

MINUTES

The Board of Trustees

Temple University - Of The Commonwealth System of Higher Education

Tuesday, December 13, 1983

3:00 P.M., Ritter Hall South, Room 106, KIVA
Park Mall and Columbia Avenue

Attendance:

Members - Richard J. Fox, Chairman; Gail M. Barsky, Mildred D. Beck, Linda D. Brawner, Francis J. Catania, Patricia J. Clifford, Louis J. Esposito, Howard Gittis, Clifford Scott Green, Roger S. Hillas, Harold E. Kohn, Peter J. Liacouras, M. Mark Mendel, Brian J. O'Neill, R. Anderson Pew, William L. Rafsky, Frances B. Rauch, A. Addison Roberts, Milton L. Rock, Anthony J. Scirica

being a quorum of the Board of Trustees

Honorary Life Trustees - Paul R. Anderson, Marvin Wachman

Invited Guests - Faculty - S. Elizabeth Davis, Inderjit Jaipaul, Alma Quigley, Victor K. Schutz

Students - (Four students were invited but none was able to attend.)

Administration and Staff - Barbara L. Brownstein, Leo M. Henikoff, Rodney D. Johnson, H. Patrick Swygert, Robert G. Scanlon, Stanton B. Felzer, Philip B. Schaeffer, William C. Seyler, William Sites

General Counsel - Peter Mattoon

University Counsel - Robert J. Reinstein

Members Absent - Nathan C. Barr, Bill Cosby, Paul A. Dandridge, Chaka Fattah, John C. Haas, Irving K. Kessler, Hillel S. Levinson, Patrick J. O'Connor, William A. Pollard, Royal T. Popper, Samuel H. Rosenberg, Samuel Rudofker, Edwin H. Sherman, Isadore A. Shrager, Harold A. Sorgenti

The meeting was opened with prayer by Mrs. Patricia J. Clifford

The Chairman of the Board, Mr. Fox introduced and welcomed the guests from the faculty. Four students had also been invited but they were unable to attend.

The Chairman also called attention to the presence of two former Presidents of the University, Paul R. Anderson and Marvin Wachman, whom he introduced and welcomed.

ACTIONS OF THE BOARD OF TRUSTEES

1. Approval of Minutes - Regular Meeting of October 11, 1983

On motion duly made and seconded, the Minutes of the Regular Meeting of October 11, 1983, were approved as previously mailed to the members.

2. President's Report

A. Meeting on Academic Planning, Sunday, January 29, 1984

The President reminded the Trustees that the Provost had established Academic Planning Task Forces, which had worked throughout the summer, and there have been open meetings and other consultations with all interested parties. A report on this whole matter will be made to the President some time in January.

The President would like Board Members to reserve Sunday, January 29, 1984, all day, as a possible day for a briefing on this important matter of Academic Planning.

The President will be meeting with the Provost and the other members of the Executive Cabinet and with the Council of Deans in early January as we gear up for what is believed will be a very constructive and forward looking series of reports that will be discussed and implemented in the months ahead.

B. 1983-84 Budget

President Liacouras said that the University is pretty well on course with respect to the 1983-84 Budget. There are, however, some risk items that Trustees should know about. As a result of the delay of the forwarding by the Commonwealth of the appropriation to Temple University, as a result of the Commonwealth's paying the University nothing on our Woodhaven contract from July 1, 1983 until last week (a delinquency of about \$5 million), and as a result of delays in Commonwealth reimbursements for Medicaid, the University has borne an additional \$423,000 in interest payments between 7/1/83 and the present. We think, nonetheless, that the risk due to additional interest payments in 1983-84 will be on the order of \$300,000 because we were borrowing less than we had budgeted prior to the problems posed by the Commonwealth delays and non-payments. The situation in Harrisburg has been rectified and by the fourth Thursday in January we should be back on course, unless something unforeseen develops. The Commonwealth problems had to do with a bank tax that was held invalid, and required the Commonwealth to enact a substitute measure.

