VP Freeman Assures FSSC
Temple Football Can Succeed

Jack Freeman, university executive vice president, met with the Faculty Senate Steering Committee on December 1 to explain recent events relating to the football program.

Freeman began by noting that the board of trustees has made the decision for a 1-A football program and wants that program to be a successful one. Freeman added that he believes that although it will be difficult, Temple can be successful in this area.

He noted, as he has done on other occasions, the histories of Miami and Pitt in that respect. He experienced the Pitt turnaround first hand and thinks that with the right coach Temple could also do it.

When he came here several years ago, Jerry Kennedy was the coach and was enjoying a good season with good expectations for the future. Unfortunately, things went the other way and by the start of this year it was becoming clear that a change might be necessary.

Temple could not afford to wait too long because a successful program depends mainly on good recruiting, and a coach with an uncertain future is at a disadvantage trying to recruit. Bernt, himself, admitted that he was having difficulty recruiting.

When it became obvious that this year was turning into a disaster, the decision was made to make a change.

Freeman said that the administration made the decision to seek an African-American coach and they soon identified Ron Dickerson as an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice. Freeman denied an obvious choice.

Bill Cosby had played a role in these decisions, but said it was natural to turn to help for help to Cosby in this situation. He suggested that the parallel would be that if you were trying to attract a major school to the university and you had a Nobel laureate who could help convince him to come, you would use him.

Dickerson was the only candidate interviewed, Freeman said. As regards the criticism that Temple had been insensitive in the treatment of Bernt, Freeman said that that is the way it is often done and the university had to move quickly to assure itself of Dickerson's services.

He explained that the signing of Ron Dickerson had resulted in a "positive publicity nationally" for Temple. That was the power of sports, especially in Philadelphia. He noted that the announcement of the previous day of Temple's Oscar Teager Awards went virtually unnoticed by the media.

In response to a question Freeman said he would not speak to the issue of coaches' pay, but he said that Cosby had agreed to help again as he had done previously. The cost of the "buy-out" would be at most $500,000 but might not be that much if Bernt or his assistant coaches got other jobs.

Dickerson was not promised any significant increases over previous football salaries.

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FACULTY SENATE
Friday, December 11, 1992
1:30 PM

Location: Main Campus:
Kiva Auditorium, Ritter Annex
HSC: Executive Conference Room,
4th Floor of Student-Faculty Center
Note: Old December meeting is full
Call Faculty Senate meeting. All presidential faculty are voting members of the Senate.
The meeting will be devoted chiefly to a first reading of two important proposals that require careful consideration by the faculty. Please plan to attend.

Preliminary Agenda:
1:30: Ask the Provost to open the meeting. The Provost will answer faculty questions.
Note: This is a regular feature of Senate Meetings.
1:45: Approve Minutes
1:46: Announcements from Steering Committee
1:55: First Reading:
Faculty Handbook Revisions
Student Loans
SBA Officers of Ad Hoc Committee
(See attached copy for details)
2:30: First Reading: To establish a new Advisory Committee on Intercollegiate Athletics.
Gerard Cooney, Chair, Faculty Senate
(Ad Hoc Committee)
(The proposal will be available at the Senate Meeting)
2:55: New Business
3:00: Adjourn
Dear Editor,

In response to the latest events surrounding the "sleeping giant" I have decided to cease purchasing two season tickets to Temple football games. I will reconsider my decision when Temple elects to drop out of or boost out of the Big East Football Conference and/or attempts to reach the Bowl. Villanova and Delaware as opponents. It is not clear that either of these teams would consider Temple as a worthy opponent. Waiting fromTemple to become the Notre Dame of football on the Delaware (i.e. a winning big time college football program) is not one of my conditions. That ambition is a pipe dream. It will not happen in the next eleven years as it has not happened in the last eleven years.

However, the continued pursuit of that pipe dream will be ruinous to this institution both materially and much more importantly. Simply, I believe that there is only one person in this university who in his heart believes the cost to be worth it. Unfortunately only his opinion counts. Football has become the peculiar property of this institution. Sincerely,

Tom Hawkes (ED/PSy)
P.S. Speaking of miracles, I'm heartened that the AUP cost increase was removed during the present administration. PPS. For the integrity and honesty with which he deals with a completely untenable situation, I nominate for the Querulous Owl Great Teacher Award (ex) Temple football coach, Jerry Berndt. He reminded me that this award in contrast to the other one can be bought by or turned down by the candidate, and does not carry a $10,000 stipend, it carries only honor and the esteem of all at least one of his colleagues.

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Letters To The Editor

Ten Years Older But No Wiser

The Faculty Herald has been sometime charged with second-guessing and Monday morning quarterbacking when it comes to its complaints about the football program. Maybe so, but we remember a piece that we had published ten years ago in December 1962. In rereading it we decided that perhaps it wasn't as perceptive as much as that appears in the news media. In fact, we thought it made even more sense now than when it was written, so we are reprinting it complete and without any changes.

Wayne Hardin's resignation brought an end to a thirteen-year career as Temple's football coach. In that time he and Ernie Casale, the Athletic Director, tried to make Temple's football program a major one that could rank with the best. Despite obvious handicaps they almost did it. Temple's teams could, at times, play with the best of them. Hardin took almost half the Big East and健全 several times. They beat other nationally ranked teams and even made it into the top twenty occasionally. The high point was probably the Garden State Bowl game against the University of California in 1979 when Temple won big.

