

Trustees of the University of Pennsylvania
Minutes of the Special Stated Meeting
December 16, 1993

A Special Stated Meeting of the Trustees was held on Thursday, December 16, 1993, in Bodek Lounge, Houston Hall. Trustees attending included Juan Amodei, Gustave Amsterdam, Leonore Annenberg, Samuel Ballam, Judy Berkowitz, Richard P. Brown, Jr., Christopher Browne, Susan Catherwood, Richard Censits, Julius Chambers, Henry Chance, Gloria T. Chisum, Charles Dickey, Carol Einiger, Claire M. Fagin (*ex officio*), Robert A. Fox, Joseph Glossberg, John G. Harkins, Jr., Stephen J. Heyman, Reginald Jones, Pedie Killebrew, Natalie I. Koether, Eugene Kohn, Ralph Landau, Donald Langenberg, Leonard Lauder, Robert P. Levy, A. Bruce Mainwaring, Margaret Mainwaring, Paul Miller, Anthony S. Minisi, John Mulrone, Russell Palmer, Ronald Perelman, Vivian W. Piasecki, John R. Reardon, Michael Sandler, Adele Schaeffer, William Schawbel, Sara S. Senior, Alvin V. Shoemaker, Wesley Stanger, Saul P. Steinberg, Myles H. Tanenbaum, Michael Tarnopol, Robert Trescher, James Wade, George A. Weiss, Raymond T. Welsh, Sandra Williamson, Richard Worley and D. Robert Yarnall; participating by telephone conference call were Edward Anderson, Richard Fisher, Elsie Howard, Andrea Mitchell and Joseph Rascoff.

Others attending included Tobe Amsterdam, Edwin J. Andrews, Houston Baker, Barbara Beck, Al Beers, Glenn Bryan, Jon Caroulis, Melinda Casino, Beth Chance, Virginia Clark, Doris Cochran-Fikes, Nicholas Constan, Patricia Conway, Bonnie Devlin, Colin Diver, Carol Farnsworth, Gregory Farrington, Karen C. Gaines, Stephen Golding, Constance C. Goodman, John W. Gould, Arthur Gravina, Shelley Z. Green, Janet Hale, Peter Hand, Kate Hann, Ira Harkavy, Robert Helfman, Cynthia Herndon, David Hildebrand, Phyllis Holtzman, Nancy Hornberger, Michel T. Huber, Linda S. Hyatt, Susan G. Jacobson, Kathleen Jamieson, Rev. Stanley Johnson, William N. Kelley, Trudy J. Kuehner, Norma Lang, Marvin S. Lazerson, Scott Lederman, Tommy Leonardi, Betty Marmon, Tommy McCoy, Mary Ann Meyers, Sharon Molinoff, Ellen Morowitz, Alex Niejelow, Warren Miller, Alice Nelson, Gerald T. Porter, Ed Resovsky, Jonathan Rhoads, Jeff Roberts, Judith Rodin, Allison Rose, Sherrill Rosoff, Jodi A. Sarkisian, Mrs. Sally Seitz, John Shea, Robert Shepard, Sally Shoemaker, Donald Silberberg, Mrs. Natalie Stanger, Stephen P. Steinberg, Lee Stetson, Barbara R. Stevens, Rosemary A. Stevens, Duncan W. Van Dusen, Todd Waller, Dilys S. Winegrad and Anne Gates Yarnall.

I. Call to Order

Mr. Shoemaker began the meeting with a roll call of those participating by telephone.

A. Invocation - Rev. Stanley Johnson

Rev. Johnson offered an invocation for the meeting, noting that it is the University's privilege and responsibility to perceive its needs and ways to meet them, to recognize its expanding potential for leadership, to chart ways for the fulfillment of that potential, and to do those things now which will extend the past glory and service of the University for the generations yet to come.

