

**Trustees of the University of Pennsylvania**  
**Minutes of the Stated Meeting**  
**October 30, 1992**

A Stated Meeting of the Trustees was held on Friday, October 30, 1992, in Hoover Lounge of Vance Hall. Trustees attending included: the Hon. Arlin M. Adams, Juan J. Amodei, Edward T. Anderson, the Hon. Leonore Annenberg, Judith Roth Berkowitz, Gordon S. Bodek, Susan W. Catherwood, Robert E. Cawthorn, Richard J. Censits, Gloria T. Chisum, Charles D. Dickey, Jr., G. Morris Dorrance, Jr., John W. Eckman, Carol B. Einiger, Joseph B. Glossberg, Bruce J. Graham, Sheldon Hackney (*ex officio*), John G. Harkins, Jr., Stephen J. Heyman, Elsie S. Howard, Pedie Killebrew, A. Eugene Kohn, A. Bruce Mainwaring, Anthony S. Minisi, John B. Neff, Russell E. Palmer, Vivian W. Piasecki, Joseph E. Rascoff, John N. Reardon, James S. Riepe, Michael R. Sandler, Sara S. Senior, Alvin V. Shoemaker (*chairman*), Myles H. Tanenbaum, Robert L. Trescher and Richard B. Worley. Others present included: Michael Aiken, John Bingen, Damon Chetson, Michael Carroll, Virginia Clark, Richard Clelland, Ann Clelland, Robert E. Davies, Richard Estes, Carol Farnsworth, Karen Gaines, Constance Goodman, John Wells Gould, Shelley Green, David Hildebrand, Michel Huber, Samuel Hughes, the Rev. Stanley Johnson, Shanti Kandaswamy, Trudy J. Kuehner, Jeffrey Lichtman, Valarie Swain-Cade McCoullum, David Morse, Rick Nahm, Patricia Pancoast, Nicole Piscopo, Selimo C. Rael, Allison Rose, Jay Saddington, Stephen Steinberg, Lee Stetson, Barbara R. Stevens, Robert S. Tintner, Duncan Van Dusen, Dr. Marna Whittington, Miss Marna Whittington and Miss Sara Whittington.

**I. Call to Order**

Chairman Shoemaker called the meeting to order. An invocation was offered by the Rev. Stanley Johnson. The minutes of the June 19, 1992, meeting were approved as written by the secretary.

**II. Chairman's Report**

A. Chairman Shoemaker had no report.

B. Resolutions.

1. Action. A Memorial Resolution for Wilbur E. Hobbs (September 17, 1921 - September 13, 1992) was approved as follows:

Wilbur E. Hobbs made a tremendous impact on the lives of the people of the City of

Philadelphia and throughout the Commonwealth of Pennsylvania over his long career in public service. A graduate of Northeast High School and the Pennsylvania State College at West Chester who earned his master's degree in social work at the University of Pennsylvania and pursued graduate studies in administration at the Wharton School, his career included service with the Youth Development Center of Pennsylvania, the Pennsylvania Department of Public Welfare and its Office of Children, Youth and Families, the Crime Prevention Association, the Children and Youth Services of Philadelphia, and the West Philadelphia Community Center.

Mr. Hobbs further contributed his talents and energy to the community by co-founding and directing the Philadelphia Citizens for Children and Youth and by service on the boards of the United Way of Southeastern Pennsylvania, the Philadelphia Educational Opportunity Center, the Center for Early Childhood Services, the Boy Scouts of America, the National Board Task Force on Youth Employment of the Boys' Clubs of America and many other nonprofit agencies.

The University of Pennsylvania treasures the wise counsel, warmth and energy Mr. Hobbs contributed to it over his eleven and a half years of service on the Board of Overseers of its School of Social Work.

RESOLVED, that the Trustees of the University of Pennsylvania express their deep sorrow over the death of their friend and colleague Wilbur E. Hobbs, and in recording this official minute in memory of Mr. Hobbs, ask the Secretary of the University to convey to Mr. Hobbs' family their affection for Mr. Hobbs, their gratitude and their deep sorrow over his death.

2. Action. A Memorial Resolution for Mary Louise Harnwell (November 14, 1904 - October 5, 1992) was approved as follows:

Born in Harrison, New York, reared and married in Connecticut, Mary Louise Harnwell arrived at the University of Pennsylvania in 1938. Supporting and complementing a scholar-scientist husband, she entertained an elite of Princeton physicists in her husband's department there before performing similar duties, with grace and good humor, as helpmate to a busy department chairman, who after 1953 became president of the University of Pennsylvania.

A caring person, as well as forthright and self-assured, Mollie Harnwell brought support and succor to many people as a matter of course, without seeking or expecting any credit. She threw herself into the wartime effort in La Jolla where her husband was engaged in developing submarine sonar, and she continued to work for charitable causes on her return east. At a time when the University of Pennsylvania was undergoing rapid transformation, she promoted social cohesiveness by advocating and helping found the Faculty Club as an alternative to the personal attention she

customarily lavished on faculty and alumni, students and trustees.

RESOLVED that the Trustees of the University of Pennsylvania mourn the passing of a great lady from a hopeful epoch, who experienced and oversaw a crucial period of Penn's history, playing an important role in setting the optimistic tone as the University emerged from the penury of the Depression, the dark days of World War II into the expansive times of the fifties and sixties. In recording this minute, they ask that the Secretary convey to her children, her grandchildren, and her great-grandchildren their profound respect and appreciation for sharing for a while the attentions of Mrs. Gaylord P. Harnwell--well loved as "Mollie" by all, and as "Grandmollie" by a favored few.

3. Action. Mr. Shoemaker introduced a Resolution Authorizing a University of Pennsylvania Medal for Distinguished Achievement. He explained that the Medal was being created on the recommendation of the Committee on Honorary Degrees in order to have some award other than an honorary degree for presentation at convocations and other ceremonies outside of Commencement. The following resolution was then approved:

Intent:

At the June 18, 1992 meeting of the Honorary Degrees Committee of the Trustees of the University of Pennsylvania, the committee unanimously proposed the creation of a University of Pennsylvania Medal for Distinguished Achievement to be given primarily to those individuals the University wishes to recognize at a time other than Commencement, e.g., the visit of a public figure or benefactor or the celebration of an anniversary.

RESOLVED, that the creation of a University of Pennsylvania Medal for Distinguished Achievement is hereby authorized; and it is

FURTHER RESOLVED, that the name of the Trustees' Honorary Degree Committee be changed to the Trustees Honorary Degrees and Awards Committee and that the Committee be the approving authority for the award of the medal; and it is

FURTHER RESOLVED, that the medal be awarded to those individuals whose performance is in keeping with the highest goals of the University, and who have contributed to the world through innovative acts of scholarship, scientific discovery, artistic creativity or societal leadership; and it is

FURTHER RESOLVED, that public records be kept by the Secretary of the University documenting recipients of the Medal.