Some of Hardin's players went on careers in professional football - Joe Klecko and Randy Grossman are the outstanding examples.

Whether the results were even more to the advantage of the University can never be objectively determined, but for many of those thirteen years that was never a serious issue. Certainly it was never anything that Wayne Hardin had to worry about. He did the job that he was brought to Temple to do practically as well as anyone could have done it.

The reason for this present letter is to call attention to the trend in intercollegiate athletics, a trend that Hardin's successor will face. The outlook is not good. The football program has never come close to paying for itself, and first-rate football programs are very costly. Temple, which must compete with established programs at other Pennsylvania institutions, will have great difficulty in a time of fiscal crisis in maintaining the standards set in the Hardin years. Neither the student body nor the people of Philadelphia itself have shown much interest in Temple's football team. Perhaps it is time for some serious reappraisal.

I Temple were to accept that its football future lay more along the relaxed lines of the Ivy League and associated colleges, considerable funds could be saved. If these funds were diverted to other areas, Temple might be better served.

In the nineteenth century an Oxford don suggested, tongue in cheek, that an argument could be made to the effect that a university might be better off without students. If any one ever considered that possibility seriously, the current situation at this university should not put the matter to rest once and for all. Our crisis is the result of a scarcity of students. Despite the overall decline in the student population many universities and colleges are actually enjoying an increase in their enrollments. Temple is not. One reason is evident. Although our tuition is low by private school standards it is dreadfully high in comparison with the state and community college standards. Little is likely to happen to change that unfortunate situation. New Villanova and Temple were to follow the example of scrap and scrap football entirely, the savings could hardly reduce tuition cost appreciably.

Temple must accept its relatively high tuition and strive to make it what provides in the way of education an even more attractive bargain than it already is. That can be helped by making football economics in two ways. First and most obviously by reducing somewhat the contractions and eliminating the arbitrary limits which automatically mandate reenrollments, prevent desirable faculty hiring, create program crises that discourage students and faculty alike, and lead to general demoralization. Secondly, the savings could be used to augment scholarship funds for the purpose of attracting the best students.

At this point in time nothing would enhance the reputation of the University more than attracting more of the best students produced in the Delaware Valley. Temple has always gotten some of them, but too many go elsewhere. Some of them will always go, but Temple should do all that is in its power to increase its share of the best. That can be done by ensuring the quality of the educational program and by ensuring the quality of the student body itself. Anything in contrariwise should be done to attract the best students should be done. The process is, of course, one that relates to President Lucacours "critical mass" idea. The more we can attract the better students the more the student body itself will become an attraction and a strength itself.

The essence of all managements, academic as well as political, is the art of the possible. Instead of trying to do too many things, perhaps concentrating on one or two clearly attainable goals, and the more important goal, would make most sense. Economics achieved in scrambling to make an ambitious football program can never be a complete panacea for Temple's many financial problems, but proper applied, such economics could provide a description. To continue to spend what has been spent in the past on football in those times would be foolish; to increase such expenditures would be deserving of a much harsher description.

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Temple's Teachers Get No Respect?

Jack Freeman, university executive president, in discussing the recent coaching changes, noted that the sports story got national attention whereas the announcement of Temple's Great Teachers Awards failed to get "ink." He wasn't happy about that, but that was the way it was.

Some people are of course shocked but on reconsideration not very significant. Who among the faculty is likely to know or care very much about General Motors' employee of the year, or even some other university's teacher's awards.

But we do care very much about the five honores here at Temple: Harry Bailey, Jr. (CASP/Political Science), Rajan Chandran (SBM/Marketing), Peter W. Goodwin (CAS/Geology), Donald R. Price (Law), and Susan A. Wheelan (CDS/psychology). They bring something much more significant, solid, and long-lasting to the university than more PR fluff. In the long run university will rise or fall in the public's eye not by the transitory glory of football or basketball coaches, or sports journalists, but by the quality of one significant product, our graduates.

To that product the Great Teachers, the Lindback Award winners, and all the other dedicated teachers make a contribution which is still insufficiently recognized.

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A Temple Football Garland

"It is consistent with our quality programs to have a quality faculty."
"It will allow us to lead the way in intercollegiate athletics locally, regionally and nationally."

Charles Theokas, Director of Athletics, on the subject of the new basketball area.

(IIf the quality of the arena matches the quality of the programs, we better recheck the plant!)"We played our ace, with Mr. Corby, as we did when we searched for Coach Berndt, as we did when we searched for Bruce Arlan. In fact, not only did Bill Corby support moratorium and financially those coaches, but he even baby-sat the children of Bruce Arians the day of the announcement."

Peter Lucacours

(How many aces do you have that is deck, partner?)"I'm not going to give any particular year when the program is going to be turned around. But let's just say you will see a difference by the time five years is up."

Ron Dickerson, Temple's new football coach

(Make it eight years, Ron, that's when you can guarantee a new millennium.)"We asked him (Corby) for a certain amount, which he gave us. Any additional amount (to buy Berndt's contract) will come from the friends of Temple football."

Peter Lucacours

(The friends of Temple football? Does that mean we can get money from the other schools that we play in the Big East?)
President’s Corner

Tenure Changes

At the Senate Meeting on December 11, we had a first reading on seven proposed changes in the tenure procedures prevailing at Temple. There are three main points which seem to be of particular concern. These are:

1. That faculty members are not being evaluated regularly, and that this is a violation of the tenure procedure.
2. That there is a lack of communication between the faculty members and the administration.
3. That there is a lack of understanding about the tenure procedure among the faculty members.

