Minutes of the Meeting of the
Executive Committee of the Trustees
of the University of Pennsylvania

May 13, 1999

A meeting of the Executive Committee of the Trustees of the University of Pennsylvania was convened at 2:45 p.m., on Thursday, May 13, 1999, in the Sweetbaum Room of the Steinberg Conference Center, 255 South 38th Street. Trustees present were Judith Roth Berkowitz, Gilbert Casellas (via proxy), Susan Catherwood, Robert Fox, Elsie Sterling Howard, Natalie Koether, Andrea Mitchell, John Neff, James Riepe, Alvin Shoemaker, P. Roy Vagelos and Richard Worley. Others attending included Jennifer Baldino, Robert Barchi, Peter Erichsen, William Kelley, Rosemary McManus, Judith Rodin (ex officio), Judith Rogers and Laura Whitton.

I. Call to Order – Dr. Vagelos

A. The minutes of the meeting of March 18, 1999 were approved as distributed.

II. President’s Report – Dr. Rodin

A. Comments

The President thanked Provost Barchi for his leadership in chairing the Working Group on Alcohol Abuse this spring. The recommendations, which are now open for University comment, are extremely thoughtful and comprehensive. The President is confident that they will make a significant impact when implemented.

The President reminded the attendees that Commencement would take place on May 17, that the day promises good weather, and that she looks forward to seeing many of them there. The President is excited about Secretary of the Treasury, Robert Rubin, being the Commencement Speaker.

President Rodin recognized Robert Fox and thanked him for his gift of $10 million, which will establish the Robert A. Fox Leadership Program in the College. The Robert A. Fox Leadership Program will create three new professorships, welcoming innovative approaches to leadership education integrated into the College, and bring to campus gifted leaders from around the world to speak and to spend time with Penn students. This program has extraordinary potential, and President Rodin believes that it will become the preeminent program of its time. The President also recognized David Pottruck for an outstanding $12 million donation, $2 million of which will go to Huntsman Hall, and $10 million to establish the David S. Pottruck Health and Fitness Center at Gimbel Gym. This project is greatly needed and anticipated by the Penn
community, and will create a vibrant, indoor recreational space. David Pottruck was a star student athlete during his time at Penn and recognizes the importance of such projects.

In conclusion, President Rodin reported on the progress of campus projects by announcing three major groundbreakings: April 5, The Robert Shatner Center, which will unify the Dental School campus; April 16, Jon M. Huntsman Hall, Wharton School; May 12, Hamilton Square, anchored by the nation’s first Sundance Cinema and a fresh food market. The Penn community may be at its level of tolerance for construction at the present time, considering the significant level of construction across campus.

B. Academic Report – Dr. Barchi

Provost Barchi reported on the effective establishment and operation of the College House System in its first full year. The leadership of Dr. David Brownlee and his faculty fellows, faculty masters, graduate advisors, and undergraduate residence staff contributed significantly to the record occupancy of 98% of the College House System. Dr. Brownlee’s group has successfully created 12 smaller residential communities within the larger university residential system. The students, faculty and staff have begun to define house personalities, to create new residential programs, and to establish new ties to the trustees and to the faculty and staff.

This spring, Penn launched a decade-long housing and dining renewal project, in which Executive Vice President John Fry’s office is heavily involved. Construction will begin this summer in the College Houses in the Quadrangle. This summer, the Provost’s Office will coordinate an invited competition that will select the architects for the renovation and new construction of the Hamilton Village College Houses.

The Provost remarked on recent projects of the Library. In response to specific requests from several student leadership organizations, Dr. Rodin and he, in consultation with Dr. Paul Mosher, decided to accelerate some of the renovations in the Rosengarten Reserve, located in the basement of the Van Pelt Library, rather than delay it until funding for the entire project is available. Additional funds for the project are being raised through the Development Office. Because of the accelerated project schedule, this summer the Provost’s Office will complete the first phase of the Library’s Undergraduate Learning Center, which will provide better study space for our students. The Undergraduate Learning Center should be ready for the students in the fall.

