

MINUTES - SPECIAL MEETING

The Board of Trustees

Temple University - Of The Commonwealth System of Higher Education

Thursday, June 27, 1991

3:00 P.M., Feinstone Lounge and Room 200 Sullivan Hall  
Park and Berks Malls

Attendance:

Voting Members - Richard J. Fox, Chairman of the Board,  
presiding; Harry P. Begier, Jr., Francis J. Catania,  
Nicholas A. Cipriani, Patricia J. Clifford,  
Paul A. Dandridge, Theodore Z. Davis, Peter D. DePaul,  
Louis J. Esposito, Lewis F. Gould, Jr., Clifford Scott Green,  
Eleanor S. Hofkin, Lacy H. Hunt, Peter J. Liacouras,  
R. Anderson Pew, Isadore A. Shrager, Francis R. Strawbridge,  
James A. Williams, Clare L. Wofford

being a quorum of the Board of Trustees;

Ex-Officio Participants - Kenneth R. Cundy (Faculty);  
Darren S. Raiguel (Student)

Honorary Life Trustee - Marvin Wachman

Invited Guests - Faculty - Carolyn Adams, Judith Perinchief,  
Michael Sachs  
Students - Tanya Burnett, Michael Davidson,  
Lisa Dempsey, David R. Smedley

Administration and Staff - Jack E. Freeman, Steven R. Derby,  
Leon S. Malmud, Robert J. Reinstein, Laurent J. Remillard,  
Julia A. Ericksen, Arthur C. Papacostas, Paul H. Boehringer,  
A. Kent Rayburn, David V. Randall, William G. Sites,  
Marvin Gerstein, C. Robert Harrington, Robert Lux,  
Jesse Milan, Stephen Zelnick, Beverly L. Breese,  
William C. Seyler

General Counsel - Peter Mattoon

University Counsel - George E. Moore

Voting Members Absent - John J. Contoudis, Bill Cosby,  
Robert C. Donatucci, Chaka Fattah, Howard Gittis,  
William H. Gray, III, D. Donald Jamieson, Irving K. Kessler,  
Mitchell G. Leibovitz, Henry H. Nichols, Brian J. O'Neill,  
William W. Rieger, Milton L. Rock, Edward H. Rosen,  
Anthony J. Scirica

Ex-Officio Participant Absent - William H. Duncan (Alumni)

The Board of Trustees met in Executive Session in Room 200, Sullivan Hall, from 3:00 to 3:55 P.M., to be briefed by Counsel regarding personnel matters. The Minutes of that Session are found separately at the end of these Minutes.

Mrs. Clifford opened the Board meeting by prayer and by the reading of scripture.

Mr. Fox welcomed and introduced the invited guests from the faculty and from the student body.

## ACTIONS OF THE BOARD OF TRUSTEES

### 1. Approval of Minutes - Regular Meeting of May 14, 1991

Mr. Fox called attention to a letter of June 25, 1991, from F. Eugene Dixon, Jr., Chairman, Board of Governors, of the State System of Higher Education, referring to the Temple University Board of Trustees Minutes of May 14, 1991 (page 16, 5th paragraph, first two sentences of the paragraph), and indicating that he "would be appreciative if the Temple University Trustees could have the benefit of this information and that a correction be made in the minutes of the May 14, 1991 meeting of the Board." Mr. Fox asked that the Secretary distribute copies of Mr. Dixon's letter of June 25, 1991, with these Minutes, and that the letter also be made part of the Board's Minutes of May 14, 1991.

On motion duly made and seconded, the Board of Trustees voted to approve the Minutes of the Regular Meeting of May 14, 1991, with the understanding that Mr. F. Eugene Dixon, Jr.'s letter of June 25, 1991, will be made part of those Minutes.

### 2. President's Report

(This Report reflects an extended statement by the President.)

This year tested the resilience of this University and its people. This has been an extraordinary year.

The strike in the early part of the fall semester, which because of the lack of a settlement continued to affect us well into the second semester, helped shake the foundations of trust which are necessary at any academic institution. Despite that major setback, this has been a strong year. As today's agenda indicates, we have moved ahead in fulfilling our mission, in planning and implementing earlier recommendations, and in improving various University programs. We have a balanced budget for the ninth year in a row.

Academically, Temple has never been better than it is today. We had an excellent year in Law, Medicine, and Dentistry. Our professional schools, which in combination are as good as you will find just about anywhere, also constitute the fourth largest center of professional education nationally. When the professional schools are combined with those in the visual and performing arts (Music, Art,

Dance, Theater), Temple has to be in the top ten qualitatively, if not the top five nationally for universities with all such programs.

At the next (October 8) meeting of the Board, we will have the Deans of Law, Medicine, and Dentistry make short reports; and at following meetings we will hear from the Deans of our other schools and colleges.

A. Temple University Hospital: We had a remarkable year at the Hospital, which is an outstanding institution. Its medical staff and equipment are state-of-the-art. The Hospital makes a major--indeed extraordinary--difference for the good in the communities it serves. Financially, the Hospital's budget is again in balance for 1990-91--a far cry from the prospects for each of the past two years.

B. Undergraduate Education: In terms of undergraduate education, the teaching was back to normal by the end of the spring semester. We are proud of our tradition of outstanding undergraduate education. The exciting Core Curriculum has been in place for three years. Next fall we will have a systematic appraisal of the Core by the Educational Policies Committee, and a report to the full Board. The Intellectual Heritage feature of the Core needs some expansion, greater support, and assessment. Basic writing courses need strengthening in continuity of teachers; even so, this is a strong program.

The School of Pharmacy is doing very well. The School of Business and Management is developing greater pride in its product.

The School of Communications and Theater needs an infusion of additional equipment and better spirit. Engineering, Computer Sciences and Architecture has been described as internally divided, with three programs that do not fit or coincide often enough. HPERD, Social Administration, and Education are steady-state, gearing-up-for-change, and overcoming-resistance-to-change, respectively.

The College of Arts and Sciences remains critical to the University, the heart of the University. There are outstanding departments with very good faculty; and there are areas where the departments are not outstanding. It is a very large college and it's as diverse in its interests as Engineering, Computer Sciences, and Architecture. But it has a stronger tradition of working together. Certain of the programs are very strong, but the level of externally funded support for science faculty does not measure up. In Humanities, Social Sciences, Creative Writing and African American Studies, we have programs that are good to excellent. The tradition of great teaching is alive and well in Arts and Sciences.