There was an unfortunate fire last week on the seventh floor of the Humanities Building in the faculty lounge, started, we are told, by the Deputy Fire Commissioner, by a cigarette. According to the Deputy Fire Commissioner, the damage was confined to a limited area because of the quick, efficient action taken by our Safety Officers and by our skilled and maintenance workers who were on the scene at once. The loss to the University will be \$100,000 because we are self-insured up to that amount. (Later Mr. Mendel said that because of the relatively few fire losses the University has suffered, it would be advisable for the University to find out how much it would cost to cover this \$100,000 figure. The President responded that he would be glad to supply those figures to the Business and Finance Committee at its next meeting.)

The President said that the Plant Fund is another possible risk item. Several important renovations have been made this year, the most significant of which is the movement toward centralizing the student services in one building. The President described how, until recently, a student would have to go to the first floor of Conwell Hall to apply for admission, to Mitten Hall for pre-registration, back to Conwell Hall to pay a bill, after having gone to Reber Hall for a financial aid package. If a student wanted a transcript, this would be found on another floor of Conwell Hall. Although this may have created a healthy student body, it is not the most efficient way to deal with students. We are centralizing in one area all of those services. The President urged Trustees to visit the ground floor of Conwell-Carnell to see how much progress has been made toward centralization of student services. The goal is to centralize all student services in this one building complex.

Tuition is another possible risk item. On the plus side tuition is running about \$700,000 ahead of our budget estimate. We are doing a little better than the projection which the President gave in October: the actual enrollment, credit hours generated, and revenue are higher. We are making no change in our proposed budget estimate for the spring of 1984 enrollment. We expect the normal 7% decline between fall and spring semesters. Our budget estimate is based on a 7% decline from a minus 3% decline from 82 to 83. Since we do not have that 3% decline in the fall of 83, we are a little bit ahead on enrollment and almost dead even on credit hours. We feel, therefore, we have enough of an expectation of positive signs not to make any changes, and thereby to offset some of the risk items.

C. Productivity

The President said that three or four personnel matters will be dealt with in executive session. The Provost has been working very hard with the Deans in the area of underutilization of faculty, and to have those faculty members assigned to fill out full rosters in the Elect and College Composition courses. We expect 20 such assignments for the spring as part of our effort to increase productivity and to avoid unnecessary hiring of auxiliary or part-time faculty.

Furthermore, in January we will remind the Deans that the priority in establishing new sections of courses should be as follows in the order of priority: (1) absorbing the additional students, consistent with academic soundness and with the academic quality, in existing sections; (2) open a new section on the Main Campus; (3) open a new section elsewhere where #1 and #2 are. If the demand comes for Ambler or TUCC, we would open sections there. The President hopes that the Trustees understand and accept the priorities

that we are placing on the Main Campus. We cannot afford to replicate all of our labs and research equipment on the five campuses. It will be hard enough to replace and update the scientific and engineering equipment on one campus, let alone four or even one other campus.

The President said there is always a risk in the Hospital Budget. Dr. Rock, Vice Chairman of the Hospital Board of Governors, will report that we are on target with respect to the Hospital Budget.

There are 1623 full-time faculty members at Temple University. We have budgeted in 1983-84 for only 10 Voluntary Early Retirements (VERPs); in the event there is a desire on the part of more than these ten to retire early, this would create a risk item for us.

D. Scholarships and Awards

The President said that the administration intends to create a fourth year of the Outstanding Achievement Scholarships. There are now 320 outstanding achievement scholars, who are the top students in Pennsylvania High Schools. The Principal of the High School selects someone, and if the top student doesn't attend Temple, then the next most outstanding student is chosen. The President said that he understands that Nate Blackwell, the outstanding freshman basketball player, was fifth in his class at South Philadelphia High School, and he almost came to Temple under this program rather than as a basketball player. The Program is not confined to this area, but covers the entire State. The intention is to include a fourth year in this program, which will cost more in 1984-85. This will be announced in time for the recruiting season for outstanding students in the spring of 1984.

Additionally, we will begin a program under which each year there will be an award from Temple University for outstanding high school students in each high school in the eight-county area. At the graduation ceremonies, where Temple in the past has been absent, Temple will now be present. This will involve a reasonably modest investment but it will bear some positive results.

