

MINUTES OF THE ANNUAL MEETING

The Board of Trustees

Temple University - Of The Commonwealth System of Higher Education

Tuesday, October 8, 1985

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, Patricia J. Clifford, John J. Contoudis, Paul A. Dandridge, Roger S. Hillas, Peter J. Liacouras, Henry H. Nichols, Brian J. O'Neill, R. Anderson Pew, Frances B. Rauch, Milton L. Rock, Charles F. Schalch, Isadore A. Shrager

being a quorum of the Board of Trustees

Honorary Life Trustee - Marvin Wachman

Ex Officio Member - Margaret A. Smith, Secretary of Education

Invited Guests - Faculty - Sandra Featherman, Robert Leahy, Lynn Miller, John Roberts

Students - Bobbi Sue Cobaugh, Jonathan D. Libby, Robert S. Salazar

Administration and Staff - Barbara L. Brownstein, Harold B. Morley, Francis J. Sweeney, Jr., H. Patrick Swygert, Michael Jhin, Richard Englert, Stanton B. Felzer, Philip B. Schaeffer, Kathy Gosliner, C. Robert Harrington, Bonnie S. Squires, William C. Seyler

General Counsel - Peter Mattoon

University Counsel - Robert J. Reinstein

Members Absent - Francis J. Catania, Bill Cosby, Alphonso Deal, Louis J. Esposito, Chaka Fattah, Howard Gittis, Clifford Scott Green, Esther Boyer Griswold, John C. Haas, Irving K. Kessler, Harold E. Kohn, Hillel S. Levinson, William A. Pollard, Royal T. Popper, William W. Rieger, Edward H. Rosen, Samuel Rudofker, Anthony J. Scirica, Murray H. Shusterman (Alumni Trustee elected today)

Mr. Schalch requested, and was granted, permission to present to President Peter J. Liacouras a photograph that was taken last fall (picturing the President and Sullivan Hall) and was ultimately used in the first Annual Report distributed by Bell Atlantic Corporation. The President thanked Mr. Schalch and the Bell organization for giving Temple University this widespread exposure of one of its beautiful buildings.

The Chairman of the Board, Mr. Fox, recognized and welcomed the guests from the faculty and the student body.

ACTIONS OF THE BOARD OF TRUSTEES

1. Approval of Minutes - Regular Meeting of May 14, 1985

On motion duly made and seconded, the Minutes of the Regular Meeting of May 14, 1985 were approved as previously mailed to the members.

Committee on Trustees Report and Recommendations for Action

In the absence of the Chairman of the Committee on Trustees, Mr. Fox called attention to the Committee Report (Agenda Reference 1), and then recommended approval of the matters covered in Items 3 and 4 of these Minutes (for Item 2, dealing with the election of the Chairman of the Board, the President assumed the Chair).

2. Election of Chairman of Board

For consideration of this item, Mr. Fox relinquished the Chair to President Liacouras.

On motion duly made and seconded, the Secretary was instructed to cast the unanimous ballot of the Board for the election of Richard J. Fox as Chairman of the Board of Trustees for the year 1985-86, Mr. Fox having been duly nominated by the Committee on Trustees (5/14/85).

The Secretary cast the ballot and the President declared Mr. Fox elected, whereupon he re-assumed the Chair as Chairman of the Board of Trustees.

3. Election of William L. Rafsky as an Honorary Life Trustee

In keeping with the By-Laws (Article 11, Section 5-A) and by virtue of the long and dedicated service of William L. Rafsky to Temple University, including his long service as Chairman of the Committee on Campus Planning and Plant Management, on motion duly made and seconded, the Board unanimously elected Mr. Rafsky as an Honorary Life Trustee, his nomination having been unanimously made by the Committee on Trustees (5/14/85).

Mr. Fox directed the Secretary to notify Mr. Rafsky of his election as an Honorary Life Trustee, and he expressed the hope that Mr. Rafsky will remain as an active Trustee, giving the Board the benefit of his experience and wisdom.