Provost Barchi commented on PENN InTouch 2000, Penn’s electronic advising system. Recent substantial progress has been achieved in improving PENN InTouch 2000, and strategies are being implemented to further improve it. It will be enhanced to allow advisors access to student information via a user-friendly web site interface, and it will provide a new degree of planning and auditing tools, which both the students and advisors will be able to use. The Provost anticipates that PENN InTouch 2000 will better utilize meeting times with advisors and students; time which was previously used as an accounting exercise will now be a vital, useful and substantive discussion of the student’s...
academic interests. The new system will grant advisors access to student transcripts; other student-related functions will be delivered in the next fiscal year. The planning and auditing tool portion of the system should be delivered in FY 2001.

Provost Barchi announced that two faculty members were elected to the National Academy of Sciences last month. Dr. William F. DeGrado, professor of Biochemistry and Biophysics, and Dr. Ralph Hirschmann, professor of Bio-organic Chemistry, joined 60 members and 15 foreign associates in “recognition of their distinguished and continuing achievements in original research.”

Action……….. 1. Finally, the Provost presented a resolution on Faculty Appointments, Leaves and Promotions, printed on pp. 1-28 of the meeting book, which was approved.

C. Financial Report – Mr. Fry

Mr. Fry reported that for the first nine months of FY 1999, the University (excluding the Health Services component) increased its net assets by $153.4 million to a total of almost $4.1 billion. Most of this increase resulted from non-operating activities, specifically $106 million in contributions to the endowment of various capital projects, and $7.8 million of investment income reinvested into endowment principal under the spending rule. These increases are partially offset by a net loss on investments, both realized and unrealized, of $28.1 million since June 30, 1998. Through March 1999, the University recorded a net increase in assets from operating activities of $26.3 million.

As shown on the statement of financial position, plant assets net of depreciation have increased almost $120 million since June 30, 1998. This increase is primarily the result of capital costs incurred for the Biomedical Research Building II/III, Perelman Quad, Sansom Common, and the Annenberg School renovations. Another item of note is an increase in deferred income of $78 million since June 30, 1998. The increase represents tuition and fees, which will be recognized as revenue over the rest of the spring semester.

Through March 1999, operating revenue increased over 10% over the comparable period in FY 1998. Overall, tuition and fee revenue increased 5%, reflecting both the tuition rate increase and a slight increase in the number of students enrolled and some increases in certain sponsored programs. As reported for the last several months, the University continues to see significant increases in revenue derived from contributions and special programs. Sponsored program revenue increased by almost 15% over the comparable period in FY 1998 to a total of almost $217 million; this increase reflects the continuing trend that the University has seen over the last several years in the number of new sponsored program awards received. The University also recorded an increase of over 12% in combined operating and non-operating contributions from FY 1998 to FY 1999. Overall, expenditures increased just under 10%, which is primarily the result of the increased sponsored program activities and the interest on the $200 million PHEFA bonds issued by the University during the last fiscal year.
Mr. Fry reported that it is projected that the University’s schools and resource centers will continue to achieve their planned FY 1999 budgeted performance under the principles of Responsibility Center Management.

Through March 1999, the Health Services Component of the Health System had a gain in Earnings Before Interest Depreciation and Amortization (EBITDA) of $55.9 million, which was $4.1 million better in favorable variances to budget. After adjusting for depreciation, amortization, and interest expense, the Health Services Component had a loss from operations of $55.6 million.

D. Health System Report – Dr. Kelley

Dr. Kelley announced the official opening of the Biomedical Research Building II/III (BRB II/III), and hoped that the trustees would attend—it promises to be a grand event and a milestone for the medical campus.