### **III. President's Report**

#### **A. Resolutions.**

1. Action. President Hackney introduced a Resolution Designating Richard C. Clelland as Deputy Provost Emeritus. Dr. Clelland had long been a trusted and well loved member of the University community and was treasured by the University, President Hackney said. He noted his own enthusiasm for this designation, calling Dr. Clelland's service as Deputy Provost "stellar." The following resolution was then approved:

Richard C. Clelland came to the University of Pennsylvania in 1953 by way of Hamilton College and Columbia University. In his own words: "Refusing to be discouraged by the appearance of the campus (the subway excavation held sway that year) or the facilities of the old Normandie Hotel (where I was initially lodged), I remained here for the intervening 39 years and participated in a modest way in the transformation of this University that has taken place during that period." Pennsylvanians would quibble with the word "modest," as Prof. Clelland has had an extraordinary impact on the campus as chair of the Department of Statistics, associate dean and acting dean of the Wharton School and, for the last ten years, Deputy Provost--the University's first Deputy Provost--working successively with Provosts Louis Girifalco, Thomas Ehrlich and Michael Aiken. Noted for his conciliatory and quiet style, his penchant for puns and double dactyls, and his unflappability, he is also the author of a number of scholarly papers, the co-author of four books, and the father of an alumnus of the College. Prof. Clelland has long been a source of wisdom and strength to whom colleagues throughout the University community have turned for support, advice, and help in resolving complex and difficult issues.

RESOLVED, that the Trustees of the University of Pennsylvania, on behalf of themselves and the administration, faculty, students, and alumni, extend to Richard C. Clelland their gratitude and appreciation for his years of extraordinary service to Penn and, in recognition of his efforts as scholar, teacher, and administrator, hereby designate him Deputy Provost Emeritus of the University of Pennsylvania.

President Hackney asked Dr. and Mrs. Clelland to stand up and be recognized, and Dr. Clelland expressed to the trustees his appreciation for this honor.

2. Action. President Hackney introduced a Resolution of Appreciation for James E. Shada, who was unable to be at this meeting. He noted that Mr. Shada had been invaluable as the University's "utility fielder and designated hitter" over his long tenure with the University. Mr. Shada had spent his entire career at Penn and achieved a great deal on the University's behalf, especially as its representative in Harrisburg. He would be difficult to replace, President Hackney concluded. The following resolution was then approved:

James E. Shada came to the University of Pennsylvania from his native Allentown in the fall of 1952. On Franklin Field and across the campus he built an admirable reputation, not only for his athletic ability but also for his motivation and determination, for his integrity and candor, for his good humor and his friendliness. Captain of the varsity football team his senior year, he was widely respected for his uncommon leadership and for his ability to lift team morale throughout a difficult season. Returning to the University after serving as a lieutenant in the U.S. Marine Corps, he began a distinguished 32-year career as a University administrator, exhibiting the same strengths that he had shown as a student and athlete.

During his first administrative years he worked with students and prospective students, serving as director of Student Financial Aid and then vice dean of Admissions. He also helped coach football for a time, and he earned a graduate degree in education to go with his 1956 baccalaureate from the Wharton School. In 1974 he changed assignments and constituencies to become assistant vice president for Commonwealth Relations, serving as the University's spokesman and liaison to the Commonwealth of Pennsylvania's legislative and administrative branches. He also oversaw relationships with city government and directed the activities of the Commonwealth Relations Council. His work in the state capital reflected an understanding of the intricacies and dynamics of education and government, politics and diplomacy. His personality and character enhanced the University's credibility among government administrators, legislators, and aides, enabling him to guide the institution through some of the deepest problems and most difficult situations it had ever encountered in its historic relationship with the Commonwealth.

His influence will long be felt at the University of Pennsylvania, where his conscientious and effective performance set high professional standards for those who will follow.

RESOLVED, that the Trustees of the University of Pennsylvania join James E. Shada's many friends and fans to wish him happiness and to express their gratitude for his dedicated service, his staunch leadership, and his sustaining friendship.

3. Action. Dr. Hackney introduced a Resolution of Appreciation for Marna C. Whittington, whom the Trustees had just honored at a special luncheon preceding the Stated Meeting. President Hackney again expressed the trustees' appreciation of her service to date and in the future, and the following resolution was approved:

Marna C. Whittington's contributions to the University of Pennsylvania over the past eight years are far reaching. We can only say "If there weren't a Marna Whittington, we would have wanted to invent her." Unwavering in her commitment to education and to Penn as a leading research university, she served with distinction in all of her roles here--vice president for finance, senior vice president of the University, and later executive vice president of the University. A quick study, she mastered the whole range of issues to come before her and made it look easy. A born leader and talented consensus builder, she brought constituencies from within and outside of the University together in a way seldom seen, becoming

universally admired for her fairness and her creative approaches to problems. The combination of her innate abilities and her prior government experience made her invaluable in negotiations with the City and Commonwealth. Within the University, she encouraged and rewarded the highest level of performance and will remain our exemplar of leading through positive example. The energy she brought to her mission of maximizing Penn's resources to the benefit of students and research programs has been seemingly bottomless: a far from exhaustive list of new initiatives taken under her lead includes the first long-range plan to improve administrative services, substantial improvement of the University's financial underpinning, the first annual business plan, the launching of Total Quality Management Projects, a study of Penn's economic impact on the Commonwealth, and, with the provost, the first endeavor to integrate information systems with the planning and quality efforts. No less valued are the spirit, collegiality and warmth she brought to the entire University community in all her activities, ranging from late-night walks around campus with student groups to bathing College Hall in colored lights and music, transforming Penn's beautiful Blanche Levy Park into an even more memorable centerpiece for Penn's 250th Anniversary Celebration and winter campus celebrations.

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 Marna C. Whittington for her eight years of unparalleled contributions to the University of Pennsylvania and wish her much happiness in all her future endeavors.

Dr. Whittington thanked the Trustees for this honor.

## **B. Comments**

1. Mayor's Scholarship Program. President Hackney reported that, as had been announced earlier, that he, Mayor Rendell and City Council President Street appeared at a joint press conference early in the week to announce a new agreement between the University and the City that has the effect of creating a new Mayor's Scholarship Program. The new program is not a settlement of the pending law suit, but does reaffirm the University's commitment to maintaining 125 Mayor's Scholarships at all times. More importantly, it goes beyond that minimum legal obligation to ensure that in the future all Mayor's Scholars will receive Penn's best financial aid package, without any loan obligation, to meet their University-determined financial need. It also gives a new expression to the University's deep commitment to the City and people of Philadelphia by greatly intensifying Penn's recruitment of students from Philadelphia and establishing a goal of admitting and matriculating, under Penn's normal admission criteria, 500 Philadelphia undergraduates at Penn by 1997, an increase from the current number of just over 300. President Hackney said that the University was gratified by the widespread support the new program has received from Philadelphia's political and community leaders, including Philadelphia's legislative delegation in Harrisburg, Superintendent of Schools Constance Clayton, Council President Street, Mayor Rendell, and State Representative Anthony Williams, all of whom were instrumental in the negotiations. The University is already making excellent progress towards its goal, President

Hackney reported, having enrolled 88 Philadelphians for the Class of '96 against only 59 in the Class of '95. He added that while Council criticism of the agreement had been expressed in that day's Inquirer, this was predictable and was not, therefore, particularly troubling.