In my opinion, these changes are necessary to improve the tenure process at Temple. The faculty members need to be evaluated regularly in order to ensure that they are meeting the expectations of the university. Communication between the faculty and administration is also crucial to ensure that everyone is on the same page.

Mark Haller
The positive publicity related to the new football conference should make Temple. during the next several years, more competitive in terms of the football team's performance and with respect to recruitment of student athletes, coaches and staff. It should also generate greater local interest in Temple football, resulting in increased revenues from ticket sales, radio, television, and fund raising.

3. Non-Revenue Sports

We anticipate modest revenue from Women's Basketball. This is a consistent revenue area that has continued in the program's success. Significant revenue from our other non-revenue programs is not anticipated over the budget period. Revenues should continue to offset yearly inflationary increases in costs.

4. Marketing Proposal for Football Season Ticket Sales

Financial projections in this report forecast improving revenues from the sale of football season tickets, particularly sales especially in the years beyond FY 1993-94 (tables 7A & 7B). The relatively modest amount $100,000 budgeted in the 92-93 FY to get the marketing campaign off the ground will need to be sustained in future years to insure continued growth in ticket sales.

5. Development

Another source for generation of new revenues is football. Within the next five years of developing a quality athletic fund raising program through the Owl Club, we have been able to expand our donor base from 500 to over 3,000 persons and have increased total endowment from $203,000 to $584,000. We are committed to the goal of raising over $1 million dollars by FY 97-98.

EMONTEY PLANNING

BUDGET FOR INTERCOLLEGIATE ATHLETICS

1992

1. INTRODUCTION

This "Budget Plan for Intercollegiate Athletics (FY 1992-93 through 1998-99)" is a updated version of the original budget for the years 1992-93 through 1997-98 based upon our best estimates to date, and the new forecast to cover 1998-99. The format also has been revised to present a more concise and easy-to-read version of the plan. This plan restates the mission of Temple University's intercollegiate athletics program; reiterates the institution's commitment to operating an intercollegiate athletics program of the highest integrity, including strict adherence to regulations of the University and the National Collegiate Athletic Association (NCAA); identifies future areas of concern for the program; and projects future costs and revenues for Temple intercollegiate athletics over the next seven years, incorporating the provisions of the new marketing efforts for football season and single game ticket sales.

While this plan attempts to project accurately future expenditures and revenues for Temple University intercollegiate athletics, again it must be emphasized that revenues and expenses of intercollegiate athletics are affected by many variables, some of which are beyond the University's control. The largest such variable is the impact on Temple's revenue, over a period of years, resulting from the University's affiliation with the BIG EAST Football Conference. Changes in the scope of athletics programs, conference regulations and requirements, coaching staff changes, revisions to NCAA rules and reduced enrollments in the number of student athletes, and changes in and local, state, and federal legislation, will be reflected by the University's control and other economic factors. Because of the above these projections.

This Current version of the BUDGET Plan that is currently being reviewed and revised annually to provide a long-term overview of the University's financial situation, and to guide the President and the Board of Trustees in decision-making processes. The primary purpose of the BUDGET Plan is to serve as a planning tool to guide the University's program as a whole and the intercollegiate athletics program specifically. The BUDGET Plan identifies the University's budgetary policies and practices, and provides information and guidance on the University's budgetary process. The BUDGET Plan provides the University with a long-range view of its financial situation, and to guide the President and the Board of Trustees in decision-making processes.

This BUDGET Plan provides data for the total intercollegiate athletics program as well as the following student athletic department-wide administration, all men's sports, all women's sports, football and basketball. It is the primary source of information for the University's financial management. It should be noted that the Owl Fund revenues, net of fundraising expenses ($321,000 in 1991-92), are not allocated by sport. These expenses are a part of the Total Program department-wide. The intercollegiate athletics budget (Schedule I). It should be recognized, however, that the overwhelming percentage of athletes' expenses are in football and men's basketball. Accordingly, the direct cost to each of these sports could justifiably be reduced by substantial cutbacks in the expenditures of the Owl Fund revenue.

Not included in the Owl Fund's cash contributions or in this report's analysis are other intercollegiate athletics revenues such as gifts to funds ($642,000 for 1991-92), endowment funds for athletics purposes ($115,277 for 1991-92), interest on endowments ($42,000 for 1991-92) or other gifts for athletics $32,058 for 1991-92.

II. MISSION

Temple University is committed to sponsoring a broad range of intercollegiate athletics programs for men and women that are fully competitive and operate in compliance with the University's mission and the regulations of the University, the NCAA, and the conferences of which Temple is a member, including the Atlantic 10 and BIG EAST conferences.

Temple University's athletic philosophy is one of excellence in every area of the program. The department will produce the best athletes in the Atlantic 10 and the BIG EAST while providing the highest quality educational environment for student athletes.

1. Men's Basketball

The Temple men's basketball program has been nationally recognized for excellence throughout the last decade under John Chaney, two-time national Coach of the Year. Owl teams have participated in the NCAA tournament eight of the last ten years, and back-to-back championship seasons, finishing the 1987-88 regular season ranked number one in the nation and just one game back at the Final Four in 1990. As things stand now, the men's basketball program probably has already achieved athletic and personal development of our student athletes. Our objective is to enable each student athlete to develop his full potential, to succeed academically, and to grow into a successful individual in the community while achieving competitive athletic success on the field.