Dr. Kelley also mentioned that the Health System won two additional national health quality awards; last year, the Health System won three major awards. The two recent awards are from the Volunteer Hospitals of America (VHA), which awarded the Health System a Leadership Award in Clinical Effectiveness (System Division). The VHA is a nationwide network of leading physicians and community-owned healthcare organizations with more than 1,800 members. The Health System is very pleased with this recognition. The Volunteer Hospitals of America, incidentally, also licenses the Health System’s Health and Disease Management Program. The second award was the Inaugural Award for Outstanding Contributions in HealthCare Quality and Management from the American College of Medical Quality. Both awards were received with great pride.

III. Trustee Committee Reports

A. Budget and Finance Report – Mr. Fox

Action…………..1. A Resolution on the Renovation of Charles Addams Fine Arts Hall to Accommodate Relocated Programs for the Graduate School of Fine Arts was approved as follows:

The Graduate School of Fine Arts wishes to proceed with the design and construction of renovations within Skinner Hall to accommodate the need for studio, teaching, administrative, and faculty office spaces for the Undergraduate Fine Arts Program. The program is to be relocated from the current Blauhaus, which is scheduled for subsequent demolition. The renovated building will provide 44,000 gross square feet on four floors, through selective demolition of existing partitions, design and installation of new partitions, upgrades of building systems, installation of existing equipment as required, and selective new finishes.
The renovation will also include the animation of existing facades within the courtyard and adjacent to Walnut Street. The project is estimated to cost approximately $5.3 million and will be funded through the insurance proceeds associated with the Asbury Church fire, private gifts, and an internal capital project loan.

RESOLVED, that the design and construction of the renovations of Skinner Hall for the Graduate School of Fine Arts, estimated to cost approximately $5.3 million, be and the same hereby approved and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take actions, execute such contracts and incur such expenses and obligations – not, however, in excess of 110% of the estimated cost as presented to the Budget and Finance Committee – as may, in their judgement, be necessary or desirable to accomplish the purposes of this resolution.

Action………2. A Resolution on the Design and Installation of Fire Alarm and Security Systems within the University Museum of Archaeology and Anthropology was approved as follows:

The University Museum of Archaeology and Anthropology wishes to proceed with the design and installation of fire alarm and security systems within University Museum to address existing violations of current code and provide for the welfare of staff, visitors and physical assets. The installation of the new security system will be Year-2000 compliant, and will provide an essential level of protection for Museum assets and temporary exhibitions. Each system will provide coverage for all existing Museum facilities, including the Academic Wing; each system will also be designed and installed to accommodate extension for the pending addition of the Storage Wing. The project is estimated to cost approximately $1.765 million and will be funded through private gifts, central funds, and an internal capital project loan.

RESOLVED, that the design and installation of the fire alarm and security systems within The University Museum of Archaeology and Anthropology, estimated to cost approximately $1.765 million, be and the same hereby approved and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take actions, execute such contracts and incur such expenses and obligations – not, however, in excess of 110% of the estimated cost as presented to the Budget and Finance Committee – as may, in their judgement, be necessary or desirable to accomplish the purposes of this resolution.
Action……..3. A Resolution on the Design and Construction of the Melvin J. & Claire Levine Hall for Computer and Information Science was approved as follows:

The School of Engineering and Applied Science wishes to proceed with the design and construction of the Melvin J. & Claire Levine Hall for Computer and Information Science. The new building will provide a centralized location for the Computer Science Department and accommodate the need for laboratory, teaching, administrative and faculty office spaces for the Computer Science Program. To be constructed between the Towne Building and the Graduate Research Wing of the Moore Engineering School, the new building will provide approximately 39,000 gross square feet. The project will also include the design and construction of surrounding walks and associated landscaping. The project is estimated to cost $15,225,000 and will be funded through a combination of private gifts and a United States Air Force grant for Phase II of the Institute for Advance Science and Technology (IAST II; we expect that the few remaining grant conditions for the Air Force funding will be satisfied in the next several months.

