

MINUTES

The Board of Trustees

Temple University - Of The Commonwealth System of Higher Education

Tuesday, May 11, 1982

3:00 P.M., Ritter Hall South, Room 106 - KIVA

Attendance:

Members - Fitz Eugene Dixon, Jr., Chairman; Nathan C. Barr, Linda D. Brawner, Francis J. Catania, Patricia J. Clifford, Paul A. Dandridge, Howard Gittis, John C. Haas, Christopher D. Hein, Paul M. Henkels, Roger S. Hillas, Irving K. Kessler, Samuel Lander, Hillel S. Levinson, David C. Melnicoff, Thomas Z. Minehart, Henry H. Nichols, A. Addison Roberts, Samuel H. Rosenberg, Samuel Rudofker, Anthony J. Scirica, Edwin H. Sherman, Isadore A. Shrager, Marban M. Sparkman, Marvin Wachman, Albert F. Zanger, Peter J. Liacouras (elected as a Trustee at today's meeting, effective July 1, 1982),

being a quorum of the Board of Trustees;

Invited Guests - Douglas Bennett, S. Elizabeth Davis, Murray M. Halfond, John B. Roberts

Administration and Staff - Leo M. Henikoff, Marvin B. Klein, James D. Logan, John L. Rumpf, James M. Shea, George H. Haganir, Norma F. Furst, William C. Seyler

General Counsel - Peter Mattoon

University Counsel - David V. Randall

Members Absent - Louis J. Esposito, Richard J. Fox, Andrew L. Lewis, Jr., M. Mark Mendel, Patrick J. O'Connor, William L. Rafsky, Milton L. Rock, Mrs. R. Stewart Rauch, Jr., Robert L. Watson, Jr.

The meeting was opened with prayer by Dr. Henry H. Nichols.

The Chairman welcomed and introduced the invited guests from the faculty.

REPORTS TO AND ACTIONS OF THE BOARD OF TRUSTEES

1. Approval of Minutes

On motion duly made and seconded, the Minutes of the regular meeting of March 9, 1982, and of the special meeting of April 19, 1982 were approved as previously distributed to the members.

2. President's Report

The President joined the Chairman in welcoming the guests present, noting that only 10 years ago the Board meetings were open only to Trustees and officers of the University. He said that he was elected to the presidency of University on this date 10 years ago, at a meeting of the Board on the Ambler Campus. As Academic Vice President at that time, he had presented a plan to the Board calling for the expansion of the Ambler Campus. Although there was some controversy about building up the Ambler Campus, he made the point at that time that the Ambler expansion was to be done while the University would continue its commitment to Philadelphia and to the Broad Street Campus because Temple wanted to continue to be a truly urban institution.

Dr. Wachman said that this will be the last meeting of the Board that he will have an opportunity to make a report as president of the institution. President-elect Liacouras will make the next report. He does not think he has missed any meetings of the Board since he became president. He has given reports at 36 regular meetings and from six to ten special meetings of the Board. There is no special meeting of the Board scheduled for June, but in recent years such special meetings have been held to deal with the Tentative University Budget and the Tuition Schedule for the upcoming year.

A. Tentative University Budget for 1982-83

The President said that the recommendation regarding the Tentative University Budget is based on full discussion of key items by the Business and Finance Committee and the Executive Committee, plus a review by a special committee appointed by the Chairman of the Board, consisting of the Chairmen of the Executive Committee and the Business and Finance Committee.

It was noted that under our By-Laws the Board cannot approve a Final Budget until the Governor has signed our appropriation bill and this usually means that the final document cannot be acted upon until the October meeting of the Board. It is anticipated that the Non-Preferred appropriation bills will probably be passed by the two houses of the General Assembly, following their return to Harrisburg in late May; and that the Governor will probably sign these Bills into law sometime in June.

The President said that the Tentative Budget and the Tuition Schedule were both considered by the Business and Finance Committee and the Executive Committee at open meetings where there was some student and faculty attendance. (He noted that on page 2 of Agenda Reference 10, the Tuition Schedule, in the "Increase Over 1981-82" column, the correct amounts should be \$630 and \$1030 rather than the \$600 and \$1,000 figures listed.)

The average tuition increase is 9.5% and for undergraduate, in-state students, the increase is 9.8%. This is higher than the officers and the Board would like it to be, but it is lower than virtually all other institutions which have announced their tuition rates for 1982-83. The Tentative Budget also includes higher room and board rates for 1982-83.