E. "Tithing" of \$700,000 from the Existing 1983-84 Budgets

The President said that the Provost will, over the next two months, be making recommendations as to the spending of the \$700,000 which was culled from existing 1983-84 budgets, to reconstitute our scientific and engineering capital equipment. The Provost may decide to modernize one department in the science area; she may decide to spread it across two or more departments or colleges. These recommendations will be made to the Executive Cabinet, and the President will report to the Trustees on the final decisions. The administration is doing what it can with our own limited funds to improve our scientific, research and instructional equipment.

F. Retraining of Faculty

Consistent with a budget allocation of \$200,000 and a commitment that was made last year, the University has begun a program of retraining faculty, the Provost indicates that about 50 persons will be offered instruction in the teaching of Composition and in the development of Basic Computer Skills to improve the quality of teaching of our faculty.

G. Special Committee on Ambler Music Festival Site and the Performing Arts

The President has asked Chairman Fox to establish a Special Committee on the Ambler Music Festival Site and the Performing Arts. Temple University should have the finest performing arts for educational purposes and for enhancing the community in which the University is located. Our Main Campus can only benefit if we pool the resources of Music, Dance, Theater, and Art in re-adapting certain space that already exists in order to maintain a performing arts program that is consistent with an outstanding University. The President said that the Music Festival site is deteriorating rapidly, but the site does provide an opportunity for education, the performing arts and a certain amount of external "window" into Temple University. The President hopes that this Special Committee will come back with recommendations within the next two months. The President is not suggesting a return to the Music Festival as it was. The use of the site has to be academically oriented; perhaps it could involve student productions; it would not be intended to be a commercial enterprise. Since the Music Festival is only one part of the Performing Arts, it is appropriate for a Special Committee to be established.

H. Concluding Remarks

The President said that, on balance, he thinks the University is in pretty good shape, given what could be the mixed feelings about enrollments in some areas and the unfortunate but necessary reductions in personnel. At the same time, our enrollment for the past semester held up very well and the outlook for the spring semester certainly does not look as negative as it might have a few months ago.

President Liacouras thanked everyone for their cooperation during the past year, and he wished everyone a very pleasant holiday season.

Executive Committee Report and Recommendations for Action

Mr. Gittis called the attention of the Board to the report of the Executive Committee (Agenda Reference 1), and then recommended approval of the matters covered in Items 3, 4, 5, 6 and 7 of these Minutes. It was noted that Mr. Gittis had been elected Chairman of the Executive Committee and Judge Scirica had been elected its Vice Chairman.

3. Borrowing Authority - 1/1/84 - 3/31/84

Mr. Pew asked if the \$30 million borrowing authority was due to the delays in recent Commonwealth payments, and Mr. Gittis responded negatively, indicating that this amount has been customary for a number of quarters.

After discussion, on motion duly made and seconded, the Board voted to approve the recommendation of the Executive Committee (11/27/83) that the officers be authorized to borrow for operating purposes of the University \$30 million, on terms which the officers believe best for the University, such authority to cover the period January 1, 1984 through March 31, 1984. (Resolution attached as SUPPLEMENT I.)

4. Election of Member to Committee on Trustees to Fill Vacancy

On motion duly made and seconded, in accordance with the By-Laws (Article IV, Section 6-A), the Board of Trustees elected Isadore A. Shrager to membership on the Committee on Trustees, Mr. Shrager having been nominated (11/17/83) by the Executive Committee to fill a vacancy on that Committee.

5. Adoption of Conflict of Interest Policy for All Employees

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Executive Committee (11/17/83) that the Board adopt the Conflict of Interest Policy for All Employees, said Policy being attached as SUPPLEMENT II.

6. Adoption of Policy on Gifts and Conflict of Interest Re All Employees

Mr. Gittis explained that this Policy prohibits the exchange of gifts between a University employee and anyone doing business with the University, when the value of the gift exceeds \$25. It also provides that gifts of real or personal property to the University may be accepted only by the President or the Vice President for Financial Affairs.

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Executive Committee (11/17/83) that the Board adopt the Policy on Gifts and Conflict of Interest Re All Employees, said Policy being attached as SUPPLEMENT III.

7. Amendment of Policy With Regard to Conflict of Interest for Trustees and Hospital Governors

Mr. Gittis explained that the proposed amendment establishes a Committee on Conflict of Interest to implement the basic policy which was adopted on 10/10/78.