The College of Allied Health Professions, including Nursing, has rebounded from some setbacks in earlier years and is headed in the right direction. The Ambler Campus is ably fulfilling its mission as enunciated in The Academic Plan.

Undergraduate education remains Temple's strength. We must continue to reinvest and remind ourselves that Temple will rise or fall by how well we teach our undergraduates.

C. Graduate Education: We have completed external reviews of every graduate program. Today's Board agenda reflects mainly cosmetic matters and is not as substantial as other changes that may be recommended in the future. The graduate students, which together with the professional students (Law, Medical, Dental) account for 30% of our students, are comparable to Pitt's and three times Penn State's ratio to undergraduates.

One initiative in next year's budget, and one that had been suggested earlier by Trustee Harry Begier, is an initiative to reinvigorate, develop and invest more in the Center for Public Policy, a unit that Professor Sandra Featherman has headed but has left after distinguished service to become Vice Chancellor of the University of Minnesota at Duluth. We are appointing Professor Jack Greene of the Department of Criminal Justice to head this Center focusing on urban-related issues. Eventually, the Center could expand into the training of public officials, community leaders and even undergraduate students. Professor Sy Rosenthal has already successfully undertaken such efforts with the underemployed. Eventually, this could evolve into a new College of Local Government, or Public Policy. This would include training in public health, public law, public finance, etc. This could be an exciting undertaking; we will begin modestly next year.

As we move to build new programs we will also find the need to eliminate others as the process of renewal continues.

D. Students at the University: As for students, they are the number one reason we are here. In my years at Temple, I never cease being inspired by our students; hard-working, bright, committed, ambitious, down-to-earth. This generation is as good as any in Temple's proud history, more aware of the world around them and more diverse than ever. Increasingly in the years to come, college students in the large cities will be less prepared in certain skills than their counterparts 20 years ago. The challenge is for universities to adjust to them. They will demand a close identity with their faculty. Our teaching must be more flexible and adjust to the students we have rather than stubbornly teach as we did 15 or 20 years ago when the students were more homogenous. Speaking as an unreconstructed full-time professor of law who doesn't like to change his methods, I realize that even those of us who are "perfect" will have to change! Universities will be tested because of a changing student body with a greater need for remedial training, the need to fill classrooms, and the simultaneous need to maintain high-quality standards to prepare them for tomorrow's world. Successful universities will feature faculty who adjust, are more flexible, demanding, and oriented to the needs of their present students rather than an ideal of 1960.

Excluding worthy applicants who don't meet earlier technical standards and having more than half of the students who study in college drop out (70% for minority students) are unacceptable benchmarks. We cannot permit continuation of the drop-out rates for minority students. It's a condition we cannot afford nationally. It is an indictment of the universities, not just of the school systems which did not prepare them adequately before we got them.

The government at all levels will also have to be convinced to invest more in public higher education, as they are now beginning to understand the need to invest more in elementary and secondary education. The national interest requires that we succeed in explaining much more clearly why public higher education is so important in our society, and why it makes sense to increase support for it.

E. Programmatic Challenges for Temple University  
for the Next Year:

1. Mission: It is a tribute to the Board, the faculty, and the student body that our mission is understood by all major participants (as the Middle States Association reported), and that we have been able to fulfill the historic Conwell mission even in very difficult years.

2. Spirit: There was a pall of dispiritedness cast over the university family this past year. But that is changing as a new confidence emerges. A new academic year presents a new opportunity to turn the corner and fully revive the Temple spirit. (Another good season in football and basketball will help.) The confrontational mode, however, remains difficult to shake. It is hard to move quickly toward a genuinely more collegial model at Temple University following 25 years of the confrontational mode. There are very strong feelings on all sides. We have to succeed in little things to start developing confidence in cooperative approaches; then the culture will teach that we don't need confrontation to succeed. We can do it.

3. Process: Under the leadership of Dr. Kenneth Cundy, who finished his two-year term as President of the Faculty Senate and his successor, incoming President Carolyn Adams, progress has been made in the movement toward cooperation among faculty, trustees, and administration at all levels, and that cooperation will eventually carry the day. In too many of these matters, our students have often been considered to be uninvolved and unaffected--neither of which is accurate. The student interest should predominate and be represented.

4. Specific Challenges: (a) The issue of Multi-Culturalism will become a major discussion issue in the fall. It takes many forms, ranging from mutual respect in the classrooms and in the cafeteria to a demand for a broader, more critical array of sources (and subject areas) in textbooks, history, class discussions, cultural activities on the campus, student services, foods and other manifestations of uncommon experiences and diverse cultural traditions. Most of us come from limited social backgrounds that don't adequately prepare us for Temple's immense diversity or to respect differing opinions, which is a central academic value. All of us--faculty, administrators, staff members, and students--will be challenged to develop greater sensitivities to ethnic, racial, social class and cultural differences. These challenges can be on levels of one-on-one (student or faculty or staff), while others affect entire groups and a range of subjects. At Temple University the most celebrated topic in fall 1991 will probably be the proposed curricular requirements on "Race and Racism."

I prefer to characterize this issue as follows: it is the search and quest for justice and equality in America and the world, and the insidious roadblocks which are placed in our paths. Accurately understanding this history is a challenge. The special obstacles that all kinds of minorities have found in their paths at various periods of our history are usually reflected in the institutions, literature, law, music, art, politics and the economy of the nation as well as how such history is reported. The challenge in curriculum development is to present these issues fairly and objectively while protecting free speech, academic freedom, the rights of the students to think for themselves, and to present them within a broad intellectual framework worthy of the Academy--with all of the controversy, differing opinions, interpretations, and other manifestations of a free academy.

A proposal on such a requirement (but not in this precise form) was tabled by the Faculty Senate at its May meeting in circumstances that, unfortunately, have led to some mistrust among faculty colleagues. Through the leadership of Senate President Adams and the Steering Committee (including the Committee which sponsored the "Future of Temple University" Forum in April) a public forum will be held on September 11, 1991, on this very subject. I have confidence in the continuing good will and judgment of the Temple faculty to deal with this issue responsibly. These are obviously issues that transcend any particular group, although color has always been dominant in America. The faculty has an opportunity to thrust the University into national leadership in this area and help improve education. In the process, differences of opinion, the untrammelled search for truth, and academic freedom must be protected.

