A Stated Meeting of the Trustees was held on Friday, 17 June 1983. Trustees attending included: Paul F. Miller, Jr. (chairman); Sheldon Hackney (president); Thomas Ehrlich (provost); Mary Ann Meyers (secretary); Leonore Annenberg; Walter G. Arader; Samuel H. Ballam, Jr.; Julian S. Bers; Gordon S. Bodek; Earl F. Brown; Richard P. Brown, Jr.; Howard Butcher III; McBee Butcher; Susan W. Catherwood; Henry M. Chance II; Gloria Twine Chisum; Charles D. Dickey, Jr.; G. Morris Dorrance, Jr.; John W. Eckman; Michael E. Gilson; Joseph B. Glossberg; Donald G. Goldstrom; Bruce J. Graham; H. Samuel Greenawalt; John V. James; Reginald H. Jones; Ralph Landau; Leonard A. Lauder; Robert F. Levy; J. Paul Lyet; Margaret R. Maimerring; Paul F. Miller, Jr.; F. Stanton Moyer; John B. Neff; William D. Patterson; John H. Porter; Ralph S. Saul; Bernard G. Segal; Sara S. Senior; Irving S. Shapiro; Frank H. Turbox; John H. Ware 3d; Jacqueline Wexler; Linda C. White; Charles S. Wolf; and D. Robert Yarnall, Jr. Others present were: Vicki Bernstein, Peter Canellos, Richard Carter, Karen Gaines, Paul Gazzerro, Jr., Shelley Z. Green, John P. Hellwege, Arthur Hirsch, Michel Huber, Stanley Johnson, Bette Kauffman, George Koval, Phoebe Leboy, Marshall Ledger, Robert Lorndale, Edward McFall, Denise McGregor, Kenneth Meyers, Martin Meyerson, William Owen, Gary Posner, Vandruko Prashant, William Schilling, Pamela Seidenman, Willis Stetson, Glen Stine, and Edward Szczepkowski.

I. Call to Order
Chairman Miller called the meeting to order and an invocation was offered by the Rev. Mr. Johnson, the University chaplain. The minutes of the 21 January 1983 meeting were approved as written by the secretary.

II. Report of the Chairman
A. Mr. Miller said he could project with confidence that FY'83 would be the third best fund-raising year in the University's history. "It will be exceeded only by the 1975-76 and the last year of the Program for the Eighties," he explained. "As of 10 June subscriptions total $51.98 million, and Annual Giving also has been doing extraordinarily well."
B. Turning to the memorial resolutions before the Trustees, the chairman noted that the University had lost two good friends in the past several months. He asked for a moment's silence in their memory.

1. Action: A Memorial Resolution on Thomas S. Gates, Jr. was approved as follows:

A graduate of the College in 1928 and recipient of an honorary degree, Doctor of Laws, in 1966, Thomas Sovereign Gates, Jr. was the son of Thomas Sovereign Gates, Wharton 1893 and Law
1896, the University’s first president. As an undergraduate, Mr. Gates, Jr. was elected to Phi Beta Kappa, rowed on the crew, served as football manager, and was a member of Zeta Psi, the Red and Blue Board, and Sphinx Senior Society.

Joining the Philadelphia investment firm of Drexel and Company immediately after graduation, he was a member of that firm until 1953, becoming a partner in 1940. He served as a naval officer during World War II, participating in the invasion of France and the landings in the Philippines, Iwo Jima, and Okinawa, winning the Bronze Star and Gold Star.

President Eisenhower first called him to Washington in 1953 as Under Secretary of the Navy and in 1957 made him Secretary. In the course of seven years, he presided over a major renewal of naval forces, making the aircraft carrier the capital ship, developing nuclear powered submarines, and carrying out missile experimentation. Appointed Secretary of Defense in 1959, he led the Defense Department’s transition to modern tactics and weaponry and succeeded in lessening the interservice rivalries that were still prevalent.

After leaving the Eisenhower Administration, he joined the Morgan Guaranty Trust Company, serving as chairman of the executive committee in 1961-62, as president from 1962 to 1965, as chairman of the board from 1965 to 1969, and then as chairman of the executive committee again until his retirement in 1971. He returned to the nation's service in 1976-77 as Chief of the United States Liaison Mission to China, with the rank of Ambassador. His appointment by President Ford came a decade after he first proposed talks with Peking on renewing diplomatic relations.

During these years of accomplishment in the financial world and in the service of his country, Mr. Gates remained a devoted Pennsylvanian. First elected a term trustee in 1948, he became a life trustee in 1960 and was chairman of the Executive Board from 1974 to 1976, the year he was designated a trustee emeritus. The General Alumni Society honored him with an Alumni Award of Merit in 1959. He was a member of the Board of Managers of the University Museum from 1961 to 1977. During the Sixties he also served as the national chairman of the National Council, which led the University’s ambitious and highly successful capital campaign of that period. He chaired the Board of Overseers of the Faculty of Arts and Sciences when it was organized in 1975. At his death he was a member of the Joint Committee of the Trustees of the Annenberg School of Communications and the University of Pennsylvania.

RESOLVED, that the Trustees of the University of Pennsylvania adopt this memorial to our friend and colleague and direct that a copy be sent, with our deepest sympathy, to his family.

2. Action: A Memorial Resolution on Henry S. McNeil was approved as follows:

Son of Robert L. McNeil, Wharton 1904, Henry S. McNeil was graduated from Yale University in 1939. He was a director and president of McNeil Laboratories, Inc., the pharmaceutical firm founded by his father and grandfather. An able and imaginative administrator, he raised the company to national prominence and presided over its sale to Johnson and Johnson. He continued as a director of that firm until 1977.
Following his retirement, he devoted himself to the arts and civic affairs. As president and trustee of the Pennsylvania Academy of the Fine Arts, he was largely responsible for the restoration of the academy's building for the United States Bicentennial Year. He was a trustee of the Winterthur Museum, a director of the National Trust for Historical Preservation, and chairman of the finance committee of the State Department's Fine Arts Committee, formed to restore the Diplomatic Reception Rooms.

The Pennsylvania connection inherited from his father remained strong. He was an associate trustee of the University from 1964 to 1978, first as a member of the Board of Managers of University Hospital and then as a member of the Health Affairs Committee of the Trustees. He was an important supporter and advocate of the Hospital Antique Show and of the Morris Arboretum. His son, Henry S. McNeil, Jr., maintains the Pennsylvania connection as a 1970 alumnus of Wharton Graduate and as a member of the Board of Overseers of the School of Veterinary Medicine.

RESOLVED, that the Trustees of the University of Pennsylvania record their sorrow upon the passing of Henry S. McNeil and direct that a copy of this resolution be sent to his family as a mark of our sympathy.

