A Stated Meeting of the Trustees was held on Friday, 25 January 1991, in Bodek Lounge of Houston Hall. Trustees attending included: Juan Amodei; Richard Brown; Christopher Browne; Susan Gatherwood; Richard Censits; Julius Chambers; Gloria Chisum; Michael Crow; Charles Dickey; Morris Dorrance; John Eckman; Richard Fisher; Joseph Glossberg; John Harkins; Stephen Heyman; Elsie Howard; Reginald Jones; Carl Kayser; Natalie Koether; Gena Kutin; Leonard Lauder; Robert Levy; Paul Miller; Anthony Minisi; John Neff; Joseph Rascoff; Michael Sandler; Adele Schaeffer; Sara Senior; Alvin Shoemaker; Myles Tanenbaum; Robert Trescher; and Richard Worley. Others present included: Michael Aiken; Charlotte Bacon; Richard Clelland; Ethan Cohen; Nick Constani; Robert Davis; Karen Gaines; Stephen Golding; John Gould; Sheldon Hackney; Eileen Heron; Stanley Johnson; Carole Karsch; George Koval; Gail Levin; Carl Mauger; Rick Nahm; Elizabeth O’Brien; Pat Pancoast; Roxanne Patel; Allison Ruse; Bob Shepard; Larry Singer; Stephen Steinberg; Lee Statson; Barbara Stevens; Duncan Van Dusen; Marianna Wakulowska; Marna Whittington; and Dilys Winegrad.

I. Call to Order

Chairman Shoemaker called the meeting to order and an invocation was offered by Chaplain Stanley Johnson. The minutes of the 12 October 1990 meeting were approved as written by the secretary.

II. Chairman's Report

A. Action. A Resolution of Appreciation to Richard P. Brown, Jr. and the Election of Mr. Brown as a Trustee Emeritus was approved as follows:

Intentions:

A 1942 graduate of Princeton University, Richard P. Brown, Jr. earned an LL.B. degree in 1948 at the University of Pennsylvania Law School, where he was managing editor of the Law Review. Following his graduation, he joined the law firm of Morgan, Lewis, and Bockius, serving as a partner, senior partner, and counsel.


At the University of Pennsylvania, Mr. Brown was appointed an associate trustee and overseer of the University Museum in 1967. Shortly thereafter, he was appointed an overseer of the Law School. On November 1, 1979 Mr. Brown became a trustee of the University and for over eleven years he has served with distinction as a member of the Trustee Committees on Academic Policy, Development, and Facilities and Campus Planning. In addition, he served as a member of the Executive Committee and the Nominating Committee and as chairman of the University Responsibility Committee and the Trustee Board of the Medical Center. While holding these appointments, he also continued to serve as an overseer and represented the University on the Joint Committee of the Trustees of the Annenberg School for Communication and the University of Pennsylvania. The University has benefited greatly from Mr. Brown's leadership skills and extraordinary commitment during the past forty-five years.
RESOLVED, that the Trustees of the University of Pennsylvania, on behalf of themselves and the administration, faculty, students and alumni of the University, record their grateful appreciation to Richard P. Brown, Jr. for his service; and be it

FURTHER RESOLVED, that they designate their friend and colleague as trustee emeritus.

B. Action. A Resolution of Appreciation to Gena Kutin was approved as follows:

Intention:

As an undergraduate at the University of Pennsylvania, Gena Kutin served as a tour guide for the Kite and Key Society, advisor for Students Helping Students, performance manager for the Penn Marching Band, stage manager for the Quadramics, membership chairman for the American Marketing Association, participant in intramural sports, and senior class president. At her graduation on May 19, 1986, she received both a B.S. degree in economics and a B.A. degree magna cum laude, as well as the Senior Honor Award. More recently, Ms. Kutin served as an alumni interviewer and editor of the Class of 1986 Newsletter.

On December 18, 1987, Gena Kutin was elected a recently graduated alumni trustee for a three-year term. As a member of the Trustee Committees on Academic Policy, External Affairs, and Student Life, she has been most effective in bringing the concerns of young alumni to the attention of members of the Board of Trustees.

RESOLVED, that the Trustees of the University of Pennsylvania, on behalf of themselves, the overseers, administration, faculty, students, and alumni of the University express their gratitude to Gena Kutin for her enthusiastic and devoted service and look forward to her continued involvement at Penn in the decades ahead.