The President noted that the Tentative Budget also includes compensation increases for those unions which are entering the second year of two-year contracts; and estimated compensation increases for those collective bargaining units which have contracts expiring this year. These are modest but reasonable adjustments. The AAUP contract will go out to the membership for their approval or disapproval later this week; if the contract is approved, then the Board, or the Executive Committee, acting on behalf of the Board, will consider the matter.

The President said the Budget also includes substantial cost savings.

It was noted that the Budget is based on estimated Tuition revenue increases of \$5.4 million, and of a State appropriation increase of \$4.6 million, which is the increase recommended by the Governor. It is a balanced budget and there are provisions for eliminating the current year's deficit in order to start the next year in a strong position.

B. Review of Accomplishments

(1) Temple University Hospital: Dr. Wachman referred to a "Hospital Employee Recognition Dinner" which he had attended last night, noting that the climate at the Hospital, as reflected by the attendance of some 350-400 people at the Dinner, was very much different than it was 10 years ago. The prospects for the Hospital have changed so much. The debt is gone; there is a new Board of Governors and a new Hospital management; the facilities have been renovated. With the great assistance from members of the Board of Governors and the Board of Trustees, accreditation of the Hospital was restored. All of this means so much not only to the Hospital, but also to the Medical School and the surrounding community at the Health Sciences Campus.

(2) Community Relations: The University's relations with the community generally have improved greatly since the 60's and the early 70's. We have more contacts with community representatives than ever before; the University is looked upon more favorably by our neighbors.

(3) Students: Even though the total number of students has declined since 1977, we are now getting a greater proportion of top flight students coming to Temple; we have more Merit Scholars and Outstanding Achievement Scholars--and all of this helps us to recruit the best high school students in the area.

(4) Faculty: The faculty remains strong based upon strong faculty recruitment to meet larger enrollments and greater graduate and research requirements. For the next few years, the most important task at Temple University is to retain these faculty and to bring in new faculty in certain areas where we have been unable to recruit because of the market conditions. The average age of the faculty is higher than it was; faculty mobility is less; the necessity of following up on retrenchment complicates the whole picture. There is no more important task than keeping the faculty strong and balanced as far as such factors as age, disciplines, and heterogeneity. This is not the happiest of times for faculty everywhere, including Temple. One of our strong points is that we have been able to keep a strong Faculty Senate involved with educational policy, faculty rights and responsibilities, while at the same time we have been dealing with the AAUP on collective bargaining with good will on both sides, with intelligence and with hard work. This condition has not occurred in some other institutions.

(5) Temple University Center City (TUCC): The President said that in addition to the expansion at Ambler cited earlier, the acquisition of TUCC has been very important. Nine years ago the Board of Trustees could have pushed the administration to sell the Westinghouse Building; instead, it has become an important addition to Temple University and to Center City.

(6) Woodhaven Center: Dr. Wachman said that Woodhaven Center, which Temple operates for the Commonwealth, is a demonstration of how an urban university can serve the broad area in which it is located.

(7) New Physical Plant: At the dedication of Dixon Hall recently, the President realized that we have built and renovated so many facilities that many people have forgotten the scope of our program. The building in which this Board meeting is being held was built in 1973. Weiss Hall was built during the past nine years; Gladfelter Hall and the Humanities Building were built during this same period, as was the College of Engineering Technology Building; a new building was constructed at Tyler, and Dixon Hall and Widener Hall were built at Ambler. The Allied Health Professions-Pharmacy Building was built during this period; there is a good prospect for a new Hospital and a new Dental School Addition and there have been improvements to the Faculty/Student Union Building at the Health Sciences Center.

(8) Campus Environmental Improvement Program: Mr. Barr, Chairman of the Development Committee, will be reporting on the Centennial Challenge Program, but the President did point out what the Campus Environmental Improvement Program means for North Philadelphia in terms of playing fields, the Student Activities Center, the Faculty/Student Center at the Health Sciences Center, and new lighting and more trees on campus.

(9) International Programs: The Rome Program, which was under fire some 10 years ago, was limited to Tyler Art students; but it has now expanded to include Liberal Arts and a Law program in the summer. The English Department has a program in Dublin and the School of Communications and Theater has a program in London. The Temple European Army Mission (TEAM) is a large operation and we are counting on its being expanded (probably in a revised form) later in the fall. There are a couple of cooperative programs with Mainland China, including one with Nankai University.

