Trustees of the University of Pennsylvania
Minutes of the Stated Meeting
19 January 1990


I. Call to Order
Chairman called the meeting to order and an invocation was offered by Chaplain Stanley Johnson. The minutes of the 12-13 October 1989 meeting were approved as written by the secretary.

II. Chairman's Report
A. Action. A Resolution of Appreciation to Marlene S. Arnold was approved as follows:

Intention:
Three years have passed all too quickly, and we will miss our colleague Marlene S. Arnold whose term ends today. A 1974 magna cum laude graduate of Macalester College, Dr. Arnold came to Penn to study anthropology. While a graduate student, she received a Fulbright-Hays grant for doctoral dissertation research in Greece. She took her Ph.D. in 1985 and went on to teach at Millersville University where she is now an associate professor of anthropology. Since election three years ago as an Alumni Trustee, she has served with distinction on the External Affairs Committee and the University Responsibility Committee. She also has been of great assistance to her alma mater in helping to develop the Graduate Arts and Sciences Fellowship Fund.

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 Dr. Marlene S. Arnold for her service as a Trustee and look forward to her continued involvement in alumni and University activities in the decades to come.

B. In the absence of Paul F. Miller, Jr., chairman of the Nominating Committee, Mr. Shoemaker offered three resolutions for the Nominating Committee. He observed that they had the enthusiastic endorsement of the
Executive Committee of the Trustees.

1. Action. A Resolution on the Election of John B. Neff as a Charter Trustee was approved as follows:

RESOLVED, that John B. Neff be elected a charter trustee, effective 19 January 1990.

2. Action. A Resolution on the Election of Julius L. Chambers as a Term Trustee was approved as follows:

RESOLVED, that Julius L. Chambers be elected a term trustee for a five-year term, effective 19 January 1990.

3. Action. A Resolution on the Election of Adele K. Schaeffer as a Term Trustee was approved as follows:

RESOLVED, that Adele K. Schaeffer be elected a term trustee for a five-year term, effective 19 January 1990.

III. President’s Report

A. President Hackney observed that, in the course of the week, the entire campus had been happily caught up in the excitement of the opening ceremonies for the University’s 250th Anniversary celebration, as well as in the 225th birthday observance of the School of Medicine. He thanked the many students and staff members who made the Founder’s Day event successful and went on to note that a large task remains before the University in completing work on a variety of very ambitious Peak Week activities. "It is a huge logistical effort and a challenge to the imagination," Dr. Hackney said. "But based on Wednesday, we are off to a strong start, and I hope that all of the trustees are planning to be part of the academic and celebratory activities coming up in May."

The president went on to speak briefly about his work as a member of the President’s Commission of the National Collegiate Athletic Association. He noted that the group had met in Dallas recently and wrestled with several proposals dealing with the balance between academics and athletics. "While they generally have no significant direct impact on Penn and our fellow Ivy institutions because of the considerable efforts we have made to address issues of competitiveness and balance," he observed, "the proposals are important to all of us who care about athletics, retention rates, and graduation rates and want to put an end to the exploitation of college athletes."

B. Academic Report

1. Provost Aiken reported on a recent break-in in the Veterinary School in which research files, disks, and tapes were stolen from the office of Adrian Morrison, a professor of anatomy. He noted that in phone calls reporting the break-in to the news media, an unidentified woman claimed responsibility on behalf of the Animal Liberation Front and said the group had targeted Professor Morrison’s files specifically because of his advocacy of the use of animals in research. Dr. Aiken described the incident as "intolerable" and read the following statement, which he and President Hackney had issued on the matter:
We want to condemn in the strongest terms the attempt to silence and intimidate Professor Adrian Morrison, whose office was burglarized this past weekend.

Rather than debating and discussing Professor Morrison’s views in the open, the persons responsible for this incident have resorted to illegal acts of theft and burglary. Such tactics are abhorrent to all of us who cherish a free society and our right to express our opinions.

We are relieved that this cowardly act resulted in no harm to animals at the Veterinary School.

The individuals who committed this crime can be assured that the University will press for full investigation and prosecution of the persons responsible.

