

**MINUTES**

**SPECIAL MEETING OF  
THE BOARD OF TRUSTEES**

Temple University  
- Of The Commonwealth System of Higher Education

Thursday, February 23, 1995

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

**Attendance:**

Members - Anthony J. Scirica, presiding; Paul A. Dandridge,  
Theodore Z. Davis, Peter J. Liacouras, Daniel H. Polett,  
Isadore A. Shrager, Clare L. Wofford

Ex Officio Participants - Roland Lipka, (Faculty); Joseph A.  
Marlino, Sr., (Alumni); Clinton Cummings, (Student)

Invited Guests - Faculty: Mary Anne Gaffney, Karen S. Koziara,  
Leonard Pakman, Peter A. Tasch  
Students: Elizabeth Blakeney, Justin Faulkner  
Lauren Geer

Administration and Staff - Richard A. Chant,  
Albert R. Checcio, Lawrence Connolly, James W. England,  
Richard M. Englert, Thomas R. Freitag, R.C. Johnson,  
Leon S. Malmud, Rosalind Meyers, Timothy C. O'Rourke,  
Arthur C. Papacostas, A. Kent Rayburn,  
Laurent J. Remillard, William G. Sites,  
Valaida S. Walker, James S. White, Beverly L. Breese

General Counsel - Peter Mattoon

University Counsel - George E. Moore

Members Absent - Francis J. Catania, John J. Contoudis,  
William H. Cosby, Jr., Peter D. DePaul,  
Robert C. Donatucci, Louis J. Esposito, Richard J. Fox,  
Jane Scaccetti Fumo, Howard Gittis, Lewis F. Gould, Jr.,  
Clifford Scott Green, Judith E. Harris, Lacy H. Hunt,  
Sidney Kimmel, Joseph W. Marshall, III,  
Maureen H. McCullough, Brian J. O'Neill,  
William W. Rieger, Milton L. Rock, Edward H. Rosen,  
Francis R. Strawbridge, Edna S. Tuttleman,  
Anthony Hardy Williams, James A. Williams

Judge Anthony J. Scirica presided.

### Invocation

The invocation was given by Mrs. Clare Wofford.

### President's Report

The following is the text of the President's Report:

Members of the Board:

The primary purpose of this Special Meeting of the Board is to consider and make a prompt decision on undergraduate tuition rates for next year, and more particularly, the recommendation of the Student Affairs Committee that present tuition rates not be increased for next year.

That issue is listed as item "1 (a)" in today's agenda.

If the Board approves that recommendation, it will be the first time in 21 years that Temple students and their families are not confronted with what has become an annual rite of spring; increased tuition and fees.

We know that the cumulative rate of increased tuition approved by Temple's Board during the past decade is less than the cumulative rate of increases at any other peer university in this region. We also know that despite such actions, Temple's tuition is beyond the reach of too many working students and families. Indeed, Temple's tuition is 3rd highest in the nation, with Temple's sibling public research universities, Pitt and Penn State, not far behind. Meanwhile, Pennsylvania's annual appropriations to public higher education is 46th of the 50 states, and appropriations to private higher education is 6th.

We know from our present students and prospective ones that the cost of attending excellent public universities is more than many hard-working families can afford:

- o 3 of 4 Temple undergraduates help pay for their own college education by working in full-time or part-time jobs.

- o The typical Temple undergraduate student who seeks financial aid from any source comes up \$5,800 short in unmet financial need for Temple's costs before

loans, and \$2,400 short after taking out loans.

By deciding that undergraduate tuition not be raised for next year, the Board will help many present students on the financial margin (40% of whom drop out, mainly for financial reasons) stay in school and move closer to graduation.

By deciding that policy today, the board will also send an unambiguous message to prospective students and their families: Temple University will work harder than ever to keep the costs of attending Temple down, and you can now plan accordingly.

I would like you to know that if you adopt the recommendation on tuition, the student fees set annually by the administration will also not rise next year. So, course fees, the computer and technology fee, the student health fee, the general activities fee will continue at the same rates next year as those presently in force.

So, our resolve is sincere and without small-print-exceptions on tuition and fees.

[The only student rates that we will probably recommend be increased are room and board rates, by about 3%. The board will consider a recommendation at next month's meeting. Bear in mind that room and board rates do affect less than one-fourth of Temple's full-time undergraduates and include professional and graduate and students, while tuition and fees affect all undergraduates.]

Today's action on tuition is independent of any future Board action on "A Plan To Renew Temple's Mission" that we unveiled last week. It is also not conditioned on the State's action on Temple's Appropriation -- although Temple passionately is urging a larger appropriation from the State.

