the vote on the resolutions will be recorded as action by the Executive Committee of the Trustees.

2. Action. A Resolution on the Renovations to the Graduate Towers - Phase IV was approved as follows:

INTENTION:

The Graduate Towers complex consists of four high rise towers, "A" and "B" (which are joined as one building known officially as "Grad Tower B")
and "C" and "D" (which are joined as one building known officially as "Nichols House").

The complex was originally constructed in 1969. Since that time, the interiors of the student apartments and the furnishings have deteriorated from normal wear and tear. Deterioration has affected the ability of the University to maintain full occupancy of the apartments. Over the past three summers, however, the Department of Residential Maintenance has been carrying out a program of renovations, including the installation of new kitchenette units, cabinetry, and full-size refrigerators, vanity tops, floor covering and some furniture. Renovations completed to date are as follows:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Year</th>
<th>Building(s)</th>
<th>Towers</th>
<th>Floors</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1986</td>
<td>Nichols House</td>
<td>&quot;C&quot; &amp; &quot;D&quot;</td>
<td>1-8</td>
<td>$666,000</td>
</tr>
<tr>
<td>II</td>
<td>1987</td>
<td>Nichols House</td>
<td>&quot;C&quot; &amp; &quot;D&quot;</td>
<td>9-16</td>
<td>$759,000</td>
</tr>
<tr>
<td>III</td>
<td>1988</td>
<td>Graduate Tower &quot;B&quot;</td>
<td>&quot;D&quot;</td>
<td>17-24</td>
<td>$1,199,000</td>
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The administration requests approval to proceed with Phase IV by renovating floors 9 - 16 of the Graduate Tower "B" (high rise towers "A" and "B") during the summer of 1989. The estimated project cost is $1,230,000. It will be paid from Residential System Reserves and Residence current operations.

RESOLVED, that the renovations to Graduate Towers - Phase IV, estimated to cost $1,230,000, be and the same hereby is approved and that the Senior Vice President or other appropriate officers of the University be and they hereby are authorized to proceed with such renovations and execute such agreements and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost of such renovations as presented to the Budget and Finance Committee -- as may, in their judgement, be necessary or desirable to accomplish such renovations.

3. Action. A Resolution on the Acquisition of an IBM 3090-170S Mainframe Computer was approved as follows:

Intention:

In March 1987 the Trustees approved the transfer of an IBM 3081-GX computer from the School of Arts and Sciences to the Office of University Management Information Systems for use as the administrative mainframe computer. It was anticipated at the time that the IBM 3081-GX would function in that capacity through the end of Fiscal Year 1989.

At present, due to increasing on-line usage, the computer is very close to saturation. With the implementation of new on-line systems such as in Gifts, Financial Aid, Payroll, Alumni, Advising, and Student Records, a significant degradation in on-line response time during prime time usage (8:00 a.m. - 6:00 p.m. Monday - Friday) and an increase in demand for production batch processing during night hours (6:00 p.m. - 8:00 a.m. Monday - Friday) is projected for the spring.

To alleviate these potential problems, the administration proposes a two-phase approach. As phase one, it proposes accelerating by six months the planned replacement of the IBM 3081-GX computer by purchasing an IBM 3090-170S computer now. This computer has a 33% greater capacity than the IBM 3081-GX. The total cost of the new computer, counting proceeds from the resale of the IBM 3081-GX, is estimated at $1,949,000.

The purchase of the IBM 3090-170S now and its subsequent upgrade to an IBM 3090-180S in September 1989 will substantially increase administrative computing capability and should help to resolve the problems of on-line
response time and increased demand for batch processing as discussed above.

The purchase of both the IBM 3090-170S computer and the upgrade will be financed from internal funds to be repaid over a five-year period from the administrative computing budget.

RESOLVED, that the purchase now of an IBM 3090-170S mainframe computer to replace the current IBM 3081-GX at an estimated cost of $1,949,000, and the upgrade of this computer to an IBM 3090-180S in September 1989 at an estimated cost of $637,500, be and the same hereby are approved and that the Senior Vice President or other appropriate officers of the University, be and they hereby are authorized to proceed with such purchase and execute such agreements and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost of such equipment as presented to the Budget and Finance Committee -- as may, in their judgment, be necessary or desirable to accomplish such purchase.

D. Development Committee

In the absence of Mr. Miller, Mr. Shoemaker reported that campaign gift commitments, totaling $421 million, had been received toward a nucleus fund goal of $270 million. He noted that new pledges during FY'89 amount to $130 million so far, which is a 124-percent increase over the same time period last year. The chairman called particular attention to the 40 endowed professorships established during the campaign's nucleus fund phase and a number of "magnificent, multi-million dollar leadership gifts." He went on to report that the Development Committee had reviewed a campaign logo and graphics concept, as well as improvements made in development operations to ensure proper support of volunteers and Penn's fundraising staff. Mr. Shoemaker further noted that the Development Committee had assessed the University's volunteer organization and steps required to reenlist and recruit advocates for Penn. "We are positioned for continued success," he said. "I know the trustees, administration, and staff will continue their efforts to put all the building blocks in place for a campaign that will secure Penn's status as the University of the 21st century."

