

**COLLEGES OF SCIENCE AND TECHNOLOGY  
and ENGINEERING**

Minutes of the Collegial Assembly  
November 13, 2000

Louis Raymon called the meeting to order at 2:39 PM. The following were present:

<b>Biology</b>	<b>Chemistry</b>	<b>CIS</b>	<b>Mathematics</b>	<b>Physics</b>	<b>College Administration</b>
Amini	Dalton	Aiken	Conrad, B.	Burkhardt	DeLio
Gruberg	Davis	Baram	Evangelista	Forster	Gatsoulas
Hilfer	Findeisen	Friedman	Gil	Gawlinski	Hanna
Hillman, N.	Goncalves	Ingargiola	Grabovsky	Hasan	Platsoucas
Hillman, R.	Hill, D. T.	Korsh	Grinberg	Intemann	
Kozbor	Jansen	Kwatny	Knopp	Lyyra	<b>University Administration</b>
Lim	Krow	Poe	Lipschutz	Meziani	
Neff	Schiffer	Stevens	Macri	Mihalisin	
Palter	Schmuckler		Mendoza	Neville	Adamany
Ramirez	Spano	<b>Geology</b>	Passow	Riseborough	Caldwell
Rappaport, J.	Stanley		Raymon		
Reiss	Strongin	Anderson	Reich		
Sanders	Thomas	Myer	Rushi		
Sawaya	Titus	Nyquist	Schiller		
Skorski	Williams	Ulmer	Sewell		
Tanaka	Wunder		Szyld		
Waring			Zitarelli		

**College of Engineering**

<b>Civil &amp; Environmental</b>	<b>Computer &amp; Electrical</b>	<b>Mechanical</b>	<b>College Administration</b>
Abboud	Silage	Baran	Sadeghipour
Udo-Inyang	Klafter	Baren	
Patterson	Helferty	Ward	
Boufadel	Sullivan	Ridenour	
	Yantorno	Peridier	
	Delalic	Chen	
	Butz	Chiou	
	Tarka	Cohen	
	Biswas		
	Hohenberger		
	Sendaula		

Dean Platsoucas gave a progress report regarding College enrollments and

grant funding. His presentation was accompanied by charts that are attached to the official copy of these minutes. He announced that a newsletter would be forthcoming, listing the new faculty of the College and including a précis of their research activities. He announced that the College was authorized to search for six new faculty members, and that substantial startup funds had been allocated for the purpose.

The remainder of the meeting was devoted to a presentation by **President Adamany**, followed by questions.

President Adamany noted that it was unconventional to convene the Assemblies of two colleges simultaneously, as in this meeting, and offered assurances that the pressure of time had prompted him to request this arrangement — no change in policy regarding the colleges was implied.

The president said that he was in the process of formulating objectives for the University, and that he expected to be ready to announce its conclusions in January or February.

#### **Growth of the student body**

- Admissions reports a slight increase in SAT scores and class rankings for the current freshman class over its predecessors.
- Increasing numbers of students come from outside the Philadelphia metropolitan area, and 25% of the new admits are out of state.
- As the number of students from Philadelphia declines, the decrease is offset by increasing numbers of students who reside in the suburbs. In part, this change is due to articulation agreements with Community College, which have also improved our persistence and graduation rates.
- Student demand for on-campus housing is increasing, and exceeds supply. By fall 2001, an additional 1000 beds will be available. This will not be enough if the present trend continues. Apartments in Center City are expensive and in short supply, and we need more housing for returning students.
- A resident student body will demand greater access to the faculty, and will want to play a greater role in campus governance.

**Quality of teaching** The president noted that the University has a loyal faculty that values good teaching. The loyalty of the faculty is underlined by its age structure. The cohort that is over 61 years old accounts for 23% of the faculty, and an additional 23% is between 56 and 61 years old. We can expect waves of retirements, to be replaced by younger faculty members who will need to be induced to follow the example of their predecessors in giving the University loyal service and committed teaching.

**Research** Temple's ranking among research institutions, as measured by external funding, is declining, and we are no longer among the top 100 universities.

**Regional University** The **Harrisburg** building has been renovated. We will need to build enrollment to justify the expense. **TUCC** is moving to newly renovated quarters, and also needs increasing enrollments. **Ambler** has traditionally been a feeder for the main campus. It needs to offer attractive programs in all majors, which could be started at Ambler and completed on the main campus. The **Tyler** campus is outdated and cramped. Its program is eminent, but expensive to maintain. The question of whether to reconstruct the Tyler campus at its Elkins Park location, or to recreate the Tyler facilities on the main campus is open.

### Questions

**Schiffer** suggested that the time from 12:00 until 2:00 on Wednesdays be set aside as “seminar time.” President Adamany agreed that this was a good idea, if space utilization permitted.

**Davis** asked about the University’s financial health. President Adamany said that the finances are stable, the budget is in balance. We need to revisit some things that are now baked into the budget to see if funds can be found for the renewal of equipment and renovation of laboratories. He would like to know the current replacement value of our buildings, and be able to budget 2% of that amount per year for renovations, etc. Our present funding for these purposes is much less, and in fact maintenance is being deferred. The following are unknown:

- Replacement values for our buildings
- Amounts spent on ordinary repairs and maintenance
- Amounts spent on renewal of facilities

The president added that laboratory renovations should be funded separately, especially when they are done to accommodate the needs of a newly hired investigator. The University should have central funding for startup and renovations needed for new faculty. To accommodate this need, painful reallocations within the budget will be necessary.