C. Report of the Nominating Committee

Mr. Miller reported that the Nominating Committee had discussed and approved five resolutions, which he recommended to the Trustees.

1. Action. A Resolution on the Election of Gloria Twine Chisum as a Charter Trustee was approved as follows:

RESOLVED, that Gloria Twine Chisum be elected a charter trustee, effective 25 January 1991.

2. Action. A Resolution on the Election of A. Bruce Mainwaring as a Term Trustee was approved as follows:

RESOLVED, that A. Bruce Mainwaring be elected a term trustee for a five-year term, effective 25 January 1991.

3. Action. A Resolution on the Election of A. Bruce Mainwaring as Chairman of the Board of Overseers of the University Museum of Archaeology and Anthropology was approved as follows:

RESOLVED, that A. Bruce Mainwaring be appointed chairman of the Board of Overseers of the University Museum of Archaeology and Anthropology, effective 1 July 1991.

4. Action. A Resolution on the Election of Susan W. Catherwood as Chairman of the Trustee Board of the Medical Center was approved as follows:

RESOLVED, that Susan W. Catherwood be appointed chairman of the Trustee Board of the Medical Center, effective 1 July 1991.
5. **Action.** A Resolution on the Election of John G. Harkins, Jr. as Chairman of the Board of Overseers of the School of Medicine was approved as follows:

RESOLVED, that John G. Harkins, Jr. be elected chairman of the Board of Overseers of the School of Medicine, effective 25 January 1991.

III. **Report of the President**

A. President Hackney reported on the "profound effect" of the war in the Middle East on members of the University community, noting that many have friends or relatives at risk in the region, that many employees have been -- or may yet be -- called to military service, and that some 250 students and visiting scholars from the Middle East are on campus. "Not surprisingly," he said, "there is a wide spectrum of opinion regarding the war and American policy in the Gulf. Yet all members of the campus community seem to have joined in hoping that the death and destruction will not be prolonged."

The president cited a three-fold role of the University during this time: (1) to provide an open forum for the expression of opinion and ideas by members of our community; (2) to respond to the crisis by offering the knowledge and understanding of our faculty to illuminate the complex and consequential issues that face us all as citizens; and (3) to be supportive and caring in a time of intense stress to all members of the University community -- no matter what their views. He reported that his office and the offices of the provost and vice provost for University life have begun to identify the potential effects of the war on the Penn community and to distribute information regarding relevant University services and policies.

Turning to several recent administrative appointments, the president introduced and welcomed Stephen T. Golding as executive director of resource planning and budget and Barbara R. Stevens as secretary of the University.

B. **Action.** A Resolution on the Election of Barbara Ray Stevens as Secretary of the University was approved as follows:

RESOLVED, that Barbara Ray Stevens be appointed Secretary of the University, effective 1 March 1991.

C. **Action.** A Resolution on Commencement and Authorization for Conferring Honorary Degrees was approved as follows:

RESOLVED, that a mandamus be issued by the Corporation to the president, provost, and professors for the conferring of degrees on 21 May 1991 and at any special convocations called during the year 1991.

FURTHER RESOLVED, that the Executive Committee be authorized to select candidates for receipt of honorary degrees at the May Public Commencement and other convocations that may be scheduled during the year 1991.

D. **Academic Report**

1. Provost Aiken, noting that the final version of the University's Five-Year Academic Plan was recently published in Almanac, said that work was now going forward for planning at the school level. He explained that the final Five-Year Plan includes provisions for undertaking a comprehensive review of instructional facilities and for ensuring that undergraduates have a "substantially broader range of research experiences."

The provost also reported that on January 18 the Philadelphia Historical Commission voted to permit the demolition of Smith Hall, which is located on the site of the proposed Institute for Applied Science and Technology. He went on to note that the Institute of Contemporary Art has opened its new Museum at 36th and Sansom Streets and that the rehabilitated Furness Library is again open and functioning.
2. Action. A Resolution on Appointments, Leaves, and Promotions was approved as found on pages 1 through 9 of the meeting book.

E. Financial Report

Senior Vice President Whittington reported that as of December 31, 1990, the administration projects a University deficit of $1 million for the fiscal year ending June 30, 1991 after approved, budgeted, discretionary allocations to the Undergraduate Development Fund and to the Research Fund; after the approved, budgeted expense allocation for the capital campaign; and after the budgeted, mandated Graduate Hospital deficit amortization. She explained that the deficit projection is primarily the result of the Commonwealth of Pennsylvania appropriation reduction of 3.5 percent, retroactive to July 1, 1990. "We are committed to working our way through this," she said, "and hope to end the year in a balanced position."