4. Election of Officers for 1985-86

Mr. Fox referred to the slate of officers that had been nominated by the Committee on Trustees, noting that the Board has been fortunate in attracting to Temple University such an outstanding group of officers who are the people who keep the institution going. The officers are the ones who take the "heat" when things do not go well; so, they are the ones who deserve the accolades when things do go well.

Those who have been around the University for many years know that we are doing a lot of things well. This does not mean that the officers are perfect, but we must recognize them when things are well done.

On motion duly made and seconded, the Board of Trustees elected the officers listed below, said officers having been duly nominated by the Committee on Trustees (7/25/85), to serve until the next Annual Meeting of the Board, or until their successors shall have been elected and qualified:

Peter J. Liacouras.....	President
H. Patrick Swygert.....	Vice President for University Administration
Barbara L. Brownstein.....	Provost
Rodney D. Johnson.....	Vice President for Financial Affairs
Rodney D. Johnson.....	Treasurer
Francis J. Sweeney, Jr.....	Vice President for Health Sciences Center
Michael Jhin.....	Chief Executive Officer, Temple University Hospital
Harold B. Morley..	Vice President for Development and Alumni(ae) Affairs
Robert J. Reinstein.....	University Counsel
William C. Seyler.....	Secretary
Bonnie S. Squires.....	Assistant Secretary

5. President's Report

The President welcomed and introduced Secretary of Education Margaret A. Smith.

A. Proposed Academic Plan for Temple University: The President said that the 1985-86 year should be remembered as one during which the Academic Plan of the University was the center of attention. The Provost will be making recommendations to the President shortly on an Academic Plan, and these recommendations will then be shared with the University community. This will undoubtedly lead to extensive and intensive discussions, suggestions and even criticisms. Comments will be received from the Faculty Senate Steering Committee, the Student Senate Steering Committee, the Council of Deans and the University Cabinet. By January 1986 the President would then be in a position to make recommendations to the Board of Trustees. At this point, the Board would begin deliberating on the Plan and would take whatever actions the Board considers appropriate.

The President said that in many ways this Academic Plan represents the future of the University. Temple is in the business of education and research and for many years we have, on a piecemeal basis, looked at the activities within particular colleges and departments. This is now an attempt in the broadest context to look at Temple University as the Provost thinks we will be 10 years hence.

As part of this Academic Plan, two discrete areas will be examined: the International area, and the Board already has a report on all of our International programs; and Community Activities, and the Board has received a report on Community activities and programs which benefit the community in which we live.

B. Enrollments: The President referred to some charts which represent some hope and some confidence about the future. He said that when the Administration was, a few years ago, looking forward at the population pool of 18-24 year olds, it was noted that this pool will be reduced by some 40% in Philadelphia, by about 35% in the eight-county area, and by about 33% nationally. That lead the Administration to project an annual decline of about 3.5% in our head count. Between 81-82 and 82-83, there was a 5.5% decline. The separation between where we had projected we would be and where we are represents a gap of about 10% to 12%. That represents the optimism and the hope. It also represents a lot of tuition dollars. Each percentage point represents almost \$1 million. If we had not had this change, we would have different agendas.

Referring to the SAT data, the President said that there has been an increase in the number of students having an SAT score of 1,000 and above. The Black student population is almost exactly what it was last year; this is also true of the white students. Asian-American students have come up dramatically. Hispanic Americans are up a little bit. Women are up more than men are up, and this is the second consecutive year that this is true. We believe that Temple University serves all of the people.

The President referred to a chart showing that we had reached an all-time high in full time enrollment in 1977 (19,880). We lost some and then we were back up last year--and this year we are over 20,000. This also shows that we have a very important task to perform--to make our education available on a part-time basis. We have begun to make some inroads through the efforts of the Provost and Dr. Ericksen.

In terms of the various campuses, the Main Campus is bursting at its seams. We are over 100% occupancy in our dorms. We are off slightly at the Ambler Campus, where the enrollment is off about 2% in full time students. We want to develop that, consistent with the overall mission of the University.

