

MINUTES

The Board of Trustees

Temple University - Of The Commonwealth System of Higher Education

Tuesday, March 12, 1991

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

Attendance:

Voting Members - Anthony J. Scirica, Chairman of Executive Committee, presiding; Harry P. Begier, Jr., Nicholas A. Cipriani, Patricia J. Clifford, John J. Contoudis, Theodore Z. Davis (elected today), Louis J. Esposito, Eleanor Hofkin (elected today), D. Donald Jamieson, Peter J. Liacouras, R. Anderson Pew, Edward H. Rosen, Isadore A. Shrager, Francis R. Strawbridge, Clare L. Wofford

being a quorum of the Board of Trustees;

Non-Voting Members - William H. Duncan (Alumni);
Kenneth R. Cundy (Faculty); Randy Gaboriault (Student)

Honorary Life Trustee - Marvin Wachman

Ex Officio Member - Charles R. Fuget, Commissioner of Higher Education (Representing Secretary of Education Donald M. Carroll, Jr.)

Invited Guests - Faculty - Marta Browning, Albert Lamperti, David Davis
Students - James F. Cawley, Lisa Dempsy, Cynthia Koper, Darren S. Raiquel

Administration and Staff - Jack E. Freeman, Steven R. Derby, Leon S. Malmud, Robert J. Reinstein, Laurent J. Remillard, Julia A. Ericksen, Arthur C. Papacostas, Valaida S. Walker, Paul H. Boehringer, David V. Randall, A. Kent Rayburn, William G. Sites, Robert Lux, Stephen Zelnick, Beverly L. Breese, William C. Seyler

General Counsel - Matthew Strickler

University Counsel - George E. Moore

Voting Members Absent - Francis J. Catania, Bill Cosby, Paul A. Dandridge, Peter D. DePaul, Robert C. Donatucci, Chaka Fattah, Richard J. Fox, Howard Gittis, William H. Gray III, Clifford Scott Green, Lacy H. Hunt, Irving K. Kessler, Mitchell G. Leibovitz, Henry H. Nichols, Brian J. O'Neill, William W. Rieger, Milton L. Rock, James A. Williams

Mrs. Clifford opened the Board meeting by reading scripture and by reading a poem.

Judge Scirica welcomed and introduced the invited guests from the faculty and from the student body. He also welcomed Commissioner of Higher Education Charles R. Fuget, who represented Secretary of Education Donald M. Carroll, Jr.

ACTIONS OF THE BOARD OF TRUSTEES

1. Approval of Minutes - Regular Meeting of December 11, 1990 and Special Conference Call of February 14, 1991

On motion duly made and seconded, the Board of Trustees voted to approve the Minutes of the Regular Meeting of 12/11/90, and the Special Conference Call of 2/14/91.

2. President's Report

President Liacouras congratulated Judge Theodore A. Davis and Mrs. Eleanor Hofkin, both of whom were nominated by the Temple University General Alumni Association to the Committee on Trustees, and that Committee is recommending that they be elected to membership on the Board of Trustees at today's meeting. Both Judge Davis and Mrs. Hofkin have been laboring with great loyalty and dedication in the vineyards of the Temple Alumni Association.

The President also noted that Lewis F. Gould, Jr., who was appointed by The Honorable Robert C. Jubelirer, President Pro Tempore of the Pennsylvania Senate, is scheduled for election by the Board today. Mr. Gould was formerly an Alumni member of this Board and we are pleased to have him serving on the Board again.

Finally, the President noted with pleasure that Commissioner of Higher Education Charles Fuget is attending today's Board meeting.

A. Temple-Japan: The President said that the Temple-Japan program is a real jewel among Temple's academic programs. It is a program that is as successful, by externally reviewed standards and as favorably received, as any American program in Japan. In fact, it is probably more successful than any of the others. There are now 2200 students in the program, of which 140 are American students studying there. There are approximately 1,000 American students in all of Japan, and Temple has 140 of those. Former President Marvin Wachman initiated this program in the latter stage of his Presidency, and he should be very proud of it.