(b) Opening Up Temple: returning to our oft-repeated objective, we need to improve the process of opening up more of the University and faculty positions to members of all groups. We are for many other universities a beacon of excellence and success in our diversity at the student and administrative levels, but not in faculty. There are 103 academic departments in the University. Of those 103, 13 departments still have no women full-time faculty and 45 have no African-American or Hispanic faculty members. The issue is not "qualifications" but fair and aggressive methods to enlarge these pools and to act affirmatively to bring them to Temple. Some 65 graduate students, most of whom are minorities, are in our trend-setting "Future Faculty Fellows" program, but that is not enough. This is an area that must be reviewed and pursued with the same fervor as Dr. Conwell did in opening Temple 107 years ago to outstanding persons that the prevailing "wisdom" erroneously considered unworthy of higher education.

(c) Communities and Temple: Temple's economic, educational, medical, cultural and recreational contributions to our community and its people are well documented and extraordinary by any measurement.

Our impact can be measured by the millions of dollars we expand. More meaningfully to our neighbors, our impact is felt by employment opportunities we present; by the critically important improvement we provide in the hospital, medical and dental care, and the legal and social service needs of residents; by our successful partner-

ships which are helping to improve the neighboring public schools; by our support for the community-based theater, dance, music, art, poetry, history, and self-awareness programs in our neighborhoods; by the training in basic skills we offer to the formerly unemployable; by the technical assistance we provide to small businesses and neighborhood organizations; by the pre-professional "bridge" programs for the young, and support for the elderly in time of distress; by the broad access to Temple facilities; by the support we provide for recreational activities for our neighbors; and by the literacy programs which our students and faculty are providing to area residents.

Temple's contributions and importance to our community are second to no other university. But more is expected from friends who care than from neighbors who turn their backs.

We need to rise to the challenge of developing even greater sensitivity to our community. We have good relations with all our neighbors but we can do much more. When Temple University wants to do something in North Philadelphia, we tend to approach it on an ad hoc basis. We do not have a mutually agreed upon long-range planning process that takes into account all interests. We should. We must do better. Whether it is in planning a new residence hall or similar undertaking, we must have a process for understanding the "community's" interests. With the election of James S. White as Vice President, we have a highly respected leader in this region. Vice President White will have an opportunity to build on the excellent work of Tom Anderson and his staff to achieve a process to ensure that our long-term plan is consistent with community interests.

(d) Advising and Counseling Students: We also need greater sensitivity in the counseling and advising of our students, including, in particular, minority students. This is a major challenge for all of us, particularly Acting Vice President Walker and Acting Provost Ericksen. We are not doing well in the counseling and advising of our minority students. They tell us so. We know so. We know the drop-out rate. We must improve. We have to re-think how we deliver those services. Drs. Walker and Ericksen will be making recommendations on this matter by early fall.

(e) Budget Development Efforts of the Schools and Colleges: We face another challenge--the raising of more private monies to help our Schools and Colleges on the edges of excellence. This is the responsibility of the Deans. Among others, our alumni(ae) have a key role to play. Our alumni(ae) are our ambassadors to the world at large and have a real stake in the enhancement of the Temple degree. Our graduates can help by increasing their support for their Schools and Colleges. If we raise only the modest amount of \$2 million more for our schools and colleges than we have budgeted in this area, it would lead to greater success on the margins in those academic programs and to the enhancement we seek.

(f) Campus Physical Development: Continuing the transformation of the Main Campus towards an intellectual and social center will require a new round in the building process. Beginning with our new 530

student residence hall at the Armory site, the physical development of Main Campus is another challenge for 1991-92. We are looking for an additional \$42.5 million of private giving to support the proposed Bond Issue for the residence hall, so that we can keep down student rents. We will begin a major improvement of the Johnson/Hardwick eating facility. We will move to complete the Rock Hall chamber music facility, which will require an additional \$2 million in outside funding; the State has finished asbestos removal and will then improve the roof and the "skin" of the structure. We aim to complete this project within 24 months.

We have a \$14 million authorization from the State for a new classroom building. To have those funds released, we will probably have to raise \$3 million in matching private funds. As a site, we are considering the parking area at 12th and Montgomery, which would make it contiguous to Curtis, to Speakman, and Paley Library, and close to the science buildings.

We are also working with the Governor to arrange release of between \$25 and \$33 million for the Recreation and Convocation Center. To do so, the University will be obliged to raise at least \$13 million from private sources in addition to the \$7 million used to purchase the Wilkie Buick site. A majority of that \$13 million is already spoken for. We want to get that project authorized in the fall and begun within a year. We need more parking now, and the Recreation and Convocation Center will add to our needs. We must develop nearby parking for 1,400 cars, and will need help from the City to assemble the necessary funding.

We are also considering renovating the nine houses between the Johnny Ring Garden and Broad and Norris, and inviting fraternities and sororities to move in.

Likewise, the cyclical nature of life is manifested this time by our plans to renovate the Park Mall row houses (south of Sullivan Hall) into undergraduate student housing. When I arrived at Temple in 1963, those houses contained undergraduate housing and had already hosted then-Presidential candidate John F. Kennedy at a memorable 1960 rally on Park Mall.

Basic infrastructure improvements are also underway. One example is the "Night Rider" project. This will be an innovative electrical generating system which, when completed, will save Temple more than \$2.5 million annually in energy costs. That project should pay for itself in five years. A complimentary project will be the extension on our Main Campus of our chilled water system so that air conditioning may be provided to more of our buildings at substantial savings and installation and energy costs. Those projects will also be paid for from Temple's own resources through the contemplated Bond Issue, and with HEFA financing. (We also completed in April the replacement of a chilled water system at the Kresge Building at the Health Sciences Campus at a cost of \$4.5 million.)

It is clear that over the next two years we have a challenging agenda to reinvigorate the Main Campus as we have during the past six years at the Health Sciences Campus (a new Hospital, a new Dental clinical facility, a renovated office building for physicians, etc.)