C. Opening of the Temple (Tyler) Gallery at TUCC: The President said that this Gallery has just been opened on the first floor of Wachman Hall at TUCC. When the other renovations are completed at 1619 Walnut Street (TUCC), we will have an edifice that Mr. Shrager can finally be proud of because he has been urging these improvements for a long time.

D. Tuition: The President noted that tuition was increased by 7%, following two years when tuition increased 5% each year. Temple is the third most expensive State University in the country; Pitt is fourth and Penn State is fifth. The Trustees have insisted that all of the University's needs not be taken out of the students' "hide", in terms of tuition increases. It was pointed out that 80% of the Temple students work full or part time during the academic year. For our tuition to increase more than the cost of inflation represents a step backward. We cannot lose sight of the fact that we are still a working person's university. As of 1980-81, we were able to meet the entire financial needs of our students through all sources. Today, we are able to meet only 55% of that need. We are still a working class University--but we cannot continue to be all things to all people. We hope that the State will look very seriously at the concept of "Differentiated funding for differentiated missions," recognizing the differences between the State-Related Universities (Pitt, Penn State, Temple and Lincoln), the

State University System, and the Community College system. There is \$51 million that goes to private institutions from the Commonwealth.

The President testified before the Pennsylvania House Subcommittee on Higher Education and he referred to a PACU study that calls for a greater participation in Higher Education by young people in the State. We should have 140,000 more 18-year olds going to college. Temple is working with the Philadelphia School District on this problem, and Secretary Margaret Smith is leading the charge for Higher Education to work closer with the public and private schools. If one takes an average PHEAA grant of \$1,000 and applies this to only 35,000 of the neediest students in Pennsylvania this would require \$35 million more for higher educational support. Where will we get the money to do this, especially since we are basically a working persons university. If we have a State that will directly support its State institutions, this would be our primary mission. Right now some \$51 million goes to private schools; Penn gets a \$26 million appropriation from the State; Drexel gets about \$4 million. Medical Schools get from \$6 million on down. Another \$17 million from PHEAA goes to the colleges that do not receive direct appropriations.

The President said that the Pennsylvania Higher Education Assistance Agency (PHEAA) grants \$4 million for Pennsylvania students who study outside of Pennsylvania. When he testified before the Higher Education Subcommittee, the President asked if it is the concern of the State that a family can afford or not afford a \$11,000 tuition at a private school in Pennsylvania; or whether the working people can come to a state institution. Can the State afford not to provide the resources so that at the State Universities students will receive the best education possible. Someone has to raise this issue because if the appropriations do not go higher, then tuition will have to increase dramatically.

E. University and Hospital Budgets for 1985-86: The President noted that these Budgets are contained in the Agenda Book and that both Budgets are in balance. We are able to have a balanced budget because we were able to use a \$3.5 million carry-over from the past three years. The President thanked the Commonwealth, including Secretary Smith, the Governor, and the State Legislature, for the generous support that was given to Temple University. The President feels that the Board and the Administration must constantly look to the future so that the University will be passed on in good shape.

F. Divestiture: The President referred to the report which the Board has received on Divestiture. He said that the University has fully divested, but there is one technical problem which has delayed the selling of one stock. The disposition of this stock will be taken care of as soon as it is legally possible to do so.

G. Woodhaven Center: As most of the Trustees know, the Woodhaven Center has become an integral part of Temple University. We did this to help the State of Pennsylvania and to serve a deserving constituency. If within three years, the Woodhaven Center is not an integral part of Temple's educational mission, we will not continue to operate it. In the meantime, the Administration and the Board of Trustees will, year by year, decide whether we should continue at Woodhaven.

H. Bell Computer Center: The President said that this Center developed from a dream to a reality, and he noted that Mr. Schalch and Chairman Fox were key actors in this accomplishment. President of City Council, Joseph Coleman, and Councilwoman at Large Augusta Clark were very important in this achievement, too. President Coleman provided the letter that got the project moving, and all of the Trustees join with the President in thanking Mr. Coleman for his help.

I. Temple Towers: The President noted that Chairman Fox had played a key role in the acquiring of the former Yorketown Apartments and their renovation into the Temple Towers. Vice President Swygert is also to be congratulated for his work on this project. One-half of the Towers is now open and when it is fully renovated, some 660 additional beds will be available.