The provost went on to report that the two 18th-century books published by Benjamin Franklin that were stolen from Van Pelt Library last summer have been recovered and returned to the Library. He further noted that PARIS, the new computer registration system, has proven an “enormous success,” thanks to the efforts of a great many people across the University. Dr. Aiken also called attention to a report on Education Programs on Academic Integrity, Drug and Alcohol Use, and Diversity, which was distributed to the Trustees. He then noted that the academic planning effort, which has been underway on campus for several years, is progressing satisfactorily. In conclusion, the provost mentioned that Professors Ponzy Lu and Donald Voet of the chemistry department have experiments related to DNA crystallography in the weightlessness of space on board the space shuttle Columbia.

2. Action. A Resolution on the Change of Name of the Annenberg School of Communications to the Annenberg School for Communication was approved as follows:

INTENTION:

The Annenberg School of Communications at the University of Pennsylvania was founded as a direct result of the vision and generosity of The Hon. Walter H. Annenberg. On 16 January of 1959, a month after the formal signing of an operating agreement, the Trustees established the Faculty of the Annenberg School; on 20 May 1960, they established the degree of Master of Arts in Communications to be awarded to candidates recommended by the Faculty. Ambassador Annenberg recently proposed that the name of the School be changed to the Annenberg School for Communication as more broadly descriptive of the School’s mission than the original name. His proposal has been endorsed by the Joint Committee of the Trustees of the University of Pennsylvania and the Annenberg School and is brought to the Trustees with the concurrence of the dean and faculty of the School and of the University administration. Therefore, be it

RESOLVED, that the name of the Annenberg School of Communications be and hereby is changed to the Annenberg School for Communication, and

FURTHER RESOLVED, that the Faculty of the Annenberg School of Communications be designated instead as the Faculty of the Annenberg School for Communication and that this change be reflected in the list of Faculties enumerated in Article IX, Section II of the Statutes; and

FURTHER RESOLVED, that the degree of Master of Arts in Communications be changed to Master of Arts in Communication.
3. Action. A Resolution on Appointments, Leaves, and Promotions was approved as found on pages 1 through 10 in the meetingbook.

C. Financial Report

Senior Vice President Whittington called the attention of the Trustees to the University's Annual Report for 1988-89. She went on to report that as of 31 December 1989, the administration continues to project a general University surplus of $50,000 for the fiscal year ending 30 June 1990 after approved, budgeted, discretionary allocations to the Undergraduate Development Fund, the Research Fund, and the campaign and after the budgeted, mandated Graduate Hospital deficit amortization. "On the unrestricted side," Dr. Whittington said, "the positive factors are graduate tuition, indirect cost recoveries, temporary investment fund income, and savings in salary expense. The negative factors are summer and special tuition, special programs and fee revenues, gift and sales revenue, general University tuition, current expense, and non-guaranteed student aid expense. On the unrestricted side," the senior vice president continued, "grant endowment and gift and contract expenditures increased by 31.2 percent, 3.6 percent, and 8.5 percent, respectively. The amount available at year end for grant and contract expenditures was 8.5 percent greater on 31 December 1989 than on 31 December 1988," she said.

Dr. Whittington also reported that for the first five months of the fiscal year the Hospital had an excess of revenues over expenditures of $8,075,000, which is $4,952,000 better than budget and includes a gain in operations that is $4,810,000 better than budget. She noted that the Clinical Practices continue to report on a quarterly basis, so there is no new information on their financial performance from what was reported to the Trustees at the October meeting: an excess of revenues over expenses of $1,682,000, which is $275,000 better than budget, and a net decrease in the Education and Development Fund balance of $318,000.

IV. Trustee Committee Reports
A. Academic Policy

Dr. Kaysen reported that the Academic Policy Committee had heard reports from the University's working groups on Ph.D. education and research. He noted that neither of the subjects engage the Trustees as often as undergraduate education. He went on to say that the two reports together suggested that Penn was "good in most academic departments, but not as good as it should be. And we are not seen to be as good as we in fact are." Dr. Kaysen further observed that graduate education is a "highly decentralized and highly personalized business," and he pointed out that the working group recommended trying to strike "a different balance than now exists between the flexibility of decentralization, which the working group considers important but excessively emphasized at Penn, and the need for more centralization. Many of the things that are underway don't cost much," he added, "but some of them will be expensive. In particular, we do need to increase graduate fellowships," the chairman continued. He went on to note that measured by competitive peer review
and federal grant monies, scientific research, especially in the medical area, was "slipping" at Penn relative to certain other prestige institutions. He observed that in the plenary session on the Medical Center Dean Kelley had outlined some measures he was undertaking to strengthen biomedical research, and Dr. Kaysen said comparable initiatives were required in the arts and sciences.