C. Mr. Miller then noted that the term of Alumni Trustee William Marquard was expiring and expressed hope that he would continue his involvement in the affairs of the University in many ways.

Action: A Resolution of Appreciation to William A. Marquard was approved as follows:

William A. Marquard, a graduate of the Wharton School in 1940, has served as a term trustee for the past five years. He has been a member of the Facilities and Campus Planning Committee and the Resources Committee. He was general chairman of Annual Giving in 1977-78 and 1978-79 while the Program for the Eighties was culminating; with his energetic leadership Annual Giving topped five million dollars a full year ahead of schedule.

Associating with Westinghouse Electric Corporation upon graduation, he joined the Mosler Safe Company in 1952, becoming senior vice president in 1961. An officer of American Standard Inc. since it acquired Mosler Safe Company in 1967, he became president and chief executive officer in 1971. True global thinking has become a hallmark of American Standard during these years. An original member of the Board of Overseers of the Wharton School when it was organized in 1975, he has lent invaluable counsel to that body.

RESOLVED, that the Trustees of the University of Pennsylvania, on behalf of themselves, the students, the faculty, the alumni, and the administration of the University express to William A. Marquard their thanks for his service.

D. Observing that the president of the General Alumni Society, Sara S. Senior, would also be going off the board, he said: "Sara has been an extraordinarily valuable adviser. As a member of the Executive Committee she has lived through a number of things the past three years, including a search for a president. She has been steadfast and loyal in every way." Her successor, as president of GAS, Mr. Miller noted, would be John P. Hellwege (C'56, DM'59), and he extended a welcome to Dr. Hellwege who was attending the meeting.
Action: A Resolution of Appreciation to Sara Spedden Senior was approved as follows:

A 1952 graduate of the College for Women, Sara Spedden Senior has served for three years as president of the General Alumni Society and an alumni trustee. She has been a member of the Executive Committee and Resources Committee throughout that period. She has served on the Board of Overseers of the School of Arts and Sciences since 1979.

Long active in Pennsylvania alumni affairs, she was president of the Society of the College and served two terms as vice president of the General Alumni Society. A member of a committee which in 1976 investigated the possibility of an alumni center, she worked hard and successfully for the splendid fruition of that project, the E. Craig Sweeten Alumni Center. She was a member of and then headed the Alumni Task Force that conducted a year study of every aspect of alumni relations. In recognition of her tireless and creative work on behalf of the alumni, she was given the Alumni Award of Merit in 1980. Married to a Pennsylvanian, Dr. John R. Senior M'54, she has reared two additional Pennsylvanians, John R. Senior C'77 and Laura Senior Council C'78.

RESOLVED, that the Trustees of the University of Pennsylvania, on behalf of themselves, the students, the faculty, the administration, and the alumni of the University express to Sara Spedden Senior their deep appreciation for her service.

E. A Resolution on Meyerson Hall was approved as follows:

Intention:

In the spring of 1952 Martin Meyerson came from the social sciences faculty of the University of Chicago to join us at the University of Pennsylvania as associate professor of city and regional planning in the School of Fine Arts and as research associate professor in the University's then new Institute of Urban Studies. Within three years, he rose to the rank of full professor. In June 1970, after an interim period away from us, he was elected president of the University and served in that role until 1981.

The Trustees at the stated meeting in January 1983 proclaimed their intention to honor the president emeritus, noting that "the extraordinary intellectual and physical integration of the University in which we take such pride....is in a large measure a tribute to the leadership of Martin Meyerson." Today the Executive Committee, with the approval of The General State Authority which constructed the Graduate School of Fine Arts Building, recommended to the Trustees that the building of the school where our president emeritus started his Pennsylvania career and where now, as University Professor, he has his closest University attachment, be named Meyerson Hall.

RESOLVED, that the Trustees of the University of Pennsylvania designate the Graduate School of Fine Arts Building on 34th and Walnut Streets as Meyerson Hall as a mark of their esteem for the President Emeritus.

F. Mr. Dorrance reported on a recent meeting of the Nominating Committee at which a decision was made on the nomination of a chairman and vice chairman for 1983-84. "Paul Miller was present," Mr. Dorrance said, "and he reminded us that he had been chairman of the Trustees for five years. We recognized that he had previously indicated his willingness to serve one more year.
and we discussed his willingness to serve an additional, or seventh, year. He asked about the pleasure of the Nominating Committee, and we strongly urged that he consider remaining as chairman through the 1984-85 academic year."

Mr. Dorrance went on to observe that the Nominating Committee recognized that the choice of Mr. Miller's successor was a matter of great importance to the Trustees and to the University. Members asked the chairman to advise them by the fall of 1983 of his final intentions concerning a seventh year in office, and they further requested that he consider appointing a special committee, apart from the Nominating Committee, to address the question of finding the next chairman. "The Nominating Committee," Mr. Dorrance said, "recommends that the special committee be constituted by January of 1984, and it hopes that the committee will include individuals who are broadly interested in the University but also individuals who are knowledgeable about Penn's current activities." He added that Mr. Miller had indicated his willingness to accept the Nominating Committee's advice about the special committee's formulation and composition.

At the chairman's request, Mr. Dorrance then took the chair and called for a vote.

1. Action: A Resolution on the Election of the Chairman of the Trustees of the University of Pennsylvania was approved as follows:

RESOLVED, that Paul F. Miller, Jr. be elected chairman of the Trustees of the University of Pennsylvania for a one-year term, effective 1 July 1983.

2. Action: A Resolution on the Election of Vice Chairmen of the Trustees of the University of Pennsylvania was approved as follows:

RESOLVED, that John W. Eckman and J. Paul Lyet be elected to serve as vice chairmen of the Trustees of the University of Pennsylvania for one-year terms, effective 1 July 1983.

G. Resuming the chair, Mr. Miller explained that Jacqueline Wexler was unable to continue on the Executive Committee because of the time commitments inherent in her new job as president of the National Conference of Christians and Jews. He said that with the approval of the committee he had asked D. Robert Yarnall to take her place.

Action: A Resolution of the Election of the Executive Committee of the Trustees of the University of Pennsylvania was approved as follows:

RESOLVED, that the following Trustees be elected to serve on the Executive Committee during the academic year 1983-84: Walter G. Arader, Samuel H. Ballam Jr., Richard Brown Jr., Gloria Twine Chisum, Charles D. Dickey Jr., G. Morris Dorrance Jr., John P. Hellwege, Carl Kaysen, Margaret R. Mainwaring, John B. Neff, and D. Robert Yarnall.
H. A Resolution on the Amendment of the 15 April 1981 Resolution on Liaison Members for Trustee Committees was approved as follows:

Intention:

The Executive Board of the Trustees on April 28, 1980 authorized the appointment of faculty members and students as non-voting liaison members of Trustee committees, following in principle the recommendations of the 1978 Task Force on University Governance and confirming a practice which was begun in the spring of 1979. In accordance with the Task Force recommendation, one faculty member and one student were appointed to each Trustee committee, with the exceptions that no liaison members were placed on the Audit Committee and two students were named to the Student Life Committee. These numbers were specified by the Task Force report for at least the first year of operation; if the mechanism proved to be successful, the liaison members were to be increased to the two faculty members and two students on each committee recommended by the 1970 Task Force, again with the exception of the Audit Committee.