RESOLVED, that the design and construction of the Melvin J. & Claire Levine Hall for Computer and Information Science for the School of Engineering and Applied Science, estimated to cost $15,225,000, be and the same hereby approved and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take actions, execute such contracts and incur such expenses and obligations – not, however, in excess of 110% of the estimated cost as presented to the Budget and Finance Committee – as may, in their judgement, be necessary or desirable to accomplish the purposes of this resolution.

Action……..4. A Resolution on the Renovation of the North Wing of David Rittenhouse Laboratories for the School of Arts and Sciences was approved as follows:

The School of Arts and Sciences wishes to proceed with the renovation of the first floor of the North Wing of David Rittenhouse Laboratories. The renovation will reconfigure underutilized spaces and upgrade existing infrastructure to accommodate the Physics, Astronomy and Mathematics Departments. The School Computing and Facilities organizations will also be consolidated within the renovated space through selective demolition, design and installation of new partitions, upgrades of building lighting and ventilation systems, and installation of new finishes. The project will address 18,200 gross square feet within an ongoing program of upgrades intended to renovate deteriorated systems and outdated facilities. The project is estimated to cost $1.4 million and will be funded through facilities renewal and school operating funds.

RESOLVED, that the renovation of the first floor of the North Wing of David Rittenhouse Laboratories for the School of Arts and Sciences, estimated to cost
$1.4 million, be and the same hereby approved and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take actions, execute such contracts and incur such expenses and obligations – not, however, in excess of 110% of the estimated cost as presented to the Budget and Finance Committee – as may, in their judgement, be necessary or desirable to accomplish the purposes of this resolution.

Action……..5. A Resolution on the Renovation of Selected Interior Spaces within College Hall to Accommodate Admissions, Academic and Administrative Programs for the President’s Center, Provost’s Center, and the School of Arts and Sciences was approved as follows:

The University wishes to proceed with the design and construction of renovations within the South Central Core (ground floor) and East Wing (four floors) of College Hall. With the pending completion of Wynn Common, the College Hall South Central Core ground floor must be renovated to accommodate the southern entrance to the Admissions Office. Continuing phased work within the interior of the East Wing is based upon the need for improved utilization of valuable space within the core of campus. The renovations will provide 31,650 gross square feet on four floors for the Admissions Office, Telecommunications Department, International Admissions and Transfers, Graduate Division of the School of Arts and Sciences, and Administrative Services. The project is estimated to cost $9.0 million and will be funded through gifts and an internal capital project loan.

RESOLVED, that the design and construction of the renovations of South Central Core Ground Floor and East Wing interior of College Hall for the President’s Center, estimated to cost $9.0 million, be and the same hereby approved and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take actions, execute such contracts and incur such expenses and obligations – not, however, in excess of 110% of the estimated cost as presented to the Budget and Finance Committee – as may, in their judgement, be necessary or desirable to accomplish the purposes of this resolution.

Action……..6. A Resolution on the Nursing Education Building Renovations, 1st and 2nd Floor Classrooms was approved as follows:

The renovation of classrooms on the first and second floors in the Nursing Education Building is part of the ongoing campus-wide effort to upgrade central pool classrooms. The project will include new HVAC, lighting and life safety systems and will provide enhanced electrical, data, telephone and security systems to support modern audio, video and computing equipment that will be used to augment the instruction process. This investment will help insure that the teaching environment and equipment in the central pool classrooms appropriately reflect the high standards of the University. The project is estimated to cost $1,010,500
and will be funded by facilities renewal and capital funding transfer as directed by the Office of the Provost.

RESOLVED, that the Renovation of the 1st and 2nd Floor Classrooms in the Nursing Education Building, estimated to cost $1,010,500, be and the same hereby approved and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take actions, execute such contracts and incur such expenses and obligations – not, however, in excess of 110% of the estimated cost as presented to the Budget and Finance Committee – as may, in their judgement, be necessary or desirable to accomplish the purposes of this resolution.