(g) Administrative Leadership: On the personnel side, we have the challenge of bringing in an outstanding Provost. We now have Jack Freeman as Executive Vice President and James S. White as Vice President, both of whom are tremendously important for Temple's future. We are also searching for a Vice President for Student Affairs and a Vice President for Computer and Information Services. But the position that will create the most interest, and affect our academic programs and faculties most directly is University Provost.

(h) Hospital: Another important issue we face next year is to spin off the Hospital as a legally separate wholly owned corporation to protect the entire University from the financial roller-coaster effects of governmental underfunding for hospitals' care of the poor.

(i) Increased productivity by the faculty and others; increased level of support from the State, federal government and some help from the City; increases in the level of private support, including a major capital campaign, are also on our agenda. Each will lead to some ferment, but eventually to a stronger Temple.

Our continuing obligation is quite simple. It is to fulfill the mission of the University as a senior public university, with a changing student body. All of this requires the continuing commitment and support and effort of the University Community, and courageous leadership. With it, we will achieve broader-based academic greatness and fulfill our social responsibility. The question for all of us is, will we leave the University better off than when we arrived?

These next two or three years will determine whether Temple University will rise to an even higher level in the next decade intellectually, culturally, and through fulfillment of its community responsibilities, or whether we will succumb to conflict, inaction, and retrogression.

I am confident that with the leadership of the Board and faculty, Temple is up to the challenge.

3. Ratification of the Agreement with the New Partner  
in the Temple University Japan Program

President Liacouras asked Vice President Reinstein to brief the Board regarding the captioned Agreement (a copy of which was included as AGENDA REFERENCE 4 for today's meeting). Mr. Reinstein said that after the decision was made not to renew our existing agreement with Dr. Higashi, an agreement was negotiated, which the Board ratified, continuing the program for a year. At the same time, we consulted with appropriate Japanese government officials and others regarding a replacement for Dr. Higashi to operate this Temple Japan Program. Several recommendations were made and we finally settled on Mr. Yasuyuki Nambu, with whom we have negotiated the contract that is before the Board today.

Mr. Reinstein noted that Temple will receive a 9% management fee on gross revenues; it was about \$1 million last year and we anticipate that it will be about the same under this contract. For the faculty who are teaching in the program, we agreed to the same package as prevailed last year. All profits are to be re-invested in this Temple Japan Program. Their parent company is to get a 4% management fee; it is like a most favored nation clause. Mr. Reinstein thinks this is a good contract and it is within the parameters that were set for those who negotiated it.

Judge Dandridge asked whether, in light of the signing of this agreement, we still have the need for Mr. Fishman, the consultant of the Program. The President said that there will be a need for us to continue Mr. Fishman as a consultant. The President said that he had just been contacted by Mr. Fishman on this matter, but because he did not have time to alert the Board on this, he did not put this on the Agenda for today. Judge Dandridge asked for Mr. Reinstein's assessment of whether we should continue Mr. Fishman--and Mr. Reinstein said that both he and Acting Provost Ericksen believe it is important that Mr. Fishman continue as a consultant, particularly during this transition year from the previous agreement to this one. Based on the Vice President's and the Acting Provost's evaluation, Judge Dandridge moved that the recommendation before the Board, covering ratification of the agreement between Temple University and Temple International Co., LTD, be amended by adding approval of the consulting contract with Mr. Fishman during the transition period. This motion was seconded, and was approved by the Board. The President said that the new agreement with Mr. Fishman is basically the same as the previous agreement, except there is a slight improvement from Temple's point of view.

On motion duly made and seconded, the Board of Trustees voted to ratify the agreement (attached as SUPPLEMENT I) between Temple University and Temple International Co., LTD, covering the new partner in the Temple University Japan Program; and to approve the retention of Charles Fishman, Esquire, as a consultant to the Temple Japan Program for the coming transition year.

The President expressed thanks to Vice President Reinstein, Acting Provost Ericksen and Associate Vice President O'Rourke for their outstanding work in negotiating this agreement, and particular thanks to Mr. Reinstein who put the whole thing together.

#### Committee on Trustees Recommendations for Action

Mr. Shrager, Chairman of the Committee on Trustees, recommended approval of the matters covered in Items 4 and 5 of these Minutes.

#### 4. Approval of Amendment to Article III, Section 3 of the By-Laws

Mr. Begier said that he is not sure what policy the Board is trying to pursue by making the recommended change (removing the limitation of the number of terms the Chairman of the Board may serve). Perhaps the idea of putting a limit on the term is a good policy;

perhaps it is a bad policy with respect to the present Chairman. To lose Mr. Fox as Chairman would be a very serious problem. If the original concept of limiting the Chairman's terms was good policy, Mr. Begier suggested that we could preserve that policy and still permit Mr. Fox to continue to serve by adding a parenthetical clause to the last sentence of Article III, Section 3, as follows: "No person may serve more than eight consecutive one year terms as Chairman of the Board of Trustees (with the exception of the person holding that office as of June 27, 1991)."

Mr. Shrager, Chairman of the Committee on Trustees, said that Committee was unanimous in feeling that the present Chairman of the Board was very valuable to the University. It was also felt that the Board can always change the By-Laws if it should later be felt that some term limitation would be wise.

Mr. Begier said he understands that the Committee on Trustees will be considering another By-Laws change, and he recommends that this matter of term limitation be added to the agenda for the Committee when they next meet. Mr. Shrager, Chairman of the Committee on Trustees said he would be agreeable to Mr. Begier's suggestion. Mr. Begier said that his comments on this matter should in no way be construed as being critical of Mr. Fox's chairmanship; in fact, he believes that Mr. Fox's record and his relationship to this University are really outstanding; nevertheless, he would like the Committee on Trustees to consider this issue of term limitation and make a recommendation to the Board.

Mrs. Wofford, a member of the Committee on Trustees, assured the Board that the issues raised by Mr. Begier were fully considered by that Committee, and after full discussion, the majority felt that the limitation should be stricken.