2. Women's Basketball

The women's basketball program at Temple University operates in a way that is intended to generate loyalty, pride, and a sense of community within the institution's extended family, including students, faculty, staff, trustees, alumni, and community friends, and the region. The development of a positive image of the University, leading to more effective student recruitment and development success, is an important component of the program.

3. Baseball

In accordance with the foregoing principles, the University's intercollegiate athletics programs attempt to manage its resources prudently, keeping in mind potential increases in revenues from private contributions, radio, television, and ticket sales in order to minimize the University's subsidy for intercollegiate athletics.

4. THE FUTURE AREAS OF CONCERN

A. Fundraising

With the infusion this year of $100,000 in non-revenue sources into the football program, the level of funding for intercollegiate athletics at Temple University remains adequate. There is the relatively modest need to infuse additional resources into several of our non-revenue programs to upgrade some current head coaching positions from part-time to full-time status, part-time coaching positions, and others.

5. DEVELOPMENT

Another source for generation of new revenue is football. Within the next five years of developing a quality athletic fund raising program through the Owl Club, we have been able to expand our donor base from 500 to over 3,000 persons and have increased total endowment from $203,000 to $584,000. We are committed to the goal of raising over $1 million dollars by FY 97-98.

Increasing development revenue is a very high priority for intercollegiate athletics. We must also ensure that the Owl Club and the athletic department, as a departmental unit, to direct athletics fund raising, is necessary to insure the continued growth of our program.
Athletics Budget Plan

initiate the subsidy for football at Temple University by the latter part of this decade. If Temple is to offer a full range of competitive interscholastic athletics programs, however, significant University financial support for athletics will continue to be necessary for the foreseeable future.

B. Athletics Facilities at Temple are marginal by current Division IAA standards. The current plan calls for renovating most of these antiquated facilities requirements. This budget plan does not include any revenue or expenditure assumption for these items.

1. The most pressing facility need is a replacement for McGonigle Hall for the football program.

1. Unrestricted revenues were $105,000 higher than budgeted, but Owl Fund cash revenues were $66,000 below budget. The revenue from the Owl Fund to offset Athletics Department expenditures was $89,000 below budget.

2. Although major cost reductions were imposed and achieved in most areas of the department budget, expenditures for the year exceeded budget in the following administrative areas:

a. Unbudgeted and unanticipated charges from the BIG EAST conference totaling approximately $100,000 were incurred. These start-up funds were required by the conference to administer the new league. The sum of $78,000 has been budgeted in FY 92-93 for this year's assessment. It is expected that this will be the last year for this type of charge as revenue from the BIG EAST radio and television syndication increase.

b. The budget was exceeded in Promotions and Marketing by $113,578. Of this, $41,000 was incurred in hosting the NCAA regional basketball tournament and was reimbursed to the University. Various unbudgeted promotions and marketing efforts were undertaken in an effort to bolster sagging ticket sales. C. Expenditures in excess of the budget were also incurred in Sports Information (518,380), Equipment Services ($2,283), and Cheerleading ($7,872).

With the recent appointment of a new Assistant Athletics Director for Business Operations, steps have been taken to improve budget preparation and to monitor expenditures more closely in an effort to keep them within the amounts budgeted in the future.

V. INTERCOLLEGIATE ATHLETICS BUDGET — FY 1992 — FY 1993

The remainder of this report projects expenditures and revenue for the Department of Intercollegiate Athletics at Temple University over the next seven years. The supporting schedules have been simplified from the previous version of this plan to facilitate comparisons (See Schedules I-III).

A) Expenditure assumptions include an annual four percent (4%) inflation projection for salaries and benefits and four percent (4%) inflation for other items not affected by cost scheduling. Each year, commission will be adjusted to reflect actual budget allocations.

B) Budgets reflect currently approved personnel staffing.

C) Revenue assumptions related to scheduling and other variable factors are reflected in each schedule.

D) For this presentation, all development costs have been shown in the Office of Development (see schedule 9) and non-development costs of the Owl Fund have been transferred to the Athletics Department Budget. Owl Fund cash revenues, net of development costs, will provide debt service on current, anticipated expenditures for the Athletics Department.

E) Weishaupt development revenues and advertising revenues are classified as general departmental revenues, and no attempt has been made to allocate these revenues to individual sport. Owl Fund revenue exclusion contributions to endowment, earnings on endowment and gifts-in-kind, and other gifts for athletics, which total $272,314 in FY 1991-92.

E) General Activities Fee revenue has been budgeted by sport consistent with the current policy on Activity Fee distribution: 40% for football; 40% Men's Basketball; 8% Women's Basketball; 10% All other Men's; 5% All other Women's; 5% All other Men's.

F) With respect to football revenues, it is assumed that sales of football season tickets will increase beginning in the fall of 1992 by amounts ranging between 25 and 60% a year depending on the schedule, and that revenue sharing from BIG EAST Football Conference television and postseason games will begin in 1993. Football game ticket projections are based on average levels of staffing in the areas of marketing and promotion.

G) We have assumed no revenue from the NCAA Tournament, NCAA; BIG EAST; and CAA television appearances for the 1992-93 season. This, even though it is likely that Temple teams will qualify for such revenues from time to time.

H) For football and men's basketball games, guarantees paid and guarantees received vary each year depending on the home-and-away schedule and the opponents for a given season.

2. Receivables from ticket sales, which are allocated by sport, reflect significant varia-

3. This individual of Temple Stadium continues to be an important issue for the University and the Athletics Department. The sale of the Stadium will create serious scheduling difficulties for many of our non-revenue varsity programs which now use Temple Stadium, particularly baseball, softball, soccer, and tennis.

