

## MINUTES

### THE BOARD OF TRUSTEES

Temple University  
- Of The Commonwealth System of Higher Education

Tuesday, May 14, 1996

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

#### Attendance:

Members Present - Richard J. Fox, Chairman; Joan H. Ballots, Francis J. Catania, John J. Contoudis, Paul A. Dandridge, Peter D. DePaul, Louis J. Esposito, Jane Scaccetti Fumo, Howard Gittis, Mitchell G. Leibovitz, Peter J. Liacouras, Joseph W. Marshall, III, Daniel H. Polett, Milton L. Rock, Edward H. Rosen, Robert A. Rovner, Isadore A. Shrager, Edna S. Tuttleman

Administration and Staff Present - Paul H. Boehringer, Albert R. Checcio, Martin S. Dorph, James W. England, Richard M. Englert, Jay G. Falkenstein, Linda T. Frazer, C. Robert Harrington, Leon S. Malmud, David P. O'Brien, Timothy C. O'Rourke, Arthur C. Papacostas, A. Kent Rayburn, Robert J. Reinstein, William G. Sites, Valaida S. Walker, James S. White, Beverly L. Breese

Honorary Life Member Present - Marvin Wachman

Ex Officio Participants Present - Karen S. Koziara (Faculty); Edwin G. Beausoleil (Student), Joseph A. Marlinio (Alumni)

University Counsel - George E. Moore

Invited Guests Present - Stephen Mikochik, Jo-Anna Moore, Jean Woods (Faculty); Robert Lawless, Claudy Romnus, Ruby Singh (Students)

Members Absent - William H. Cosby, Jr., Theodore Z. Davis, Robert C. Donatucci, Lewis F. Gould, Jr., Clifford Scott Green, Judith E. Harris, Lacy H. Hunt, Sidney Kimmel, Brian J. O'Neill, William W. Rieger, Anthony J. Scirica, James H. Shacklett, III, Anthony Hardy Williams, James A. Williams, Paul Zelenkofske

## **EXECUTIVE SESSION**

The Board did not meet in Executive Session at this time.

## **INVOCATION**

The Invocation was given by Mr. Daniel H. Polett.

## **APPROVAL OF MINUTES**

On motion duly made and seconded, the Board of Trustees voted to approve the Minutes of March 21, 1996.

## **PRESIDENT'S REPORT**

### **PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES**

**MAY 14, 1996**

The essence of a university is the education of its students and the academic achievement of its faculty. Everything else is in support of that core mission. Temple University scores highly in achieving its core mission, and continues to seek new ways to improve its reach, techniques, quality and appeal.

The essence of a quarterly report to the Board of Trustees in the present era, however, is to report on financial and administrative features of the institution.

This report is no different.

#### **I. THE PLAN TO RENEW TEMPLE'S MISSION**

**Goal: Reducing the Base General Funds Budget by \$33 Million (8.5%),**

**and reallocating about half of the savings to advanced academic technology, improving undergraduate education, attracting and retaining the best and brightest undergraduates, and improving and simplifying services for our students**

#### **Year One (the present year, 1995-96)**

**Goal: \$22.2 million (5.7% of the 1994-95 G.F. budget):**

We remain on course to achieve our goals: freezing all base salaries for one year, reducing costs of employee benefits, increasing productivity of administrative staff, and increasing full-time faculty teaching. We have reallocated savings one year earlier than planned for investments in advanced academic technology, and additional scholarships for high-achieving students.

The University's operating budget for 1995-96 remains in balance.

Our present estimate is that the net deviation from budget to actual should be favorable by about \$7 million, or about 1.8% of the General Funds Budget. Accordingly, none of the \$4.7 million in quasi-endowment earmarked this year as "operating revenue" should be used, and as much as \$2.3 million could be added to the remaining quasi-endowment. But as much as \$5 million for the TAUP faculty severance plan ("early retirement") could end up being charged to this year's budget as an obligation for future payments, assuming 70 faculty opt for the severance plan by June 25, 1996.

**Years Two and Three (next two years, 1996-97 and 1997-98):**

**Goal: \$10.8 million (2.8% of the G.F. budget):**

Our goal for Years 2 and 3 is an additional \$10.8 million in base savings. We have already achieved \$4.5 million of that amount in salary freezes, thanks to the cooperation of non-union employees, TAUP and our other employee unions (the last two of which are now negotiating this issue).