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Committee on Trustees that Article III, Section 3, of the By-Laws be amended as follows (deleted material is ~~stricken-through~~):

"Section 3

"CHAIRMAN OF THE BOARD OF TRUSTEES

"The Chairman of the Board of Trustees shall preside at all meetings of the Board, and in the event of his absence at such meetings, the Chairman of the Executive Committee shall act in his place. In the event of the absence at such meetings of both the Chairman of the Board and the Chairman of the Executive Committee, such meetings of both the Chairman of the Board and the Chairman of the Executive Committee, the President shall act in the place of the Chairman of the Board. Except as herein otherwise provided, the Chairman of the Board shall appoint all Committees and name their Chairmen

and Vice Chairmen in consultation with the Committee on Trustees. He shall perform such other duties on behalf of the University as may be directed by the Board. He shall be a member ex-officio of all Committees." ~~No person may serve more than eight consecutive one-year terms as Chairman of the Board of Trustees.~~

After the above action was taken, Mr. Shrager said that there will be a meeting of the Committee on Trustees during the summer and among other items, the Committee will certainly consider the matter raised by Mr. Begier. In addition, the notice of the meeting will be sent to all Trustees so that persons interested in the term limitation matter may attend.

5. Nomination of James S. White as Vice President

Many Trustees have been able to meet Mr. White, and Trustees have received a copy of his biography. There was unanimous agreement that he was outstandingly qualified for the position for which he has been nominated.

On motion duly made and seconded, the Board of Trustees voted to elect James S. White as Vice President, effective July 8, 1991, Mr. White having been nominated for this position by the Committee on Trustees on June 26, 1991. (A biography of Mr. White is attached as SUPPLEMENT II.)

6. Tentative University Budget for 1991-1992

President Liacouras referred to the "Highlights of the 1991-92 Tentative Budget" (found on pages 1 through 15 of Agenda Reference 4), noting that the Budget, including the Temple University Hospital, totals \$708.1 million, which is \$46 million, or 7% over the Revised FY 1990-91 Budget of \$662.1 million.

Excluding externally restricted funds, externally designated funds from development efforts, quasi-endowment funds, Woodhaven Center, and the Medical School Physicians' Practice Plan, the FY 1991-92 Tentative Budget is \$547.7 million, which is \$42.8 million, or 8.5%, over the 1990-91 Revised Budget of \$504.9 million.

The Tentative Budget for 1991-92, excluding Temple University Hospital, totals \$512.1 million, which is \$28.1 million, or 5.8%, above the 1991-92 total of \$484.0 million.

The President referred to the recommended Tuition increases (covered on pages 2-4 of Agenda Reference 4), noting that our tuition has been lower than the tuition at comparable institutions. We have made cuts and we have avoided personnel lay-offs. At all costs, we will maintain our contractual commitments, and we will maintain the high standards of our academic programs and continue to support our students and faculty.

The President said that the tuition increase of 9.5% is a disappointment. It is the hardest thing for the Board to accept and for the President to recommend. Every tuition increase affects the working families, but it has to be kept in mind that we have two major sources of support: (1) the State appropriation; and (2) Tuition. An increase in the State Appropriation takes the pressure off of tuition increase. We have a \$17+ million compensation increase. The House legislation is for an increase of about \$4.7 million. We are very appreciative of the Legislature's efforts to increase the Governor's zero increase recommendation. But that will still leave us some \$13 million shy on compensation alone. We have few places to turn.

In the Tentative Budget for 1991-92 we are again pledging part of the quasi-endowment, \$7.9 million, as current operating revenue. The only other option is to reduce expenses even more, or to increase tuition. We settled on a 9.5% tuition increase, and we have had this recommendation before the University community for several weeks, but this still does not ease the pain in the pocketbook. We were very reluctant to make this tuition increase recommendation but we saw no other way to do it.

The President said another way of increasing resources is to increase our student enrollment. As of last Friday, 6/21, the undergraduate applications are now off only 4/10 of one percent. There is a 14% increase in the professional schools, and a 3.2% increase in graduate applications. There is an 11.9% decrease in undergraduate applications. Among Transfers, the loss is only 4.2%. New Undergraduates are off by 16.2%. Last January 27, undergraduate applications were off 26%; in following months the figure dropped to 21% and then to 13.6%; as of 6/21, they were down to 11.9%. So, we are moving in the right direction. Accordingly, we believe there may be an increase of students over the budgeted projection of about 8%. The President thinks we will be close to 4%, rather than 8%.

The President noted that the Tentative Budget estimate of \$9.5 million for GY 91-92 is a decrease of \$826,000, or 8%, from the 1990-91 Budget of \$10.3 million, with the major reason for this decrease being a transition in faculty staffing in the School of Medicine's Molecular Biology program.

This Tentative Budget contains a University subsidy of \$2.4 million for Intercollegiate Athletics (a 17% reduction from last year's actual expenditures).

The President called attention to several important new initiatives and ongoing special projects (found on page 9 of Agenda Reference 4), and he congratulated Executive Vice President Freeman, who chairs the internal budget review committee, and Professors Carson Schneck and Carolyn Adams, the faculty members of this committee and all of the members of the budget review committee who came up with the recommendations to the President.

The President noted that the direct subsidy to the Hospital has been reduced to the earlier amount of \$2.5 million.

Judge Dandridge said that as he reads the first part of the Budget (page 1 of Agenda Reference 4), the Woodhaven Center and the Medical Practice Plan are excluded; but later (on page 6) the text says that the Practice Plan "is budgeted at \$64,500,000, an increase of \$7,094,000 (or 12.4% over the 1990-91 Final Budget of \$57,406,000)." The President said that if you take out the Practice Plan, the Hospital, and Woodhaven--that is the basis of this distinction. The recommendation is asking the Board to approve the rest of the University Budget, excluding the three items mentioned above. Judge Dandridge said that he would like th Practice Plan details to be provided to the Board of Trustees.

Judge Dandridge asked if the Business and Finance Committee and the Executive Committee had reviewed and approved this Tentative University Budget for 1991-92. The President explained that at the Board of Trustees meeting of May 14, 1991, the full Board had authorized the Executive Committee to act on its behalf with regard to a number of items (including the Tentative University Budget for 1991-92, the Tuition Schedule for 1991-92, the General Activities Fee for 1991-92, and the Tentative Hospital Budget for 1991-92), with the understanding that all Board members would be invited to attend the meeting on June 27. Because there were a number of other very important items that developed between 5/14/91 and the present, it was decided to convert the Joint Executive--Business and Finance Committee meeting of 6/27 into a Special Meeting of the full Board. In the usual Board procedure, today, 6/27, would have been the time at which the Executive Committee would have, under the Board authorization of 5/14, acted on the items on today's agenda on behalf of the Board. Instead, the full Board itself is acting on these items, and it certainly seems clear that anything which the Board authorized the Joint Committees to do can also be done by the full Board itself.