On the unrestricted side, she continued, the positive factors are summer and special tuition, general University indirect cost recovery, and savings in salary expense and direct centers' current expense. The negative factors, she said, are the abatement of the Commonwealth appropriation, graduate tuition, special programs and fees, direct centers' indirect cost recovery, other income (principally gift and sales revenue), non-guaranteed student aid, and several other expense categories.

Turning to performance by school and center, Dr. Whittington noted that on the unrestricted side, the School of Veterinary Medicine is projected at a deficit of $500,000 as a result of the Commonwealth appropriation reduction. All other schools and centers are projected at breakeven performance, she said. On the restricted side, she went on, endowment and grant and contract expenditures increased by 16.1 percent and 8.1 percent, respectively. She also indicated that gift fund expenditures decreased by 2.3 percent and that the amount available for grant and contract expenditures is .9 percent less than at December 31, 1990.

Dr. Whittington reported that for the five months ended November 30, 1990, the Hospital had an excess of revenues over expenses of $8,140,000, which is $4,909,000 better than budget. HUP's adult admissions for the five-month period were 55 higher than budget. She noted that statements for the Clinical Practices are for three months ended September 30, 1990, adding that CPUP is still reporting on a quarterly basis, with expectations for going to a monthly basis sometime this spring. The excess of revenues over expenses for the Practices was $1,058,000, which is $234,000 worse than budget. The Education and Development Fund balances decreased, net, by $1,565,000, she said.

IV. Trustee Committee Reports

A. Academic Policy

Reporting for Dr. Langenberg, Mr. Crow summarized presentations to the Academic Policy Committee by Dean Edwin Andrews and members of his staff in the School of Veterinary Medicine (SVM). He reported on an important $30,000 planning grant for SVM from the Pew Foundation which served to support joint planning by prominent veterinary schools in the nation. Mr. Crow also noted that the School's recently prepared strategic plan -- which focuses on such areas as animal health economics and productivity, critical care veterinary medicine in both small animal and equine, food safety, equine sports medicine and physiology, aquatic or environmental medicine, and wildlife, zoo and exotic animal medicine -- was designed to build on areas of strength and to recognize important research opportunities in the School.

Mr. Crow indicated that SVM is now undertaking an analysis of the assistance and support it provides for a number of different constituencies.
The School is also conducting an economic impact study, he said, that will be used in part to underscore the School's importance to the Commonwealth. Last, Mr. Crow cited a number of curricular changes currently under consideration by the faculty that will enhance flexibility in the curriculum and promote more specialty-specific programs. The committee encouraged the School to continue the planning process but also to explore various opportunities to share course loads with other schools in the University involved in medical research and training.

B. Budget and Finance Committee

In the absence of Mr. Fox, Mrs. Catherwood noted that the Budget and Finance Committee had discussed and approved four resolutions, which she recommended to the Trustees.

1. Action. A Resolution on the Hospital of the University of Pennsylvania Capital Budget for FY91 was approved as follows:

   Intention:

   The Trustee Board of the Medical Center has reviewed the capital budget proposed for the Hospital of the University of Pennsylvania for Fiscal Year 1991 and recommends its approval by the University's Trustees.

   RESOLVED, that the capital budget recommended by the Trustee Board of the Medical Center for the Hospital of the University of Pennsylvania for Fiscal Year 1991 be and the same hereby is approved.

2. Action. A Resolution on the Clinical Practices of the University of Pennsylvania Capital Budget for FY91 was approved as follows:

   Intention:

   The Trustee Board of the Medical Center has reviewed the capital budget proposed for the Clinical Practices of the University of Pennsylvania for Fiscal Year 1991 and recommends its approval by the University's Trustees.

   RESOLVED, that the capital budget recommended by the Trustee Board of the Medical Center for the Clinical Practices of the University of Pennsylvania for Fiscal Year 1991 be and the same hereby is approved.

3. A motion was moved and seconded to amend the title and content of a resolution dealing with a property located on Schneider Road in Livingston, New York. The amendment clarifies the provision for subsequent sale of the property by the University.