B. Audit

1. Mr. Dorrance reported that the Audit Committee had reviewed Coopers & Lybrand's recommendations for tightening and improving internal controls in the University, Hospital, and CPUP financial practices. He said there was evidence that management was responding positively to the recommendation and expressed hope that continued progress would be made in these areas. The chairman further noted that the committee had reviewed the report of the internal auditor, Coopers & Lybrand's audit plan for FY'91, and the costs for next year's audit. He said the Audit Committee recommends the board's favorable action on the Resolution on Appointment of Auditors.

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 1990.

C. Budget and Finance

Mr. Fox reported that the committee discussed and approved eight resolutions, which he recommended to the Trustees. Mr. Shoemaker commented that the resolutions will be recorded as action by the Executive Committee of the Trustees.

1. Action. A Resolution on the Medical Center Capitol Budget FY90 was approved as follows:

Intention:

The Finance and Budget Subcommittee of the Trustee Board of the University of Pennsylvania Medical Center has reviewed the capital budget proposed for the Medical Center of the University of Pennsylvania for Fiscal Year 1990, and, recommends its approval by the University Trustees.

RESOLVED, that the capital budget recommended by the Finance and Budget Subcommittee of the Trustee Board of the Medical Center of the University of Pennsylvania for Fiscal Year 1990 is approved.

2. Action. A Resolution on the Installation of Air Conditioning at 4015 Walnut Street was approved as follows:

Intention:

The University intends to install an air conditioning system in the facility it owns at 4015 Walnut Street to provide cooling for three floors of library book storage. The improvement will provide a temperature controlled environment for the storage of library books. The scope of work includes installing a cooling tower, chiller, temperature control systems, and an economizer system and core drilling of seven floors for the distribution piping system. The cost of the project is $470,069.
RESOLVED, that the installation of an air conditioning system at 4015 Walnut Street, estimated to cost $470,069, 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 take such actions, proceed with such renovations, execute such contracts and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost as presented to the Budget and Finance Committee -- as may, in their judgment, be necessary or desirable to accomplish the purposes of this resolution.

3. Action. A Resolution on Residential Maintenance Showcasing Program for Nichols House, McClelland Hall, Stouffer College House, and Ware College House was approved as follows:

Intention:

The University intends to proceed with the showcasing program for Nichols House, McClelland Hall, Stouffer College House, and Ware College House. The residence system's five-year capital plan includes a cyclical program to maintain the furnishings and aesthetic conditions of the University's residential buildings. This program typically includes painting, replacement of window covering, and upkeep of common area furniture and carpet. Next summer's work will be the fifth year of our second five-year cycle. The project cost is estimated at $635,000. Funds for this project will come from the current residential maintenance operating budget and residence system reserve funds for 1990.

RESOLVED, that the implementation of the showcasing program for Nichols House, McClelland Hall, Stouffer College House, and Ware College House, estimated to cost $635,000, 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 take such actions, proceed with such construction or renovations, and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost as presented to the Budget and Finance Committee -- as may, in their judgment, be necessary or desirable to accomplish the purposes of this resolution.

4. Action. A Resolution on the Upgrade of Graduate Towers' Elevators was approved as follows:

Intention:

The University intends to proceed with replacement of the present mechanical controllers and related equipment in the six elevators in the Graduate Towers complex. The project cost is estimated at $920,000. Funds for this project will come from the current residential maintenance operating budget and residence system reserve funds.

RESOLVED, that the Graduate Towers' Elevator Upgrade, estimated to cost $920,000, 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 take such actions, proceed with such construction and upgrade, and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost as presented to the Budget and Finance Committee -- as may, in their judgment, be necessary or desirable to accomplish the purposes of this resolution.