Temple University has 12 of our own students at Temple-Japan. There are 125 faculty in this program, with 65 in the English as a Second Language part and 60 in the degree-bearing program; 40 are full-time and 18 are from Temple. We offer a B.A. degree in English, History, Political Science, Economics, and two degrees in General Studies--Humanities and Social Science.

How extensively the Japanese are exploiting the educational system in the United States is indicated by the fact that there are 29,000 Japanese students in the U.S.A., and only 1,000 American students in Japan. There are 120 Temple-Japan students who are on our Philadelphia Campus finishing their degrees.

This has been a very successful program. Acting Provost Julia Ericksen and Mr. Reinstein (previously as University Counsel and currently as Vice President) have continued to oversee this Temple--Japan Program. They have been capably aided by Carol Fixman, International Student Coordinator.

The President said that we are in the process of adjusting our relationships with Temple--Japan. We expect to brief the Joint Executive--Business and Finance Committees meeting of March 28 in executive session. Thereafter, in a public session we will request approval of certain changes in the relationship we have with our Japanese partners. We will probably be bringing in a new group to work with this Temple--Japan Program.

This Temple-Japan Program is doing very well. We are blessed with excellent programs abroad. Our Program in Rome has had a down-turn in enrollment because of the Persian Gulf situation--first, the threat of war and then the actual war. The Rome Program is a strong one, along with our Program in London, and our Law Programs in Israel, Greece and Rome.

B. Health Insurance for Graduate Students: President Liacouras noted that the Board of Trustees was sent a copy of this new Program on 2/26/91--and the Program is for Graduate Assistants, Teaching Assistants, Research Assistants, and Certain Fellowship Recipients. This carries out a pledge which the President made last summer and was the subject of a public discussion early in the fall. He thanked Dr. Jack Freeman, Dr. Julia Ericksen, and Associate Vice President Robert Harrington for developing this new program.

C. Fair and Sensible Affirmative Action: The President said we are making procedural improvements better to implement Board policy for fair and sensible affirmative action. He has shared with the Board his disappointment and joys in working toward the goals set forth in our Affirmative Action Plan and in The Academic Plan. Temple University has been a leader in opening up opportunities for people in minority groups; it is a long standing record of 106 years. We maintain that record in student enrollments, in seeking to adjust the scope of the "student life" at the University, and in our staff record. But we haven't done as well at the faculty level, especially this past year. The initiatives we are taking today developed from an ad hoc committee chaired by Conrad Jones, Tina Sloan Green and Charles Ireland. Trustees will be receiving by mail three memoranda, within the next couple of days, indicating the re-constituting of the Office of Affirmative Action; the creating of a University-wide Advisory Committee; and Advisory Committees in the areas of faculty, students, and administrative staff, respectively. We are insisting on a clearer record of initiatives that are taken early in the search process, and then what causes such actions to recede after the initial recruitment steps. When we have lost many of these persons before the interview stage.

The President said that to his knowledge the University has not indulged in quotas or other such acts, or looking beyond the individual merits of the person. But with the changing demographics in this county and in this region, if we do not work even harder for affirmative action, we will be facing ongoing troubles. The President attends many meetings, such as accrediting bodies, and listens to the familiar complaints that students arriving in college do not have the basic skills--verbal and math that we had when we were coming into college; and this is not acceptable, nor is the usual "solution" which requires everyone to adjust except the colleges. We must have programs to prepare them before they come to college--yes--programs going all the way back through the public schools. All of these programs should be aimed at the improvement of the schools' product. But the reality is that a majority of the students in 10 years will be unlike the students who were here 20 years ago. We in universities cannot sit back to wait for the world to change. That will not happen by itself. We have to teach the students whom we have in our student body. That will often include non-prepared ones. This challenge is a major challenge. If Temple University doesn't assume a leadership role, we will lose much of the success that is part of our Conwell tradition.