   Action. A Resolution on the Acquisition and Sale of Property located on Schneider Road, Livingston, New York was approved as follows:

   Intention:

   In December 1990, the University agreed upon a bargain sale arrangement with a donor/seller for the acquisition of a residential property located on Schneider Road, Livingston, New York. The property has an appraised value of $247,000. The University purchased the property for $280,356 and will now put it up for sale, with any net sale proceeds going to the Law School. In addition, over the next two years, the donor will give to the University for the Law School a minimum of $51,000. This acquisition has been financed internally and University outlays will be repaid from the proceeds of the sale of the property and Law School funds.

   RESOLVED, that the acquisition and subsequent sale of a residential property located on Schneider Road, Livingston, New York, for a purchase price of $280,356, 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, execute such contracts and incur such expenses and obligations -- not, however, substantially in
138 excess of the cost of such acquisition as presented to the Budget and Finance Committee -- as may in their judgment be necessary or desirable to accomplish the purposes of this resolution.

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

4. Action. A Resolution on the Construction of a Language Center, Fourth Floor, Lauder-Fischer Hall was approved as follows:

Intention:

In October 1988, the Trustees approved the construction of Lauder-Fischer Hall with the fourth floor unfinished. The administration now proposes to proceed with the fit-out of the fourth floor by constructing a Language Center which will include offices and a seminar room for the School of Arts and Sciences. The scope of work will include partitioning of the unfinished space, appropriate finishes, lighting, plumbing and related work. Total project costs are estimated at $341,000 and will be paid with University and School of Arts and Sciences funds.

RESOLVED, that the construction of a Language Center on the fourth floor of Lauder-Fischer Hall, estimated to cost $341,000, 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, 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 accomplish the purposes of this resolution.

C. Development

Mr. Miller reported on a meeting with the Campaign Steering Committee earlier in the day. He noted that "we've done pretty well" despite a recession, further weakness in the real estate market, and "only a so-so stock market." The campaign total is now $578 million; he said, which is four months--and about $43 million--ahead of schedule. For FY91, he continued, subscriptions are at $95 million and receipts are at $85 million, which is 8 percent ahead of last year's all-time record. The size of receipts "obviously reflects the scheduled payment from the nucleus fund and the first year campaign pledges," he observed. He stated that "so far we are pleased to say that we're ahead of our own expectations" for the "slight sinking spell" that normally follows the initial surge in a campaign.

He went on to note that commitments for 91 endowed professorships have been made (compared with 63 endowed professorships in Stanford's billion-dollar campaign, which is nearing its close) and that endowment receipts this year stand at $26 million (compared with a total of $42 million for the entire FY90 and $25 million in FY89). He also commented on financial aid as a very important area of the campaign, adding that "we're glad here also that we're running a pretty good race."

D. External Affairs

Mr. Lauder reported that the External Affairs Committee met on Thursday to discuss three topics: (1) the Commonwealth appropriation. There was concern, he said that "our message regarding the importance of Penn to the State may not be getting through entirely clearly to the state legislators." Committee members agreed that the University must continue to make every effort to emphasize the importance of the Veterinary School to the state agriculture industry and of the medical, law and business schools to the welfare of the Commonwealth. A suggestion also was made to reactivate the Commonwealth Affairs Council. (2) campus security. Mr. Lauder reported that the committee has been "very pleased by the actions
of the University administration" not only to increase the level of campus security but, equally important, to be pro-active in informing the press "of the many actions that we've taken." (3) Follow-up on the U.S. News and World Report survey. The committee discussed measures that Penn can take to "further raise the level of knowledge" about the University by deans and administrators at our competitor schools.

E. Facilities and Campus Planning and Student Life

Mr. Tannenbaum reported for the Committees on Facilities and Campus Planning and Student Life, which met in joint session on Thursday morning. The meeting consisted of presentations by the architects engaged for the Revlon Campus Center and the new Law Library. The architects for the Law School project also made recommendations for renovating English House. Mr. Tanenbaum explained that all of the projects have been reviewed previously by the Design Review Committee.

The chairman went on to note that the Law Library groundbreaking will be on May 18th and that the English House renovation will follow afterward. The Revlon Campus Center, which "requires a good deal more work," will be an ongoing undertaking, he said, adding that "we will be reporting back in regard to that project in the future."

F. University Responsibility

Mr. Heyman noted that the Committee on University Responsibility reviewed the status of the University's Affirmative Action Program. Observing that Penn's aggressive recruiting of minority faculty is "bearing some fruit," he reported that five new African American faculty were hired last year but that, unfortunately, five left, "so there was no net increase." The chairman indicated that although the percentage of African American faculty has increased over the past six years, the administration hopes that the rate of progress will improve. He cited Deputy Provost Richard Clelland's comment that there is intense competition among colleges and universities with regard to promising young minority scholars.