4. To maintain these programs, alternate facility benefits will be foregone and the cost of these facilities will be incurred on or near the main campus. The revenue from the Stadium could help to offset the costs of providing replacement facilities. A special committee has been appointed by Vice President for Athletics to explore all options for dealing with this issue.

J. Review of Actual Performance vs. Budget for FY 91-92

Last year's Budget Plan projected expenditures of $17,108,000 and revenue of $4,091,000 for a University subsidy of $13,000,000 for 1991-92 (see schedule 1). The University's final budget reflected additional expenses for construction costs and revenue changes, resulting in a budgeted subsidy target of $39,000. The University's actual subsidy to athletics in FY 1991-92 was greater than budgeted by $259,000 due to the following factors:

- Expenditure assumptions include an annual four percent (4%) inflation projection for salaries and benefits and four percent (4%) inflation for other items not affected by cost scheduling. Each year, commission will be adjusted to reflect actual budget allocations.

- Budgets reflect currently approved personnel staffing.

- Revenue assumptions related to scheduling and other variable factors are reflected in each schedule.

- For this presentation, all development costs have been shown in the Office of Development (see schedule 9) and non-development costs of the Owl Fund have been transferred to the Athletics Department Budget. Owl Fund cash revenues, net of development costs, will provide debt service on current, anticipated expenditures for the Athletics Department.

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- With respect to football revenues, it is assumed that sales of football season tickets will increase beginning in the fall of 1992 by amounts ranging between 25 and 60% a year depending on the schedule, and that revenue sharing from BIG EAST Football Conference television and postseason games will begin in 1993. Football game ticket projections are based on average levels of staffing in the areas of marketing and promotion.

- We have assumed no revenue from the NCAA Tournament, NCAA; BIG EAST; and CAA television appearances for the 1992-93 season. This, even though it is likely that Temple teams will qualify for such revenues from time to time.

- For football and men's basketball games, guarantees paid and guarantees received vary each year depending on the home-and-away schedule and the opponents for a given season.

- Receivables from ticket sales, which are allocated by sport, reflect significant varia-

1. This actual budget, from revenue and expenses, is $78,000 higher than the budget shown in the previous version of this plan due to increases in the Owl Fund's total budget. The Owl Fund budget is not included in the University's budget for fiscal year 1992-93.

2. Owl Fund revenues were $4,016,000 in FY 1991-92 compared to $3,800,000 in the previous budget. Owl Fund revenues are included in the University's budget for fiscal year 1992-93.

3. Last year's budget did not include grants from Owl Fund Revenue in resigning Owl Fund Revenue and Owl Fund Revenue.

The future of intercollegiate athletics at Temple University is now under severe economic goals of the program. There are substantial costs involved in conducting a competitive Division IAA athletics program, costs which significantly exceed our realistic ability to generate offsetting revenues. We continue to believe, however, that the contributions made by a competitive program of intercollegiate athletics to the recruitment of students, fundraising, public support, institutional reputation, deve...
A Temple Football Garland

"I've always felt that Temple is a sleeping giant... "They can win at Temple, big time."

Ron Dickerson, Temple's new football coach (Gimme a T, gimme an E...GIMME A BREAK!)

* * * * *

"The coaches aren't the problem at Temple.  "Leadership, at the very top, is the problem."

"...what's happened at Temple is proof that a college president who gets too involved can be just as dangerous as one who doesn't get involved at all."

"This is, at Liacouras pointed out yesterday, the only Division I-A program in town. But it is a program that has brought more embarrassment than pride to the community. And the greatest embarrassment of all is that the school's president and athletic director don't seem to understand why."

Frank Dobson in the Philadelphia Inquirer

"Ten years ago, Peter Liacouras, the Walter Mitty of North Broad Street, ushered in the new, 'big-time' era in Temple football by promising a berth in the Sugar Bowl in 1985.

"...Schools fire football coaches all the time...But when they fire them the way Temple fired Jerry Berndt — hiring his successor behind his back as he completes the fourth year of a five-year contract — it tells you more than you wanted to know about the priorities, and ethics, of the men in charge."

Frank Dobson in the Philadelphia Inquirer

"The hard fact is this: Temple is dying by inches. And worse, it is dying at its own hand."

"Temple is the victim of blind, unreasonable ambition."

"The people at the top continue to deceive themselves. They think they can compete on an even field with a Miami, a Syracuse, a Penn State, and they can't..."

"If the Owls insist on remaining in the Big East, then they very likely will become for that conference what Northwestern is for the Big Ten...Something on which to clean the bottom of your shoes."

Bill Lyon in the Philadelphia Inquirer

"While it's difficult to fault his generosity, Cosby needs to ask himself if he is becoming the moral equivalent of a bartender who keeps pouring drinks for an alcoholic...

"While it's true that Cosby's half million dollar didn't come out of regular funds, it didn't go into them, either. Which meant it didn't go to scholarships, or to broadening the library's collections, or to renovating labs and buying computers."

B.J. Phillips in the Philadelphia Inquirer

"This program is on the rise, and it is only a matter of time before this campus finally gets to see a winner. When that happens, the whole country will know what a great place Temple University is."

J. Jerry Berndt in the Temple News, November 14

"If what I hear is true, they went out and physically visited with somebody about my job. That's what hurts and bothers me more than anything else. It's just, it's very unethical, very unprofessional. It's not the way you do business in college athletics."