D. Temple University Hospital: President Liacouras said that since preparing these remarks earlier, he has received word that we will need an executive session of the Trustees. We will brief the Trustees and request authority regarding the University's willingness to settle litigation in the federal court.

The President noted that Agenda Item 15 (Final Hospital Budget for 1990-91: Report) will be covered by him in this section of his Report to the Board. This was a matter for discussion at the appropriations hearings in Harrisburg recently.

We are facing a Hospital deficit of approximately \$8.4 million this year, which is down by one-half million from projections in November, December and January. The improvement resulted from a better payor mix and other efforts by management to stimulate increased revenues.

The Hospital deficit is a direct result of underpayment by the State of our costs in treating Medicaid patients. The President used a chart to show that we have a total of \$20.5 million of costs for which we are not receiving payment: \$7 million for in-patient Medicaid care; \$8.3 million for admitted patients who pay nothing; and \$5.2 million for Medical Assistance out-patients. Last year, the total was \$14.8 million, so despite the fact that the University received an excellent preliminary settlement with the State for the last fiscal year, we have lost ground because the amount of under-payment and no-payment has increased from \$14.8 million last year to \$20.5 million this year.

The State and Temple are hoping to conclude a settlement of the federal suit on Medicaid under-reimbursement for in-patients. We expect this to be settled by 4/15/91. We will be briefing Trustees in executive session on the basic part of the settlement. To have this briefing in public would be to jeopardize the University's negotiations with the State at this point. If this suit is settled satisfactorily, the financial situation at the Hospital this year will be manageable;

we will still have a deficit but it should be manageable. If we do not settle this suit satisfactorily, we will face a major crisis at Temple University. There is no major reserve fund to take care of a Hospital deficit of \$8+ million. We absorbed \$18 million in cuts this year. Our "rainy day" fund has long since disappeared.

Meanwhile, the President said that Peat Marwick, has assisted Hospital Management in the development of a strategic Business Plan, which has been approved by the Board of Governors. It is now being reviewed by Goldman Sachs, the investment banking firm that we have engaged to look at long-term options to the present relationship of the Hospital to the University, which is simply an integral part of the University Corporation. Goldman Sachs will be looking at other models, exploring the possibility of the Hospital as a totally-owned subsidiary of the University, and the refinancing of the Hospital. Goldman Sachs will be reviewing the Business Plan, which is aimed at reaching out for the middle class patients in North Philadelphia and in the northern suburbs, so that paying patients with insurance coverage will be coming in larger numbers, so that we can cover the costs of those who are getting free and under-reimbursed care. We had expected Goldman Sachs' reaction to the Business Plan earlier; but at the Joint Meeting on 3/28 we may have a report on the business Plan and on the larger Goldman Sachs study, looking to create a more permanent solution to the financial risk-taking that the University now has with regard to the Hospital.

President Liacouras said that the management of the Hospital, under the leadership of Dr. Malmud and the Board of Governors, have worked hard and are succeeding within the immense burden imposed by the huge losses in the medical assistance categories. Management is already implementing part of the Strategic Business Plan.

The President referred to the University's lawsuit against the City of Philadelphia, noting that Judge Levan Gordon has been assigned this case. The University sued the City because we receive zero from the City for indigent patients from the City whose costs are borne by our Hospital. The City has moved to transfer this suit to Commonwealth Court, and that issue of transferring the case should be decided shortly.

E. State Appropriations: President Liacouras noted that earlier he had reported on the effect of the University's receiving no increase in its appropriation. We would really have these options: (1) a major tuition increase, well in excess of 8%; (2) our existing labor contracts with 14 unions would be placed in jeopardy; (3) major lay-offs and elimination of programs, reducing Temple's mission; and (4) a combination of the above three options.