Turning to Items 5 and 6 of the Agenda (Approval of Final Hospital Budget for 1990-91 and the Preliminary Hospital Budget for 1991-92) Judge Dandridge said that the supporting documents for these two Agenda items are really not Budgets in his opinion. Mr. Fox said that under Agenda Item 4, the University budget is here; what is not here are the Practice Plan, the Hospital and Woodhaven. The President emphasized that Item 4 is a Tentative University Budget and Item 6 is a Preliminary Hospital Budget. And this is a Special Meeting of the Board which has replaced the customary Joint Meeting of the Executive and Business and Finance Committees.

Mr. Begier said it is very difficult for him to review a document like this. It would be wise in the future to recommend no action on a matter which has not been reviewed by some Board Committee. He suggested that matters shouldn't be presented to the full Board without some earlier Committee review of the matters--and he thinks this is also true of Item 1 of the Agenda (Ratification of the Agreement with the New Partner in the Temple University Japan Program). He cited Agenda Items 17, 19 and 20 (dealing with the acquisition of Three Phase General Radiographic System, the HSC Initial Capital Request for 1991-92, and Masonry Repair on Anderson and Gladfelter Halls), noting that all three of these had been reviewed and recommended by the Campus Planning and Plant Management Committee.

Referring to Agenda Item 5 (Final Hospital Budget for 1990-91), Mr. Fox said that the Board of Governors is really like a Committee of the Board of Trustees. Even though Dr. Milton Rock (who is a member of this Board of Trustees and Chairs the Hospital Board of Governors) is not able to be here today, Dr. Leon Malmud, Vice President of the Health Sciences Center and CEO of the Hospital, is here to present this Budget and respond to any questions the Trustees may have.

President Liacouras said it is true that Item 6 (Preliminary Hospital Budget of 1991-92) has not yet been acted on by the Board of Governors, but this budget was taken right out of the Business Plan for the Hospital which has been approved by the Board of Governors.

Responding to Mr. Begier's comments, the President pointed out that for the past nine years, the Business and Finance Committee has rarely met separately but has met jointly with the Executive Committee, thereby eliminating double meetings for several Trustees and also giving a broader perspective from the Trustees on the important matters that come before those two Committees. That is an issue that the Board may want to review, as to whether we should have separate meetings of the Business and Finance Committee rather than having that Committee meet jointly with the Executive Committee.

Judge Dandridge said his point is that the documents provided in support of the Final Hospital Budget for 1990-91 and the Preliminary Hospital Budget for 1991-92 are really not Budgets.

Mr. Begier said a second point is whether this full Board should be acting on items which have not been reviewed and recommended by a Committee of the Board. If we are trying to act as a committee of the Board, we would be here all day. For the future, everything coming to the Board should come with a recommendation from some Board committee.

Judge Dandridge said that every budget should be available to Board Members by line. Mr. Fox noted that this is a Tentative Budget; the Final Budget will be submitted at the October Board Meeting--and the President added that it will go to the Executive--Business and Finance Committee meeting in September, prior to the October Board Meeting. Mr. Begier said that he would vote for Item 4 (Tentative University Budget for 1991-92) but he does not feel that he knows fully what is going on.

After further discussion, on motion duly made and seconded, the Board of Trustees, pursuant to the Board authorization of 5/14/91, voted to adopt a Tentative University Budget for 1991-92, said Budget being attached as SUPPLEMENT III.

#### 7. Approval of Final Hospital Budget for 1991-92

Dr. Malmud noted that the Final Hospital Budget for 1990-91 has been reviewed and recommended by the Business and Finance Committee of the Board of Governors; and the Board of Governors approved this Budget on 6/4/91, and is recommending Board of Trustees approval of this Budget. He noted that Dr. Rock, Chairman of the Hospital Board of

Governors is away and Dr. Malmud is, therefore presenting this Budget and the Preliminary Hospital Budget for 1991-92. It was also noted that the following Trustees also serve on the Hospital Board of Governors: Messrs. Dandridge, Fox, Liacouras, Rock, and Shrager.

Dr. Malmud pointed out that both this Final Hospital Budget for 1990-91 and the Preliminary Hospital Budget for 1991-92 are balanced budgets. President Liacouras said that the administration was not willing to recommend a Final Hospital Budget for 1990-91 so long as it was so far out of balance. With the settlement we have made with the State, this Budget is now in balance, as is the Preliminary Budget for 1991-92. The President said that we will make this 1990-91 Hospital Budget available to the Board.

As to the 1991-92 University Budget, the State is still deciding on our appropriation. If we determine our Tentative Budget too soon and, for example, set our tuition at "X" level, the State may well feel that whatever Tuition Rate we have set will meet our needs adequately and will be unwilling to grant any increase. In the past three years, we have had meetings in July to pass the Tentative Budget because in May and June the Appropriations picture was so vague that we could not budget realistically.

Mr. Fox asked Dr. Malmud if the Hospital needed the 1991-92 Preliminary Budget approved today, and Dr. Malmud said that in order to meet our By-Laws requirements, there should be approval of this Preliminary Budget which, of course, can be adjusted if necessary later on. The President said that this is not the Final Budget but it should be approved to comply with the By-Laws--and the Final Budget will come later.

Mr. Fox said that in order to meet the By-Laws requirements we should pass the two Hospital Budgets before us. In addition, long before October we should come back and look, with full information in front of the Board. And the Budgets should go through the usual route of the Joint Executive--Business and Finance Committees.

On motion duly made and seconded, the Board of Trustees, pursuant to the Board authorization of 5/14/91, voted to adopt the Final Hospital Budget for 1990-91, said Budget having been approved by the Hospital Board of Governors on 6/4/91, and said Budget being attached as SUPPLEMENT IV.

#### 8. Preliminary Hospital Budget for 1991-92

On motion duly made and seconded, the Board of Trustees, pursuant to the Board authorization of 5/14/91, voted to adopt a Preliminary Hospital Budget for 1991-92, said Budget being attached as SUPPLEMENT V.