J. Personnel Changes: The President said that there are Search Committees for the Deanships in the School of Medicine, the School of Dentistry, the School of Pharmacy, and the College of Education.

The President said that, unfortunately for Temple, Gavin White the Athletic Director, is resigning. A Search Committee, chaired by Gavin White, will be looking for a successor to Gavin White to fill this most important position.

K. The DETER Program: The President said that the Drug Education and Testing Program for Intercollegiate student-athletes has been launched, and this program is now operational.

L. Esther Boyer College of Music: The President noted that this College was formally named at a ceremony on Sunday, October 6, and he thanked Mrs. Clifford for representing the Board and doing an outstanding job.

M. Military Recruiting on Campus: The President reported that the holding of the Philadelphia Human Relations Commission that Temple must bar military recruiters from the Temple Law School was over-turned by the Federal District Court of Eastern Pennsylvania, and the position taken by Temple University was upheld.

N. Hospital Dedication: The President said that the new Hospital will be dedicated in the Spring of 1986.

Chairman Fox thanked the President for his Report, noting that what has happened at Temple University in the past 3 years is something that we are all very proud of. The Trustees joined the Chairman in applauding the good job which the President and the Administration have been doing.

Executive Committee Report and Recommendations for Action

In the absence of the Chairman of the Executive Committee, Mr. Fox called attention to the Committee Report (Agenda Reference 5), and then recommended approval of the matters covered in Items 6, 7 and 8 of these Minutes.

6. Place and Time of Next Four Board Meetings

On motion duly made and seconded, the Board voted to approve the recommendation of the Executive Committee (9/26/85) that the December 10, 1985 meeting of the Board be held in Room 106, (KIVA), Ritter Hall South, Park Mall and Columbia Avenue, at 3:00 P.M.; and that the March 11, May 13, and October 14, 1986 meetings of the Board also be held at the same place and at the same time.

7. Final University Budget for 1985-86

Mr. Fox said that some \$50 million has been identified in maintenance and updating of equipment needs that have not been fulfilled; so, whenever we "balance" a budget, if one adds in depreciation, which is the normal way to handle this, we are in a major deficit position. Running the University the way we do, which is essentially adding up the operating needs and trying to develop a budget, does not fulfill the real needs of the University. It is critical that we continually remind ourselves of this factor. We ask the State Legislature to recognize that when they fund a building at a State-Related University, someone has to pay for the upkeep of that building. When we buy equipment, it must be maintained and replaced. We are not maintaining the physical equipment and updating the equipment in the manner that it should be done.

Mr. Fox said that in addition to considering the Academic Plan, for 1985-86, another major goal is to get our Development program on to a faster track under the able leadership of Harold Morley and his staff. It is our hope that we can meet the real needs of Temple University by increasing the private giving to the University.

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Executive Committee (9/26/85) that the Final University Budget for 1985-86 be adopted. (The Budget is attached and identified as SUPPLEMENT I.)

8. Final Hospital Budget for 1985-86

Mr. Fox said that we are about to open a new Hospital, but as time goes by, each year we will be confronted with the real depreciation of that asset. We take depreciation and balance our budget. Proper accounting would be to provide at a non-profit Hospital funding for reserves for depreciation; so that as equipment depreciates, there would be an actual fund available to replace that equipment. Unfortunately, Temple University Hospital (which has become the "General Hospital" basically since the City gave up PGH) does not have the resources for doing this. We do have a balanced budget but we are not recognizing the real cost of being there and of replacing the plant and equipment.

On motion duly made and seconded, the Board voted to approve the recommendation of the Executive Committee (9/26/85), and of the Hospital Board of Governors (9/23/85) that approval be given to the Final Hospital Budget for 1985-86, said Budget being attached as SUPPLEMENT II.