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Executive Committee (11/17/83) that it amend its "Policy With Regard to Conflict of Interest", adopted 10/10/78, as follows:

That a new Paragraph 4 be added, as follows:

4. (a) A Committee on Conflict of Interest shall be responsible for insuring that each Trustee and Governor complies with this Policy and avoids conflict of interest. The Committee shall consist of the Chairman of the Board of Trustees as Chairman, the Chairman of the Executive Committee of the Board of Trustees, the Chairman of the Business and Finance Committee of the Board of Trustees, the President, and, in the case of the Governors, the Chairman of the Board of Governors of the Hospital.

- (b) If the Committee determines that a Trustee or Governor has violated this Policy or has engaged in an actual conflict of interest, the Committee shall so notify the Trustee or Governor and shall advise the Trustee or Governor of the steps which, in the Committee's judgment, should be taken to rectify the situation. If the Committee is unable to effect an adjustment of the matter to its satisfaction, it shall report the matter to the Board of Trustees with a recommendation as to an appropriate remedy or sanction.

That the present Paragraph 4 be re-numbered as Paragraph 5.

(The revised Policy, reflecting the above amendment, is attached as SUPPLEMENT IV.)

Educational Policies Committee Report and Recommendations for Action

Mrs. Rauch, Vice Chairman of the Educational Policies Committee, called the attention of the Board to the report of the Committee (Agenda Reference 7), and then recommended approval of the matters covered in Items 8, 9, and 10 of these Minutes.

8. Change in Names of Dental School Degree from D.D.S. to D.M.D. and Making D.M.D. Retroactive to Those Dental Graduates Who Apply for the New Degree

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Educational Policies Committee (6/13/83) that approval be given to a change in the name of the Dental School Degree from Doctor of Dental Surgery (D.D.S.) to Doctor of Dental Medicine (D.M.D.); and that the Doctor of Dental Medicine Degree be granted retroactively to all graduates of the School of Dentistry who earned their D.D.S. degree at Temple University and who make application for it, with the understanding that a fee sufficient to cover all of the University's costs in granting the degree retroactively will be assessed.

9. Change in Name of School of Social Administration Degree from Bachelor of Social Welfare with a Child Care Major to a Bachelor of Science in Child Care

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Educational Policies Committee (6/13/83) that approval be given to a change in the name of the School of Social Administration degree from Bachelor of Social Welfare with a Child Care major to a Bachelor of Science in Child Care.

10. Authorization for Child Care Department of School of Social Administration to Offer an Associate of Science Degree, Replacing Certificate Program

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Educational Policies Committee (6/13/83) that authorization be given to the Child Care Department of the School of Social Administration to offer an Associate of Science Degree, replacing that Department's Certificate Program.

Board of Governors, Temple University Hospital--Report

Dr. Milton L. Rock, Vice Chairman of the Board of Governors, called attention to the Report of the Board of Governors (Agenda Reference 11), noting that the Hospital is on target as far as its budget is concerned. The Hospital is also on time and on budget with respect to the construction of the new Hospital. Finally, Dr. Rock noted that Marvin Klein will be leaving his post as Executive Vice President of the Hospital in early January to assume a similar position at the Michael Reese Hospital in Chicago. President Liacouras has established a search committee to select a replacement for Mr. Klein.

Committee on Development Report

Mr. Kohn, Chairman of the Development Committee, called attention to the Report of the Committee (Agenda Reference 15), noting that the Centennial Challenge Program has surpassed its goal of \$60 million fifteen months ahead of schedule, and the amount over the goal is about \$1.5 million. He feels that the Board should express a vote of thanks to the leaders who made this possible through their generosity--Messrs. Dixon, Haas and Pew, and to the dedicated service of Mr. Roberts. He also cited the very good work done by Vice President Lee H. Wenke. Mr. Kohn said that although he was not on the Board when these very good things were accomplished, he hoped that sometime in the future, somebody may be able to say a good word about him.

Report on the Status of the Reactivated Health Sciences Center Committee

Mr. Fox reported that there was an informal meeting of the basic leadership of the Hospital to review the status of the Health Sciences Center, and the ongoing processes of finding new leadership for the Hospital since Mr. Klein is leaving. The Health Sciences Center Committee will become active after the first of the year. Mr. Fox said it is clear there will be a lot of work for the HSC Committee, especially with the new DRG (Diagnostic Related Group) system of reimbursement coming into effect in the middle of 1984.