We await the final, consolidated recommendations by the senior officers (Provost England, SrVP Malmud, EVP White) for meeting the dollar targets for Years 2 and 3. By June 15, all budgetary decisions will be in place for achieving the \$10.8 million in base savings called for in Years 2 and 3 of The Plan.

Most of the dollars reallocated by these decisions will result in additional investments and initiatives in advanced academic technology, undergraduate education, attracting and retaining the best and brightest students, and improving and simplifying services for our students.

**II. THE 1996-97 OPERATING BUDGET**

The prospect of another flat State appropriation constitutes a clear and present threat to the University's ability to maintain its mission as a first-rate public research university with broad access and high quality in its operations.

The Plan to Renew Temple's Mission, which included a freeze in undergraduate tuition and fees for the current year, is a major step in taking control of our own destiny. But Temple can't do it without greater State support that rewards Temple for cost-cutting and increased productivity while striving for even higher quality.

Assuming we achieve all \$10.8 million in base savings for Years 2 and 3 of The Plan to Renew Temple's Mission, there is

still a major budgetary gap for 1996-97 (next) fiscal year.

**More specifically:**

Assuming no increase in the State's appropriation, a 2% decline in student enrollment, tuition increases that average 4.5% (which we have tried to avoid), the University's General Funds Budget for next year faces a gap of \$6.667 million.

By way of comparison:

1%	in State appropriation is	\$ 1.47 million
1%	in tuition is	\$ 1.351
1%	in student enrollment is	\$ 1.44

Some combination of the above that equals \$ 6.667 million is the absolute minimum needed to avoid back-tracking on our goals.

And it bears emphasizing that the \$ 6.667 million gap does not include \$ 8.1 million in annual unmet needs of the Plant Fund for each of the next 7 years, increasing the real gap to \$ 14.767 million.

Between now and the Board's Special Meeting of June 27, that gap must be closed.

The University Budget Review Committee is trying hard to achieve part of that objective without compromising core programs.

Another approach in closing part of the gap is to increase enrollment where the University can, while improving overall undergraduate quality.

New initiatives at Ambler and other suburban sites, and more aggressively coordinated administration of undergraduate enrollment and student retention, should reap benefits in later years. But they can be counted on for little budgetary help for 1996-97.

Consequently, there's no place else to turn for this state-related university except to the public through the annual appropriation by the Commonwealth. We're asking only for a modest increase in our Educational appropriation, with most earmarked for advanced academic technology and urgently needed maintenance of classrooms and laboratories. Temple has taken the lead in reforming and improving the business aspects of higher education. That's what our public officials have asked all universities to do. Temple cannot do it alone. The State must buy into The Plan to Renew Temple's Mission and the University's other initiatives by funding Temple's request for additional appropriation this year.

Because of the urgency of this situation, I am taking the unusual step of writing to Temple alumnae(i) to enlist their assistance in the cause of their alma mater.

### III. THE SIX CLUSTERS OF PRIORITIES

The Strategic Planning Committee of the Board of Trustees has met three times, including the most recent session on April 18 at the Ambler campus. Committee members have been reviewing and directing progress on the "Six Clusters of Priorities" set forth last October.

Those priorities are:

#### 1. "Responsibility Center Management" (RCM) vs. Full Cost-Full Revenue Budgeting

With the fiscal year beginning July 1, Temple will convert to a Full Cost-Full Revenue Budget Format. This is not RCM. Under Full Cost-Full Revenue Budgeting, each operating unit of the University will receive credit for all revenues generated by its activities, will be charged for all direct costs, and will be allocated indirect costs pursuant to a defined methodology.

This represents a **significant change** from current procedure. The University community will now be able to see more clearly the relationship between dollars spent and earned by each unit, and to get a clear picture of how much support in the form of a University-wide subsidy is used to operate each unit.

Quality, societal needs and similar values have a price tag which we will more fully understand. A subsequent (or the next) generation in fiscal management is called "Responsibility Center Management." RCM is a management tool rather than a budget format. Moving to RCM will be weighed carefully by the entire University community during the next six or seven months. It is my intention to consider this issue with the Board of Trustees in Spring, 1997.

#### 2. Marketing the University

A television, radio and print image advertising campaign was launched in March using the theme "**Today's Students Are Right For Temple.**" Within that overall message, we incorporated many important facts about Temple's strengths including its academic excellence, small class size, campus choice, international programs, student diversity, student activities and alumni success. The television commercials ran through last week; radio will continue through the end of this month to remind prospective transfers of Temple's strengths. In addition to this campaign, considerable progress has been made in upgrading the quality and appearance of Temple's recruitment and information publications.