Board of Governors, Temple University Hospital - Report and Recommendation for Action

In the absence of the Chairman of the Board of Governors, Dr. Rock, the Vice Chairman, called attention to the Report of the Board of Governors (Agenda Reference 9), noting that the Board had elected the following officers: John C. Haas, Chairman; Milton L. Rock, Vice Chairman; Stanton B. Felzer, Secretary. He said that the Hospital has been operating with an excess of revenues over expenditures. Dr. Rock thanked Dr. Nichols for helping the Board of Governors to achieve Affirmative Action goals. Dollar-wise, 38% of the contracts were awarded to minorities and women; and 37% of the people on the job were minorities or women. Dr. Rock also noted the successful negotiations with the Hospital Workers.

Mr. Fox reminded the Trustees that Temple Hospital gives \$12 million of free and unreimbursed medical care to the residents of Philadelphia each year through the Hospital and the physicians who are essentially full-time employees of the University. In this year especially, with the new reimbursement regulations, where a number of hospitals are making significant profits, we have not been able to do that. We do have a balanced budget but we should have been accumulating surpluses; however, that is almost impossible with unreimbursed care and health services. Reference was also made to the funding, direct and indirect, which Temple provides to the community. Mr. Fox said he thinks it is important that the Trustees understand the extent of the financial commitments which Temple makes to the community in providing services which really should be provided by the City of Philadelphia.

9. Election of Members to Board of Governors, Temple University Hospital

On motion duly made and seconded, the Board of Trustees, in accordance with the Trustees By-Laws (Article IV, Section 13) and in accordance with the Governors By-Laws (Article III, Sections 2A and 2B), elected the persons listed below to membership on the Board of Governors, Temple University Hospital, for the terms indicated, effective October 8, 1985, these persons having been duly nominated by the Board of Governors on 9/23/85; and the Board instructed the Secretary to cast an unanimous ballot for the election of these persons:

For Three-Year Terms (1985-88)

Alice Ballard, Esq.
June Hairston-Brown, Ed.D.
John C. Haas
Donald van Roden

Health Sciences Center Committee Report

Dr. Henry H. Nichols, Chairman of the Health Sciences Center Committee, called attention to the Report of this Committee (Agenda Reference 11), and he thanked Dr. Rock for his kind comments regarding the Affirmative Action program at the new Hospital. He said that this good Affirmative Action record was made possible because of the action of this Board and the complete cooperation of the Administration with the Committee which administered the program. Dr. Nichols expressed regret that when Bell signed its contract for the Computer Center, it dropped the goal from 33% to 25% in terms of minorities and women.

Development Committee Report

In the absence of the Chairman of the Development Committee, Mr. Fox called attention to the Report of that Committee (Agenda Reference 16). Copies of a Memorandum of 9/18/85 from the President to the Committee on Development via Chairman Harold E. Kohn on "Development Goals and Objectives for Fiscal Year Ending June 30, 1986" were distributed. Mr. Fox said that these "Goals and Objectives" for this year are part of a long range Development Plan which he hopes will be on future Agendas of this Board. He said that Development is an area where this Board has to make a significant difference. The University is beginning to get sufficient staff, and we should do a better job.

Educational Policies Committee Report

Mr. Shrager, Chairman of the Educational Policies Committee, called attention to the Report of that Committee (Agenda Reference 17), noting that he had made a study of college and university tuitions in Philadelphia which showed that every tuition is more than twice as much as Temple's tuition. So, he concludes that students are still getting a very good deal in terms of what they have to pay for tuition at Temple University. At the same time, he realizes that students from low income families are having problems meeting even the tuition costs at Temple. He hopes that everyone will make the plight of these low income families very clear to the legislators in Harrisburg.

Student Affairs Committee Report

In the absence of the Chairman of this Committee, Mr. Fox called attention to the Report of the Committee (Agenda Reference 19), noting that the Report reflects the major effort on the part of the Administration to enhance the livability of the campus and hopefully, to increase the number of students living on campus. It is hoped that Temple Towers will be the first of many efforts to bring a larger body of students on campus. Reference was made to the development and renovation of the row houses on Park Mall, and Mr. Fox said that the pilot project (involving 1914 and 1916 Park Mall) was very helpful in that the University learned what is required and what prices people will pay for this type of housing. This has given us the information to proceed with the development of the remainder of the row houses on Park Mall. It seems clear that a significant number of capital dollars will be needed in order to provide a rental level that is feasible. It appears that several million dollars will be needed, in addition to any financing costs. Part of our Development program is to raise those monies so that the next major housing project would be the completion of the Park Mall houses. This would add several hundred beds to the Main Campus supply.