The President said that the above options are not acceptable for Temple University. We cannot raise tuition the way that some institutions do because we would be taking away the opportunities for higher education to students who have to work to finance their educations. If we increase tuition \$100 that may be more of a hardship than an increase of \$1,000 at another type of institution. To jeopardize 14 collective bargaining units is not in keeping with Temple's tradition.

Whatever the permanent membership and details of the University Council (and they have to be worked out), the Faculty Senate, the Student Government, Council of Deans, and the Cabinet should feel comfortable with the Council. The President would welcome this kind of forum as a more creative, efficient and democratic means of dealing with University-wide issues each year.

H. Bond Issue: President Liacouras said that at the Joint Meeting of 3/28 we will be seeking approval, in principle, for a new bond issue to help us finance such major capital projects as the New Student Housing Facility, Park Mall Student Housing, Johnson/Hardwick Dining Hall Renovations, Main Campus Generator Project, and the Main Campus Chilled Water Project. The Bond Issue would be for about \$50 million or more. The President is alerting the Trustees that we are moving ahead on our Capital Program, which is aimed at improving the campus. Each project will go through the usual Committee approval processes. For Chief Financial Officer Remillard to talk with investment bankers and rating agencies, we need approval in principle, and this will be presented to the Joint Committees on 3/28.

I. Proposed New Measles Policy: The President said that we had about 10,000 students who did not follow the procedures the Board approved in May of 1990. Basically, the new procedures are aimed at educating our students and staff and providing access to purely cost inoculations to various categories of people at the University. If we go beyond this we will be establishing our own public health service at considerable cost. Dr. Freeman has led a committee which included Dr. Malmud of the Health Sciences Center, Dr. Mapp, head of the student health service, Dr. Ericksen, Acting Provost, Dr. Walker, Acting Vice President for Students, and University Counsel Moore. This matter will be presented for the Board's approval under the "New Business" section of the Agenda.

Committee on Trustees Report and Recommendations for Action

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

3. Election of University (Alumni) Trustees--
Theodore Z. Davis and Eleanor Hofkin

On motion duly made and seconded, the Board of Trustees voted to elect Theodore Z. Davis (effective immediately and ending October 1994) and Eleanor Hofkin (effective immediately and ending October 1993), to the Board of Trustees of Temple University--Judge Davis and Mrs. Hofkin having been nominated in accordance with the By-Laws, by a Nominating Statement signed by fourteen members of the Corporation dated February 15, 1991.

Judge Scirica welcomed and introduced Judge Davis and Mrs. Hofkin, noting that the latter is well known as a former president of the General Alumni Association; and Judge Davis is well known as a distinguished judge in New Jersey. We look forward to the participation of both of these new Trustees in the important work of this Board.

To eliminate major programs without some well-thought-through model is not the way we should be operating as a university. We went through a cutting process four or five years ago, reducing the staff while increasing our enrollment.

President Liacouras noted that since 1973, tuition has increased 336%. Inflation has increased a little more than 214%. State Appropriations have increased 174%. The result has been to place a greater relative burden on the students. Today we received the official State notice of the abatement of our 1990 appropriation. Leaving aside the matter of abatement (a \$6.5 million loss to the University), in the past three years, the State has supported public higher education better than it did in some earlier periods, in comparison with other States of the nation. But the State is still 48th out of 50 in support for public higher education; and it is 3rd or 4th in support of private higher education. We are pleased that the Governor has recognized the difference between private and public higher education.

We don't want Pennsylvania to be 48th in support of private higher education; rather, we want to move public higher education up to at least the median among the 50 states.

The President pointed out that a 1% increase in benefits (excluding Hospital personnel) costs \$2 million, and a 5% increase is \$10 million.

An increase of 1% in State Appropriations comes to \$1.4 million, so a 7% increase would go to pay for a 5% increase in benefits.

An increase of 1% in tuition is a net of \$1.1 million. So, a 9% increase in Tuition would raise the \$10 million referred to above (a 5% increase in benefits).