Report on Committee on Student Affairs

Judge Anthony J. Scirica, Chairman of the Student Affairs Committee, called attention to the Report of that Committee (Agenda Reference 17), noting that there was a supplement to the Department of Housing budget of \$1.1 million in order to accomplish capital improvements to our housing facilities. About 40% of the money has been spent, and it is expected that all of these improvements will be completed by September or October. Student elections were held and Judge Scirica offered the congratulations of the Committee to those students who now hold responsible positions in the new Temple Student Government. The students have suggested some things for the Committee to consider, including the \$25 fee per semester that the Board has approved to cover such activities as concerts, theater, dance and intercollegiate athletics. The students have expressed a desire to have a greater in-put in the planning for the expenditure of the funds raised by this General Activity Fee.

Report of Committee on University and Community Relations

In the absence of the Committee Chairman, Judge Dandridge, and the Vice Chairman, Mr. Pollard, Vice President Swygert called attention to the Report of the Committee (Agenda Reference 18), noting that the Committee hopes to have a joint meeting soon with the Campus Planning and Plant Management Committee in order to better coordinate the efforts of these two Committees. It was also reported that the North Central Philadelphia Association is in the final selection process with respect to choosing an Executive Director of the Association, and this work should be concluded by Friday, December 16.

Reports of Other Standing Committees

The Board Chairman, Mr. Fox, referred to the Reports of the Other Standing Committees (Agenda References 12, 13, 14 and 16), noting that if anyone had questions about these Reports, he or she should communicate with the respective Committee Chairmen.

11. Treasurer's Report

Without objection, the Board of Trustees received the list of gifts and grants received between September 1, 1983 and October 31, 1983, said Report having been distributed at the Board meeting of today (Agenda Reference 19).

12. Audited Financial Statements, Temple University Fiscal Year Ended June 30, 1983

Mr. Fox called attention to the captioned Statements, complimenting those who prepared these Statements for providing a clear picture of the finances of the University for the past fiscal year. He urged Trustees to read these Statements, and if they have any questions, please refer them to Rodney Johnson, Vice President for Financial Affairs and Treasurer.

13. Secretary's Report

On motion duly made and seconded, the Board of Trustees voted to approve the presentation of degrees-in-course dated January 27, 1984 to candidates approved by the appropriate academic committees of the faculty.

Presentation of Former President Marvin Wachman's Portrait

Mr. Fox introduced Mr. Charles F. Schalch, President of the General Alumni Association, for the purpose of presenting a portrait of former President Marvin Wachman to the University. Mr. Schalch said it was an honor and pleasure for him to represent the more than 100,000 Temple University alumni, as well as those alumni on the Board of Trustees, in presenting, on behalf of the GAA, a gift to the University. The gift is a portrait of someone who has served the University well, former President Marvin Wachman who is now Chancellor of the University. Mr. Schalch said he thought of Dr. Wachman when Mrs. Clifford's prayer referred to the "giving of one's self to the University." The GAA is presenting this portrait of Dr. Wachman with a grateful heart for all he has done and is continuing to do for the University. Dr. Wachman was then asked to come forward for the unveiling of the portrait.

Dr. Wachman thanked Mr. Schalch and the General Alumni Association for commissioning the painting. He said that he was sorry that the artist, Neil Kosh, was not present because he did a very good job, considering the material he had to work with. Dr. Wachman thanked the General Alumni Association, the artist, Mr. Kosh, and the Board of Trustees--the latter for giving him the opportunity to serve Temple University for 14 years. He expressed the hope that he can be of some help to the University in the future.

Mr. Fox expressed the thanks of the Trustees to the General Alumni Association and to former President Wachman for being here.

NEW BUSINESS

14. Appointment of Special Committee on Ambler Music Festival Site and the Performing Arts

Mr. Fox reviewed briefly the history of the Ambler Music Festival and indicated that he is asking Mr. Samuel Rudofker to chair the captioned Special Committee. He will be asking other members of the Board of Trustees and other members of the Temple family to serve on this Special Committee, with a view to coming back to the Board as soon as practicable with recommendations on these important matters.

EXECUTIVE SESSION