Action………..7. A Resolution on the Blockley 13th & 14th Floors Center for BioInformatics Renovation for the School of Medicine was approved as follows:

The School of Medicine wishes to proceed with the renovation of the fourteenth floor and part of the thirteenth floor of Blockley Hall for the Center for BioInformatics. This will allow the Center for BioInformatics to relocate its people into one central location to increase the efficiency of the program and maximize communications between researchers. The entire fourteenth floor and part of the thirteenth floor will be demolished and fully renovated, including associated mechanical, electrical, plumbing, and life safety systems. This will renovate approximately 13,000 gross square feet of space. The new spaces will consist of offices, conference rooms, training rooms, administration spaces, lounge and related functional areas. The project is estimated to cost $2.46 million and will be funded as follows: $693,925 from NIH Grant, $1,113,437 from Capital Funding Transfers-Academic Development Fund, and $650,000 from Research Facilities Development Fund.

RESOLVED, that the construction of the School of Medicine, Blockley Hall 13th & 14th Floors Center for BioInformatics renovation, estimated to cost $2.46 million, be and the same hereby approved and that the Executive Vice President or other appropriate officers of the University be and they hereby are authorized to take actions, execute such contracts and incur such expenses and obligations – not, however, in excess of 110% of the estimated cost as presented to the Budget and Finance Committee – as may, in their judgement, be necessary or desirable to accomplish the purposes of this resolution.

Action………..8. A Resolution on Replacing the Liquidity Facility for University of Pennsylvania Health System Debt was approved as follows:

Pennsylvania Higher Educational Facilities Authority issued $90,000,000 of its The Trustees of the University of Pennsylvania Health Services Revenue Bonds (Adjustable Convertible Extendable Securities – ACES®), Series of 1994 (the
The University of Pennsylvania Health Services Revenue Bonds, Series C of 1996 (the “1996 Bonds”) and $80,000,000 of its The University of Pennsylvania Health Services Revenue Bonds, Series B of 1998 (the “1998 Bonds” and together with the 1994 Bonds and the 1996 Bonds, the “Bonds”) to fund various capital projects for Hospital of the University of Pennsylvania and entities comprising The University of Pennsylvania Health System. The Bonds bear interest at a variable rate reset weekly and have terms which permit the holders of the Bonds to require repurchase thereof upon seven days’ notice (the “Put”). To provide funds in the event of a Put of the 1996 Bonds or the 1998 Bonds, the University has entered into two Standby Bond Purchase Agreements (each an “Agreement” and collectively, the “Agreements”) with State Street Bank and Trust Company, Morgan Guaranty Trust Company of New York and Bayerische Landesbank Girozentrale, acting through its New York branch (the “Banks”) pursuant to which the Banks will furnish funds to meet a Put. The University has also appointed a remarketing agent, currently Lehman Brothers, to resell the Bonds in the event of a Put, and if the Bonds cannot be sold, the Trustee for the Bonds will draw upon the applicable Agreement for such purpose. The University of Pennsylvania Health System provides self-liquidity for the 1994 Bonds and there is no line of credit or letter of credit in place to secure the Put feature.

The Agreement for the 1996 Bonds will expire on September 1, 1999 and the one for the 1998 Bonds will expire on August 12, 1999.

The University is meeting with the Banks to renew or extend the term of the Agreements. Because the Banks may not extend the term of the Agreements for the 1996 Bonds and/or the 1998 Bonds beyond the stated expiration dates thereof or may want additional fees or to add burdensome covenants, the administration seeks approval to obtain letters or lines of credit or other similar instruments from other financial institutions to provide security for the Put feature thereof. The administration also seeks approval to obtain a line of credit, letter of credit, or other similar instrument for the 1994 Bonds.