After faculty members and students had served as liaison members of Trustee committees for nearly two years, the University Council recommended to the administration on April 14, 1981 that the Trustees be asked to implement fully the 1970 and 1978 Task Force recommendations by appointing the full complements of faculty and student liaison members and by authorizing the related activities (circulation of agenda of Trustee committee meetings to the Steering Committee of the University Council, Senate Executive Committee, and the student assemblies prior to committee meetings and provision of reports of proceedings by liaisons to the same groups following meetings) specified in the reports to support the liaison relationships.

On April 15, 1981, the Executive Committee of the Trustees authorized that two faculty members and two students (one undergraduate and one graduate/professional student) be appointed as non-voting liaison members of each Trustee committee with the exception of the Audit Committee. As three new Trustee committees, Development, Honorary Degrees, and Nominating, have been established on which liaisons do not serve since passage of the resolution, it is necessary to amend it to include these additional exceptions.

RESOLVED, that two faculty members and two students (one undergraduate and one graduate/professional student) be appointed as non-voting liaison members of all Trustee committees with the exception of the Audit, Development, Honorary Degrees, and Nominating Committees; that the liaison members be selected by a group consisting of the chairman of the Trustees, the president of the University, the Secretary of the University, the chair of the Faculty Senate, and the chairpersons of the Undergraduate Assembly and the Graduate and Professional Student Assembly from nominations presented by the appropriate constituencies; that the liaison members be appointed to one-year terms effective June 1 each year and serve a maximum of three years; and that the University administration be encouraged to undertake the related measures specified in the Task Force reports to support the liaison relationships.

SECRETARY
I. Mr. Miller then turned to the standing resolution before the Trustees. He observed that it makes "very clear that the Executive Committee is in charge of and has responsibility for the nomination of the president. But it also," he added, "clarifies the composition of the consultative committee."

Action: A Standing Resolution on the Consultative Committee for the Election of a President was approved as follows:

Intention:

Article 3.2(b) of the Statutes of the University states: "When it becomes necessary to elect the President, the Executive Committee of the Trustees shall convene a consultative committee, composed of trustees, faculty and students, to identify and recommend candidates for review by the Executive Committee. The consultative committee shall be advisory to the Executive Committee. The composition of and procedures governing the consultative committee shall be specified in a Standing Resolution of the Trustees."

The Standing Resolution required by that article is now offered.

RESOLVED, that the following statement setting forth the composition of and procedures governing the consultative committee to advise the Executive Committee in the nomination of a candidate or candidates for president be adopted as a Standing Resolution of the Trustees:

The consultative committee to advise the Executive Committee in the nomination of a candidate or candidates for president shall be chaired by a trustee and, in addition, shall be composed of an equal number of trustees and members of the Faculty Senate and half that number of students. The Executive Committee shall determine the overall size of the consultative committee. The trustee members shall be selected by the Executive Committee and shall include at least one alumni trustee. The faculty members shall be selected by the Faculty Senate Executive Committee. Half of the student members shall be undergraduates, and half shall be graduate/professional students. The student members shall be selected by the appropriate student governance organizations. The charge to the consultative committee shall come from the Executive Committee and shall be reviewed by the consultative committee. The consultative committee shall endeavor to carry out a broad search and solicit suggestions from the entire University community, alumni, and friends of the University.

Acceptance of appointment to the consultative committee signifies full acceptance of the obligation to preserve the confidentiality of the identity of the candidates and the proceedings of the committee, except where disclosure of such matters is expressly authorized by the consultative committee as part of its efforts to obtain information about and to evaluate candidates. The members of the consultative committee shall, in a manner consistent with their obligation of confidentiality, attempt to obtain information about inside and outside candidates from a broad range of faculty, students, and administrators at this and other institutions.

In reporting to the Executive Committee, the consultative committee shall endeavor affirmatively to recommend at least three candidates. The consultative committee may rank-order...
III. Report of the President

A. Beginning with a rhetorical question, Dr. Hackney reviewed the 1982-83 academic year.

How does one keep score for a University? That is a question that frequently puzzles me because I would love at the end of the year to say to the Penn family: "Well, that wasn’t a bad year. We got a B+, but I think we can do better next year."

Athletics are somehow very satisfying because you know how you are doing all the time. Just look at the scoreboard. For instance, one of the reasons spirits are so good on campus is because our sports teams had a good year. Football delivered the "miracle on 33rd Street," a share of the Ivy title for the first time since 1959. The women’s basketball team had their best season ever, as did women’s volleyball team. Both men’s and women’s lacrosse were ranked in the top six in the country, the men fencers won the Ivy and Eastern titles again, and our women fencers won their first Ivy championship. Alicia McConnell was the best collegiate woman squash player in the country. Overall, our women ranked second in the Ivies and our men were fourth. It is reason to take some pleasure.

The more important and more central academic activities are much harder to measure. Our faculty continued to attract competitive government research funds at a rate that keeps us comfortably in the top ten nationally, number three if you look only at the awards of the National Institutes of Health. If you count Guggenheim awards, we ranked number seven again, where on the average we have ranked since the inception of those awards 17 years ago. Our faculty also governed an array of other donors and awards that lets us at best know that the outer world is paying attention.

In the most comprehensive and sophisticated attempt to date to measure the quality of liberal arts and science and engineering disciplines, the Conference Board of scholarly societies conducted an elaborate survey of 32 Ph.D. programs. Penn has 28 of those represented in the survey, and using the reputed prestige of the faculty as the key measure, we had five departments in the top five, five in the second five, and 11 in the next ten. Overall, we ranked number fourteen in the nation. You may make of that what you will.

We know what our strengths in the professional schools are--truly outstanding, so this set of measures told us something nice about the strengths of our humanities, in particular, and indicated where we must put some effort in order to rise in the estimation of the scholarly world in other areas. That is our aim. We know what we have to do.

There were a number of things accomplished during the course of the 1982-83 year that one can take some institutional pride in and that, together, argue that we are on the way, gathering momentum.

--We balanced the budget, the eighth year in a row, and I believe we are financially healthy.
--We had a banner year in fundraising, up 18 percent over last year, the third best year ever. Ross Webber and his colleagues have done a wonderful job reorganizing our effort and pointing us forward again.