2. Associate Vice President for Minority Permanence. Dr. Hackney announced that Dr. Valarie Swain-Cade McCoullum had been named Associate Vice President for Minority Permanence at the University. Dr. Cade returned to Penn this fall after a year as Acting President of Cheney University. In her new post she will work closely with Senior Vice President Rick Nahm, Provost Aiken, and the President to advance Penn's fundraising and stewardship efforts on behalf of minority permanence at Penn, and, in particular, fulfilling the University's commitment to raise \$35 million for the Minority Permanence Fund, of which \$23 million is already committed. Dr. Cade will continue to hold her current titles as Assistant Provost and Assistant to the President and to coordinate capital facilities planning and oversee a variety of minority permanence programs.

3. Women Making a Difference at Penn. President Hackney stated that Dr. Cade's appointment was only one of the more prominent ways in which women were making a difference at Penn. Whether as vice presidents, executive vice president, vice provosts, academic deans, faculty, staff or students, women at Penn have come to play an ever more proportionate and important role in the University community, he said. He acknowledged that this could not always have been said. It was therefore with great pleasure that he reported that this year a broad coalition of University groups, with his wholehearted endorsement, had organized a year-long celebration of "Women Making a Difference at Penn." This includes a series of lectures, educational programs and cultural offerings and will culminate with a banquet next April, and women will be featured in many of the year's most prominent public events at the University.

4. Commonwealth Appropriation. President Hackney reported that the final fate of the University's Commonwealth appropriation continued to be an open question. He said that the University simply had to wait to see what would happen when the state legislature convenes in November, and that we may not know even then, but rather have to wait until March. He again thanked all the trustees, friends, alumni, faculty and staff who had taken time to write letters and editorial comments of support.

5. Executive Vice President. President Hackney reported that the search for a successor for Marna Whittington as Executive Vice President was proceeding rapidly and that it was hoped a successor could at least be named by the end of May.

6. Total Quality Management. Even as the University searched for Dr. Whittington's successor, the President reported, Acting Executive Vice President John Gould and his staff were continuing their efforts to extend the Total Quality Management ("TQM") approach implemented by Dr. Whittington to all phases of the University's management and service activities. There are currently some 23 TQM projects underway in central administrative areas, the Wharton School and the School of Arts and Sciences, with more to come. They include initiatives

in the areas of student financial services, employee benefits, sponsored research administration, classroom scheduling, and escort services. Area by area, these projects and similar management initiatives throughout the University are beginning to make discernible difference in the quality of the services provided in support of Penn's academic mission, the President reported. He also reported that the University had launched Project Cornerstone, a long-term effort to reengineer every administrative activity and then design an information system to support the management of those newly-redesigned processes.

7. Penn's Way Campaign. President Hackney announced that Penn's Way '93, the University's second annual combined charitable giving campaign, had been officially opened the day before. This year's goal is \$425,000, up from last year's record \$410,000 achievement. It is an ambitious undertaking, especially in these economic times, but one that underscores the very real commitment of the entire University community to the needs of our society and community.

8. Athletics. President Hackney closed by noting that at 4 and 2 on the season, Penn's football team has so far doubled its win count over a year ago. He was optimistic that even greater achievements--perhaps even an Ivy League championship--lie ahead, especially with the excellent coaching staff now in place. Also enjoying winning seasons is the field hockey team, which has won this year's Ivy title, and President Hackney also saw good prospects for the men's basketball team.

## **C. Academic Report - Dr. Aiken**

### **1. Comments**

a. Graduate Group Chairs Retreat. Dr. Aiken began by reporting on the first-ever retreat for all graduate group chairs held the prior week at Wharton-Sinkler Estate. The idea for this had grown out of a planning process begun in 1988 which included a working group on graduate education. That group suggested that one way to improve graduate education would be for the chairs to have a forum in which to share innovations with each other. The retreat, which Vice Provost for Graduate Education Janice Madden had been instrumental in planning, was a wonderful success.

Provost Aiken added that the retreat had occasioned a little research on the history of graduate education at Penn. It was learned that Penn had granted its first Ph.D ever around 1870 to someone who already held a medical degree, the trustees creating the possibility of an additional degree for additional work. This first Ph.D recipient, he was happy to report, was a woman.

b. Annenberg Research Institute. Provost Aiken announced that the Annenberg Research Institute had voted to merge with the University of Pennsylvania, where it will come under the School of Arts and Sciences. The agreement is, however, contingent upon the approval of the Philadelphia Orphans' Court.

The Institute, formerly known as Dropsie College, was established as an institute of higher education in Judaic and Near Eastern Studies to advance the history, language, literature and culture of Jews in all periods and aspects. Provost Aiken thanked Ambassadors Annenberg for their gifts to that institute and for their help and support in bringing the Institute into Penn, where it will be a great asset.

c. Faculty Honors. The Provost reported that Prof. Bruce Kuklick of the History Department, one of Penn's great teachers, has been awarded a Fulbright grant and is currently lecturing at the University of Groningen in the Netherlands. Leonard Jarett, Professor of Pathology and Laboratory Medicine, was accorded the 1992 Gerald T. Evans Award by the Academy of Clinical Laboratory of Physicians and Scientists. Virginia Lee, a research professor in the same department, received the 1992 Achievement Award in Aging from Allied-Signal for her biomedical research in the field of aging. Finally, Prof. Alan M. Laties of the Department of Ophthalmology was accorded the Paul Kayser International Award of Merit in Retina Research for his pioneering work on retinal neurotransmitters and the influence of the retina on eye growth.

2. Action. Dr. Aiken introduced a Resolution on Appointments, Leaves, and Promotions as found on pages 7-21 in the meeting book. He called the trustees' attention to three appointments of which the University was particularly proud.

First, he expressed the University's enthusiasm for the appointment of Dr. Jean-Michel Rabaté as Professor of English in the Standing Faculty of the School of Arts and Sciences. Dr. Rabaté, who was educated at l'Université de Paris IIIème, is a distinguished scholar of James Joyce, Ezra Pound, Samuel Beckett and T.S. Eliot and will be an illustrious addition to Penn's faculty.

Second, he applauded the appointment of Dr. Rebecca Maynard, a highly regarded economist, as Trustee Professor of Education in the Standing Faculty of the Graduate School of Education as a feather in the cap of both the School and Dean Lazerson. Dr. Maynard was educated at the University of Wisconsin and has been teaching at Princeton University.