J. Jerry Berndt in the Philadelphia Inquirer, November 22

"Temple of Doom"

Sports Illustrated's headline for its brief coverage of l'affaire Berndt.

* * * * *

"Preserving a building of a certain architectural style...cannot be the first order of business for a university, particularly when we have so many urgent needs."

Temple's objection to the Historical Commission's certification of the Baptist Temple (Sounds like a job for Superman, or the friends of Temple football.)

* * * * *

"Golly, bongo and espresso! You folks haven't changed a bit."

Continued from Page 3

for a fourth and terminal year will be granted.

AND:

4. Associate Professors who do not have substantial experience in comparable full-time faculty positions shall be appointed for a term of three years, and

may be reappointed for an additional term or terms not to exceed two years if so stated in the initial appointment letter, to be followed either by the granting of tenure as hereinafter stated or by the termination of contract, provided, however, that the individual has been granted in writing at least one year's notice of the intention to terminate. A decision on tenure may, by mutual consent in writing, be arrived at prior to the end of the fourth year, he be delayed until the fifth year, and, in the event of a negative decision in such a case, a terminal contract for a sixth year will be granted.

Paragraph 3 of B, Tenure Eligibility on page 8 of the Faculty Guide will be remembered as paragraph 5.

Proposed 3:

"Change paragraph 4 of B, Tenure Eligibility on page 7 of the Faculty Guide from:

4. Assistant Professors and Instructors with a total previous full-time teaching service of three or more years at other recognized colleges or universities may be appointed three additional terms of one year. A series of terms amounting to three years will be followed by either: (1) a termination of contract provided at least one year's notice has been given in writing; (2) a one-year terminal contract; or (3) tenure as hereinafter stated.

To:

4. Assistant Professors and Instructors with a total previous full-time teaching service of three or more years at other recognized colleges or universities may be appointed three additional terms of one year. A series of terms amounting to three years will be followed by either: (1) a termination of contract provided at least one year's notice has been given in writing; (2) a one-year terminal contract; or (3) tenure as hereinafter stated."

Proposed 4:

"Change paragraph 8 of C, Tenure Procedure on page 9 of the Faculty Guide from:

8. In the case of an adverse recommendation to the appropriate Dean shall notify the department chair and faculty member of the basis for such action.

To:

8. At each step during consideration for tenure, a candidate shall receive copies of the memories of the candidate when they are forwarded by the Departmental Committee, Department Chair, College Committee, and Dean. In the case of an adverse recommendation by the Council of Deans, the appropriate Dean shall notify the Department Chair and faculty member of the basis for such action."

Proposed 7:

"Change paragraph 9 of C, Tenure Procedure on page 9 of the Faculty Guide from:

9. Any of the agencies of the University involved in these tenure procedures may initiate action for review of a tenure recommendation with the Council of Deans.

To:

9. Any of the agencies of the University involved in these tenure procedures, including the candidate and the Chair of the Council of Deans, may initiate action for review of a tenure recommendation with the Council of Deans."

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Proposed 6:

"Change paragraph 8 of B, Tenure Eligibility on page 8 of the Faculty Guide will be remembered as paragraph 5.

Proposed 5:

"Change paragraph 5 of B, Tenure Eligibility on page 7 of the Faculty Guide from:

5. Except when on terminal contract, and except where a decision is made delayed until the third year as provided in paragraphs A and B of this section, Professors, Associate Professors and Instructors who have held tenure in the University for more than three years; Assistant Professors and Instructors who have held tenure in the University for more than six years; or Assistants and Instructors who have held tenure in the University for more than three years, shall have tenure for life, or until retirement under a general retirement plan, or for mental or physical disability, or until the termination of their services in accordance with the provisions hereinafter stated.

To:

5. Except when on terminal contract, and except where a decision is made delayed until the third year as provided in paragraphs A and B of this section, Professors, Associate Professors and Instructors who have held tenure in the University for more than three years; Assistant Professors and Instructors who have held tenure in the University for more than six years; or Assistants and Instructors who have held tenure in the University for more than three years, shall have tenure for life, or until retirement under a general retirement plan, or for mental or physical disability, or until the termination of their services in accordance with the provisions hereinafter stated."

Carpe diem...
Report From The Librarian

Dieter Forster, Eric Grinberg, John Heffter,
Nyima Hillman, Mortimer Labei, and
Michael More. It is chaired by Frances
Hopkins, Associate Director of Libraries
for Collection Development and Public
Services. Other librarian members are
Carol Lang, Laura Lane, and Betsy Tabas.
The Task Force has been charged to
review the present services, collections,
and collecting policies of the science and
CEA libraries and consider the types of
material, means of access to them, and
associated services that will become
important to faculty and student users
during the next five to ten years. The Task
Force is currently surveying faculty and
carrying out a space study of the CEA and
science branch libraries. A final report and
collections recommendations are expected
by mid-Spring, 1997.

With science periodicals amounting to
more than half of our total subscription
expenditures and with periodical prices
expected to increase at about the rate of
20% of this fiscal year, planning in these
important areas of research is of great
importance to us.

In my report to last year I described
our space problems as acute, with "collectors...
outgrowing the capacity of our
facilities to contain them and seating for
students and faculty... steadily declining in
quality as we move seats closer together and
in quantity, as we remove them to...make
room for books." Into those already
crowded libraries we have brought 47,000
volumes that required at a town of addi-
tional shelving. To make things a little bet-
ner (or less bad than they might have been),
we have weeded over the past two years
about 11,000 volumes, but only 2,081 titles,
primarily duplicative copies of books and
serials of which we held only a few
scattered volumes.