C. Concluding Remarks

Dr. Wachman said that having referred to some of the activities at Temple University in recent years and knowing how much we all value the rich history and traditions of Temple University, still we all understand that a University cannot be what it was five or ten years ago. His successor, Peter Liacouras and his administration will carry forward the great tradition and values that Temple stands for by adapting those values to the needs of the 1980's.

The President wants everyone to know that he has been deeply honored that the Board of Trustees has entrusted to him these last nine years the privilege of leading this institution. He has served under a group of great chairmen: the late Bill Spofford, Bill Roberts was chairman for four years, and Fitz Dixon for five years. All of these chairmen have been generous in advice, counsel and constructive criticism.

Finally, the President said he wanted to thank the entire Board and the faculty (who are here in greater numbers than usual today) who have been supportive even through some difficult times for this opportunity to serve a great university.

Mr. Dixon said that the University has been very lucky to have a person of Marvin Wachman's caliber; it has been a distinct privilege for him to have worked with Dr. Wachman, and he looks forward to a similar association with President-elect Peter Liacouras.

Committee on Trustees Report and Recommendations for Action

Mr. Roberts, Chairman of the Committee on Trustees, called attention to the Committee Report (Agenda Reference 1) and then recommended that the Board approve the matters covered in Items 3, 4, 5, 6 and 7 of these Minutes.

3. Resignation of Marvin Wachman; and his Election as Chancellor and as Honorary Life Trustee

On motion duly made and seconded, the Board voted to accept, with sincere regret, the resignation of Marvin Wachman as a member of the Board, effective July 1, 1982; to elect Marvin Wachman as Chancellor of the University, effective July 1, 1982; and to elect Marvin Wachman as an Honorary Life Trustee, effective July 1, 1982, upon the recommendation of the Committee on Trustees (4/16/82) in recognition of his significant contributions to the advancement of the University.

4. Resignation of Christopher D. Hein, Effective as of Adjournment of Board Meeting of May 11, 1982

Mr. Dixon thanked Mr. Hein for his efforts as a Trustee, noting that if every student Trustee could be of Mr. Hein's caliber, this would be most helpful to the Board. On behalf of the Board, Mr. Dixon wished Mr. Hein the best of luck.

On motion duly made and seconded, the Board voted to accept, with sincere regret, the resignation of Christopher D. Hein as a member of the Board, effective as of the adjournment of the Board meeting of today.

5. Election of Peter J. Liacouras, Effective July 1, 1982

On motion duly made and seconded, in accordance with Article IV, Section 6-D of the By-Laws, the Board elected Peter J. Liacouras to a term beginning July 1, 1982 and expiring October 1985, to the Board of Trustees of Temple University - Of The Commonwealth System of Higher Education, Mr. Liacouras having been duly nominated in accordance with the By-Laws.

6. Election of Millard E. Gladfelter and Paul R. Anderson as Chancellors Emeriti

On motion duly made and seconded, upon the recommendation of the Committee on Trustees (4/16/82), the Board elected Millard E. Gladfelter and Paul R. Anderson as Chancellors Emeriti, effective July 1, 1982, in recognition of their many significant contributions to the advancement of the University.

7. Election of Thomas Z. Minehart as Honorary Life Trustee

Mr. Dixon thanked Mr. Minehart most sincerely for all of his services and support as a Trustee of Temple University.

On motion duly made and seconded, upon the recommendation of the Committee on Trustees (4/16/82), the Board elected Thomas Z. Minehart as an Honorary Life Trustee, effective October 12, 1982, in recognition of his significant contributions to the advancement of the University.

Mr. Minehart said that he was greatly honored by his election and he expressed his appreciation for this action by the Board.

Executive Committee Report and Recommendations for Action

Mr. Kessler, Chairman of the Executive Committee, called attention to the Committee Report (Agenda Report 7), and then recommended that the Board approve the matters covered in Items 8 through 13 the these Minutes.

8. Borrowing Authority -- 7/1/82 - 9/30/82

On motion duly made and seconded, the Board voted to approve the recommendation of the Business and Finance Committee (4/15/82) and the Executive Committee (4/22/82) that the officers be authorized to borrow for operating purposes of the University \$30 million on terms which the officers believe best for the University, such authorization to cover the period from July 1, 1982 through September 30, 1982. (Resolution is attached as SUPPLEMENT I.)