An increase of 1% in the student body would yield \$1.3 million.

A policy of "no increase" in our State Appropriation creates a major problem for Temple University. In response to a question at the Senate Appropriations Hearing, the President said that the "no increase" policy might have been manageable had we not already made so many cuts this year and earlier economies.

We have asked the State for a 14% increase (\$18 million), with a 6% tuition increase which will produce \$7 million--adding up to \$25 million additional revenue we need for the next year. We have to put back into next year's budget some of the monies we took out as a result of the strike and the abatement.

The President's response to a question, at the Appropriations Hearings, indicated that we could probably get by if we had an increase of 6% (\$8.4 million) in our Appropriation, an 8% tuition rate, and an increase of \$3 million in our private development effort. The latter is probably not realistic but it is not out of the question, particularly if it is aimed at each of the colleges. And we would work toward a gain of \$3 million in increased productivity.

To be successful, we need all of the above and an increase in enrollments over a projected 4% decline next year. We are working hard to achieve these objectives.

President Liacouras said we are working with Penn State and Pitt on the appropriations matter. We will have a better notion of what we can realistically expect later in the spring. It was noted that not only Pennsylvania but other states in the region are also having serious financial problems. Probably Pennsylvania's problems this year are not quite as severe as our neighboring states, but those states are not 48th in terms of support for public higher education and, therefore, can turn to tuition more than we can in Pennsylvania.

F. Three to Five Year Budget Planning Process: The President has asked Executive Vice President Jack Freeman to help to create a process which will look at all University operations, not just the academic part of the operation, to create a planning and budgeting process. Dr. Freeman will work with the faculty and student leadership, deans and with the administrative group he heads to develop a process that will permit widespread participation in the matter of setting University priorities. Then following consultation with the faculty, deans, students, and budget unit heads, we will begin to state what the 5-year plan of priorities will be--programmatically and budget-wise. This plan would include academic and non-academic aspects of the University--all operations within the Budget. It will take time to establish priorities. Over the next few months we can come up with a process that will result in the upcoming years of our having a systematic statement of our priorities, academic and non-academic--and the measuring of the Budget in relation to those priorities.

G. Establishment of a University Council: This matter has been discussed with the Board of Trustees. Dr. Freeman is the point person to work with the Faculty Senate leadership (Dr. Cundy) and with the Student leadership (Randy Gaboriault) to create a University Council. As of now, we do not have one organization we can turn to for University-wide advice. We can go to the Faculty Senate, to the Temple Student Government, or to the Cabinet--but each of these units represents a particular group. All of this takes time, and they do not regularly get advice. We can go to the Faculty Senate, to the Temple Student Government, or to the Cabinet--but each of these units represents a particular group. All of this takes time, and they do not regularly get together and listen to each other. Without in any way seeking to usurp or diminish the authority of any of these groups, we would like to bring them all together in a University Council which would be advisory to the President. The Council would meet monthly and would be chaired by the president of the Faculty Senate.

We might well present such issues as the Measles Policy, how the University should react to something like the abatement of our Appropriation, whether we should join the Big East, whether we should make a major investment in a particular research program--all of these might well be presented to the University Council for its advice. Ultimately, the University-wide group, the Board of Trustees, becomes involved in matters such as these, but before such issues come to the Board or the President, there would be a forum where they can be discussed and reactions weighed.

4. Election of Commonwealth Trustee--Lewis F. Gould, Jr.

On motion duly made and seconded, the Board of Trustees voted to elect Lewis F. Gould, Jr., to a term effective immediately and running through October of 1991, to the Board of Trustees of Temple University--Mr. Gould having been appointed by The Honorable Robert C. Jubelirer, President Pro Tempore of the Senate of Pennsylvania on December 10, 1990.