E. External Affairs

In the absence of Leonard Lauder, Mr. Wolf reported on the meeting of the External Affairs Committee. He noted that members had been introduced to Carol Farnsworth, the new assistant vice president for University relations. He observed that they had then discussed the University's budget for alumni publications compared with the budgets of 11 peer institutions. "Of the eleven," he said, "Penn rates number two in number of graduates with about 180,000 living alumni, fifth in magazine circulation with the publication of about 79,500 copies of the Gazette, ninth in non-advertising pages, and seventh in printed pages per gross dollars. The budget for the Gazette is $652,000 a year, with one half of the money coming from advertising and donations and the other half from the University," he continued. Mr. Wolf mentioned that after some expression of opinion that the Gazette could be a more effective tool for the attraction of faculty and students and for generating good will for
the University if it published "more positive
information," Mr. Lauder appointed a sub-committee consisting of Mr.
Bodek (chairman), Dr. Arnold, Mr. Fretz, and Mr. Heyman to look in greater
detail at the alumni magazine's circulation policy and report at the
External Affairs Committee's next meeting.

Mr. Wolf further reported that committee members had discussed U.S.
News and World Report's annual ranking of about 350 colleges and
universities with two media consultants to the University. "There was
some discussion about how we package the president," he said, "and the
consultants expressed the view that the use of national media and the way
the president of the university presents himself or herself has a lot to
do with how that university is thought of in many circles." He noted that
the consultants also had reviewed some of the criteria for determining
ranking, but that they had concluded by saying no one should take the
survey too seriously.

F. Facilities and Campus Planning

In the absence of Mr. Pappas, Mr. Arader reported that at the
meeting of the Facilities and Campus Planning Committee, the chairman had
described a tour that he and a few other committee members had taken on 8
November of the University's troubled buildings. Mr. Pappas described
problems with the White Training House, Hayden Hall, with the Smith,
Morgan, and Music buildings on 34th Street, the Furness Building, and
Irvine Auditorium, according to Mr. Arader. He noted that the committee
had reiterated its earlier recommendation that the construction of a
science/engineering facility would require the demolition of Smith,
Morgan, and Music. Mr. Arader mentioned that the extensive repairs to the
Furness Building were being completed on schedule. He commented that
there is a need to examine the cost of renovating Irvine Auditorium, and
that a discussion of the problems of dealing with various important
historical buildings on campus will continue. Mr. Arader went on to note
that the committee had reviewed a capital budget, which was prepared by
the administration and described the projects in the pipeline for the next
several years. "The discussion," he said, "emphasized the importance of
working from an accepted, approved master plan so that any building
constructed on the campus in the future is one that conforms to the
overall plan of the University."

G. Student Life

Dr. Chisum reported that the meeting of the Student Life Committee
had provided an opportunity for trustees to advise the vice provost for
University life as a planning committee the vice provost is chairing
begins its work. She noted that committee members also had reviewed the
reorganization of student financial aid services. "Finally," she said,
"they discussed security as it related to the 2,255 foreign students on
the campus. I am sure," she added, "that we will hear more about this and
other security matters in the future."
H. University Responsibility

Mr. Yarnall reported that the University Responsibility Committee had heard a report on the treatment of laboratory animals, which he described as "lifting the committee's spirits." He recalled the situation three years ago when Penn received some "terribly bad publicity" as a result of the alleged mistreatment of laboratory animals used in experimentation and ultimately lost an NIH grant supporting the research project. Mr. Yarnall went on to observe that it had been gratifying to learn that the situation had been totally turned around under the leadership of Vice Provost for Research Barry Cooperman and University Veterinarian Harry Rozmiarek. "A degree of centralization was both necessary and accomplished," he said. "This whole process is under very careful scrutiny, particularly by Federal government authorities." He then quoted an inspector from the United States Department of Agriculture who said that "Penn had come in three years from being among the very worst universities to becoming among the very best universities" in terms of the treatment and care of animals.

I. Medical Center Board

Mr. Brown reported that in addition to the fact that Hospital admissions are above budget for the first half of the fiscal year, the average length of stay is now below budget. He characterized the latter as "good in the present climate of health care because it means HUP gets compensated for more admissions and doesn't overrun budgeted costs in caring for patients." Mr. Brown said that at present, the Hospital's operating deficit is below budget for FY'89. "We anticipate," he continued, "that if all goes well, we will break even at the end of the fiscal year, taking into account non-operating income." He went on to say that more problems were likely to occur in 1990 because of the Federal deficit and "the fact that there is every indication that the appropriations for health care are going to be cut not only to hospitals, but to doctors." Continuing his report, Mr. Brown observed that the faculty of the School of Medicine was waiting for the selection of a new dean. He added that the acting dean "is doing a fine job." He mentioned that the Trustee Board and the management of the Medical Center are working on the plans for the Center's participation in the upcoming capital campaign. "We hope that by the end of the fiscal year to have concrete plans for meeting the substantial capital needs for the Medical Center," he concluded.