Finally, he noted the University's pleasure that Dr. Peter J. Felsburg had accepted an appointment as Trustee Professor of Clinical Immunology in Clinical Studies (Philadelphia) in the Standing Faculty of the School of Veterinary Medicine. Dr. Felsburg is a Penn alumnus and has been teaching at Purdue University.

The Resolution on Appointments and Promotions was then approved.

3. Action. Dr. Aiken introduced a Resolution to Amend the Trustee Resolution of January 18, 1985 relating to the Status of Clinical Instructors at the Law School. He noted that the larger part of skills education at most law schools, including Penn, was now being provided by practice professors. This position has to date had a seven-year cap, causing difficulties in retaining

the best practice professors. The changes proposed in the Resolution under consideration were aimed at creating a career trajectory for these faculty members. The proposed changes include the creation of the ranks of Practice Assistant Professor and Associate Professor to permit the possibility of this being a full profession. He added that the School had examined carefully whether this would erode the role of the standing faculty and concurred with the Faculty Senate that it did not. Accordingly, the following resolution was approved:

Intent:

In January 1985 the Trustees of the University approved a proposal from the Law School for the establishment of a category within the Associated Faculty for clinician-educators, consistent with similar developments at other leading law schools. The Law School now desires, and the Faculty Senate and Provost concur, that the policies instituted in January 1985 be modified, both to allow for retention for a period longer than seven years when excellence has been clearly demonstrated and to update the procedures generally. The revisions include:

- (i) creating the positions Practice Associate Professors and Practice Assistant Professors;
- (ii) stating the limit on the number of practice faculty as a percentage of authorized standing faculty rather than as an absolute number;
- (iii) deleting the provision restricting leaves to practice faculty at the rank of Practice Professor;
- (iv) clarifying the provision that practice faculty may not vote on appointments or promotions;
- (v) making review of the practice category part of the Law School's regular septennial reaccreditation review; and
- (vi) requiring a search prior to appointment.

RESOLVED, that the resolution of January 18, 1985 be modified to read as follows:

- (a) There shall be established a Practice Faculty consisting of full-time Practice Professors, Practice Associate Professors, and Practice Assistant Professors, who are members of the Associated Faculty of the University, to take effect on July 1, 1992. All appointments in this category are without tenure or tenure-probationary status.
- (b) These persons shall be responsible for clinical legal education and supervision of students engaged in representing clients. They shall have such teaching and administrative duties

within the Law School's clinical program as are determined according to normal Law School policies and procedures.

- (c)(1) An appointment in this category shall be recommended by the faculty on recommendation of the Law School's Appointments Committee, following a search, using a standard of promise of superior performance in clinical education. A reappointment or promotion within this category shall be recommended by the faculty on recommendation of the Law School's Committee on Internal Promotions, using a standard of past performance fulfilling the promise and justifying an expectation of continued growth in professional skill, productivity, and recognition. Appointments, reappointments, and promotions must be reviewed and approved in normal course by the Dean, the Provost, and the Trustees.
- (2) The initial term of appointment as Practice Professor shall be for not more than five years, and that for Practice Associate Professor or Practice Assistant Professor shall be for three years. (3) Successive reappointments of Practice Professors for terms of five years are permitted until retirement. Practice Associate Professors and Practice Assistant Professors may be reappointed once to a three-year term, but may not be further reappointed (except to a terminal one-year appointment) unless promoted to Practice Professor; provided, that a person appointed as Practice Assistant Professor or Practice Associate Professor after having served at least three years as a Lecturer shall be deemed appointed to a second such term, and shall be ineligible for further reappointment (except for a terminal year) without promotion to Practice Professor. (4) Reappointments as Practice Professor shall be made so long as: (a) a reduction in the client service program that the Law School is able to offer does not necessitate a reduction in the number of Practice Professors; and (b) a standard of superior performance in clinical education is met. This standard could be met by a combination of some of the following: supervisory and organizational work of high quality in a clinical program; the preparation of teaching materials for clinical education; the creation of innovations in clinical teaching methodology; effective representation in trial and appellate proceedings (including the writing of briefs); and published scholarship in the fields of legal education and lawyering.
- (d) Employment for persons appointed in this category may be terminated only because of (1) failure to satisfy the standard for reappointment at the conclusion of the initial or of any succeeding term; (2) discontinuation of client service programs by the Law School; or (3) for "just cause" as customarily determined within the University. One year's notice shall be required for termination under subsections (d)(1) and (d)(2).
- (e) An appointee in this category will hold the title Practice Professor, Practice Associate Professor, or Practice Assistant Professor at the Law School. The modified title must be written in full whenever used in documents, in listings of University personnel and in correspondence.
- (f) A Practice Professor, Practice Associate Professor, or Practice Assistant Professor will have a written contract with the University that contains a clear statement of, or *specifically*

incorporates by reference documents (e.g., this policy) defining:

- the conditions of employment;
  - the circumstances under which the contract can be terminated (see "d" above); and
  - the responsibility of the Law School or other budgetary unit for payment of salary and all specified benefits; and the rights of persons to due process by mechanisms available to all University faculty in the event of grievances of alleged failure to protect the individual rights accorded a faculty member.
- (g) Faculty members in this category will be entitled to full University faculty benefits. Leaves will be granted in accordance with the University policy applicable to the Standing Faculty.
- (h) Faculty members in this category will be subject to University policies, including the policy on conflict of interest.
- (i) Faculty members in this category shall not vote on appointments or promotions, and shall not, without faculty approval, teach outside of the clinical program. Eligibility of such faculty members to vote on matters other than appointments shall be determined by the faculty. Should grievances arise which are not resolved administratively, appointees may seek adjudication through the established University mechanisms.
- (j) The number of faculty members in this category shall not exceed twenty percent of the number of standing faculty that the Law School may from time to time be authorized to fill. This Resolution supersedes the standing resolution of the Trustees of September 9, 1983, as it applies to the Law School.
- (k) This policy will apply to any person appointed in this category beginning with the 1992-93 academic year, and is without prejudice to the rights of any person appointed as Practice Professor prior to June 30, 1992.
- (l) This category of appointment will be reviewed every seven years in conjunction with the regular reaccreditation review of the Law School, without prejudice to the rights of any person previously appointed in the category.

### **C. Financial Report - Dr. Gould**

Dr. Gould presented a report on the finances of the University, the Hospital and the Clinical Practices as of September 30, 1992, noting that it was an unhappy honor to be presenting this report in Dr. Whittington's place. He reminded that at this stage the report was based more on performance projections and historic trends than on actual data. He also stressed that the University was projecting a \$19.55 million deficit as a result of the loss of the Commonwealth appropriation, as approved by the Trustees. The preliminary performance projections assume that the appropriation will not be restored. The statements show the University to be on budget after the approved, budgeted discretionary allocations to the Research Fund of \$1,300,000 and to the Capital Campaign of \$600,000 and after the budgeted, mandated Graduate Hospital deficit amortization of \$97,000.