9. Tentative University Budget for 1982-83

Mr. Kessler pointed out that in 1981-82, the University thought it had a balanced budget; but when the Governor abated the appropriation by 1%, the Budget became unbalanced. The Board adopted the Budget, with a proviso that a Committee appointed by the Chairman of the Board, consisting of the Chairmen of the Executive Committee and the Business and Finance Committee, would review the Budget and see what could be done on this matter. The Budget being recommended is a break-even budget and there is provision for taking care of this year's deficit.

After discussion, on motion duly made and seconded, the Board voted to approve, with Judge Dandridge abstaining, the recommendations of the Business and Finance Committee (4/15/82) and the Executive Committee (4/22/82) that approval be given to the Tentative University Budget for 1982-83, said Budget being attached as SUPPLEMENT II.

10. Tuition Schedule for 1982-83

After discussion, on motion duly made and seconded, the Board voted to approve the recommendations of the Business and Finance Committee (4/15/82) and the Executive Committee (4/22/82) that approval be given to the Tuition Schedule 1982-83, said Schedule being attached as SUPPLEMENT III.

11. Faculty Options for Early Retirement

Mr. Kessler said that one of the problems that concerns the Board is the question of retrenchment of faculty members. He said that the Board is, and will be, seeking ways and means of retaining as many faculty as possible. One such approach is the program for early retirement, which is being recommended to the Board by the appropriate Committees.

After discussion, on motion duly made and seconded, the Board voted to approve the recommendations of the Business and Finance Committee (4/15/82) and the Executive Committee (4/22/82) that approval in principle be given to the various faculty options re early retirement with the understanding that these options will be reviewed and approved by counsel, such options being described in SUPPLEMENT IV.

12. Residence Fees for Academic Year 1982-83

Mr. Kessler noted that a study of residence fees had been made at institutions comparable to Temple, and it is believed that the recommended rates are in line with those at similar universities.

After discussion, on motion duly made and seconded, the Board voted to approve the recommendations of the Student Affairs Committee (4/13/82), the Business and Finance Committee (4/15/82) and the Executive Committee (4/22/82) that approval be given to the following:

- (1) that the Dormitory room and board rates at Ambler, Tyler, and the Main Campus be increased from \$2,405 to \$2,815;
- (2) that the room rate for Jones Hall be increased from \$1,568 to \$1,772;
- (3) that the room rate at Robert Morris be increased from \$2,125 to \$2,487 for a single room and from \$1,600 to \$1,872 for a double room;
- (4) that the rates for Cooney and Triangle Apartments be raised (to approximate market value) as delineated in the report from a range of \$211-\$257 to a range of \$300-\$450;
- (5) that in addition to the above listed rates, the \$20 social fee, where applicable remain the same; and
- (6) that the University seek as expeditiously as possible revised methods of funding major upgrading and improvement with particular attention to the possibility of advancing to the residence budgets the necessary funds to be paid back over an extended period of time.

13. Tentative Hospital Budget for 1982-83

It was noted that the Tentative Hospital Budget is for about \$80 million, and that it is designed to make the most effective use of the resources available to the Hospital.

After discussion, on motion duly made and seconded, the Board voted to approve the recommendations of the Business and Finance Committee (4/15/82) and the Executive Committee (4/22/82) that approval be given to the Tentative Hospital Budget for 1982-83, said Budget having been approved by the Hospital Board of Governors (4/20/82), and said Budget being attached as SUPPLEMENT V.

Educational Policies Committee Report and Recommendation for Action

Mr. Shrager, Chairman of the Educational Policies Committee called attention to the Committee Report (Agenda Reference 14) and then moved the approval of the matter covered in Item 14 of these Minutes.

14. Tenure and Promotions for Faculty, 1982-83

On motion duly made and seconded, the Board voted to approve the recommendation of the Educational Policies Committee (4/19/82) with respect to the recommendations made by the President regarding the granting of Faculty Tenure and Promotions for 1982-83, said recommendations being on file in the Office of the Vice President and Dean of Faculties.

Report of Board of Governors, Temple University Hospital

Mr. Melnicoff, Chairman of the Board of Governors, Temple University Hospital, said that the Joint Committee on the Accreditation of Hospitals (JCAH) visited the Hospital a few weeks ago; and while the Hospital has not received the final report the JCAH representatives were most complimentary in their review sessions before they left. He emphasized that while the JCAH found the Hospital much improved, their recommendations are based on our having a continuing plan for a replacement facility. They are pleased with the plan that was presented to them.