There is hope of new space on the hori-
zon, however. Most immediate is the pos-
sibility of space for library services in the
new classroom-laboratory building planned
for a location to the immediate south of the
Paley Library. As the plans for that building
now stand, the new building will be linked to
Paley Circulation Ser-

vices, Interlibrary Loan, and Reserve
Services will be located in that connector
along with a new library entrance. The
Berks Mall entrance would be closed. Further,
we propose to move the Scholars
Information Center (SIC) into the new
building. All of this would free space in the
Paley Library main floor so that we will be
able to move the Business Reference
and Government Documents collections
and their associated services. This, in turn,
would free substantial amounts of space on
Paley Library's third floor for collection
development and the reserve room for the
remaining collections. Better and more
efficient library service is simply not an
option in our current configuration. But the
failure for collections and users would be
significant.

A second, longer range possibility to
increase library space is the projected
renovation of the Kardon Building. It has
been suggested that two floors of that
building might be renovated as a library
space. That addition of space, which would
amount to approximately 100,000 square feet,
should solve the Central Library Sys-
tem's space problems for many years to
come.

Finally, I come to the budget. Libraries
have often and long been viewed as bot-
tonless pits into which universities drop
money. So much money how much money
you drop into the library, the director cites
helping more every year. Why? Is
should I be different? Temple's Libraries,
when compared with their more fortunate
peers, remain significantly under-funded.

Nevertheless, we operate within the stric-
ture of library expenditures that includes
the Law and Health Science Libraries is
provided in chart II, along with other mis-
cellular library data that should be of
interest.

For this fiscal year, the Central Library
System's budget was increased by $300,000
inclusive of salaries. This translated into
$250,000 increase in book funds, after other
mandated budget categor-
ies were covered. The previous fiscal
year, the libraries had received an addi-
tional $55,000 one-time-only allocation,
$463,000 for collections and $97,000 for
equipment. In addition to adding to our
collections, we have added microform
readers/printers, purchased a cart for
storing microfilm and microfiche collec-
tions, and bought and installed shelving
for books and archive collections for many
of the libraries.

Unfortunately, this year's increase is
similarly, a one-time-only increase. Thus,
its has not improved our long term ability to
deal with the continuing rise in serials
prices, which as noted above, may rise by
as much as 20% this fiscal year.

Over the last five years, our serials
expenditures have increased by about 20% as
we have expanded the monographs and
serial backlogs. In spite of these increases we
have seen a 6% decrease in the number of periodicals we purchase annually and a sharp drop in
our monograph acquisitions, as reflected in
chart II.

The insufficiency of funds for collec-
tions continues to be a major concern for
library space and furniture are aging. During
the current fiscal year, from an allocation of Bond Funds that required us to buy furniture and
furniture and other library space that were
abandoned at the University Center, Tyler,
and Zahn libraries, to better equip the
Library Instruction Room in Paley, and to
add shelving for the Taylor building
where we store low-use Special Collec-
tions and urban Archives collections.

On the brighter side, the Vice-President
for Computing and Information Services has
made a significant improvement in library
services by funding the develop-
ment of the Scholars Information Center
noted above at a cost of about $2.5 million from
the student computing fee proceeds.

Temple's libraries continue to advance
on a number of fronts, most notably the
slow but accelerating shift toward provid-
ing information in electronic form. While
we have not been on the leading edge of
library technology, our steady pace has
placed us ahead of a number of other libraries
that have made bold promises in the past
that have proved impossible to fulfill in the
present. Our ability to continue to progress at a reasonable pace depends
largely on the need to continue to acquire faculty support and the priority judgments you will make, as
reflected in the University's budget decision.
Graduate Board Minutes

DECEMBER 9, 1992

Thursday, October 29, 1992

Present

Ex-Officio Members: James Myers, Jack Nelson.

Guests: James Engleland, Provost; Robert Hedley, Dean, Theater Department.

Staff: Elizabeth Bradley, Sylvia Studemund.

Minutes of the September 23, 1992, meeting were approved as corrected.

Committee on Bills: Meeting Thursday, October 29, 1992.

DEAN'S REPORT

Dissemination Fellowships

Dissemination Fellowships will be awarded in November. The deadline for submitting nominations is October 30th. Additional funding for this program will be requested from the university for the 1993-94 fiscal year.

Proposed Graduate School Funded Courses

Jack Nelson's proposal for Graduate School funded courses includes one major interdiscipline conference each year involving programs and centers from across the university. The conference topics appropriate to major urban universities, and several more modest conferences. Nelson has also suggested the possibility of having one or two small conference style courses each spring of the year. The Graduate School will call for conference proposals for the 1993-94 year.

JAMES ENGLELAND, PROVOST

The Provost reported that he had met with the new membership of the Committee on Graduate Education and that he was impressed by the report's attempt to develop criteria for graduate institution and criteria for evaluating graduate programs. While he welcomed the committee's efforts, he suggested that the committee consider the implications of their work and make difficult judgments about the quality of programs. He asked the Graduate Board to review the report's proposed mission statement and criteria for evaluating graduate programs and to inform him, by the end of this semester or the start of the spring semester, any suggestions it may have for revising those documents. The Provost then asked the Council of Deans to review and comment on the mission statement and criteria for evaluating graduate programs. The next step will be to consider these criteria and their implications for graduate programs in his or her college, with appropriate weight to the findings of the Blue Ribbon Report. The Provost hopes this will be the start of regular and ongoing five-year cycle of reviews in each college, employing external review teams. All of these reviews will be done with the assistance of and in coordination and consultation with the Graduate School.