On the unrestricted side, positive factors are graduate tuition, summer and special tuition, special program and fees, indirect cost recovery and savings in salary, non-guaranteed student aid and utility expense. Negative factors are other income (principally sales revenue), current expenses and General University Tuition.

Unrestricted performance at the schools and centers is basically positive. The School of Veterinary Medicine is projected with a deficit of \$750,000 and the Graduate School of Fine Arts with a deficit of \$100,000. The Graduate School of Education is projected with a net surplus of \$150,000, and all other schools and centers are projected at this point at breakeven performance.

On the restricted side, endowment, gift and grant and contract fund expenditures increased by 15.3%, 7.6% and 3.4%, respectively. The amount available at September 30, 1992, for grant and contract expenditures is 6.6% more than at September 30, 1991.

Statements for the Hospital of the University and the Clinical Practices of the University are for the two months ended August 31, 1992. HUP's excess of revenue over expenses was \$19.27 million, or \$11.863 million better than budget. CPUP's excess of revenue over expenses was \$1.77 million, or \$609,000 better than budget.

#### **IV. Committee Reports**

##### **A. Academic Policy - Dr. Amodei**

Dr. Amodei reported for Dr. Langenberg, who was unable to be present, on the Academic Policy Committee's meeting of the day before, which Dr. Langenberg had chaired. The main subject of the two-hour meeting was review of the University's plans for strengthening undergraduate education at Penn. The Committee heard from the Provost and his staff and the deans of the undergraduate schools the history and results to date of the planning effort. The second half of the meeting was given over to questions and suggestions from the trustees.

The Provost reviewed previous planning efforts, focussing on what had and had not worked. It was observed that no effort can have a lasting effect lacking some mechanism to ensure a long-term commitment to the improvements: without an internal engine for continuing motivation and change even the best programs can drift from excellence. The Provost emphasized that the key objective of the present effort, therefore, is to design a plan for improvement that is not only creative and forward-looking but moreover is institutionalized in such a manner as to permit continuity and self-renewal over the years.

One of the major new initiatives present as a means of ensuring objective overview of the plans is the formation of an external visiting committee, which will meet with faculty, administration and students over the period Spring 1993 - Spring 1994. Its impressive panel of visiting faculty members will be chaired by Dr. Mary Patterson McPherson, President of Bryn Mawr College.

Undergraduate deans presented the key issues and objectives facing their schools and detailed how they related to the planning process. The common thread of the discussion was the desire to continue to enhance the inter-disciplinary nature of the schools' respective curricula, taking advantage of Penn's unique advantages and strengths in this area. Penn's main goal in undergraduate education was agreed to be producing broadly-educated professionals trained to lead, rather than just practice in, their fields.

Dr. Amodei reported that the trustees were impressed with the progress being made on these objectives. They had particularly endorsed the continuing focus on developing students with broad understanding of the issues facing societies and commitment to society as well as to personal professional success. The trustees also encouraged the University to continue to examine the optimal mix of specialized courses and curricula with broad, "shorter half-life" liberal arts courses which are essentially obsolescence-proof. Finally, the trustees emphasized the desirability of including professional practitioners, successful modern employers of Penn graduates, in the visiting committee, so the University could benefit from their perspectives.

Dr. Amodei concluded by noting that the meeting had given the Committee renewed confidence that the all-important area of undergraduate education was being properly and creatively addressed at Penn.

#### **B. Audit - Mr. Dorrance**

Mr. Dorrance reported that the Audit Committee had met on October 8th, with the principal item on the agenda being examination of the audited financial reports prepared by Coopers & Lybrand for the University, the Hospital and the Clinical Practices. (The Audit Committee, he noted, is responsible for reviewing and approving these.) The Committee was joined by representatives from Coopers & Lybrand, who provided the Committee with the kinds of

information now required to be communicated to audit committees by external auditors. There was a clean opinion on the financial statements for each entity, and the Audit Committee, satisfied with the statements, approved them.

The Committee then received a report on the internal auditors' activities. Internal Audit has recently been devoting considerable time to a special audit requested in one area of the University, and the Committee discussed the impact of these type of special activities on Internal Audit. The Committee approved Internal Audit's program for fiscal 1993 and reaffirmed the paramount importance of Internal Audit's activities. Mr. Dorrance concluded by emphasizing the Committee's belief that as much if not more funding should continue to be made available to support the internal audit process.

### **C. Budget and Finance - Mrs. Catherwood**

1. Comments. Mrs. Catherwood reported that at its meeting that morning the Budget and Finance Committee had received a report on consolidated audit and financial statements for fiscal 1992, received updates on the fiscal 1994 budget planning process and the Commonwealth appropriation, reviewed financial reports for fiscal 1993 to date, received a report on contingent liabilities and reviewed the resolutions about to be presented for approval. Chairman Shoemaker noted that these resolutions would be recorded as Executive Committee actions.

1. Action. A Resolution on Additional Planning and Design Activities Associated with the Institute of Advanced Science and Technology - Phase I was approved as follows:

Intent:

In October 1991, the Trustees approved \$3,646,000 to be used for planning and design fees associated with the first phase of the Institute for Advanced Science and Technology (IAST).

The IAST project will be partially funded by grants from the Air Force Office of Scientific Research. Because of this federal funding, the University and the funding agencies must comply with the provisions of the National Environmental Protection Act (NEPA), the National Historic Preservation Act, and other applicable statutes. In accordance with the NEPA, before federal monies are expended on this project the Department of the Air Force must prepare an Environmental Impact Statement (EIS) describing the proposed IAST and considering its environmental impact and alternatives to its development, and that EIS must then be evaluated by federal decision-makers. In the design and development of the IAST project, the University will also meet the requirements of applicable state and local laws.

Additional planning and design activities related to the IAST involving the EIS and also a utilities relocation necessitated by the project are now required. These activities are estimated to cost an additional \$1,133,000, and will bring the total estimated planning and design fees for the IAST to approximately \$4,779,000.

The total estimated cost of these additional IAST planning and design activities has been included in the University's Capital Budget for Fiscal Year 1993. These costs will be paid from various project funding sources.

RESOLVED, that additional planning and design activities associated with the development of the IAST, estimated to cost \$1,133,000, be and the same hereby are approved, and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take such actions, proceed with such activities, execute such contracts, and incur such expenses and obligations -- not, however, in excess of the estimated cost of such activities as presented to the Budget and Finance Committee -- as may in their judgment be necessary or desirable to accomplish the purposes of this resolution.

2. Action. A Resolution on the Construction of a Parking Garage at the Northeast Corner of 38th and Walnut Streets was approved as follows:

Intent:

The University intends to construct a parking garage complex at the northeast corner of 38th and Walnut Streets. The facility, which will be constructed in conjunction with the Module 6 Central Utility Plant, will include a new parking garage for over 650 cars, shell space for retail stores along Walnut Street, and landscaping around the site. This project is estimated to cost \$13,230,000 and is included in the Fiscal Year 1993 Capital Budget. Costs of this project will be covered by an advance of University funds to be repaid from parking and retail leasing revenues.