SECRETARY
--As you will hear shortly, applications for our programs remain strong. Our plan for undergraduate admissions in the face of a demographic downturn seems to be working. Lee Stetson is to be congratulated.

--We have been successful in attracting new leadership to Penn in an abundance of both quantity and quality: three new deans; a new vice provost for university life; Shelley Green as the general counsel; Tom Rotell as the new director of the University Press; a new executive director of HUP, Chuck Buck; a new director of public safety, John Logan. Together with a number of very good faculty appointments, these additions make me feel confident in asserting that we have strengthened the talent pool at Penn this year.

I am now looking for a senior vice president. If that person can be found this summer, we will enter next year with a full team of deans and senior officers with no major searches outside of the faculty. What fun that will be.

We took some other major institutional steps in 1982-83. We completed an 18-month process that resulted in a strategic plan, entitled "Choosing Penn's Future," that the Trustees endorsed at their January meeting. We are now hard at work implementing that plan and carrying out the detailed, school-by-school five-year plans mandated by "Choosing Penn's Future." Those plans will serve as the institutional self-study required for our reaccreditation by the Middle States Association of Colleges and Universities next year. We hope to have the team of visiting scholars on the campus in February, so we can benefit from their advice about the five-year plans as we work through the spring to produce a university-wide plan before the end of the next academic year.

The three priority areas given emphasis in "Choosing Penn's Future" are undergraduate education, research, and student financial aid. All are receiving considerable attention. There is a new Faculty Committee on Undergraduate Education, with representatives from all of the schools within the University, and that has begun to meet with the provost as the chair, and to wrestle with the problem of how to enhance the undergraduate academic experience. At the same time, eight task forces on various aspects of extracurricular life have been set to work by George Koval, the acting vice provost, so that when he arrives Jim Bishop will have an array of analyses and suggestions. Simultaneously, Paul Gazzerro and Bob Zemsky are leading an effort to design a new approach to financial aid that we hope to have perfected by this fall and in place for the class entering in the fall of 1985. We will also be able to make some significant increases in the resources devoted to graduate fellowships and to research in the budget for 1983-84, and I am pleased that we will be able to funnel the anticipated $1.4 million surplus in this year's budget into research laboratory renovations and into the Research Foundation.

During 1982-83, the campus was enlivened by a few new endeavors as well as by the usual effervescence of student creativity and activity. Norman Mailer's visit to campus as the first Pappas Fellow was a great success. He did manage to offend some students at one session, but in general his presence during a week of constant activity was stimulative in the best sense.

In December, in conjunction with seven other major research universities and seven major corporations we were the host of a two-day conference entitled "Partners in the Research Enterprise," about the new forms of relationships growing up between universities and corporations. Tom Langfitt was our
key organizer of that effort. It was tremendously successful on all counts, according both to participants and the media, and the world will be able to benefit from the wisdom developed there through the published proceedings, which should be available soon. In the wake of that conference, Barry Cooperman led an effort to reexamine and refine our policies with regard to research relationships with private industry. The new policy statement appeared in the Almanac late this spring.

I am particularly pleased with the results of our forum, "Toward Preventing Nuclear War," a series of debates, speeches, panel discussions, and other events stretching intensely over a thirty-day period in the spring. The forum was planned at my request by a faculty-student committee that successfully solicited the active participation of the various schools and other organizations on the campus. It was meant to carry out what I conceived of as the University's responsibility to inform the public about important issues and to focus disciplined thought on those issues. It was a great success, judging by the size of audiences and the response of those audiences. The events of the forum also attracted to the campus an unusual number of people from the surrounding area, an aspect that I consider very important.

The forum was such a success, that I have decided to mount another, perhaps slightly less elaborate, forum next year around the theme, "Toward Improving the American Political System." The presidential campaign will be in full cry in the spring of 1984, so there is a great opportunity for a lively discussion on the campus and in the general public about candidates, the selection process, the issues of our time, and the American political system in general. It should be both very informative and great fun.

On the administrative side of the University, we have made significant advances over the course of the year. Our energy management efforts have now begun to pay real dividends for the first time. In this current year, for the first time in ten years, there was an actual drop not only in the consumption of units of energy but in the actual dollars spent for that energy; and in next year's budget, the actual amount we are budgeting for energy is about the same, almost level with the amount that we are spending this year. That has enabled us to free up money for use elsewhere in the budget for purposes that are central to our academic mission. It is a great step forward and was worth the capital improvements necessary to achieve those energy savings.

Also, during 1982-83, many campus projects were brought to a conclusion, including the Arthur Ross Gallery. A number of other major efforts have gotten underway, the addition to the Annenberg School being the largest, and we have many other things on the drawing board.

Paul Gazzerro, the vice president for finance, has made some significant contributions this year by renegotiating our contract with UNI-COLL for computer services and shifting our insurance company so as to deliver major budgetary savings in the future. He is still in the midst of negotiating about the prospective sale of the Hilton Hotel, which may or may not go through, but in any case he has put us in a position to be favorably affected whatever the outcome.
In human resources, Gary Posner has also stirred up a flurry of activity by reorganization based on the theme of communication, better training, better services. We have now at hand a staff survey that tells us a lot about how staff members feel about their jobs and about the Penn community, and we will take action with regard to those items on which we come up short. The vice president for human resources also has put a good deal of new stress on internal mobility, and, in fact, has installed a new form to use and a new system by which people can seek new employment opportunities within the University. A good deal of new training, and a lot of new communication has been going on. I want particularly to call the attention to a volunteer effort that I thought was a lot of fun and also contributed to the spirit of community on campus, and that was the Franklin Follies. It was initiated by two of our staff members, participated in by 65 people from all over the campus, and played to a packed house in the Annenberg School auditorium on two evenings. It will be repeated next year.

Well, I am not quite sure what that all adds up to, what score that is, but I think it is an impressive record of achievement in a single year. Most of all, in addition to those individual things that can be called out, I believe the spirit of the campus is generally more positive. I realize, of course, that we have a lot of challenges in front of us, that we have a number of very serious problems yet to solve, and that everything did not go well during the last year. But even so, I feel increasingly good about our prospects.

B. Financial Report

Mr. Gazzerro reported that based upon ten months actual performance through 30 April 1983, the administration was projecting a general University surplus of $1,463,000, exclusive of the $347,000 High Rise and Graduate Hospital amortizations. He said the significant increase of $625,000 over the $838,000 surplus projected in May was primarily attributable to increases in undergraduate, graduate, summer, and special program tuition. Savings continue in utilities and operating-interest expense, as do gains in temporary investment fund income. "I want to point out that the projected surplus represents one-half-of one percent of the University's unrestricted budget," the vice president for finance added, "and it is one-third-of one percent of the combined unrestricted and restricted budgets."