There has been some public confusion about what is and what is not before you today.

The proposed "Plan To Renew Temple's Mission" is not before you today for any action. It will come to you on March 14, for discussion and, hopefully, provisional approval.

To clarify the timetable for considering a plan, please consult the second page of the announcement -- "Time Line for Board Action" that appears in the plan.

As you know, the plan is aimed at Temple taking control of its future and to become the nation's finest urban-based university by the year 2000.

The plan is a way to reduce our ongoing operating costs by \$30 million over the next 2-3 years in line with expected levels of student enrollment and state appropriations, and then to reallocate as much as half of those savings every year to strengthen and personalize the already high quality of undergraduate learning, to improve the overall experience of every student, and to make new and major ongoing investments in advanced technology. Temple students will be prepared for the dizzying technological advances that will be common in tomorrow's work place, in the learning process and in communication, and our graduates will, we believe, contribute to such future developments by building on their Temple education. Everything in the plan has percolated from the faculty, students, alumni(ae), administrative-staff, and trustees. Obviously, not everyone agrees with each part of the plan, nor would we expect it.

Simplified and humanized student service -- a point made again and again by our students -- is a central objective of the plan.

The process for discussing and eventually having the Board adopt a plan will continue to be an open process with widespread participation, respectful of and fully honoring all contractual obligations. For example, to freeze wages and salaries of faculty and staff represented by Temple's 12 unions would, of course, require an agreement with each following negotiations with each collective bargaining group. That would not and could not be done unilaterally.

One way or another, carefully and avoiding pain as much as possible, or otherwise, we must take action to reduce the "running rate" of ongoing spending in line with ongoing revenue. We all know that. While we're at it, the plan expresses the need to make additional savings and to reallocate those savings to improve Temple's quest for excellence in undergraduate programs, student services and advanced technology.

"A Plan To Renew Temple's Mission" is, all things considered, the best way we think we can achieve our goals while retaining mutual respect and support among those of us who work here. It's not the only.

The proposed plan will come before you next month.

Meanwhile, my recommendation to you is that you establish from now two ground rules for future budgets. Those are set forth in agenda item "1(b)" for today's meeting:

"the university's 1994-95 base budget be reduced by \$16 million before adjustments for 1995-96 are considered";

and

"development of a budget that by the beginning of 1997-98 budget year is again fully in balance."

Finally, I would like to report on the Voluntary Faculty Severance Pay Plan for full-time members that was approved by the Board on December 13, 1994, with a deadline of February 28, 1995, for interested faculty members to elect to participate. Negotiations with the TAUP (the faculty union) have not been successfully concluded. President Hochner of TAUP believes a suspension of that deadline is in order. Unless any Board member objects, we will add an item for Board action today extending the deadline for electing to participate in the plan up to, and including March 14, 1995.

Mr. Lipka, President of the Faculty Senate, congratulated the leaders of the Plan with respect to the recommendation regarding undergraduate tuition for 1995-96. He said it is an important message to our students that the University does care about them in the access of their higher education.

#### RECOMMENDATIONS FOR ACTION

1. Special Recommendation: 1995-1996 Budget

a. Undergraduate Tuition Schedule for 1995-96

President Liacouras read the following statement from the Student Affairs Committee.

The Student Affairs Committee of the Board met on Tuesday, February 21. After full discussion, the Committee unanimously adopted the following recommendation:

That tuition for undergraduate students for 1995-96 not be increased.

If this recommendation is approved, this year's tuition rates for undergraduates would continue unchanged for next year, and everyone can plan on that certainty from now.

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Student Affairs Committee (2/21/95) that there be no increase in undergraduate tuition rates for 1995-96.

Mr. Clinton Cummings, President of Temple University Student Government, said that the students are grateful to the Board for its action to freeze undergraduate tuition for next year. He said this action will help all students, including those who work full-time or part-time, to afford their education.

Mr. Cummings received the applause of the Board.

b. Budget Development

On motion duly made and seconded, the Board of Trustees approved the recommendations of the President that the officers implement the following budgetary actions:

- (i) the University's 1994-95 base budget be reduced by \$16 million before adjustments for 1995-96 are considered, and
- (ii) development of a budget that by the beginning of the 1997-1998 budget year is again fully in balance.

2. Faculty Severance Pay Plan - Extension of Deadline

On motion duly made and seconded, the Board of Trustees voted to authorize the officers to extend the deadline for individuals to elect to participate in the Faculty Severance Pay Plan up to and including March 14, 1995.

**ADJOURNMENT**

On motion duly made and seconded, the Special Meeting of the Board of Trustees was adjourned at 3:40 P.M.