RESOLVED, that the construction of the parking garage complex at the northeast corner of the 38th and Walnut Streets, estimated to cost \$13,230,000, be and the same hereby is approved, and that the Executive 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.

3. Action. A Resolution on the Construction of the Module 6 Central

Utility Plant - Phase II was approved as follows:

Intent:

In May 1991, the Trustees approved the construction of Phase I of the Module 6 Central Utility Plant. The University now intends to proceed with the construction of Phase II of the Module 6 Central Utility Plant at the northeast corner of 38th and Walnut Streets. This facility will be constructed in conjunction with a parking garage complex and will consist of a 13,400-ton chilled water plant, a new 22 MVA (mega-volt ampere) electric substation (substation #6), and a new building automation and control system.

The chilled water plant will provide for the anticipated cooling loads of certain planned new buildings (Law Library, the Institute for Advanced Science and Technology, Biomedical Research Building #1, and the Revlon Campus Center), and the renovated College Hall and Logan Hall. It will also support future development of the Social Science complex, Hill Field, and the parking lot adjacent to the Laboratory for Research on the Structure of Matter. Additionally, it will permit the decommissioning of existing old and inefficient independent chilled water units in the Franklin Building, Graduate Towers, the Law School complex, and English House.

The new electric substation #6 will satisfy power needs for the planned Revlon Center, for the development of the Social Science complex, and for the northeast area of the campus. The estimated project cost is \$24,304,000 and is included in the Fiscal Year 1993 Capital Budget. The cost of the project will be covered by an advance of University funds and will ultimately be recovered from utility savings.

RESOLVED, that the construction of the Module 6 Central Utility Plant, Phase II, estimated to cost \$24,304,000, be and the same hereby is approved, and that the Executive 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.

4. Action. A Resolution on the Upgrade of Electrical Substation #3 and Related Distribution System was approved as follows:

Intent:

The University intends to increase the capacity of its electrical substation #3 (located north of the Laboratory for Research on the Structure of Matter building) to 22 MVA (mega-volt ampere) capacity and to upgrade the related electrical distribution system. This additional substation capacity is needed to meet planned development of teaching, research, and athletic facilities in the eastern sector of the campus. The upgraded substation will provide power to meet the demands of new facilities such as the Law Library and the IAST and will also relieve the overloaded utility distribution system that serves the Chemistry complex and the Module 1 Central Chilled Water Plant. As part of this project, the existing 2400 volt distribution system servicing the athletic complex will be upgraded to adequately service current and proposed facilities in the athletic precinct. The estimated project cost is \$4,193,000, and is included in the Fiscal Year 1993 Capital Budget. The cost of this project will be covered by an advance of University funds and will ultimately be recovered from utility savings.

RESOLVED, that the upgrade of electrical substation #3 and the related distribution system, estimated to cost \$4,193,000, be and the same hereby is approved, and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take such actions, proceed with such project, execute such contracts, and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost of such project 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 Campus Sprinkler System - Phase I was approved as follows:

Intent:

In December 1991 the City of Philadelphia passed an ordinance requiring the installation of sprinklers in all non-residential high-rise buildings. In response, the University developed a campus sprinkler system upgrade plan and is proceeding to install sprinkler systems in its high rise buildings. The first phase of this project involves the installation of water supply lines to all floors of Blockley Hall, the Franklin Building, Goddard Laboratories, the Levy Center for Oral Health Research, and the Richards Medical Research Laboratories. The estimated cost of this phase of the project is \$572,000, and is included in the Fiscal Year 1993 Capital Budget. The cost of this phase of the project will be paid from University funds.

RESOLVED, that the implementation of Phase I of the University's campus

sprinkler system upgrade plan, estimated to cost \$572,000, be and the same hereby is approved, and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take such actions, proceed with such implementation, execute such contracts, and incur such expenses and obligations -- not, however, substantially in excess of the estimated cost of such implementation as presented to the Budget and Finance Committee -- as may in their judgment be necessary or desirable to accomplish the purposes of this resolution.

#### **D. Development - Mr. Shoemaker**

Mr. Shoemaker presented the Development Committee's report for Mr. Miller, who was unable to be present. He reported that the Committee had an excellent meeting that morning. They heard that to date there are \$861,696,400 in pledges towards the Campaign goal of \$1 billion, 75% of which had already been paid. The Campaign has achieved 115 fully endowed chairs, and \$46 million was added to endowment in fiscal 1992, a record for Penn. Alumni donors numbered 83,729 in fiscal 1992, a record among American universities.

In addition, the Committee heard reports from the development staffs of the School of Arts and Sciences, the Library and the Mid-Atlantic Region. The student co-chairs of the senior class fund drive joined the meeting to report on their efforts. The Committee then received a report on the University's international prospect outreach and reviewed selected top prospects.

Mr. Shoemaker reported that the Committee is optimistic the Campaign's pace can be maintained and that it emphasized ensuring that all its sub-goals are met. The Committee was very complimentary of the development staff and the outstanding job they are doing, all the more impressive considering the difficult economic climate.

#### **E. External Affairs - Mr. Bodek**

Mr. Bodek reported that the External Affairs Committee had met the day before and had two items on its agenda. First, it received a report from Ann Duffield, Director of the University Design Group, on Penn's new admissions materials. Ms. Duffield told the Committee how these had been developed after a series of meetings with focus groups across the country and with input from students on what they think of the University and what they think sells it to incoming students. The new materials are a dramatic change from what has been used in recent year: "Slick is out and recycled is in," Mr. Bodek reported. The Committee raised some questions about the new look and approach but on balance was satisfied with them, especially after hearing from Lee Stetson, Dean of Admissions, that in the short period they have been in use the materials have passed the test of acceptance and response rates with flying colors.

The Committee then discussed the Mayor's Scholarship issue. John Gould, Acting Executive Vice President, provided the Committee with the 18-month history of this law suit, in which Penn has been accused by minority groups of denying them access to the School. There is still the upcoming trial to content with, but the Committee reviewed the important lessons learned from this experience--Penn's version of the experience shared by many other urban universities perceived as elitist. In short, Penn has done and will continue to do wonderful things for the community. It must learn not to be so reticent to talk about itself and what it is doing and must improve its positive visibility in the community.

The Committee discussed at great length the communications strategy to be followed to achieve its goals. Carol Farnsworth, Associate Vice President for University Relations, reported on what has been done to date and the University's plans for the future. Committee members made some good public relations suggestions and were at the end of the meeting confident that there is a comprehensive public relations program in place to present and improve Penn's visibility in the future.