J. Investment Board

Mr. Neff reported that the market value of the Associated Investments Fund (AIF) totaled some $630 million as of 16 January. "The number represents a new reporting high for Penn," he said, "so we continue to participate satisfactorily in a market that is up a bit recently, but obviously still well down from the '87 highs where the total market value of the AIF was only about $600 million." He noted that the portion of the
portfolio invested in equities remained about 60 percent. Among recently-purchased stock, he mentioned, in particular, Digital Equipment and Intel, as well as such basic commodities as the paper and chemical industries, which, he explained, are not providing the "forceful yields" usually favored by the AIF but "are appreciation candidates. Income is projected to grow off of a recently stable base," he said, "not only because of significant dividend increases, such as Ford's recent 25-percent increase, but also, to the degree that we have significant liquidity, the recent increase in short-term rates will help our income as well." Mr. Neff went on to say that the total return performance of all AIF common stocks appreciated 7.5 percent between 30 June 1988 and 16 January 1989 compared to a 5.9-percent increase in the Standard and Poor's 500 Stock Average. "It's not a superb year," he reported, "but at least it's on the positive side." Mr. Neff noted that on the fixed side, total return performance of the AIF increased 3.8 percent between the end of June and the end of December versus a 2.8 percent-growth in the Shearson Lehman Corporate Index and a 2.7-percent appreciation in the Salomon Brothers Bond Index. He further observed that as of 16 January, AIF common stocks had appreciated 35.7 percent (total return) since the end of the 1987 calendar year versus a 19.4-percent increase in the S&P. "Our longer term record also continues to be about twice as good as the S&P," Mr. Neff added, noting that since 31 December 1979, AIF equities had increased 574 percent (total return) compared with an S&P appreciation of 290 percent. "We will not promise to always do twice as well," he said, "but we hope to be on the positive side, nonetheless. It looks like it could well be another boring kind of year, with maybe a moderate advance, and in that kind of environment, we often do very well."

VI. Overseers and Other Boards

A. Graduate School of Education Report

Judge Higginbotham commented that as chairman of the newly-formed Board of Overseers of the Graduate School of Education, he was, for the first time in his life, dealing with a situation without prior precedent. "We have an extraordinary group of very talented individuals," he observed. He went on to report that at its first meeting in November, the overseers had spent a great deal of time "talking and listening to the dean and reacting to his vision of the School. He believes that three major areas of emphasis should be research, overall excellence, and service to public education," Judge Higginbotham said. The overseer chairman added that members of the new board had reviewed the budget and financial structure of the School, which is almost entirely dependent on tuition. He mentioned that they had also heard "fascinating, thoughtful, and detailed reports on research to improve teaching in the classroom, extensive collaboration focused on restructuring the comprehensive high schools, and initiatives in early childhood education. I came away from our meeting with four conclusions," Judge Higginbotham said. "First, leadership and vision are required in order to make our Graduate School of
Education an even greater education school, and we are fortunate to have
that with Dean Lazerson. Second, the School does need money to fund major
projects. Third, you have to have talented students and there's no doubt
about it that we have them. Fourth, and most important, we have to have a
commitment by the vast majority of the faculty to the idea that the
School's greatness is not in the past, but in the future. I think," he
concluded, "that we are all convinced of the truth of that old saying that
civilization is always in a race between education and catastrophe. We
believe the Graduate School of Education can play a significant role in
averting catastrophe."

B. Action. A Resolution on an Appointment to the Advisory Board of
the Institute of Contemporary Art was approved as follows:

RESOLVED, that Seymour Finkelstein be appointed to the Advisory Board
of the Institute of Contemporary Art for a three-year term, effective 20

C. 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 20
January 1989: Mr. Robert P. Adler; Mr. John R. Attaway; Dr. J. Thomas
August; Mr. George B. Barnard; Dr. Thomas Peter Bennett; Mr. Herbert W.
Blades; Mr. Ira Brind; Ms. Margaret Leonard Brown; Dr. Barry S. Cooperman;
Mr. Harold M. Davis; Dr. Harry Eagle; Dr. Laurence E. Earley; Ms. Kathleen
Fedele; Mr. James W. Fordyce; Mr. Robert A. Fox; Mr. Harris N. Hollin;
Dr. Michael Katz; Dr. George B. Koelle; Mr. Stephen Korn; Mr. W. Thacher
Longstreth; Mr. Riccardo Mutti; Ms. Faye S. Olivier; Dr. Ruth Patrick; Mr.
Roy T. Peraino; Dr. Donald Vail Rhoads; Mr. Gerard B. Rorer; Ms. Adele
Schaeffer; Mr. Isadore M. Scott; Mr. E. Robert Thomas, Jr.; Dr. Keith S.
Thomson; Dr. Howard S. Turner; Dr. George F. Vande Woude; and Mr. David V.
Wachs.

Adjourned.

Respectfully submitted,

Mary Ann Meyers
Secretary of the University