We are projecting a shortfall in unrestricted revenues of $1.7 million and expenditures amounting to $3,510,000 less than the total budgeted."

Mr. Gazzerro went on to say that for the nine-month period ending 31 March 1983, the Hospital had an excess of revenue over expenses of $5,921,000, which was $3,202,000 greater than budget, and included $2,460,000 from operations and $3,461,000 of non-operating revenue, comprised of unrestricted gifts and endowment income. He added that the Hospital expects to have an overall surplus of approximately $6 million at year end.

The Clinical Practices at the University of Pennsylvania (CPUP) had an excess of revenue over expenses of $5,034,000 for the nine months ending 31 March 1983, and the education and
development fund balances increased on a net basis from $6,305,000 to $7,690,000, an increase of $1,385,000. Both HUP and CHUP results are expected to improve at year end.

C. Reporting on the budget for FY'84, Mr. Stine said that it is set at almost $690 million. He mentioned that the budget process emphasizes decentralization; therefore, the central administration must balance 20 budgets rather than simply one. "We expect the FY'84 budget to be balanced for the ninth consecutive year," he continued, "and we have attempted to address some known problems in income and expense areas. We've tried to come up with realistic estimates of graduate tuition, to deal with the continued stability in the Commonwealth appropriation in all areas except the Veterinary School, and to plan for limited growth in our ability to attract outside research funding."

Mr. Stine added that the University was fortunate in facing a low rate of inflation in the general economy. But he went on to say that the University had opted for a higher-than-desired increase in tuition rates, ranging from a low of eight percent in the School of Nursing to a high of 13 percent in other graduate and professional school programs.

He pointed out that an attempt has been made to implement a number of planning objectives in the budget process, the most important of which is to maintain parity with peer institutions in faculty salaries. "Second, we have sought student stability and diversity through continuing our need blind admissions policy," Mr. Stine said, "and funding for the financial aid required to maintain that policy has been provided primarily through a growth in unrestricted resources. Third, we have sought to preserve resources for the future through a number of changes in the budget, for example the 20 percent increase in space charges (the charges which provide money for maintenance) and a lowering of the endowment spending rule from 6.5 to 6.4 percent."

Other long-term needs addressed in some measure by the budget, include the upgrading of research laboratories, preservation of doctoral education, and the spread of computer technology to all parts of the University, Mr. Stine said. He concluded by noting that planning for the FY'85 budget was well under way.

D. Academic Report

Mr. Ehrlich observed that in academic terms 1982-83 had been an exhilarating year. "Much of our planning," he said, "has been focused on the implementation of the basic mandates in "Choosing Penn's Future." The provost mentioned that the University has begun working on ways to provide common undergraduate experiences. He said steps have been taken to shrink the psychological size of the institution, notably by increasing the academic interaction that occurs in the residences and he suggested that the new Faculty Council on Undergraduate Education

SECRETARY
should be helpful in this area.

He also noted that the University was working to expand research fellowships, increase funding for research laboratories, and enlarge the endowment of the Research Foundation. Finally, he said, the administration was working with trustees and others to put into operation a plan that would enable the University to join with students and their families to insure adequate financing for a Penn education.

Turning to other academic initiatives, Mr. Ehrlich mentioned the Annenberg School's new Washington Program in Communications Policies Studies, the Intercultural Center, set to open in the fall, a pilot project involving Fine Arts and Engineering faculty which seeks to match space planning and academic planning, clinical education programs in the schools of Nursing and Veterinary Medicine, and a recently published book listing ongoing faculty research throughout the campus.

The provost also noted that, to its great regret, Penn had had to close the School of Public and Urban Policy. "I am pleased that places elsewhere in the University have been found for the programs and individuals involved," he said, "and that we now have a Master of Government Administration program underway."

He observed that the faculty had won an array of honors and awards. Among them he called particular attention to the election of Thomas P. Hughes, professor of the history and sociology of science, to both the Institute of Advanced Study and the American Academy of Arts and Sciences, and the selection of Irene J. Winter, professor of art history, as a MacArthur Fellow.

Mr. Ehrlich said he wanted to extend warm and special thanks to D. Walter Cohen and Donald C. Carroll who were stepping down after more than a decade's service, the former as dean of the School of Dental Medicine and the latter as dean of the Wharton School. "Each," he observed, "is an extraordinary leader. But we are fortunate to have Jan Lindhe as the new dean of Dental Medicine and Russell Palmer as the new Wharton dean. Both will stand on the shoulders of their predecessors, as will Joel Connaroo in Arts and Sciences and James Bishop, the new vice provost for University Life. We've been particularly blessed that Donald T. Pitts and George S. Koval were available for service as acting dean and acting vice provost this year," the provost concluded. He then turned to the dean of admissions for a profile of the Class of 1987.

1. Mr. Stetson reported that next fall's freshman class would number about 2,090 students. He said one of the University's goals continued to be broadened geographic diversity, and that the Class of 1987 reflected a five-year pattern of nearly 15 percent less dependence on the northeast with a correspondingly greater percentage of
students from other areas of the country, as well as more international students. "For the first time," Mr. Stetson said, "more than 50 percent of the freshman class will come from states outside the New England, New York, and New Jersey. At the same time, Pennsylvania continues to contribute the largest percentage of entering freshmen. More than 23 percent of the Class of 1987 will be from the Commonwealth, and that is a position we want Pennsylvania to maintain vis-a-vis other states for all kinds of reasons." The dean went on to say that the number of entering students from the Far West has increased 47 percent over last year. There are, for example, 80 Californians in the Class of 1987, whereas there were 53 in the Class of 1986 and 23 in the freshman class five years ago. The number of entering students from the North and South Central states has increased from 88 (4.1 percent) of the class in 1978 to 180 (8.3 percent) of the class this year. Freshmen from the South Atlantic states increased by more than 13 percent over 1982, and students from the southeast will make up nearly 15 percent of the Class of 1987. Some 88 students will be coming from abroad, which is twice the number of international students in last year's freshman class. Mr. Stetson observed that the University's goal is to have 5 percent of an entering class from the international community.

He noted that "the minority picture is a good one," though he said the results of recruiting efforts are somewhat mixed. A total of slightly more than 16 percent of the students in the Class of 1987 are from racial minority groups. Among them are 115 black students down from 135 in 1983, but Mr. Stetson said that the final number is likely to go up to 120 or 125. There are also 15 Chicanos in the freshman class as compared with 6 last year, 38 Latinos as compared with 47, and 177 Asians as compared with 163. The entering class is 45 percent female, up from 42 percent in 1982 and 26 percent in 1960. Breaking the numbers down by school, the dean explained that 49 percent of the freshmen in the College would be women, 25 percent of the entering engineering students would be women, and 35 percent of the first-year Wharton students would be women as compared to 31 percent last year.