Separately, Mr. Bodek reported with pleasure that an article on the research being carried out by Penn's Dr. Michelle Lampl, an anthropologist in Penn's School of Arts and Sciences, on growth spurts in infancy had been run on the front page of that day's Washington Post. The story was also covered in USA Today, The Boston Globe and The New York Times and on National Public Radio.

#### **F. Facilities and Campus Planning - Mr. Tanenbaum**

Mr. Tanenbaum reported that the Facilities and Campus Planning Committee had met for three hours the day before, in a plenary session to which all the trustees were invited, to review a preliminary draft campus plan. The plan will be brought back to the Trustees for further discussion and action in the months ahead.

#### **G. Internationalization - Mr. Palmer**

Mr. Palmer reported that the Committee on Internationalization had taken up several reports at their meeting the day before. The Committee received reports from Rick Nahm, Senior Vice President for Development and Institutional Planning, on the University's follow-up on the Trustees' report of May 21, 1992, on international planning; Provost Aiken on internationalization in the academic areas; Virginia Clark, Associate Vice President for Development, on internationalization in the development area; and Barbara Stevens, Vice President and Secretary of the University, on internationalization in Penn's communication and public relations functions.

Discussion on all these areas followed, and it was evident to the trustees that Penn is one of the leaders in this area among academic institutions. More is being done now in this regard than

ever before, but still more can be done. That Penn has a strong comparative base to build on and possesses many of the key prerequisites for success in this area portends well for the future. It was reaffirmed that this is a critical area for higher education and agreed that Penn will need a University-wide strategic plan encompassing all its various efforts in this area. The University administration is working on this and will present a report on its work at the June meeting.

#### **H. Student Life - Ms. Killebrew**

Ms. Killebrew delivered Dr. Chisum's report on the Student Life Committee's meeting the day before, Dr. Chisum being out of voice.

The meeting agenda had included two items. The first was a review of this year's Penn Reading Project, which had been extremely successful in its pilot year the year before and attracted national attention. The Committee received a report on this year's program from Prof. Norman Adler, Associate Dean for Undergraduate Education, who has been intimately involved with the program since its inception. The program was both more and less successful this year than last: more successful in the involvement of faculty volunteers and less successful in the participation of first-year students. More faculty volunteered to serve as discussion leaders than could be accommodated, but first-year students apparently had some misconceptions of the purpose of the program. The Committee concluded that introducing students to the intellectual aspects of their stay at Penn is sufficiently important that the program should continue to be refined to broaden its impact on entering classes. Prof. Adler offered a challenge to the trustees regarding the program that the Committee will try to follow up for its January meeting.

The second item on the agenda, safety, is one that is a continuing issue for the Committee. The Committee heard a report from Steven Murray, Vice President for Business Services, on changes in the transportation and escort services provided to the Penn community. The new transit services feature a set bus route and pick-up points and phone-in, at-door pick-up. John Kuprevich, Commissioner of Public Safety, reported on the Escort Service and Campus Safety aides, who serve a community watch function. Ruth Wells, head of Victim Support and Special Support Services in Public Safety, reported on the status of University procedures vis-à-vis the state and federal statutes that have been enacted with respect to campus crime and indicated that the procedures that have been in place at Penn for some time meet all the requirements of those acts.

The topics generated a good deal of discussion.

#### **I. University Responsibility - Mr. Heyman**

Mr. Heyman reported that the University Responsibility Committee had met the day before and received presentations on the University's efforts to make its programs and campus more

hospitable for physically challenged people. Arthur Gravina, Vice President for Facilities Management, reported to the Trustees that since the 1970s Penn has been implementing many changes to fulfill its responsibility to make its campus accessible to physically challenged students, staff and visitors. Penn is proud of its accomplishments in this area. Some of the changes and improvements already made to the campus are curb cuts, accessible bathrooms and elevators designed to assist the visually impaired.

Mr. Gravina discussed the impact of the new Americans with Disabilities Act, which imposes different accessibility requirements to existing buildings, buildings undergoing major renovations and new construction. The University plans to comply with both the letter and spirit of the Act.

The Committee received reports from Joann Mitchell, Director of Penn's Office of Affirmative Action, and Alice Nagle, Coordinator of Penn's Program for People with Disabilities, on the University's reasonable accommodations for physically-challenged employees and students. The University complies with the ADA, § 504 of the Rehabilitation Act of 1973, and its own non-discrimination policy and seeks to ensure that physically challenged people can participate fully in the life of the institution. It provides many academic accommodations for students, including additional time for exams, allowing lectures to be taped, providing oral interpreters for the deaf and training students with learning disabilities to improve their time management skills. As to staff, Penn currently has 66 self-identified employees with disabilities. Penn provides the equipment and facilities needed for these employees to perform their jobs and develop personally and professionally. These reasonable accommodations have not to date posed a financial burden on the University.

The Committee found these reports valuable and is proud that Penn is recognized as a national leader in accommodating physically-challenged students and staff.

#### **J. Investment Board - Mr. Neff**

Mr. Neff directed the trustees' attention to the report on investments included in the meeting book. He noted that the Associated Investment Fund (AIF) was \$868.3 million at October 21, 1992, somewhat lower than the \$875.3 million total market value at June 30, 1992. The separately administered trusts represent almost \$100 million, and so in order to achieve \$1 billion in total endowment assets, the AIF would have to top \$900 million. Preferable, of course, would be for the AIF itself to reach \$1 billion.

Common stocks constituted 46% of the AIF, which Mr. Neff observed was somewhat restrained relative to earlier numbers. While the market seems to be somewhat on the high side, the University has benefitted from some fluctuations within the market and is doing better overall than at the time of the last meeting. Since the last meeting the University had bought about three

times the stocks it sold--\$29 million versus \$10 million. These numbers are small as a part of the \$868 million fund, but they show that the University has been identifying some good investments.

Investments in the "other" category (real estate, venture capital, etc.) was also somewhat restrained at 3%. This category has often been in the double numbers as a percentage of many other endowments and pension funds, but Penn has not liked many of the opportunities presented to it in this area or the high price of management involved. The University did invest \$15 million in a pooled vehicle distressed junk bond fund about two years ago and another \$10 million in a distressed real estate fund. The distressed junk bond fund has done well, with an annual return of about 23%. While the financial press has not been enthusiastic about commercial real estate investment, the Investment Board feels that some commercial real estate investments can be quite good at the moment. The University will in fact be investing \$50 million in a newly-formed real estate fund. Mr. Neff stressed that commercial real estate included not just office buildings, but also warehouses, retail space, multi-family dwelling units, etc. A good part of Penn's \$10 million real estate fund is in multi-family units in the Southwest, principally in Texas. Rentals will inevitably go up, and the Investment Board remains keen on these investments' potential for greater returns than conventional areas like fixed income and common equity.