5. Action. A Resolution on the Construction of the Institute of Contemporary Art Building was approved as follows:

Intention:

The University proposes to build a new building for the Institute of Contemporary Art (ICA) at the northwest corner of 36th and Sansom Streets, adjacent to Nichols House. This building will house galleries and related facilities that will allow the ICA to establish year-round programs for the first time since ICA's present location in Meyerson Hall has required that its galleries be shared with the Graduate School of Fine Arts.

The project has been designed and bid. The cost is estimated to be $5,797,698. $5,392,898 will be provided by ICA through fund raising; the
balance, A/E fees in the amount of $404,800, will be funded from the Reserve for Physical Plant. This project is included in the Capital Budget for 1990.

RESOLVED, that the construction of the Institute of Contemporary Art Building, estimated to cost $5,777,698, 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 take such actions, proceed with such construction, execute such contracts and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost of such construction presented to the Budget and Finance Committee -- as may, in their judgment, be necessary or desirable to accomplish the purposes of this resolution.

6. Action. A Resolution on the Renovation of the Nichols House Entrance was approved as follows:

Intention:

The University proposes to build a new entry to Nichols House that will provide the building with a new entrance and identifiable street address. At the same time, the administration is committed to an ongoing program for improving the security and the accessibility of the student residences. The administration has combined these objectives in proposed additions and alterations to the Nichols House Entrance on 36th Street. The project includes an accessible exterior ramp, a new security station, and electronic security equipment.

The project has been designed and bid. The cost is estimated to be $1,111,744. $555,872 will be funded by Residential Life and $555,872 will be funded from the Reserve for Physical Plant.

RESOLVED, that the Nichols House Entrance Renovations, estimated to cost $1,111,744, 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 take such actions, proceed with such renovations, execute such contracts and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost of such renovations presented to the Budget and Finance Committee -- as may, in their judgment, be necessary or desirable to accomplish the purposes of this resolution.

7. Action. A Resolution the Construction of a Transgenic Mouse Facility in the Clinical Research Building for the School of Medicine was approved as follows:

Intention:

As part of the completion of the recently opened Clinical Research Building (CRB), the School of Medicine proposes to renovate approximately 2,500 net square feet of animal research space in the basement of the CRB to create a transgenic mouse facility and to install a large capacity sterilizer.

The project is estimated to cost $1,091,000, and will be funded by the School of Medicine and the Howard Hughes Medical Institute. The administration requests approval to proceed with this construction in January, 1990.

RESOLVED, that the renovation of the basement of the Clinical Research Building, estimated to cost $1,091,000, 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 take such actions, proceed with such renovations, execute such contracts, and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost of such renovations presented to the Budget and Finance Committee -- as may in their judgment be necessary or desirable to accomplish the purposes of this resolution.

8. Action. A Resolution on the University’s Guarantee of a $380,000 Loan to the Tau Epsilon Phi Fraternity, Inc. by Mellon Bank (East), N.A. was approved as follows:
To assist Tau Epsilon Phi Fraternity, Inc. (TEP), the University has arranged financing for TEP with Mellon Bank in the amount of $380,000. This loan will be used to repay an existing loan that TEP has with First Pennsylvania Bank which bears a higher interest rate, and for capital projects at the TEP fraternity house. The University's guarantee will enable TEP to receive favorable financing and improve cash flow.

RESOLVED, that the Senior Vice President or Treasurer of the University be and the same hereby are authorized to execute and deliver such documents and to take such actions as are required to effect the University's guarantee of TEP's $380,000 loan from Mellon Bank; and

FURTHER RESOLVED, that the actions of the above officers on or before the date of this resolution in effecting the above-described guarantee are hereby ratified, affirmed, and approved.

D. Development

Mr. Shoemaker reported that gifts and subscriptions to the Campaign for Penn had passed the $400 million mark at the end of December. "We currently stand at $403 million, and this includes 73 endowed professorships," he said. "We expect record results in Fiscal Year 1990 in terms of gifts and receipts," he added, "since receipts are presently 10 percent ahead of where they were at this time last year."