**Gawlinski** asked if the State of Pennsylvania had allocated funds for the renovation of Temple University science buildings. President Adamany replied that Governor Ridge had requested money from the legislature for building renovations for the Commonwealth universities. The state has made a commitment to provide \$100 million for renovations at Temple, but has released no funds. We have to present specific requests to obtain a release of the funds.

**Szyld** asked who was selecting the projects to put to the state for funding. The president noted that we have a wish list, but that its total far exceeds \$100 million. He will solicit the advice of the deans, but ultimately, he must make the final decisions.

**Korsh** asked about the cost of the recently completed renovation of the Harrisburg and Center City facilities. The president noted that we lease space in Harrisburg. The goal of the university is for the overhead in Harrisburg to be

covered entirely by tuition revenue. However, he noted that Temple is the only public institution that offers graduate work in Harrisburg in areas related to the public sector, and that our presence there might be beneficial to the University as a whole. He asked the provost to describe the financing of renovations at TUCC. **Provost Caldwell** said that the \$8 million cost of the renovations was to be amortized over a 15 year period, and would have been incurred even if we had remained at the same location.

**Reich** asked about the future of Temple University Japan. The president said that the Japan Campus is important since it gives the University a presence in Asia. Largely because of the Japanese recession, the Japan operations have lost money in the last two years — the deficit in the most recent fiscal year was very large. Reserve funds are not sufficient to sustain such losses. The university has developed a strategic plan to balance the budget next year, and to eliminate the debt in the future. If we miss the targets specified in the plan, we may have to cease operating in Japan. Most American universities that had a presence in Japan have already withdrawn. If we can hold on, this may be an opportunity for us. Our Japanese partners want us to stay.

**Wunder** asked if we should hire senior researchers (with funding) as we replace the faculty members who retire, or should we reinvigorate the faculty by recruiting younger scientists. The president responded that we have a large cadre of senior faculty. If we hire assistant professors exclusively, we will create a new bulge. It is preferable to smooth out the age distribution by hiring some younger faculty, and some who in mid-career.

**Tanaka** asked about the interface between the Main Campus and the Health Science Center (HSC), and about the interface with the local community. The president said that the HSC should have moved to the Main Campus area when the hospital was built. It is too late to relocate the HSC now. He is encouraged that Mayor Street's blight-busting programs will make substantial improvements in the North Philadelphia environment, thus benefitting the community and the University. The city has budgeted money to relocate residents. This makes the construction of more housing by the University feasible, but this may not be politically acceptable. Temple needs to overcome a high level of suspicion in the local community.

**Schiffer** asked if hiring slots would be given to departments or to colleges. President Adamany noted that it would be better for departments to submit hiring plans to their deans than to expect the president decide among the requests of 60-odd departments. Therefore hiring slots are allocated to colleges.

**Silage** asked if the High School for Engineering and Science could be induced to remain at its location on 17th Street. The president said that the impending move was not reversible.

**Dalton** said that the library's collections were inadequate, and that older materials were not retrievable. The president noted that Temple's ranking by the Association of Research Libraries (ARL) is poor, but in light of current technology, which is ignored by ARL, he wondered if that was important. Nevertheless, Temple's plans for growth have overlooked the needs of the Library.

**Ingargiola** asked if the president hoped for incremental change, or for a

revolution. President Adamany quoted Clark Kerr, who had said that 73 institutions that have survived without alteration since the 16th century: the Roman Catholic Church, the parliaments of Britain and Iceland, and 70 universities. Thus, universities are very stable. They must recognize change as it occurs in the external world, and adapt to the expectations of the citizenry from whom they derive support. Change can best be effected from within, when then faculty make incremental changes that strengthen the institution.

**Lipschutz** noted that during President Adamany's tenure as president at Wayne State, there had been several strikes, and expressed concern about this record. President Adamany replied that he was not defensive — Wayne State was bankrupt. It now has a respectable research ranking, new buildings, and sound finances. Was it worthwhile to take a strike? A university can aspire to national recognition only if it

- adopts standards for promotion and tenure that are comparable to those at other nationally recognized institutions, and
- allocates merit pay as other great national universities do.

The strikes were each of 3–4 day's duration, and resulted from President Adamany's insistence that Wayne State should adopt standards consistent with those of other great national universities.

We must study the practices of other institutions, and become fully competitive.

**Meziani** asked if the president would welcome communications from the faculty. President Adamany said he welcomed communications about ideas for making Temple a better university. Such a letter can be anonymous if the author prefers. He will not read letters that snipe at colleagues.

**Hasan** asked about the president's role in promotion and tenure cases. The president responded that everyone involved needs to understand the standards that apply in other institutions. In general, the president should not intervene in particular promotion or tenure cases. The most important evaluations should come from departmental committees and from deans.

**Goncalves** asked if teaching or research excellence was more valued. The president responded that research and teaching are valued for all members of the faculty. He noted that the vast majority of new knowledge is generated at 10% of the teaching institutions. We should value research because the storehouse of knowledge is principally the work of research universities. Good teaching is impossible without the expansion of knowledge. Furthermore, the very best students can have life changing experiences by participating in collaborative research.

**Forster** asked how college budgets were related to enrollment. The president responded that budgets should be based on principles that everyone understands. If enrollments have no impact on the budget, then students will be done a disservice. Different disciplines will have different unit costs. Similarly, a substantial part of the indirect cost recovery should remain in the units that incurred the direct costs. That said, it is appropriate to set aside some funds —

10–20% of the budget for special programs and opportunities, such as honors.  
In any event, the budget should be transparent.

**Adjournment**

The meeting adjourned at 4:15 PM.

Respectfully submitted,

Bruce Conrad