After the above action was taken, Mr. Pew noted that management needs some authority to spend money after 7/1/91, and he thinks it was correct for the Board to give such authority, realizing full well that management is not going to spend the entire budget in a few days time. As indicated, however, the Board reserves the right to amend this Preliminary Hospital Budget in the light of further information.

9. Increase in Maximum Supplements Payable to  
Members of Clinical Faculty Practice Plan

Dr. Malmud said that this Practice Plan provides the structure by which the clinical members of the faculty (those who see patients) receive their annual salaries, including supplements for productivity. The Practice Plan is essentially a wholly owned business or corporation within the University Corporation. The reason for setting up the Practice Plan was to add incentives for our full-time physicians to increase the number of patients coming to the Hospital. This is a pattern which is in effect in many medical schools.

Presently, the Practice Plan member has a cap of 100%. The revenue generated pays, in part, the salary of that physician. Certain physicians have high salaries; we have the option of increasing their base salaries in order to be competitive--or of increasing the cap on supplements. It is recommended that we increase the cap on the supplements from 100% to 250%, doing so in 50% increments.

Judge Dandridge said he would like to see the entire Practice Plan and he asked when it was approved by the Board, and the President said that it was approved by the Executive Committee, acting on behalf of the Board, on 9/28/77. Judge Dandridge referred to an action of the Executive Committee, also acting on behalf of the Board, which modified the original Practice Plan. (Secretary's Note: The part of the Plan which is being recommended for amendment today is found on page 17 of SUPPLEMENT I to the Joint Executive Committee and Business and Finance Committee Minutes of 10/30/80). Judge Dandridge moved that the recommendation before the Board today be tabled. The President said that if this matter is tabled, we will be in a very difficult position for the Fiscal Year which ends 6/30/91. Judge Dandridge feels this matter should have been presented to the Board in a more timely manner.

Dr. Malmud said that the purpose of this proposed amendment is to give us the ability to meet competitive salaries; if we do not do this, we run the risk of losing some of our best physicians--and many of the affected physicians would be in the five strategic areas that are emphasized in our Hospital's Strategic Plan. He recommends, therefore, that there be Board approval of the proposal to increase the maximum supplements payable to members of the Practice Plan.

Dr. Hunt said he thinks that Judge Dandridge raised some good points about the supporting material not being presented today. In the future, every effort should be made to try to avoid this kind of situation. However, he believes that with respect to Agenda Item 7, he feels that the Board has enough information to act on the recommendation. The Hospital needs this authority in order to remain competitive in attracting and keeping key physicians. So, in that light, he recommends that we approve this recommendation, with the understanding that more information will be provided in the future.

Judge Dandridge said that anything that comes before the Board without adequate supporting information should not be acted upon--and this is not the first time that inadequate supporting information has not been presented. The President said that this matter would have come

before the Joint Executive--Business and Finance Committees, which was originally scheduled for today, but that meeting was transformed into a Special Meeting of the Board so as to get an even broader perspective from the full Board. He said that the next time, matters of this kind will go to the Joint Committees and not to a Special Meeting of the Board.

At this point, Judge Dandridge withdrew his motion to table this matter.

On motion duly made and seconded, the Board of Trustees voted (with Mrs. Clifford and Messrs. Dandridge and Pew abstaining) to approve an increase in maximum supplements payable to Members of Clinical Faculty Practice Plan members by deleting Section V.I.4., which provides for the payments of supplements to Practice Plan members from departments in surplus, and by inserting a new Section V.I.4, with the following language:

4. For periods prior to January 1, 1981, the supplementary salary and supplementary fringe benefits for any Plan Members shall not exceed 25% of the base salary of the Plan Members. For periods beginning January 1, 1987, the Dean shall establish as part of the annual budgetary process a "percent of base salary" that shall serve as a maximum limitation on the amount of supplementary salary and fringe benefits that each Plan Members may receive during a fiscal year. The percent of supplementation to base salary shall not exceed the greater of (a) 50% of the Plan Member's base salary or (b) 100% of that portion of the Plan Member's base salary drawn from Part B. For the periods beginning July 1, 1987, under these provisions, the percent of supplementation to base salary shall not exceed 100% of the Plan Member's total base salary. For the period beginning July 1, 1990, the percent of supplementation to base salary shall not exceed 150% of the Plan Member's total base salary. For the period beginning July 1, 1991, the percent of supplementation to base salary shall not exceed 250% of the Plan Member's total base salary.

#### Committee on Student Affairs Recommendations for Action

Judge Green, Chairman of the Student Affairs Committee, recommended approval of the matters covered in Items 10, 11, and 12 of these Minutes.

#### 10. Tuition Schedule for 1991-92

Judge Green noted that the Tuition increase for Undergraduate Pennsylvania students comes to an increase of about 9.5%.

Mr. Pew pointed out that the Tuition increase is based on the assumption that the State will not impose a cap. That is being pretty trusting on our part--and he asked what the impact will be on our revenue if such a cap is imposed. Dr. Freeman said the impact will depend on one uncertain factor--whether the cap will be applied only to full-time or to part-time students. If it is part-timers, the loss

would be about one-half million dollars; if it is full-timers, the gap would be somewhere between \$1.7 up to more than \$2 million.

After further discussion, on motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Student Affairs Committee (6/24/91) that approval be given to the Tuition Schedule for 1991-92, said Schedule being attached as SUPPLEMENT VI.

11. General Activities Fee for 1991-92

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Student Affairs Committee (6/24/91) that approval be given to a General Activities Fee for 1991-92, with a description of said Fee being attached as SUPPLEMENT VII.

12. Computer and Technology Fee for 1991-92

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Student Affairs Committee (6/24/91) that approval be given for a Computer and Technology fee for 1991-92 to create a dedicated Fund to purchase computers and sophisticated academic equipment, said Fee being described in SUPPLEMENT VIII.

Committee on Educational Policies Recommendations for Action

Mr. Shrager, Chairman of the Educational Policies Committee, recommended approval of the matters covered in Items 13, 14 and 15 of these Minutes.