A presentation also was made by Assistant Provost Valarie Swain Cade on how the University is actively working to encourage minorities to pursue graduate and professional studies. Mr. Heyman confirmed that $35 million has been earmarked in the campaign to promote minority permanence at the University. The chairman went on to note that Joanne Mitchell, director of the Office of Affirmative Action, discussed the role of her office in the University's efforts to promote equal opportunity.

G. Medical Center

Mr. Brown reported that a joint meeting of the Medical Center Board, the Board of Overseers of the School of Medicine, and the Trustee Board of the Hospital was held in early January. Referring to the five month performance report for the Hospital, he explained that the $8+ million operating margin was due to a combination of "rather rigid cost containment" and strenuous efforts to encourage the members of the Clinical Practices to admit more patients to the Hospital. Mr. Tanenbaum, Chairman of the Board of the Hospital, explained that HUP has established new targeting (a $12 million bottom line for the fiscal year ending in June) that incorporates changes in the federal budget, the impact of the new ideas program, and spending on capital programs.

H. Investment Board

Mr. Neff reported that to date steep increases in the price of oil have not materialized, thus restoring a "good bit of equilibrium in the economy." He indicated that economic activity as reflected in the operating rate is down 3 percent in the three months ending December—which is "about as sharp a decline as you can usually get in the early part of a recession"—but he also observed that excesses in inventories and capital expenditures—"what's kept us out historically in
Turning to the Associated Investments Fund (AIF) Statement, Mr. Neff reported that from June 30, 1990 through January 16, 1991 the AIF declined 10.6 percent per share on a total return basis. The common stock portion of the Fund, adjusted for transactions, has since depreciated 23.1 percent (total return) versus total return decreases of 11.0 percent and 9.8 percent for the Dow Jones Industrial Average (DJIA) and the Standard & Poor's 500 Stock Index (S&P 500), respectively. He went on to note that in the last 2 1/2 months "we looked a little better" since "we're up 9.4% from the end of October and the S&P's up 4.8%".

Mr. Neff explained that the Fund continues to hold a significant concentration of financial intermediaries, which he believes will be a necessary component of economic recovery. He suggested that what the marketplace has been missing are financial intermediaries with adequate capital, excellent future generation of capital, cutting edge technology, and the critical mass necessary to execute. He predicted that the "haves and have-nots will become more sharply etched"; the efficient survivors will be fewer in number and potentially will face a less severe competitive climate. As an example of this, he mentioned the unusual slowness with which a number of banks have reduced their prime since early December.

Mr. Neff also predicted better prospects for aluminum, chemical, steel, and paper stocks—which have under-performed in the market for three or four years. "One final thought on common stock opportunities," he said, "is over the immediate term ... the money to be made over the next few years will not be made in the comfortable stocks that have been emphasized in the marketplace ... but rather in the uncomfortable ones ... that at the core are real and sustaining."

V. Overseer and Other Boards

A. Report of the Board of Overseers of the School of Arts and Sciences

Ms. Koether, chair of the SAS Board of Overseers, reported that the School has assumed the leadership mantle to ensure a University of even greater academic promise. In this regard, she emphasized that SAS must "maintain its best stars and attract others of equal stature" and attract the "best and the brightest high school graduates to our campus," providing them with "the best education and the most congenial atmosphere we can furnish."

To finance this ambition, she said, the School of Arts and Sciences has set for itself a goal of $250 million in the Penn campaign, a goal that places the School in the top 25 university campaigns in the country and approximates 25 percent of Penn's total campaign objective. Ms. Koether reported that in the last 6 months gifts to the School have accelerated and now stand at $90 million.

She went on to note, however, that money alone cannot assure the School's success and secure its position among its peers. There is the matter of self-esteem, "the recognition by our students, alumni and faculty that they are an integral part of a great School of Arts and Sciences seeking to be greater"; there is also the matter of pride in the high standards that have been accomplished to date; there is the matter of confidence in the future "as we build on an enviable base of quality and substance"; and there is the matter of perception by friends and competitors alike that "Penn is a force to be reckoned with in a quest for the best and the brightest." The chairman expressed confidence that as the School moves into the '90s it can achieve its mandate and assure Penn's academic preeminence.