University and Community Affairs Committee Report

Judge Dandridge, Chairman of the University and Community Relations Committee, called attention to the Report of that Committee (Agenda Reference 20), noting that based on the events that occurred this summer with respect to the Bell Computer Center project, the Committee plans to develop an action agenda at its next meeting. Mr. Fox said that based on the experience with the Bell Project, it is clear that Temple has

done a lot of positive things. He noted that Vice President Swygert played a tremendous role in making possible the Bell project on the Temple Campus, and Mr. Swygert deserves significant recognition from the Board for those activities. The Bell project represented a confrontation between Temple University and a political force in the City. This was a unique situation because the organized community stood up and said that Temple is providing a positive movement in the community; and they publicly supported the University position, which was difficult for them to do. This was due to a lot of effort, headed by the area for which Vice President Swygert is responsible. Mr. Fox thinks that Temple prevailed in this situation because of what the University had done over the years in reaching out and helping the community. The Trustees joined Mr. Fox in applauding the efforts of Vice President Swygert on this whole Bell Computer Center matter.

Reports of Other Standing Committees

The Board Chairman referred to the Reports of the Other Standing Committees (Agenda References 12, 14, 15 and 18), noting that any Trustee questions about these Reports should be communicated to the respective Committee Chairman.

10. Appointments to Committees Other Than Executive Committee, Honorary Degrees Committee, and Committee on Trustees

Mr. Fox announced that he will be making these appointments within the next couple of weeks.

11. Appointment of Executive Committee

In keeping with the By-Laws (Article IV, Section 1-A), the Chairman of the Board appointed, and the Board of Trustees approved, the persons for membership on the Executive Committee for one-year terms beginning October 8, 1985, as indicated in SUPPLEMENT III.

Mr. Fox noted that the Executive Committee elects its Chairman and Vice Chairman; however, Mr. Gittis has asked that he be relieved of the Chairmanship, and Mr. Fox is going to recommend to the Committee that its current Vice Chairman, Judge Anthony J. Scirica, become Chairman, and that Dr. Henry H. Nichols replace Judge Scirica as Vice Chairman.

12. Appointment of Committee on Honorary Degrees

Pursuant to the By-Laws (Article IV, Section 7-A), the President announced the appointment of ten persons to the Committee on Honorary Degrees for one-year terms beginning October 8, 1985, as indicated in SUPPLEMENT IV. The President noted that with Mr. Rafsky becoming an Honorary Life Trustee, he will be replaced by Mrs. Clifford; and Judge Catania and Dr. Rock will continue as Trustee members of this Committee. It is customary to rotate faculty members on this Committee, and David Bradley and Inderjit Jaipaul are being replaced by Robert Bartow and Clement T. Keto.

13. Election of Members to Committee on Trustees

In accordance with the By-Laws (Article IV, Section 6-A), on motion duly made and seconded, the Board of Trustees elected the

following persons who had been nominated by the Executive Committee (9/26/85) to membership on the Committee on Trustees for one-year terms beginning October 8, 1985:

Louis J. Esposito
Henry H. Nichols
Frances B. Rauch

Anthony J. Scirica
Isadore A. Shager

(Note: In addition to those elected, the President, the Chairman of the Board, and the Chairman of the Executive Committee are members of the Committee on Trustees, which elects one of its members as the Chairman of the Committee.)

14. Treasurer's Report

Without objection, the Board of Trustees received the list of gifts received between April 1, 1985 and August 31, 1985 and grants received and purchases and sales of securities between April 1, 1985 and September 30, 1985, said report having been distributed at the Board meeting of today (Agenda Reference 25).

At 4:00 P.M., the regular meeting of the Board of Trustees was adjourned, and the Board went into executive session to discuss personnel matters.