II. Chairman's Report - Mr. Shoemaker

Mr. Shoemaker reported that the Executive Committee had nominated Dr. Judith Seitz Rodin for president of the University. Before placing her name in nomination, Mr. Shoemaker wished to describe briefly the nature of the search which led the Consultative Committee to submit its final shortlist to the Executive Committee.

"The Consultative Committee's first task when it convened on April 30, 1993, was to distribute a letter to alumni, faculty staff, donors, friends; local, state and federal legislators; heads of minority organizations and foundations; the press; and university and college leaders from around the country. The letter set forth the qualities and qualifications we were seeking in our next president and

asked for nominations. In all we mailed over 10,000 letters and received back approximately 550 letters recommending some 300 candidates.

“The initial efforts of the Consultative Committee were concerned with the preliminary screening of the 300 nominees. We established four criteria with which we evaluated the biographical information, the letters of recommendations, the academic and administrative qualifications of each candidate and any information the committee members themselves had about the candidates. We traveled extensively in the spring and into the summer visiting our sister Ivy League institutions as well as some 20 other institutions around the country and in Canada. During those visits we spoke to nearly 60 presidents, provosts, deans, departmental chairs and chief financial officers. We also engaged the search firm of Spencer Stuart, which assisted our efforts by submitting names from business and government so we could be assured of locating potential leaders outside of academe. In July and August I and Barbara R. Stevens, Vice President and Secretary of the University, spoke with the deans of Penn’s 12 schools as a prelude to the on-campus discussions we had with the faculties of every school. We also met with the A1 and A3 Assemblies, the undergraduate and graduate student leadership, the Faculty Senate and the Athletics Department, as well as holding a luncheon and telephone meetings with local legislators. In all we scheduled 32 on-campus meetings in addition to our Consultative Committee meetings.

“By early fall we had reduced the list to manageable proportions and begun to assemble information about these candidates, using the services of Spencer Stuart as well as the resources of our own committee members. Our meetings with candidates were still being done on a consultative basis, thus preserving confidentiality while allowing us to conduct our evaluations. By mid-fall our list had narrowed to fewer than ten persons, which included internal as well as external candidates. The Committee conducted extensive discussions with every candidate here in Philadelphia and then in two separate meetings in November reviewed the candidates and decided on a shortlist of those whom the Committee believed to be the most qualified and wished to recommend to the Executive Committee. These names were submitted to the Executive Committee, which in turn interviewed the remaining candidates and then reached a unanimous decision after an evening of deliberation. It is with great pleasure that the Executive Committee places before you its recommendation of Dr. Judith Rodin for president.

3. Motion - Mr. Miller

Mr. Miller stated that the prior day, reviewing biographical information on Dr. Rodin to prepare for this meeting, he had come upon the very first letter the Consultative Committee had received nominating her. The letter began by noting that the author had followed Dr. Rodin’s career avidly since her undergraduate days. He had been an advisor to her in many of her ambitions for a career in academic administration and leadership. The letter went on as follows:

Dr. Rodin is an ideal candidate for the presidency of Penn, for she is a scholar with great natural leadership abilities and the energy and ambition necessary to succeed. She has the highest academic values and the planning and management skills to put them into effect. Even more important, she has the interpersonal skills, the political and social sensitivity, indeed, the charisma, to inspire others to join her in the formation of goals for the University and their attainment. Her scholarship is of the highest caliber. Her research brings together the disciplines of social psychology, neuroendocrinology, psychiatry and medicine. In all of this research it is important to point out that she has not only made solid empirical contributions but also has made important theoretical contributions and conceptualizations.