RESOLVED, that the Executive Vice President, Vice President for Finance or Treasurer be and any one of them is hereby authorized and empowered to negotiate with the Banks for an extension of the existing Agreements on such terms as shall be determined by such officer, the execution of any agreement or memorandum or similar document to be evidence of approval thereof.

FURTHER RESOLVED, that the Executive Vice President, Vice President for Finance or Treasurer be and any one of them is hereby authorized and empowered to select a financial institution to supply a line or letter of credit or other similar instrument for all or any portion of the Bonds and to negotiate with such institution for the terms, provisions and fees in relation thereto and to execute and deliver any documents required in connection therewith, such execution and delivery to be conclusive evidence of such officer’s approval.
FURTHER RESOLVED, that the Executive Vice President, Vice President for Finance or Treasurer be and any one of them is hereby authorized and empowered to take all action and to do all things as shall be necessary or advisable in connection with the subject matter of this resolution.

Action............9. A Resolution on Change of Management of Pennsylvania Hospital Endowment Funds to Associated Investments Fund was approved as follows:

The Pennsylvania Hospital of the University of Pennsylvania Health System (“PAH”) maintains numerous endowment funds managed by investment managers and monitored by the Board of PAH; and pursuant to Section 5.7 (a) of the 1997 Definitive Merger Agreement between the University of Pennsylvania Health System and the Contributors to the Pennsylvania Hospital, the Health System and the Contributors agreed not to transfer or seek court approval for the transfer of the Pennsylvania Hospital Endowment Funds for ten years from the merger. It was further agreed that this did not prevent the Health System from engaging in the joint management and investment of such Hospital Endowment Funds with other Health System endowment accounts. Endowment funds of the University of Pennsylvania, including components of the Health System, are currently invested in the Associated Investments Fund (“AIF”), which is a unitized, pooled fund that provides monthly principal admissions and withdrawals and monthly spending distributions; and the Board of Managers, the Health System Trustee Board Executive Committee, and the Budget and Finance Committee of the Trustees of the University of Pennsylvania find that it would be beneficial, due to the increased diversification, additional oversight and economies of scale, if the endowment funds of PAH were to be managed by the University of Pennsylvania, and held in a separate designated fund to be invested in AIF on PAH’s behalf.

RESOLVED, that upon the review by, and recommendation of, the Board of Managers, the Health System Trustee Board Executive Committee, and the University of Pennsylvania Trustees’ Budget and Finance Committee, the Trustees of the University of Pennsylvania hereby approve the transfer of the assets of PAH endowment funds to the AIF on June 1, 1999, pursuant to the Investment Management Agreement to be entered into between the Trustees of the University of Pennsylvania and PAH (the “Agreement”).

FURTHER RESOLVED, that the Trustees of the University of Pennsylvania approve the foregoing resolution and that the proper officers of PAH be authorized and directed to take any and all actions and to execute any and all documents as may be necessary or appropriate to effectuate the intent of the foregoing resolution.
10. A Resolution on Change of Management of Presbyterian Medical Center Endowment Funds to Associated Investments Fund was approved as follows:

The Presbyterian Medical Center of the University of Pennsylvania Health System ("PMC") maintains numerous endowment funds managed by investment managers and monitored by the Board of PMC; and endowment funds of the University of Pennsylvania, including components of the Health System, are currently invested in the Associated Investments Fund ("AIF"), which is a unitized, pooled fund that provides monthly principal admissions and withdrawals and monthly spending distributions; and the PMC Trustee Board, the Health System Trustee Board Executive Committee, and the Budget and Finance Committee of the Trustees of the University of Pennsylvania find that it would be beneficial, due to the increased diversification, additional oversight and economies of scale, if the endowment funds of PMC were to be managed by the University of Pennsylvania, and held in a separate designated fund to be invested in AIF on PMC’s behalf; certain PMC endowments have dated investment restrictions, such as disallowing purchases of mortgages, which PMC is seeking to release through Orphan’s Court proceedings, before transfer of assets to AIF can be completed.