Also and important in today's environment, Temple's web site will be expanded and redesigned by September 1.

We plan to continue our image campaign in the Fall under the "Today's Students" banner, though more broadly defined to include not only high schoolers. We expect to keep the students-talking-to-students format, but will explore using actual Temple students in the next phase. We will assess the impact of the campaign through appropriate research.

### 3. Improving Student Enrollment and Retention Services

A broad-based committee of students, faculty and administrators organized by University officers, has been working with consultants from A.T. Kearney to re-design Temple's services to its students so that they are student-friendly. This effort encompasses **recruitment and admissions** so that we operate more strategically, responsively and effectively to attract more and better students. And it involves **delivering services to current students** more simply, quickly and pleasantly to **increase retention and graduation of students**.

An interim report identifying service problems and proposed solutions was presented to the Board of Trustees Strategic Planning Committee on April 18 and has been distributed widely to the University Community for comment.

Considerable change in organization, process and attitude will be needed to succeed: changes in job descriptions so that one administrator can handle all aspects of a student's needs, rather than three-steps, such as a registration clerk, payment clerk, and change-of-course clerk. These changes will be a challenge to achieve.

I am now convinced we must engage a very **skilled and experienced administrative leader** for all aspects of enrollment management. That is why I have authorized a search for a **Vice Provost/Vice President for Enrollment Management**. Reporting directly to me, this person will be responsible for all administrative procedures and personnel in the pertinent areas of the University's recruitment and retention activities, including overall coordination between academic and administrative units whose present separation into two non-porous bureaucracies has retarded sufficient cooperation for our students and the commonweal.

Our timetable is to have Kearney's final report at the end of May or early June, to organize for implementation during the summer, and then to put the changes into effect during the next academic year.

### 4. Ambler Development

Today, the Board will act on the recommendation of the Committee on Trustees to elect **Dr. Corrinne Caldwell** as Vice President of the University and CEO/Dean of Temple University at Ambler, effective August 1. Dr. Caldwell, an experienced and highly successful academic administrator, is currently the Campus Executive Officer of Penn State's Mont Alto campus, where she has been a star.

Dr. Caldwell was selected following a national search with the assistance of A.T. Kearney Associates. There were 104 applicants, eleven semi-finalists, and seven who were personally interviewed by the Search Committee, chaired by Trustee Ed Rosen, and consisting of faculty, students, alumni, administrators, and trustees. The seven finalists included one each from California, Florida, Kentucky, Washington, D.C. and New Jersey, and two from Pennsylvania. Dr. Caldwell emerged as our first choice and the best fit for this Temple challenge of leadership.

Dr. Caldwell will have full administrative authority to develop Temple University at Ambler. Her charge is far-reaching, and includes academic programs responding to market needs, personnel, and physical plant. With her leadership, we expect Ambler to compete effectively for good students who want an excellent Temple education in a convenient suburban location.

The first phase of improvements to the Ambler campus are slated to be completed in September. This phase will include enhanced signage, lighting, walkways, fencing and landscaping at the entrance as well as leading to and including the quadrangle in front of Bright Hall. This work will be in addition to major maintenance projects (cleaning, painting, recarpeting) scheduled to occur throughout the campus during the summer months.

Mid-term and longer range plans will be developed under Dr. Caldwell's leadership.

Additionally and significantly, I am assigning Vice President Caldwell University-wide responsibility for continuing education in all campuses and programs (other than TUJ, Law, Medicine, Dentistry).

##### **5. College of General Studies**

In addition to Dr. Caldwell's responsibilities at the Ambler campus, she will (as just indicated) assume leadership for the University's Continuing Education programs, degree and non-degree at all campuses and sites (except Law, Medicine, Dentistry, and TUJ). Enrollment declines in this part of Temple's delivery of

education have been pronounced and steady. Market-driven and accessible continuing education in the growing population centers of the region, once a strength of Temple, will be revitalized by Dr. Caldwell's leadership.

Over the next several months, Dr. Caldwell will also work closely with the Provost, existing staff, and faculty to identify whether and how best to organize an administrative entity to promote and deliver this education, and other organizational gaps (such as undeclared majors) scattered throughout the University. We may name such an entity "College of General Studies," or something like it.