Mr. Melnicoff said that planning for the new construction continues on schedule; the financial feasibility study by Ernst & Whinney is continually updated, and they find that the Hospital is capable of financing the project. The Board of Governors expects to be back to the Trustees in the fall of 1982 with a final figure for construction of the new Hospital and with a request for authorization to go ahead with the arrangements with the Philadelphia Hospital Authority and the FHA. It is hoped that construction can begin in the first quarter of 1983.

Mr. Melnicoff complimented the administration of the Hospital which has, in difficult times, improved the finances of the institution and its general performance.

Mr. Dixon joined in complimenting the Hospital administration for its very good work.

Report of Development Committee

Mr. Barr, Chairman of the Development Committee, said that in the last 10 days since the earlier Report was prepared, some \$600,000 was added to the \$46

million originally reported. He is certain that the \$60 million goal of the Centennial Challenge Program will be achieved. Success will be measured by how much beyond that goal we achieve, and he likes to think in terms of a goal of about \$100 million--which goal he thinks is quite possible and reasonable.

Mr. Barr said that the goal for building our endowment fund is \$20 million and we have only reached \$1.8 million. He urged attorneys to guide their clients in the direction of the University in terms of estate planning, which planning can usually be beneficial both to the donor and to the University.

Mr. Dixon said he had just learned today that the Telethon has produced more than 8,000 new contributors to Temple University; and that some \$986,000 has been given to the University through the Telethon. He complimented Mr. Barr and Mr. Wenke and his staff for this accomplishment.

Report of Student Affairs Committee

Mr. Sherman, Chairman of the Student Affairs Committee, called the attention of the Trustees to the matter covered in Item 12 of these Minutes (sub-item 6), indicating that this is very important for those students living in residences on campus. He expressed the hope that this matter of "revised methods of funding" could be addressed as promptly as possible.

Reports of Other Standing Committees

The Chairman referred to the Reports of the other Standing Committees (Agenda References 18, 19, 20 and 22), noting that if anyone had questions about these Reports, he or she should communicate with the respective Committee Chairmen.

REPORTS OF OFFICERS

15. Treasurer's Report

Without objection, the Board of Trustees received the list of gifts and grants received and purchases and sales of securities between February 1, 1982 and March 31, 1982, said report having been distributed for the Board meeting of today (Agenda Reference 25).

16. Secretary's Report - Approval of Presentation of Degrees-in-course and Dating of Law School Degrees

On motion duly made and seconded, the Board of Trustees voted to approve the presentation of degrees-in-course dated August 27, 1982 to candidates approved by the appropriate academic committees of the faculty, with the understanding that degrees for Law School students, who regularly complete their studies in the Summer Session, shall be dated the day after the completion of their studies, with a certificate of the Dean of the School of Law verifying said date of receipt.

Following the presentation of the Secretary's Report, Mr. Dixon noted that this will be the last Board meeting that Dr. Haganir will be attending because of his retirement this summer. Mr. Dixon complimented Haganir on the great job he has done, noting that it will be very difficult not to call George Haganir when there is a problem involving the Secretary's Office.

NEW BUSINESS

17. 1982-83 Capital Budget Request for State Funding Support

Mr. Dixon said that this item is coming to the Board directly because the Executive Committee will not be meeting until late June, and was felt that this matter should not be delayed.

On motion duly made and seconded, the Board voted to approve the recommendation of the Campus Planning and Plant Management Committee (5/7/82) that the officers be authorized to seek capital budget authorization for state funding support in 1982-83 in the amounts of \$1,310,000 for Medical School building and parking improvements at the Health Sciences Campus and \$9,900,000 for teaching facilities at the Ambler Campus.

18. College of Education Faculty Presentation to the Board of Trustees

Mr. Dixon called upon Professor Rod Hilsinger who had requested permission to make a statement to the Board. Professor Hilsinger said that the faculty of the College of Education is trying to get the decision changed whereby members of that faculty have been notified of their termination. He said that Professor Leon Ovsiew would read the faculty statement, which was done, and the statement is attached to these Minutes as SUPPLEMENT VI.

Mr. Dixon thanked Professor Ovsiew for his statement.

The regular meeting of the Board of Trustees was adjourned at 4:05 P and the Chairman then called for an Executive Session.