He added that the most significant overall increase in enrollment occurred in the School of Nursing where the number of entering freshmen climbed from 52 students in 1982 to 70 students this year. Finally, he noted that 266 students or 12.4 percent of the Class of 1987 are children of alumni.
2. **Action:** A Resolution on the Termination of the Department of Legal Studies and Public Management and on the Establishment of Separate Departments of Legal Studies and of Public Policy and Management was approved as follows:

**Intention:**

The former Department of Business Law of the Wharton School was renamed the Department of Legal Studies by action of the Trustees on May 12, 1977 and further renamed the Department of Legal Studies and Public Management by Trustee action on July 30, 1980. The Wharton School has asked that the department be split into its component parts because the missions of the components have become increasingly divergent and that both are now large enough to stand on their own as separate departments.

RESOLVED, that the Department of Legal Studies and Public Management be terminated as of June 30, 1983; be it further

RESOLVED, that a Department of Legal Studies be established as of July 1, 1983; and be it further

RESOLVED, that a Department of Public Management be established as of July 1, 1983.

3. **Action:** A Resolution on Changing the Name of the Department of Electrical Engineering and Science to the Department of Electrical Engineering was approved as follows:

**Intention:**

On February 9, 1973 the Executive Board approved the reorganization of the Moore School into the Departments of Computer and Information Science (CSE), Electrical Engineering and Science (EES), and Systems Engineering (SE). Experience has shown that this grouping stripped electrical engineering of some essential components, particularly through the lodging of electrical communications and signal processing in SE. The School of Engineering and Applied Science, following thorough study, has recommended that the electrical engineering professors presently in EES and SE be coalesced to cover the salient facets of the electrical engineering disciplines in a single entity and, to reflect this new grouping, asks that the name of EES be changed to Department of Electrical Engineering. The Trustees of the Moore School concur in this recommendation.

RESOLVED, that the name of the Department of Electrical Engineering and Science be changed to Department of Electrical Engineering, effective July 1, 1983.

4. In turning to the Resolution on Appointments, Promotions, and Leaves, Mr. Ehrlich noted with regret that two University Professors, Robert Madden and Louis B. Schwartz, were retiring and one, Irving Goffman, had died during the year. "But two extraordinary scholars," he said, "are being proposed for University chairs after review by a faculty panel. They are Aaron T. Beck and Anthony F.C. Wallace." The provost observed that Dr. Beck "has literally created an entire new approach to psychiatry by conceptualizing a psychological theory of depression and then developing a model of management called cognitive
behavioral therapy. Professor Wallace is no less a giant in the field of anthropology," Mr. Ehrlich said. "He has helped pioneer an emerging field of ethnohistory, combining cultural anthropology and social history. It gives me special pleasure to recommend both men along with the other appointments."

**Action: A Resolution on Appointments, Promotions, and Leaves from April 15 to June 2 was approved as found on pages 1 through 29 of the meeting book.**

**IV. Reports of Trustee Committees**

**A. Budget and Finance**

Mr. Beckman presented five resolutions which he noted had the endorsement of the Budget and Finance Committee. He then congratulated the administration for having completed another year with a balanced budget.

1. **Action: A Resolution on the University Operating Budget for Fiscal Year 1984 was approved as follows:**

   **Intention:**

   The Budget and Finance Committee has reviewed the operating budget proposed for the University for FY 1984 and based on the presumption that this budget is in balance recommends its approval by the Trustees.

   **RESOLVED, that the operating budget recommended by the Budget and Finance Committee for FY 1984 is approved.**

2. **Action: A Resolution on Replacement of the Franklin Field Track was approved as follows:**

   **Intention:**

   The Administration proposed to replace the Franklin Field track with 3/8" Versaturf (a urethane material) over the summer of 1983 at an estimated cost of $264,150. Replacement will be paid for with a loan from general University funds, with interest at current market rates, to be repaid over a ten-year period from operations.

   **RESOLVED, that the replacement of the Franklin Field track, in accordance with the proposal presented to the meeting, be and the same hereby is approved and the vice president for finance or other appropriate officers of the University be and they hereby are authorized to proceed with such replacement and execute such contracts and incur such expenses and obligations--not, however, substantially in excess of the estimated cost of such replacement as presented to the Budget and Finance Committee--as may in their judgment be necessary or desirable to effect such replacement.**

   **FURTHER RESOLVED, that all costs and expenses incurred in carrying out the project authorized by the foregoing resolution, which are not funded from the sources specifically cited to the Budget and Finance Committee, be reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects.**

3. **Action: A Resolution on Revised Project Cost of Landscaping Locust Walk Between 37th and 38th Streets was approved as follows:**

   **Intention:**
The Administration proposed to amend the resolution presented to the Budget and Finance Committee on May 6, 1983, by increasing the cost of the planned landscaping of Locust Walk between 37th and 38th Streets by $100,000 to an estimated cost of $650,000, with funding provided by gifts from the Classes of 1933, 1957, 1958, and 1959.

RESOLVED, that the conversion of Locust Walk between 37th and 38th Streets to a pedestrian walkway, in accordance with the proposal presented to the meeting of the Trustee Committee on Budget and Finance, be and the same hereby is approved and the vice president for finance or other appropriate officers of the University be and they hereby are authorized to proceed with such renovation and execute such contracts and incur such expenses and obligations—not, however, substantially in excess of the estimated cost of such renovation as presented to the Budget and Finance Committee—as may in their judgment be necessary or desirable to effect such renovation.

FURTHER RESOLVED, that all costs and expenses incurred in carrying out the project authorized by the foregoing resolution, which are not funded from the sources specifically cited to the Budget and Finance Committee, be reimbursed out of the proceeds of the sale of a contemplated issuance of tax-exempt notes which it is proposed will be effected through a government agency to finance capital projects.

4. Action: With Mr. Dorrance abstaining, a Resolution on the Establishment of Deposit Accounts at Philadelphia National Bank was approved as follows:

Intention:

The Administration proposes to establish bank accounts at the Philadelphia National Bank in the names of the various individual Clinical Practices of the University of Pennsylvania.

RESOLVED, that bank accounts in the names of the individual Clinical Practices of the University of Pennsylvania be established at the Philadelphia National Bank, in accordance with the proposal presented to the meeting of the Budget and Finance Committee, be and the same hereby is approved and the treasurer is hereby authorized to proceed with the execution of such agreements as may be necessary to effect the establishment of these accounts.