#### 6. Auxiliary Services

At the June 27 Board meeting, I will ask the Trustees to approve the creation of a non-profit, Temple-affiliated corporation to manage auxiliary activities. Enterprises to be managed by this corporation may include athletics, residence halls, parking, and student health services. The objective will be to operate more flexibly and efficiently to control expenses, enhance revenues and provide better services.

#### IV. DEANS' SEARCHES

The searches for the Dean of Business & Management and for the Dean of Communications & Theater are, after a year's activities, nearing an end. Each Dean will face a formidable challenge. Both schools, with nationally ranked programs, have experienced major and steady declines in student enrollment during the past seven years. Unlike the 1970's when a new Dean could count on a largesse of additional funds to buy one's way to high quality and stardom, these Deans will be successful by increasing revenues by additional undergraduate enrollments, market-driven initiatives reflecting the opportunities from tremendous technological changes in the delivery of their education, and by acting on Founder Russell Conwell's dictum "greatness really consists of doing great deeds with little means."

I am also establishing Search Committees for the Dean of the College of Allied Health Professions and the Dean of College of Health, Physical Education, Recreation & Dance (HPERD).

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If we forthrightly and appropriately handle the six priorities, as well as Years Two and Three of The Plan to Renew



Temple's Mission, the future of this University is indeed bright. Then, within a year or two, the Quarterly Report of the President will concentrate on the core mission of the University -- education and research.

## RECOMMENDATIONS FOR ACTION

### Executive Committee

1. Report

The Report of the Executive Committee was received as given in Agenda Reference 1.

2. Borrowing Authority 7/1/96 - 9/30/96

On motion duly made and seconded, the Board of Trustees authorized the officers to borrow for operating purposes of the University \$30 million, on terms which the officers believe best for the University, such authority to cover the period from July 1, 1996, through September 30, 1996.

### Committee on Trustees

3. Report

The Report of the Committee on Trustees was received as given in Agenda Reference 3.

4. Election of Commonwealth Trustee Robert A. Rovner

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustees (4/18/96) and elected Robert A. Rovner to a four-year term (1995-1999 class) on the Board of Trustees of Temple University - Of The Commonwealth System of Higher Education, Mr. Rovner having been appointed by the Honorable Thomas J. Ridge, Governor, Commonwealth of Pennsylvania.

5. Election of Vice President and Dean of Temple University Ambler

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustees (5/13/96), and elected Dr. Corrinne A. Caldwell as Vice President and Dean of Temple University Ambler to serve until the next Annual Meeting of the Board or until her successor has been elected and qualified.

Dr. Caldwell addressed the Board saying it is a pleasure to accept this position. She said her motto, "It's up to you," will be the motto of what she hopes to be able to do at Ambler. She said she hopes Ambler will become a force of faculty and staff and hopes, at a future meeting, to have an opportunity to report on new developments.

Committee on Campus Planning and Plant Management

6. The Report of the Committee on Campus Planning and Plant Management was received as given in Agenda Reference 6.

7. Telecom Infrastructure Improvements for Anderson and Gladfelter

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Campus Planning and Plant Management Committee (5/7/96) and authorized the officers to proceed with the telecom infrastructure improvements for Anderson and Gladfelter Halls in an amount not-to-exceed \$537,272, with the Funding Source being the College of Arts and Sciences Budget.

8. Ambler Campus Phase I Improvements

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Campus Planning and Plant Management Committee (5/7/96) and authorized the officers to proceed with the design and construction of the Phase I improvements to the Ambler Campus on a fast-track basis with completion by August 31, 1996, at a cost not-to-exceed \$485,000, with the Funding Source being the Plant Development Fund.

9. Telecom Infrastructure Improvements for Student Housing

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Campus Planning and Plant Management Committee (5/7/96) and authorized the officers to proceed with the telecom infrastructure improvements for student housing in an amount not-to-exceed \$3,630,766 with the Funding Sources being Student Housing Budget/Plant Development Fund/Technology Investment Fund and the Financing Source being the 1991 Bond Issue and/or Plant Development Fund.

10. 1619 Walnut Street - Supplemental Authorization Regarding Sale

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Campus Planning and Plant Management Committee (5/7/96), that the authorization of the Executive Committee, acting on behalf of the Board, to sell 1619 Walnut Street (4/18/96) be amended to provide that the officers also are authorized to enter into a lease with a prospective

tenant for part of the 1619 Walnut Street premises immediately prior to the sale, with an assignment to and assumption of the University's rights and responsibilities by the purchaser at the time of sale, on such terms and conditions as the officers and University Counsel deem appropriate.