The chairman of the Trustees went on to observe that in his view the campaign's momentum is being sustained and its visibility is spreading. Among indices of progress, he cited:

- full mobilization of the President's Council, Penn's national network of 260 major gifts volunteers;
- the broadening of outreach to Penn's many constituencies by deans and overseers;
- the 262-percent growth in the number of identified major prospects since the fall of 1987; and
- the development of all the key Campaign marketing materials, including a monthly "Inside" report for Campaign volunteers and, beginning next month, a special quarterly newsletter, which will be distributed to 22,000 prospects, volunteers, friends, faculty, and staff.

"All signs remain positive, but we also realize that the "easy" part of the Campaign is over," Mr. Shoemaker concluded. "We must continue to press hard for Penn, and I know the Trustees will."

E. External Affairs

Mr. Lauder reported that the External Affairs Committee had reviewed and discussed numerous recent events in the University's public relations life, with a special emphasis on a break-in for which animal rights activists claimed credit. "We are extremely concerned about the impact the apparent targeting of Penn by these people may have on our long-range biomedical research at the University," he said. "Many suggestions were made, including one which called on the president to form a policy committee to advise him on future steps in this area and another which urged the administration to contact other universities to see what
their stance is in the face of similar threats." Mr. Lauder also noted that the committee had heard an extensive report on Penn’s governmental relations, with a special emphasis on federal relations. Members suggested that the administration "consider placing someone in Washington to help the University with the many interests it had on the research front," the External Affairs Committee chairman said.

F. Facilities and Campus Planning

Mr. Tanenbaum reported that the Facilities and Campus Planning Committee had reviewed the site for the new Law School building, which had been previously reviewed and approved by the University’s Design Review Committee, as well as five other sites. He explained that using the site recommended by the Design Review would involve demolishing the existing Law School dormitory building, one-third of which is now used for offices, and the neighboring dining facility, and replacing them with a new building, which would be mainly a Law School library. "As painful as it was to contemplate the demolition of existing structures," the chairman said, "the committee endorsed the Design Review Committee’s site recommendation. It is what the School itself wants," he continued, "and it seems the most feasible of the existing options." Mr. Tanenbaum further noted that prior to the next Trustees' meeting, the Facilities and Campus Planning Committee intended to review the status of deferred maintenance and procedures relating to the design of new structures and controlling project costs.

G. Student Life

Dr. Chisum reported that in response to questions raised at the October Trustees’ meeting regarding drug use, alcohol abuse, academic integrity, and community diversity, the administration had made presentations to the Student Life Committee that addressed the efforts made in recent years to promote "an atmosphere of mutually consensual civility on campus in which drug use, alcohol abuse, unethical intellectual behavior, and intolerance are considered unacceptable." She noted that in general these efforts involved a number of mutually-agreed upon informational and educational initiatives.

"For example, to promote an atmosphere of collective responsibility for ethical intellectual behavior," Dr. Chisum said, "the administration pointed to letters from the provost, discussions of the importance of academic integrity, essays in our applications for admission in which applicants are asked to reflect on ethics and academic integrity, and the release of general information on the resolution of academic integrity cases. She went on to point out that educational programs that deal with drug use and alcohol abuse include both campus-wide activities, such as Alcohol Awareness Week and Drug Awareness Week, and targeted activities, such as those taking place in residences or directed toward members of fraternities and sororities or athletic teams. In the area of diversity awareness, Dr. Chisum noted that for the first time this year, a day-long diversity orientation program was conducted for all new first-year
students at which discussions were held on the concept of community, the meaning of membership in Penn's diverse community, and at community's behavioral expectations. She said the program also included discussions of alcohol abuse, drug use, and harassment, and she pointed out that follow-up sessions that address diversity awareness are being conducted throughout the academic year in each first-year residence and in each of the College Houses. Student-initiated programs also are part of the follow-up activities, the Student Life chairman observed, and they address such issues as acquaintance rape and relations between predominantly black and predominantly white fraternities and sororities.

H. University Responsibility

Mr. Yarnall reported that the University Responsibility Committee had heard a presentation on affirmative action that focused on women faculty in the University's various schools. "In summary," he said "the committee felt that the administration was doing well in its strategies to increase the number of women teaching at Penn." He noted that Deputy Provost Richard Clelland had talked about current numbers, trends, and the granting of tenure. "We reviewed the affirmative action process that takes place in the schools," Mr. Yarnall continued, "and it seems to be an effective and good process." He added that the committee had agreed to make diversity and freedom of expression on campus the topic for the next meeting.