FURTHER RESOLVED, that the treasurer, or other employees of the University as he may designate, be authorized as signatories on all checks, notes, drafts or orders as are necessary in carrying out the operation of such accounts.

5. Action: A Resolution on the Allocation of a Projected Fiscal Year 1983 Unrestricted Surplus was approved as follows:

Intention:

The administration proposes to allocate a projected Fiscal Year 1983 unrestricted surplus of $1,400,000 for the purposes of increasing the endowment principal of the Research Foundation and provide a reserve for the renewal and replacement of research laboratory space. This transfer would be exclusive of the $347,000 planned Hi-Rise and Graduate Hospital surplus.
RESOLVED, that the administration be authorized to transfer $800,000 to the Research Foundation and $600,000 to the Reserve for Physical Plant or amounts in the same proportion should the actual realized unrestricted surplus vary.

B. Resources

Mr. Lyet observed that the president had introduced a comprehensive plan for strengthening programs and facilities over the next three years at a plenary session of the Resources Committee. "It was presented by Mr. Ehrlich," he said, "and Mr. Webber commented on fund-raising strategy while Dean Mundheim discussed the specific needs of the Law School and its wish for a campaign to meet them. The overall plan," the chairman continued, "expresses in programmatic and physical terms, with associated costs, the activities required to implement the ideas in "Choosing Penn's Future." He noted that it focuses on five areas--endowed professorships, student financial assistance, research and teaching resources, University life facilities, and selective innovative initiatives, and within each spells out clear and definite goals.

"While not in absolutely final form, the document is the precise guide to the University's immediate future for which we've been waiting," Mr. Lyet observed. "It calls for significant financial resources. Additional funding will be required, and this challenge will be addressed by the Development Committee as we make plans for raising money over the next three years and beyond. The University has no intention of standing still or marking time now that the Program for the Eighties is behind us and the next major campaign is still some distance in the future," he concluded, then turned to Mr. Shapiro, chairman of the Board of Overseers of the Law School, for an additional comment.

1. Mr. Shapiro remarked that more than a year ago, a small committee of overseers, including Judge Leon Higginbotham, Judge Arlen Adams, Mr. Segal, and Mr. Brown, among others, met to canvas the situation and determine how a development plan could be put together. "After many months of activity," he continued, "we identified the campaign chairman by unanimous consent. It turned out to be John Harkins, a distinguished Philadelphia lawyer and an overseer and graduate of the Law School. He agreed to take on the responsibility, and has been working on campaign plans for sometime." Mr. Shapiro went on to say that at its spring meeting, the Law Overseers voted unanimously for undertaking the campaign. "We left open the dollar amount," he said, "and that will be fixed after gathering some more facts. But now we need your blessing so we can go out and start building a nucleus fund."
2. A Resolution on the Statement of Development Objectives: "Building Penn's Future: Resources to Meet the University's Special Challenges 1983-1986" was approved as follows:

Intention:

Based on President Sheldon Hackney's strategic planning document, "Choosing Penn's Future," and after consultation with deans, resource center directors, faculty, and development officers, the president and the provost have drafted a statement of the University's development needs, entitled "Building Penn's Future—Resources to Meet the University's Special Challenges 1983-1986." The statement articulates the University's needs and objectives in areas of endowed professorships and deanships; research and scholarly resources; student financial aid; campus life facilities; selective innovation initiatives; and school and center campaigns. Concurrently, the Board of Overseers of the University of Pennsylvania Law School has approved the draft of a development plan by the dean, with the advice of faculty, outlining the Law School's development objectives in the next five years. Priorities include the expansion of faculty, the Biddle Law Library, and the strengthening of joint degree and interdisciplinary programs.

RESOLVED, that the Trustees of the University of Pennsylvania endorse the University's statement of development objectives, "Building Penn's Future," including the Law School's planning for a capital campaign, the Law School's financial goals to be determined after further analysis of potential support and success in generating the nucleus fund.

3. Mr. Lyet then asked Mr. Wolf to bring the Trustees up to date on the progress of the Veterinary School campaign which they had endorsed last fall. Mr. Wolf, who is chairman of the Board of Overseers of the School of Veterinary Medicine, reported that Vincent B. Murphy, Jr., president of Merrill Lynch Capital Resources, Inc., was chairman of the campaign. To plan and facilitate fund raising, overseers and friends of the School are organized into six committees, including the equine committee, the agriculture committee, the Small Animal Hospital committee, the corporations and foundations committee, the alumni committee, and the parents committee. "So far a nucleus of $5.25 million has been pledged in a $41.5 million effort," Mr. Wolf said. "We hope to complete our canvas of the board by fall and, at the October meeting, report to you that all the overseers have either pledged or given to the campaign."

C. Investment Board

Mr. Neff observed that the Associated Investment Fund (AIF) was still "quite conservatively or even defensively invested with 80 percent of the equities portfolio in such less than dynamic areas as oils (18 percent), banks (15 percent), pipelines (11 percent), telephone (9 percent), utilities (8 percent), insurance
(6 percent), and 13 percent of the Fund is in cash. In a market that has gone up more than 60 percent since last summer," he continued, "these areas represent good total, with yields around 7 percent, 8-to-9 percent growth rates, and selling at about 6 times next year's estimated earnings." The chairman went on to note that some 90 percent of the University's investment in fixed income securities is in mortgage pool vehicles with a maturity of about 11 years compared to a 28-year average maturity for the Salomon Brothers High Grade Bond Index. "We've taken our foot off the accelerator a bit," he said, "as we are not unaware of the disquieting similarities to previous periods of overevaluation or at least full evaluation. We'd like to keep what we've made."

Mr. Neff pointed out that since 31 December 1982 the common stock portion of the AIF had increased 24.2 percent (total return) as compared with a 19.5-percent rise in the Standard and Poor 500 Stock Index. In that same period Fund bonds have slightly trailed Salomon Brothers High Grade Bond Index, rising 6.8 percent versus a 7-percent increase for the Index. "It's a good workmanlike performance," he observed; "even though we've pulled our necks in a little, we've remained fully participatory."

He went on to note that the total market value of the AIF as of 13 June 1983 was nearly a quarter of a billion dollars. "Adding the separately invested trusts, the total University endowment is some $310 million," he said, "which is still not comparable to the value of most other Ivy League portfolios. Furthermore," Mr. Neff remarked, "the easy advance has been made, and we are going to have to hack it out in the trenches from here on."

Turning to current yield of common stocks, he reported that as of 13 June 1983 it was 6.6 percent as compared to 7.8 percent a year ago, a decline of about 15 percent at a time when the market value of the S & P is up more than some 50 percent. "Obviously we have recycled and are activists in the management of the portfolio," the chairman concluded, "and we've done that without giving up much on the growth rate side."