**[Secretary's Note: Messrs. Esposito and Shrager recused themselves from voting on this action.]**

11. 4700 Wissahickon Avenue Off-Site CFPP Billing

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Campus Planning and Plant Management Committee (5/7/96), and authorized the officers to approve costs associated with leasing approximately 20,000 sq. ft. of office space at 4700 Wissahickon Avenue for the use of practice plan billing offices, including tenant fit-out and four-year sub-lease agreement (\$932,600), relocation and installation of data and telephone equipment (\$200,000), and purchase and relocation of office furniture and equipment (\$480,000), with total costs not-to-exceed \$1,612,600 with the Funding Source being the Dean's Fund.

12. Sports Medicine Center

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Campus Planning and Plant Management Committee (5/7/96), that the officers authorize and approve the construction and the procurement of furniture and equipment of the Sports Medicine Center at Northeastern Hospital for a cost not-to-exceed \$300,000, with the Funding Source being Excess Revenue and the Financing Source being Equity or Tax Exempt Bond Funding.

13. Hospital Based Skilled Nursing Facility

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Campus Planning and Plant Management Committee (5/7/96), and authorized the officers to approve the design and construction of the Hospital Based Skilled Nursing Facility at a cost not-to-exceed \$1,189,000, with the Funding Source being Northeastern Hospital Excess Revenues and the Financing Source being Equity or Tax Exempt Bonds.

Committee on Audit

14. Report

The Report of the Committee on Audit was received as given in Agenda Reference 14.

Board of Governors, Temple University Hospital

15. Report

The Report of the Board of Governors was received as given in Agenda Reference 15.

Mr. Gittis added that operations are improving and commended the management of the Hospital. He said that if left alone by the government authorities, it would continue to be a shining star in Temple University's firmament. He said that we are, unfortunately, faced with a continuing reduction in the amount of funds available for the care of patients, which will put the Hospital under ever increasing pressure.

Mr. Gittis said that Hospital management is doing a splendid job and deserves our commendation.

Committee on Business & Finance

16. Report

The Report of the Committee on Business and Finance was received as given in Agenda Reference 16.

Committee on Development

17. Report

The Report of the Committee on Development was received as given in Agenda Reference 17.

Committee on Educational Policies

18. Report

The Report of the Committee on Educational Policies was received as given in Agenda Reference 18.

Mr. Isadore Shrager urged everyone to visit a "smart classroom," a classroom specially equipped with high technology teaching aids.

Committee on Honorary Degrees

19. Report

The Report of the Committee on Honorary Degrees was received as given in Agenda Reference 19.

President Liacouras informed the Board that 14 of our trustees will attend commencement, and each will have an assignment in conferring the degrees.

The President said that two honorary degrees will be conferred. Trustee Sidney Kimmel, who attended Temple University in the evenings for about three years in the late 1940's and who has become a very successful entrepreneur and business person, as well as a very generous benefactor of good causes throughout the region and nation, will receive an Honorary Doctor of Public Services Degree. Mr. Kimmel will be presented by Provost James England.

Honorary Trustee Murray Shusterman, who spent 50 years at Temple University as a faculty member and for whom Shusterman Hall has been named, will receive an Honorary Doctor of Law Degree and will be presented by Dean Robert Reinstein.

The President's salute to the graduating class will be delivered by Dean Carolyn Adams. A student response will be given by an outstanding student from the College of Education who will be presented by Dr. Valaida Walker.

Degrees will be conferred after the student's speech.

After the exercise in the Civic Center, there will be 16 individual programs, formal and informal.

The President informed the Board that the graduation exercise at Temple University Japan will be held on June 9th. He will attend the exercise, joined by Trustees Louis Esposito and Daniel Polett.

Committee on Student Affairs

20. Report

The Report of the Committee on Student Affairs was received as given in Agenda Reference 20.

21. Residence Hall Room and Board Rates for Students for 1996-97

On motion duly made and seconded, the Board of Trustees approved the recommendation of the Student Affairs Committee (5/7/96) and authorized a 3% across-the-board rate increase for the undergraduate residence halls with graduate/professional residence hall rates remaining constant.