RESOLVED, that upon the review by, and recommendation of, the PMC Trustee Board, the Health System Trustee Board Executive Committee, and the University of Pennsylvania Trustees’ Budget and Finance Committee, the Trustees of the University of Pennsylvania hereby approve the transfer of the assets of PMC endowment funds to the AIF on completion of the Orphan’s Court proceedings, pursuant to the Investment Management Agreement to be entered into between the Trustees of the University of Pennsylvania and PMC (the “Agreement”).

FURTHER RESOLVED, that the Trustees of the University of Pennsylvania approve the foregoing resolution and that the proper officers of PMC be authorized and directed to take any and all actions and to execute any and all documents as may be necessary or appropriate to effectuate the intent of the foregoing resolution.

B. Investment Board – Mr. Riepe

Mr. Riepe began his report with a reference to his eminent predecessor’s favorite saying, “all tubs must sit on their own bottom,” and said that we have been in a stock market lately where not only must our tubs sit on their own bottoms, but they are suspended without means of visible support. But, fortunately, in April, a few of these tubs did come down closer to the ground, and a few of the tubs that we own, that sit on the ground, received more recognition. In April, our domestic equities gained almost 600 basis points against the benchmark. As a result, we are a few hundred basis points above our benchmark for the calendar year; for the fiscal year, we are starting to catch up with
IV. Overseer and Other Boards

Action........A. A Resolution on Appointment of David Cohen to the University of Pennsylvania Health System Trustee Board was approved as follows:

RESOLVED, that David L. Cohen, Esq. be appointed to the University of Pennsylvania Health System Trustee Board and to the Board of the Hospital of the University of Pennsylvania for a three-year term, effective May 13, 1999.

David L. Cohen, Esq., (L’81), is a Partner in and Chairman of Ballard Spahr Andrews & Ingersoll, LLP. He graduated from Swarthmore College with a Bachelor or Arts degree in 1977 and from the University of Pennsylvania Law School (summa cum laude) in 1981. In 1982, Mr. Cohen joined Ballard Spahr, where he was a member of the Litigation Department specializing in complex antitrust, securities, and health litigation and counseling. In 1988, Mr. Cohen became a Partner, and in 1990 was named the head of the firm's Workout Group, where he helped to build a substantial national workout and creditors' rights practice.

In January 1992, Mr. Cohen resigned his partnership at Ballard Spahr to become the Chief of Staff to the Honorable Edward G. Rendell, the Mayor of the City of Philadelphia. As Chief of Staff, Mr. Cohen served as the Mayor's closest advisor, confidante, and problem-solver. Mr. Cohen played an important coordinating role in significant budgetary and financial issues, in economic development activities, in collective bargaining negotiations, and in a wide variety of other policy and operational issues relating to the City. Mr. Cohen served as Chief of Staff from January 1992 to April 1997, at which point he returned to Ballard Spahr.

Mr. Cohen is a member of the American, Pennsylvania, and Philadelphia Bar Associations, as well as numerous other professional associations. He serves as a member of the Board of Directors and the Executive Committee of the Greater Philadelphia Chamber of Commerce. Mr. Cohen also is Chair of the Board of Directors of the United Way. In addition, Mr. Cohen is a member of the Board of Port Wardens of the Independence Seaport Museum; the Performing Arts Center Board, and the Wistar Institute Board; a member of the School Committee of the Stratford Friends School; and Co-Chair of Philadelphia 2000, the official host committee for the 2000 Republican National Convention scheduled to be held in Philadelphia in August 2000.
Mr. Cohen has received numerous awards for his civic and charitable activities, including, among others, the Jewish National Fund Hatikvah Award (1993), the Americanism Award of the Anti-Defamation League (1993), the Arthritis Foundation Community Leader of the Year Award (1994), the March of Dimes Citizen of the Year Award (1994), the Jaycees Outstanding Young Leader of the Year Award (1995), the State of Israel Bonds Jerusalem Covenant Award (1996), the Episcopal Hospital Annual Community Service Award (1997), the Cora Services Annual Award (1997), the Philadelphia Commission on Human Relations Clarence Farmer Service Award (1997), the Community Legal Services Champions Award (1997), the Philadelphia Bar Medal (1997), the Variety Club Gold Heart Humanitarian Award (1998), the Philadelphia Tribune Charities Community Service Recognition Award (1998), the March of Dimes Foundation to Success Award (1999), and the Operation Understanding Distinguished Community Service Award (1999). Mr. Cohen also was awarded an Honorary Doctor of Laws Degree from Drexel University in June of 1997.