The Provost noted that we may have to make decisions about the future of specific programs before the five-year cycle of reviews is complete. Accordingly, he will ask the deans to complete, within eighteen months, programs they consider or likely candidates for enhancement, downgrading, or elimination, again taking due account of the recommendations of the Blue Ribbon Report. These reports will then be sent to the Graduate School for review and comments by the Dean of the Graduate School and the Graduate Board. Next they will be sent to the Provost, who will establish a task force on graduate programs to review these reports and to advise him on implementation strategies.

The Graduate Board empowered Jack Nelson to appoint a subcommittee of the Graduate Board to look at the proposed documents on the deans' statement and to consider criteria for evaluating programs for the purpose of developing our Blue Ribbon Report.

Blue Ribbon Report Issues Update

The Committee for the Review of Existing and Proposed Graduate Programs reviewed the written material concerning the Sociology programs, including the written response to the Blue Ribbon Report, and met with the chair of the Sociology Department, Magali Larson. The Committee submitted a report with the recommendation that the Graduate Board ask the Sociology Department to consider the issues listed therein and to prepare a plan for addressing them to the Graduate Board by early spring, 1993.

PROPOSED MODIFICATION, MFA THEATER

The Committee for the Review of Existing and Proposed Graduate Programs recommended that the proposed modification to the Theater MFA Playwriting Program be approved.

Denise Johnson

The motion was called and passed. One member abstained; all others voted in favor of the motion.

Master's and PhD Track, Masters of Music

The Committee for the Review of Existing and Proposed Graduate Programs recommended that the proposed new track in string Pedagogy in the existing Masters of Music programs be approved.

The string pedagogy track is designed to provide the student with a studio instruction of a wide range of pupils - beginning through advanced. Graduate core course is designed to build the student's own capabilities as a performer to provide training and experience in pedagogical techniques in pedagogical materials, and to build analytical and research skills appropriate to all master of music students.

The motion was called and passed. One member abstained; all others voted in favor of the motion.

Strictly DIFFERENCES

The Graduate School has received statements from all departments offering both Master's and PhD programs.

The Policy Subcommittee of the Graduate Board will review these statements and consider whether a statement on the difference between a Ph.D. and an M.D. should be included in the Graduate Bulletin.

ENGLISH COMPETENCY

A competency agenda item was deferred until the November meeting.

OLD BUSINESS: None.

A meeting was adjourned at 3:30 p.m.

Sylvia Studemund

Where Have All the Flowers Gone?

B. There was a meeting of the Faculty and Administration on establishing a Cam- pus Planning Committee. It was reported that all parties agreed to form a com- mittee in place soon and a proposal on this issue will be brought up for the vote in the Provost's Office itself. One example on the environment. The committee will search for the Vice Provost for Faculty.

D. There are discussions with a subcommit- tee of the Committee on staff concerns and discussions with the Provost's Office. These proposals should come before the Faculty at the December meeting.

E. The School of Pharmacy wants to establish a faculty member for the Clinical Education Track that was established in the School of Medicine. This issue will be under discussion now and the spring and should come before the Faculty in the spring.

F. The Student Affairs Committee will begin to work on the issue of the low student retention rate at Temple University. The faculty want to become involved in this issue and in investigating possible solu- tions to improve student retention rate. This is a possible option as stated in the Faculty Handbook. Currently, faculty are working on the various student contracts. There are new discussions under- way with the Provost that may allow for these year contracts. The issue may be under discussion now and the spring and should come before the Faculty in the spring.


The Libraries reported on the state of the Libraries at Temple University. His report is included in the library section. The major issue he discussed was the growing move- ment to become involved with the copy- right issue for journals. The issue under discussion at other Universities is for the faculty to retain the copyrights for their own articles. Temple University currently does not allow copyright to the journal. Discussions along these lines might want be considered at Temple University.

5. Discussion of the Revised Student Code

Schellenberger discussed the current revision of the Student Code. The commit- tee was discussing the revision of the student code before the revisions can be sent to the Board of Trus- tees. The code is meant to address the reasons. First, it has been examined since 1979 and there has been a great deal of misconception that have come up since then that had to be discussed. Second, the faculty had not been heard on this issue. Third, the whole issue of off-campus regulations related to be dealt with.

Finally, the University administration has had a policy to allow for violations to be brought to UDC that occurred off campus, but only the involvement of the safety and well-being of a student, faculty member or university property. This could be done at the discretion of the University. The free speech issue and other 1st Amendment issues were discussed. The issue of HATE Speech came up while a discussion of this issue was held, it was not deter- mined at this time who should lead this discussion in the future.

6. Provost on Retention

The Provost presented a report on the 6-year graduation rate of Temple Uni- versity. The 6-year graduation average is 51%. While the numbers are stable, they are not improving. The only correlations between graduation rates and SAT scores and rank in class, the most effective predictors in the first semester. Thus the impact is to estab- lish a learning center. The question is that leave the University, 40% go on to other universities. In a survey of students that are leaving the Alumni Association, the most of the student could get a better educa- tion elsewhere. Most reasons related to education itself. The dissatisfaction in advising appeared to be strong in those students that chose these campuses. The report by the Provost is included as an addendum.