## **REPORTS OF OFFICERS**

### **22. Treasurer's Report**

On motion duly made and seconded, the Board of Trustees received the lists of grants and contracts awarded for the period July 1, 1995 - March 31, 1996, the major gifts and grants received for the quarter ended March 31, 1996, and the purchases and sales of securities for the third quarter, Fiscal Year 1996, as given in Agenda Reference 22.

### **23. Secretary's Report**

On motion duly made and seconded, the Board of Trustees approved the presentation of degrees-in-course dated August 30, 1996, to candidates approved by the appropriate academic committees of the faculty; with the understanding that degrees for Law School Evening students who regularly complete their studies in July shall be dated July 16, 1996, with a certificate of the Dean of the Law School verifying said receipt.

## **OLD BUSINESS**

There was no Old Business.

## **NEW BUSINESS**

Mr. Richard Fox commented on a meeting of the Temple University Health System Board where reimbursement of health care provided by our facilities was discussed. He said the Governor has determined that more than 200,000 people will be removed from the Medicaid roles. Many of these people are those to whom we provide health care.

Mr. Fox said that a major financial confrontation is developing, one in which we will be a significant player. He said that \$12-\$24 million a year is involved. He said that this University, Hospital and Health System cannot continue to provide the care we have historically provided while faced with those kinds of reductions. He wants the Board to be aware of the situation.

Mr. Fox informed the Board that the State has determined that it is not going to continue to provide the same percentage of support for public higher education. Holding the reimbursement formula for the three major teaching research university's flat, as has happened under both Governor's Casey and Ridge, means our appropriation is reduced 3%-5% per year. This is the opening of a major push to reduce government spending on higher education. We are now moving from a period of relative

calm where, because of President Liacouras' leadership, we have been able to deal with our problems in a very effective way. We have done, probably, the best job of any university around us. The administration of President Liacouras has done a good job in redirecting resources, reducing expenses and maintaining the quality of the educational system.

Mr. Fox said that we must be aware of, and begin to think through, the implications of what is happening in the external environment. He said that we will be confronting these problems in the best way we can. He believes that we are heading for a major confrontation with the State government and believes that a very unhappy relationship with the State is forthcoming. He said that we need to determine what we are going to do proactively to insure that this University and our Health System survive and succeed.

Mr. Fox said it is difficult for us to attack our sister institutions in Pennsylvania, but the reality is what it is. He is not for taking anything away from anyone. Our goal is to have the State become aware of the value of public higher education. When you look at Temple University historically, we have come from a spread of 2/3 from the State and 1/3 from the students to 1/3 from the State and 2/3 from the students. This has been going on for twenty years now; it is not the case in other states; it is not a national trend.

Mr. Fox told the Board that as trustees of Temple University they must fact this reality. Like it or not, we are involved in the political process, and his approach is to alter the present state of affairs to get greater good for the public's money. He said that the trustees are going to have to become much more proactive, politically, and also become more aware. He said that the priorities of the University have been reordered. His view is that we are very close to the point where there is little fat left.

Mr. Rosen asked if we are planning to undertake an effective marketing effort. Mr. Fox said he believes the way to effect change is one-on-one with people who are going to vote in the legislature. In our environment, it is the future of the greater Philadelphia area that is being impacted.

In response to a question from Mr. Rosen, President Liacouras said that Pennsylvania is 47th in aid to public higher education and 3rd in aid to private higher education. Mr. Mitchell Leibovitz asked what is the dollar correlation between 3rd and 47th. President Liacouras said that were Pennsylvania 25th in aid to public higher education, we would have another \$30 million to work with here at Temple University.

The President thanked TAUP for its lobbying efforts

with the legislators. He said that this year we will have our alumnae/i contact their legislators and others.

Ms. Jane Fumo said that money has come to Temple University for capital programs over the years. President Liacouras said that we ranked about 47th out of 50th on the capital budget. Ms. Fumo said that even in looking at the capital budget, we are very, very low. President Liacouras said that is not used, however, for the statistic that is ordinarily invoked. For example, we have been getting our buildings built, but all of a sudden we have to put up 40% while the State puts up 60%. We have \$56.7 million of urgent, unmet deferred maintenance, all of which should be supplied by the State, but which we are budgeting in our operating budget. The push at the State level is to force public tuition up to where the privates are and to provide vouchers to take where you want.

#### **ADJOURNMENT**

On motion duly made and seconded, the meeting of the Board of Trustees was adjourned at 4:15 P.M.