He then presented a resolution on Investment Board membership with praise for the "extraordinary work on the bond side of Richard B. Worley" and the observation that Messrs. Ballam, Glossberg, Levy, and Yarnall had been added from the Trustee constituency. "Let me also add," Mr. Neff said, "that Trustees Stanger and Moyer do yeoman's service on the board's Executive Committee, and the latter is particularly helpful on the separately administered trusts."

Action: A Resolution on the Membership of the Investment Board was approved as follows:

SECRETARY
RESOLVED, that the following persons be elected as members of the Investment Board of the Trustees of the University of Pennsylvania for a term of one year and until their successors are elected or appointed and qualified: Samuel H. Ballam, Julian S. Bers, Henry M. Chance II, Joseph B. Glossberg, H. Samuel Greenawalt Jr., Samuel M.V. Hamilton, Adolph B. Kurz, Robert P. Levy, Paul F. Miller Jr., F. Stanton Moyer, John B. Neff (as chairman), Wesley A. Stanger Jr., Richard B. Worley, and D. Robert Yarnall Jr.

D. General Alumni Society

Mrs. Senior reported that a new person is being added to the staff of the General Alumni Society (GAS) to assist the director of regional activities. She characterized the addition as due recognition of the need for continuing efforts to serve alumni throughout the country. The outgoing president of GAS went on to say that voluntary subscriptions to The Pennsylvania Gazette have increased nearly threefold in the past three years. She noted that the Society is looking forward to the election of the three new alumni trustees, and observed that those nominated were William Cresson, president of Crown Zellerbach who has been asked to represent alumni in Northern California, James Pappas, president of the Boston-based Pappas Management Corporation who has been asked to represent alumni in New England, and David Auten, an attorney who served on the board as president of the General Alumni Society from 1977 to 1980 and has been asked to represent the Philadelphia-area alumni. "I would like to thank all of you for your marvelous support," Mrs. Senior said. "I'm very grateful that 80-to-90 percent of the Alumni Task Force recommendations which I brought to you two-and-a-half years ago have been implemented, but that couldn't have happened without your help and the help of the central administration and the Alumni Office staff. It's been a great pleasure to have served with you."

V. Overseers and Other Boards

A. Reporting for the Board of Overseers of the University Museum, Mrs. Catherwood noted that with the appointment last July of Robert H. Dyson, Jr. as the permanent director of the Museum, the institution entered a new era of administrative stability and professional growth. "The results of this change are already apparent to the members of the Board of Overseers," she said. "and they are becoming more visible to the University community and the city."

The chairman went on to report the addition during the year of six new overseers: Dr. Lillian D. Rojtman Berkman, Mrs. Alvin P. Gutman, Mr. Leonard Lauder, Dr. Franklin Murphy, Mr. Peter Paamakker, and Mr. Alfred Zantzinger. A former board member, Mr. Henry Chance, returned as an emeritus overseer. Mrs. Catherwood noted that Gregory Possehl continued his services as associate

SECRETARY
director of the Museum, and Lavon H. Bair continued to manage the Museum's general administrative services, as well as the financial and physical plant operations. She said that the Development Office had made the services of Carroll Anne Sheppard available on a full-time basis as of 1 July 1982, and that during the past year Gillian Wakely has acted as coordinator of the Museum's Education Division and Elin Danien has coordinated the Public Programs Division.

Turning to planning efforts, Mrs. Catherwood reported that in accordance with the provost's request, the Museum has undertaken a comprehensive review of its operations and the development of a five-year strategic plan. "Every aspect of the Museum has been studied by those who are actually involved with the work," she said, "and the Board of Overseers plans to present the results of this labor to the provost in mid-October." She commented that the board expects the Museum's budget to be "firmly in the black this year," and further noted that "this represents a considerable improvement over the situation of the last two years when the budget showed deficits of $140,000 and $22,000, respectively.

The chairman also observed that the Museum had received a National Endowment for the Arts Challenge Grant of $200,000 last summer. In response, she said, the Museum has enlarged its membership program and begun an annual giving campaign. Major gifts have been received toward the capital needs of roof repair and building modifications, the renovation of the Mesopotamian Gallery, the creation of a Physical Anthropology Gallery, and the continuation of research and publication in connection with the excavation at Gordian, Turkey.

"Total gifts from private sources at the end of May totaled some $633,000," Mrs. Catherwood said. "These contributions meant that the Museum met the first-year requirements of the three-year Challenge Grant well ahead of schedule."

The chairman then observed that the Museum's primary accomplishments this year were the opening in November of the international travelling exhibition, "Ban Chiang: Discovery of a Lost Bronze Age," in conjunction with the Smithsonian Institution and the Royal Fine Arts Department of Thailand, and the reopening in April of the Mesopotamian Gallery with modern security. Temporary exhibitions included "The Lenape: Wanderers in Their Own Land" and an exhibit on archaeological looting organized by the Museum in cooperation with the Archaeological Institute of America for the organization's December meeting in Philadelphia.

She further noted that as one of the University's primary research institutions, the Museum maintained its reputation with extensive field and laboratory programs. Field research during the past year was conducted in Egypt, Greece, Turkey, Ireland,
India, and the Far East, as well as in Utah. Analytical projects on materials collected in these and other sites is providing information for future publications through the work of The Museum Applied Science Center for Archaeology.

The chairman noted that a revitalized publications program was undertaken by a new coordinator, Barbara Murray, who, with Dr. William Coe's assistance, has facilitated the publication of four monographs. "Word processing equipment has been installed, several more manuscripts are in press, and with the favorable response to the new publications," she said, "the program is gathering strength and should shortly achieve significant progress in making available the results of the Museum's world-wide research."

Mrs. Catherwood concluded by making special mention of "the extraordinary help and support" the Museum has received during the past year from the central administration and the Development and Facilities offices. She said it has made, and will continue to make, a great difference in efforts to solve some very large problems and create an even stronger institution.

B. Mr. Miller introduced the following resolutions:

1. Action: A Resolution on Appointment to the School of Veterinary Medicine Overseers was approved as follows:

RESOLVED, that J. Maxwell Moran be designated Chairman Emeritus of the Board of Overseers of the School of Veterinary Medicine, effective 18 June 1983.

2. Action: A Resolution on Appointment to the University Museum Overseers was approved as follows:

RESOLVED, that Karl Henry Spaeth be appointed to the Board of Overseers of the University Museum for a three-year term, effective 18 June 1983.

3. Action: A Resolution on Appointment to the Institute of Contemporary Art Advisory Board was approved as follows:

RESOLVED, that Henry S. McNeil, Jr. be appointed to the Advisory Board of the Institute of Contemporary Art for three years, effective 18 June 1983.

Adjourned.

Respectfully yours,

Mary Ann Meyers
Secretary of the University