Action………..B. A Resolution on Appointment of Emerson Coleman to the Annenberg School Alumni Advisory Board was approved as follows:

RESOLVED, that Emerson Coleman be appointed to the Annenberg School Alumni Advisory Board for a three-year term, effective May 13, 1999.

Emerson Coleman (ASC MA’78) is Director of Broadcast Operations at WBAL-TV, an NBC affiliate in Baltimore, Maryland. He has produced programs such as the nationally syndicated documentary, Martin Luther King: March to Freedom. He is an active member of the Annenberg alumni community.

Action………..C. A Resolution on Appointment of Stuart I. Rabinowitz to the Board of Overseers of the School of Social Work was approved as follows:

RESOLVED, that Stuart I. Rabinowitz be appointed to the Board of Overseers of the School of Social Work for a three-year term, effective May 13, 1999.

Stuart I. Rabinowitz is Founder, General Manager and President of Fiscal Planning Services, Inc. He was the Washington, D.C. Director of State Federal Fiscal Relations for the New York State Assembly Ways and Means Committee. In this position, he established the first Washington-based budgeting information office and served as liaison between the White House, Congress, federal agencies, and the New York State Legislature. Mr. Rabinowitz has been a consultant to the U.S. Department of the Treasury, the Office of Territorial and International Affairs, Congress, and the Puerto Rico Government Development Bank. He was an administrator at Bank Street College of Education in New York City. Mr. Rabinowitz has lectured extensively at the Brookings Institute, the State
University of New York, the Maxwell School of Syracuse University, the Urban Institute, and Florida International.

Action………..D. A Resolution on Appointments of Melvyn E. Bergstein and Andrew S. Rachleff to the Board of Overseers of the School of Engineering and Applied Science was approved as follows:

RESOLVED, that Melvyn E. Bergstein and Andrew S. Rachleff be appointed to the Board of Overseers of the School of Engineering and Applied Science for a three-year term, effective May 13, 1999.

Melvyn E. Bergstein (W’63) is Co-founder, Chairman and Chief Executive Officer of Diamond Technology Partners, a business and management consulting firm specializing in devising strategies provided by information technology, with headquarters in Chicago. Prior to co-founding Diamond Technology Partners in 1994, Mr. Bergstein was Co-CEO and Senior Vice President of Systems Integration at Computer Sciences Corporation from 1989 to 1991. He is Director of Integrated Systems Consulting Group, a computer-consulting firm in Wayne, PA.

Andrew S. Rachleff (W’80) is a General Partner of Benchmark Capital, a venture capital firm in Silicon Valley. He is Director of Pointcast, Inc. and C.ATS Software, Inc. Mr. Rachleff is a member of the Stanford University MBA Venture Capital Investment Board; Venture Board, Kawasaki; and Venture Board, University of California, Berkeley. He has held positions as financial analyst at Blyth Eastman PaineWebber, portfolio manager at Lamoreaux, Glynn & Associates, and associate at Harvest Ventures. He was a General Partner with Merrill, Pickard, Anderson & Eyre for ten years.

There being no further business to come before the Executive Committee, the meeting was adjourned at 2:58 p.m.

Respectfully submitted,

Rosemary McManus
Secretary of the University