Her leadership and administrative abilities have been evident from the beginning. A vague memory tells me she was president of her class at Penn. Certainly she has been a leader in her professional career. She is one of the pioneers in the women’s health fields and one of the leaders in establishing women’s health on a national basis. Her leadership of the MacArthur Foundation Health and Behavior Network has been outstanding; she is a key member of the Institute of Medicine of the National Academy of Sciences and has chaired her section there. Perhaps most important is her record of academic leadership as

chair of the Department of Psychology, Dean of the Graduate School and now as provost at Yale. Her hallmark is the free exchange of ideas and then decisive action when she has enough evidence and enough consultation to make up her mind. Dr. Rodin has a full range of presidential qualities. She has solved complex fiscal problems, she has been successful in representing Yale publicly, she has a good record in fundraising, she is dedicated to diversity in universities and is sensitive to social, racial and gender issues in a balanced way that maintains the academic standards that everyone wants. She can do all these things in research and academic leadership because she is very, very bright, has superabundant energy, and is a superb manager of her time. In addition, she knows how to delegate and how to utilize the advice and input of others. Moreover, she enjoys everything she does. She is a virtual pied piper. Couple these qualities with grace and poise and with great personal integrity and a sensitivity to the needs of a great institution and you have what I believe is an ideal candidate for the presidency of Penn.

I recommend Dr. Rodin to you in the strongest of terms. In my 51 years at Harvard, Brown, Johns Hopkins and Penn I have never seen a better fit than between Dr. Rodin and Penn. You should interview her and see her for yourself.

Mr. Miller noted that this letter was from “our beloved late colleague Eliot Stellar.” He reported that “We did interview her, and we interviewed her, and we interviewed her. My own conclusion is that Eliot Stellar understates her qualities. As I think Steve Heyman said after one of his first interviews with her, “She’s spectacular.” A real bonus is that she possesses the same love of and gratitude to Penn that my fellow alumni around the table also possess. It is with the greatest of pride and confidence that I nominate her for the presidency of this great university.”

a. Seconds.

(i) Dr. Langenberg stated that one of the qualities that Penn expects of its president is that she be a scholar, someone who has a deep understanding of and experience with the joys and the frustrations of the life of the mind, the search for knowledge and understanding. “Dr. Rodin has these qualities in ample measure. She’s been there. Her achievements have been reflected in prolific publications--more than 200 papers and book chapters and ten books. They’ve been recognized beginning with her undergraduate days, through election to Phi Beta Kappa and the Society of the Sigma Pi; she’s a fellow of the American Association for the Advancement of Science, an elected member of the American Academy of Arts and Sciences and the Institute of Medicine; she has been a Guggenheim Fellow and a Woodrow Wilson Fellow; and she is a skilled grantswoman who has successfully won support from the National Institutes of Health, the McArthur Foundation and many other agencies. She has devoted her research to understanding the links among the human mind, human behavior, and such universal human concerns as aging and body weight. She is an expert in obesity, which should help with official dinners, and she has done work on the effects of stress on the immune system, which should also be helpful. I was struck by two titles in particular in her c.v.: Is Bad News Always Bad? Cue and Feedback Effects on Intrinsic Motivation and Provoking Jealousy and Envy: Domain Relevance and Self-Esteem Threat. Both of these ought to be required reading for university presidents.

“Many of us in higher education believe that although our colleges and universities remain the envy of the world, our academic sky is filled with ominous stormclouds. The winds of change are blowing strongly through the groves of academe. In the future I think the excellence of Penn will be measured in part by the nature and quality of its response to rapidly changing and increasingly difficult circumstances. Penn will change and must change. There could be no better academic preparation for leading this change than a life devoted to understanding human behavior and how it may be modified. I want to quote the last sentence from Eliot Stellar in his letter of nomination: ‘I know we shall all be richly rewarded if you select her, and Penn will move on to even greater levels of achievement.’ Eliot Stellar gave prolifically of himself to this University, and it is a great pleasure for me to join with Eliot in that sentiment and a great honor and matter of personal pride to be able to second the nomination of Judith Rodin as the next president of the University.”