The investment report distributed showed annual total return performance rates since December 1979 of 15.7% for Penn's AIF shares, 17.9% for its AIF common stocks and 12.9% for AIF fixed income investments. Mr. Neff's best estimate of common stock returns for 1992 is 8-10%. Penn traditionally does better than the market generally, as can be seen by comparing the 17.9% growth in its common stocks to the 15.7% growth for S&P 500 Stock Average over that same period, giving Penn a 220 basis point lead.

Mr. Neff reported that in the NACUBO comparison for the year ended June 30, 1992, Penn ranked in the 5th percentile among other institutions. This performance is much better than the 80th percentile ranking it had in 1991 and 100th (or 25/25) for 1990. For the past three years in aggregate Penn ranked in the 80th percentile; for the past five years, the 43rd percentile; and for the past 10 years, the 4th percentile. The University has not done well in the current fiscal year to date. Its common stocks are down 5.8% since June 30, 1992, compared to S&P common stocks' increase of 2.8%. This was discussed at the Investment Board breakfast the day before, which concluded that the marketplace has not given Penn its due. The Board will try to maintain and widen Penn's traditional advantage over the S&P average. Mr. Neff noted that the prospect of Gov. Clinton's being elected president had already brought some harbingers of renewed consumer confidence and that the Board was optimistic for a year of moderate growth in the marketplace generally.

#### **K. Medical Center - Mrs. Catherwood**

Mrs. Catherwood reported that the School of Medicine again had an outstanding group of

first-year medical students--the class showed great diversity and terrific qualifications. The School had also had an excellent year in research performance. The total dollar amount of its research awards from the NIH had increased 16.3% in the year ended June 30, 1992. For fiscal 1992, the last year for which national data is available, it ranked in the 9th percentile in NIH research awards among schools of medicine, with an 11.2% increase over the previous year. This put the School third highest percentile for rate of increase among the top 15 medical schools. The 16.3% increase for 1992 suggests the School may do even better in the national rankings this year.

Mrs. Catherwood noted briefly that BRB1 construction was underway and on schedule and that the hospital swing space construction was underway, with demolition of the Piersol Building.

Despite ever present threats, the School was on exceptionally solid footing financially, Mrs. Catherwood concluded.

## **V. Overseer and Other Boards**

A. Action. A Resolution on the Appointment of Harold T. Shapiro to the Trustee Board of the Medical Center was approved as follows:

RESOLVED, that Harold T. Shapiro be appointed to the Trustee Board of the Medical Center for a three-year term beginning January 1, 1993.

B. Action. A Resolution on the Appointment of Phyllis Shearer Jones to the Board of Overseers of the University Museum was approved as follows:

RESOLVED, that Phyllis Shearer Jones be appointed to the Board of Overseers of the University Museum of Archeology and Anthropology for a three-year term, effective October 30, 1992.

C. Action. A Resolution on the Appointment of Anthony E. Mauro to the Board of Overseers of the School of Social Work was approved as follows:

RESOLVED, that Anthony E. Mauro be appointed to the Board of Overseers of the School of Social Work for a three-year term, effective October 30, 1992.

D. Action. A Resolution on the Appointment of Harvey Kroiz to the Board of Overseers of the Graduate School of Fine Arts was approved as follows:

RESOLVED, that Harvey E. Kroiz be appointed to the Board of Overseers of the Graduate School of Fine Arts for a three-year term, effective October 30, 1992.

E. Action. A Resolution on the Appointment of Charles Q. Miller to the Board of Overseers of the School of Engineering and Applied Sciences was approved as follows:

RESOLVED, that Charles Q. Miller be appointed to the Board of Overseers of the School of Engineering and Applied Science for a three-year term, effective October 30, 1992.

F. Action. A Resolution on the Appointment of Eugene Garfield to the Libraries' Board of Overseers was approved as follows:

RESOLVED, that Eugene Garfield be appointed to the Board of Overseers of the University Libraries for a three-year term, effective October 30, 1992.

G. Action. A Resolution on the Appointment of Warren V. Musser to the Board of Managers of the Wistar Institute was approved as follows:

RESOLVED, that Warren V. ("Pete") Musser be appointed to the Board of Managers of the Wistar Institute, effective October 30, 1992, for an interim term through January 1993.

H. Action. A Resolution on the Appointment of Stephen C. Sussman to the Advisory Board of the Annenberg Center was approved as follows:

RESOLVED, that Stephen C. Sussman be appointed to the Board of Advisors of the Annenberg Center for a three-year term, effective October 30, 1992.

I. Action. A Resolution on the Appointment of Tatnall L. Hillman to the Advisory Board of the Morris Arboretum and the Designation of Board members Anthony S. Holmes, Barton H. Lippincott, Barbara Syk and J. Randolph Updyke as Associate Trustees of the University was approved as follows:

RESOLVED, that Tatnall L. Hillman be appointed to the Advisory Board of the Morris Arboretum for a three-year term, effective September 30, 1991, and that Anthony S. Holmes, Barton H. Lippincott, Barbara Syk and J. Randolph Updyke, Esq., corporate trustee appointees to the Morris Arboretum, be designated associate trustees of the University for the duration of their terms.

J. Action. Mr. Shoemaker introduced a Resolution on Appointments as Mid-Atlantic Associate Alumni Trustees and noted that the newly-formed MAAT Board had been patterned after similar organizations in the Boston and southern California areas. The following

resolution was approved:

Intent:

In June 1991 the Trustees passed a resolution setting forth criteria and procedures for membership in Boards of Associate Alumni Trustees. Pursuant to that resolution, new associate alumni trustees must be approved by the Trustees of the University.

RESOLVED, that the following alumni, all of whom meet the criteria outlined by the Trustees in their resolution of June 20, 1991 and all of whom have been duly approved by the General Alumni Society, be appointed Mid-Atlantic Associate Alumni Trustees:

David Bernabucci *W'67*, Norman Brand *C'71*, Malcolm Bund *WG'74*, Edward Cohen *C'67*, Philip Esocoff *C'71*, *GAR'74*, Marc Fleischaker *W'67*, Barry Forman *W'67*, Keith FUNGER *W'81*, Gary GARCZYNSKI *W'68*, Donald Gavin *W'64*, *L'67*, Michael Glosserman *W'68*, Andrew Goldstein *C'72*, Linda White Hall *WG'81*, Stephen Hut *C'68*, Laurence Jaffe *W'64*, Louis Kozloff *C'65*, *M'69*, Charles Krause *C'69*, Steven Lerman *C'69*, Garry Miller *GM'67*, Morton Moss *C'66*, *M'70*, Robert Nathan *W'31*, *G'33*, Charles Newhall *C'67*, Theodore Rosenberg *WG'64*, Alan Schlaifer *W'65*, Steven Schram *W'75*, Robert Shapiro *C'84*, *W'84*, Stephen Smith *C'71*, Robert Stein *W'49*, Marvin Sugar *W'54*, Albert Turkus *W'67*, and Alan Weitz *W'67*.

There being no other business to come before the meeting, it was adjourned.