13. Transfer of Faculty Appointments, with Tenure, from One Department to Another Department

On motion duly made and seconded, the Board of Trustees, pursuant to the procedures outlined in the Temple University Faculty Handbook, voted to approve the recommendation of the Educational Policies Committee (5/28/91) that a faculty appointment be transferred from the Fels Research Institute to the Department of Pharmacology in the School of Medicine, with tenure; and that another faculty appointment be transferred from the School of Medicine to the School of Communications and Theater, Department of Speech-Language-Hearing, with tenure. (The names of the two faculty being transferred are on file in the Office of the Provost.)

14. Change of Degree Title: Esther Boyer College of Music

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Educational Policies Committee (6/17/91) that approval be given to change a degree title from Master of Music in Music Therapy to Master of Music Therapy.

15. Proposed Doctor of Education Degree in  
College of Education

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Educational Policies Committee (6/24/91) that approval be given to a new Ed. D. degree in Curriculum, Instruction and Technology in Education (CITE) to replace all existing doctoral programs, and that all present doctoral programs in CITE be terminated.

Committee on Athletics Recommendation for Action

Mr. Pew, Chairman of the Athletics Committee, recommended approval of the matter covered in Item 16 of these Minutes.

16. Approval of Resolution Concerning Intercollegiate  
Athletics--Proposed by Committee on Athletics  
at its June 3, 1991 Meeting

Mr. Pew, Chairman of the Athletics Committee, referred to the recommended Resolution (Agenda Reference 14), noting that the Resolution indicates that the Board "reaffirms its commitment to intercollegiate athletics in general, and to the football program in particular." The Board, if it adopts the Resolution, will also direct the Administration to develop for consideration by the Committee on Athletics and the Board of Trustees a new Five Year Plan for Intercollegiate Athletics for the period FY 1992-1997. The Board would further direct the Administration to continue to review carefully all aspects of intercollegiate athletics with a view to reducing costs and generating additional revenues to reduce the University subsidy to the intercollegiate athletics program.

Mr. Pew emphasized that the Trustees Committee on Athletics, Committee on Audit, and the University Athletics Council should be regularly and fully informed regarding the intercollegiate athletics program and our progress in achieving the goals defined in the new Five Year Plan.

On motion duly made and seconded, the Board of Trustees voted to approve the Resolution concerning Intercollegiate Athletics which was proposed by the Committee on Athletics (6/3/91), said Resolution being attached as SUPPLEMENT IX.

Committee on Campus Planning and  
Plant Management Recommendations for Action

Mr. Esposito, Chairman of the Campus Planning and Plant Management Committee, pointed out that all of the Agenda items 15 through 22 had been considered at great length by the Campus Planning and Plant Management Committee at meetings on 5/10/91 and on 6/24/91--and he recommended approval of all of these matters covered in Items 17 through 24 of these Minutes.

17. Proposed Capital Projects -- Conceptual Approval

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (5/10/91) that the officers be authorized to approve in concept the following projects: Park Mall Row Houses--Additional Units; Graduate Housing--Renovations; Battersby Parking Lot Improvements, with the understanding that each specific project will be brought for approval of design and construction to the Campus Planning and Plant Management Committee and the Joint Business and Finance and Executive Committees.

18. Sugarloaf Conference Center -  
Construction of New Parking Spaces

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (5/10/91) that the officers be authorized to proceed with the construction of 46 new parking spaces at the Sugarloaf Conference Center at a cost not to exceed \$114,425.

19. Acquisition of Three Phase General Radiographic System

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (5/10/91) that the officers be authorized to proceed with the purchase of a Radiographic System for use in the Sports Medicine Division of the Department of Orthopedics, at a cost not to exceed \$127,000, with the funding from the Hospital Capital Fund Account and with the understanding that the final price and vendor will be determined by the Purchasing Department.

20. Peabody Hall Renovations

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (6/24/91) that the officers be authorized to renovate the Peabody Residence Hall at a cost not to exceed \$478,882, with funding from the Capital Improvement line of the University Housing Budget.

21. Health Sciences Center Fiscal Year 1991-92  
Initial Capital Request

Mr. Esposito noted that the cost of \$900,000 for the CT Scanner (listed on page 2 of Agenda Reference 19) covers the cost of the equipment and also the cost of installing the equipment.

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (6/24/91) that the officers be authorized to proceed with the initial phase of Health Sciences Center capital expenditures for fiscal year 1991-92 in an amount not to exceed \$2,700,000, with bridge funding through University funds until University Bond funding becomes available.

22. Anderson and Gladfelter Halls Masonry Repair

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (6/24/91) that the officers be authorized to carry out needed masonry repair to Anderson and Gladfelter Halls at a cost not to exceed \$330,000, with funding from the Plant Development Fund.

23. Curtis Hall Roof Replacement

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (6/24/91) that the officers be authorized to replace the roof on Curtis Hall at a cost not to exceed \$89,660, with funding from the Plant Development Fund.

24. Health Sciences Center -  
Sleep Disorders Center Equipment Purchase

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (6/24/91) that the officers be authorized to proceed with the purchase of equipment necessary to add a Sleep Disorder Center at the Hospital at a cost not to exceed \$113,000 with funding from the Medical Practice Fund.

REPORTS FOR INFORMATION

25. Reports from Deans of Professional Schools  
at the October 8, 1991 Board Meeting

As the President indicated in his Report of today, the Deans of Law, Dentistry, and Medicine will report to the Board at its October 8, 1991 meeting. During the 1991-92 academic year, the Board will receive brief reports from the Deans of all of Temple's 14 Schools and Colleges, beginning with the Deans of the professional schools on October 8, 1991.

26. Report on Woodhaven Negotiations

Mr. Moore said that Vice President Remillard has been negotiating with the pertinent Commonwealth official to try to get a long term settlement of the Woodhaven matter. One of the issues that has come up is the matter of certain liability costs; we have gotten some information from the State on this. We are drafting an opinion letter on this to get the State to sign it. With regard to the reduction in the number of students, there was a proposal that those students go to public schools. In September, the number of students who were to go to public schools was 8; eventually, that number will get higher. Overall, it looks as though these Woodhaven negotiations are going favorably.

27. Update on Rock Hall

It was agreed that this item will be put on the Agenda for the October 8 Board meeting.

28. Update on College Hall Planning Status

This item will also be on the October 8 Board Agenda.

29. Update on University Capital Projects

This item will also be on the October 8 Board Agenda.

The Special Meeting of the Board of Trustees was adjourned at 5:45 P.M.