B. Action. A Resolution on Deaccession of Western Musical Instruments from the University Museum of Archaeology and Anthropology was approved as follows:
a post-war period in terms of economic recession"—are not manifest in the current economy. He also commented that consumer spending rates seem to indicate that consumers are much less "devastated" than the media polls and Wall Street would indicate but he cautioned that the level of consumer response may depend on how long the Gulf War goes on ("if it's a month or two I think that that would be favorable").

Intention:

The University Museum holds in its collections 286 modern Western Musical instruments. These instruments are not ethnographic specimens and lie outside the collecting policy established in the 1988 Acquisitions Policy of The University Museum, which reads in relevant part as follows: "The University Museum collects documented archaeological and ethnological material from the African continent, the Near East, Asia, Oceania and the Western Hemisphere and archaeological material from Europe."

A majority of these instruments are from the Frishmuth collection, which was given to the Museum by Mrs. William D. Frishmuth at various times in the early 1900s. Others came from other donors and from the Philadelphia Museum of Art. Dr. Andre P. Larson, Director of the Shrine to Music Museum and Center for Study of the History of Musical Instruments, assessed the condition of the instruments in 1989 and suggested "The University Museum should deaccession ... the objects, transferring those which it can to other public, non-profit ... institutions ... in keeping with the generally accepted norms for the deaccession of materials which are no longer relevant and useful to the purposes and activities of the museum and/or which can no longer be properly stored, preserved, and used."

The University Museum, in its communications about the instruments, has found that the National Museum of American History of the Smithsonian Institution, the Philadelphia Orchestra, the Atwater Kent Museum and the Streitwieser Foundation (Historic Trumpet Museum) are interested in obtaining parts of the collection. Upon unanimous recommendation of the Collections Committee and relevant Museum staff, and upon motion of its Board of Overseers, The University Museum wishes to deed the Western musical instruments to the aforementioned institutions, in accordance with The University Museum's Deaccessioning Policy and Procedures dated October, 1987. Lists of the instruments and their destinations are available in the Registrar's Office of the University Museum.

RESOLVED, that the Director of The University Museum, or his designees, be and are hereby authorized to take such actions as are required to transfer the Western musical instrument collection held by The University Museum to the National Museum of American History of the Smithsonian Institution, the Philadelphia Orchestra, the Atwater Kent Museum and the Streitwieser Foundation (Historic Trumpet Museum) in accordance with The University Museum's Deaccessioning Policy and Procedures dated October, 1987; and

FURTHER RESOLVED, that the Director of The University Museum, or his designees, be and are hereby authorized to take such actions as are required to transfer to the Streitwieser Foundation any modern, Western musical instruments identified in the future within the collections of The University Museum.

C. Action. A Resolution on an Appointment to the Trustee Board of the Medical Center and the Board of Overseers of the School of Medicine was approved as follows:

RESOLVED, that Marilyn W. Lewis be appointed to the Trustee Board of the Medical Center and the Board of Overseers of the School of Medicine for a three-year term, effective 25 January 1991, and to the Board of Overseers of the School of Medicine for a term concurrent with the Trustee Board appointment.

D. Action. A Resolution on Appointments to the Board of Overseers of the Wharton School was approved as follows:

E. Action. A Resolution on an Appointment to the Board of Managers of the Morris Arboretum was approved as follows:
RESOLVED, that Rick Nahm be appointed to the Board of Managers of the Morris Arboretum for a three-year term, effective 25 January 1991.

F. 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 25 January 1991:

Mr. Robert P. Adler; Dr. J. Thomas August; Mr. George B. Barnard; Dr. Thomas Peter Bennett; Mr. Herbert W. Blades; Mr. Ira Brind; Mrs. Margaret Leonard Brown; Dr. Barry G. Cooperman; Mr. Harold M. Davis; Mrs. Kathleen Federline; Mr. James W. Fordyce; Mr. Robert A. Fox; Dr. Robert C. Gallo; Mr. Henry E. Grethel; Mr. Harris N. Hollin; Dr. Nakao Ishida; Mrs. Barbara Piasiecka Johnson; Dr. Michael Katz; Dr. William N. Kelley; Dr. George B. Koelle; Stephen J. Korn, Esq.; Hon. W. Thacher Longstreth; Maestro 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; Mrs. Adele K. 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,

Gail C. Levin
Acting Secretary of the University