I. Medical Center

Mr. Brown said he wished to reiterate for the benefit of the trustees who had not been able to attend the previous day's plenary session on the Medical Center Dean Kelley's statement that his goal as executive vice president and dean was to make the Penn Medical Center "the gold standard of such institutions in the United States." The chairman of the Medical Center Trustee Board went on to comment that achieving such an objective will take "time, hard work, and money" but is a very worthwhile endeavor.

J. Investment Board

Mr Neff observed that the Associated Investments Fund had encountered "a bit of a rough patch lately" with no total return appreciation in the value of the common stock portion of the portfolio during the past six months as opposed to a 12.9-percent increase in the Standard and Poor's 500 Stock Average (S&P). "The difference between our performance and that of the S&P since the end of last year is about the same," he continued, "with a 14.2-percent rise in the value of AIF common stocks versus a 31.6-percent appreciation in the S&P. We've been done in by auto stocks, which haven't measured up in the marketplace," Mr. Neff observed. "But what really hurt us vis-a-vis the Index were the allegedly super-safe stocks, which aren't reflected in our portfolio. Those areas of relatively moderate growth, such as food, beverage, tobacco, household products, entertainment, media, telephone, and even
drugs, were up 46 percent last year, and these super safe stocks make up 31 percent of the S&P. If you look across the landscape of other areas in the marketplace, energy seems fully-priced and even electric utilities had a good move. While obviously there is nothing fundamentally wrong with technology that earnings wouldn't improve, it hasn't made much of mark on our bottom line. It's been the banks, the savings and loans, insurance, and the cycicals, such as paper, aluminium, copper, and steel, that look to us to be the underexploited part of the marketplace."

Turning to NACUBO rankings, the Investment Board chairman went on to note that the AIF was in the 35th percentile in 1980, the 36th percentile in 1981, the 41st percentile in 1982, the 19th percentile in 1983, the 12th percentile in 1984, the 5th percentile in 1985, the 56th percentile in 1986, the 8th percentile in 1987, and the 21st percentile in both 1988 and 1989. "When you add those up, you see we had only one year where our performance was below the 50th percentile," he said, "so while 1990 could be a terrible year given our bad start, we've done pretty well over the decade. On a scale where one is the best and 99 is the worse," he concluded, "the AIF was ranked in the first percentile on the basis of its performance over the past 10 years, the first percentile on the basis of its performance over the past five years, and the third percentile on the basis of its performance over the past three years."

IV. Overseer and Other Boards
A. Action. A Resolution on an Appointment to the Board of Overseers of the School of Arts and Sciences was approved as follows:
RESOLVED, that Jerry A. Magnin be appointed to the Board of Overseers of the School of Arts and Sciences for a three-year term, effective 19 January 1990.

B. Action. A Resolution on Appointments to the Board of Overseers of the Graduate School of Education was approved as follows:
RESOLVED, that Gordon S. Bodek and Lori A. Milken be appointed to the Board of Overseers of the Graduate School of Education for three-year terms, effective 19 January 1990.

C. Action. A Resolution on an Appointment to the Board of Overseers of the University Libraries was approved as follows:
RESOLVED, that Marvin S. Brown be appointed to the Board of Overseers of the University Libraries for a three-year term, effective 19 January 1990.

D. 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 on the Board of Managers of The Wistar Institute, effective 19 January 1990:
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. Laurence E. Earley; Ms. Kathleen Federline; Mr. James W. Fordyce; Mr. Robert A. Fox; Dr. Robert C. Gallo; Mr. Henry E. Greathel; Mr. Harris N. Hollin; Dr. Nakao Ishida; Ms. Barbara Plasecka Johnson; Dr. Michael Katz, Dr. George B. Koelle; Mr. Stephen Korn; Mr. W. Thacher Longstreth; Mr. Riccardo Muti; Ms. Faye S. Olivier; Dr. Ruth Patrick; Mr. Roy T. Peraino; Mr. Robert H. Rock; Dr. Donald Vail Rhoads; Mr. Gerald 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