(ii) Mrs. Catherwood noted that another quality the Consultative Committee was looking for in a nominee was academic administration ability. "Dr. Rodin has developed wide experience in academic administration throughout her career, as director of the Graduate School in Yale's Department of Psychology, as director of the Health Psychology Training Program at Yale, and as continuing chair since 1983 of the John D. and Catherine T. MacArthur Foundation Network on Determinance and Consequences of Health Promoting and Health Damaging Behavior, as chair of the Department of Psychology at Yale, as Dean of the Graduate School of Arts & Sciences at Yale and most recently as Provost of Yale, which includes the administrative responsibility that at Penn rests with the Executive Vice President. Dr. Rodin has been practicing a long time for the challenges which are about to begin here at Penn. The University will benefit enormously from this part of Dr. Rodin's background. It gives me the greatest pleasure to add my second to the nomination of Dr. Judith Seitz Rodin to be the next president of Penn."

(iii) Mr. Shoemaker next introduced Mr. Trescher, thanking him for coming up from South Carolina for this meeting. Mr. Trescher said "Being here today is important to me because I'm so honored and delighted to second Mr. Miller's motion that Judith Rodin become the next president of the University. I think most of you know that until 1930 the chief executive officer at this University was the provost. It was in 1930 that the presidency was added. It's just a coincidence that in 1930 I came to Penn as a student. I was very active in supporting the presidency of Thomas Sovereign Gates. Since then, either as an alumnus or a trustee, I have worked closely with George McClelland, Harold Stassen, Gaylord Harnwell, Martin Meyerson, Sheldon Hackney, and currently Claire Fagin. I hope that for a long time I will be able to provide my best efforts for President Rodin."

(iv) Dr. Chisum noted that Dr. Rodin is a native Philadelphian, a product of the Philadelphia school system as well as the University of Pennsylvania. "The announcement of the Executive Committee report 10 days ago has been greeted with enthusiasm for many reasons. Among those reasons, in addition to Dr. Rodin's professional accomplishments, is the message that her nomination sends regarding the University's continuing and strengthening commitment to the City of Philadelphia and to our immediate neighbors in West Philadelphia. She is also committed to a task that we as an institution have undertaken this year: that of strengthening the internal community here at Penn. For all of these reasons I am pleased to second the nomination of Judith Rodin to be the 22nd chief executive officer of the University of Pennsylvania, and Judy and Alex to be the first family at Penn."

4. *Action.* A Resolution for the Consideration of the Nomination of Judith Seitz Rodin for President of the University of Pennsylvania was approved as follows by a hand vote of the 37 trustees present and a roll call of the 5 trustees participating by telephone conference call:

RESOLVED, that Judith Seitz Rodin be elected president of the University of Pennsylvania, effective July 1, 1994.

III. Remarks - Dr. Rodin

Dr. Rodin thanked the trustees and others present for the confidence shown in her. "Your praise is overwhelming, and I will work every day of my presidency to earn it. And yet we've come here to honor not me but a great university. Penn has a daring, a spirit, a soul that sets it apart. It has the drive to excel and the courage to try. Together I know we will forge a vision for the 21st century that will provide a model all universities will emulate. In emphasizing more experiential and discovery-oriented learning for students, Penn will lead the way. In providing leadership and support for faculty achievements in teaching, in scholarship, in application of knowledge and in public service, Penn will lead the way. In regaining public trust and confidence in the mission of higher education, Penn will lead the way. In forging new avenues of collaboration among universities and between the university and the society that supports it, Penn will lead the way. In becoming truly international in reach, in scope, in ambition, in instructional activity, Penn will lead the way. In working to help to solve the problems of urban life and an urban campus, Penn will lead the way. With the knowledge that this university knows no limits in its commitment to excellence in the classroom, in the laboratory, in the library, on the playing fields and in life, I accept with the greatest pleasure your offer to become the seventh president of the University."

Following adjournment of the meeting, Mrs. Stevens accompanied Dr. Rodin around the table to greet the trustees and their spouses.

Respectfully submitted,

Barbara R. Stevens
Vice President and Secretary
of the University