5. Election of Chief Executive Officer of Temple University Hospital

On motion duly made and seconded, the Board of Trustees voted to elect Leon S. Malmud, M.D., as Chief Executive Officer of Temple University Hospital, retroactive to January 21, 1991, Dr. Malmud having been nominated for this position by the Committee on Trustees on January 24, 1991.

6. Election of Executive Director of Temple University Hospital

On motion duly made and seconded, the Board of Trustees voted to elect Paul H. Boehringer as Executive Director of Temple University Hospital, retroactive to January 21, 1991, with the understanding that this position is an officer of the University, and with Mr. Boehringer having been nominated for this position by the Committee on Trustees on January 24, 1991.

7. Naming of Thrombosis Research Center in Honor of Its Founder, Sol Sherry, M.D.

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Committee on Trustees (2/25/91) that the Thrombosis Research Center be named the Sol Sherry Research Center in honor of its founder, Sol Sherry, M.D., in recognition of Dr. Sherry's profound contributions to the Thrombosis Center, the School of Medicine and Temple University Hospital, and in further recognition of Dr. Sherry's internationally recognized seminal work on streptokinase and other clot-dissolving agents in the treatment of myocardial infarction and pulmonary embolism.

Executive Committee Report and Recommendation for Action

Judge Scirica, Chairman of the Executive Committee, called attention to the Report of that Committee (Agenda Reference 7), and recommended approval of the matter covered in Item 8 of these Minutes.

8. Borrowing Authority - 4/1/91 - 6/30/91

On motion duly made and seconded, the Board of Trustees voted to authorize the officers 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 April 1, 1991 through June 30, 1991. (Resolution is attached as SUPPLEMENT I.)

Audit Committee Report and Recommendations for Action

Mr. Begier, Chairman of the Audit Committee, called attention to the Report of that Committee (Agenda Reference 9), and recommended approval of the matters covered in Items 9 and 10 of these Minutes.

9. Appointment of External Auditors for Fiscal Years 1991, 1992 and 1993

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Audit Committee (2/6/91) that KPMG Peat Marwick be appointed as the external auditors for Temple University for the Fiscal Years 1991, 1992, and 1993, in accordance with the Fee Schedule which was provided to the Audit Committee.

10. Approval of Management's Response to the Auditor General's Audit Report of Temple University for the Fiscal Year Ended 6/30/89

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Audit Committee (2/6/91) that approval be given to Management's response to the Auditor General's Audit Report of Temple University for Fiscal Year Ended June 30, 1989.

Committee on Campus Planning and Plant Mangement Report and Recommendation for Action

Mr. Esposito, Chairman of the Campus Planning and Plant Management Committee, called attention to the Report of that Committee (Agenda Reference 12) and recommended approval of the matter covered by Item 11 of these Minutes.

11. Health Sciences Center - Addition of Third Cardiac Catheterization Laboratory

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Campus Planning and Plant Management Committee (3/8/91) that the officers be authorized to proceed with the purchase of equipment and renovations necessary to add a third cardiac catheterization laboratory at the Hospital, with the projected cost of this project being \$750,000 for equipment and \$250,000 for renovations for a total of \$1 million, with funding from the 1984 University Bond Issue, and with the anticipation that this project will have a 1-1/2 year payback period.

Board of Governors Report

In the absence of Dr. Rock, Chairman of the Hospital Board of Governors, President Liacouras called attention to the Report of the Board of Governors (Agenda Reference 14), and he also noted that Item 2-D of these Minutes contains the Report on the Final Hospital Budget for 1990-91 (Agenda Item 15).

Educational Policies Committee Report and Recommendation for Action

Mr. Shrager, Chairman of the Educational Policies Committee, called attention to the Report of that Committee (Agenda Reference 16), and recommended approval of the matter covered by Item 12 of these Minutes.

12. Approval of Tenure for Faculty

Mr. Shrager, Chairman of the Educational Policies Committee said that if any Trustee had any question about the three faculty being recommended for tenure, the background information is on file in the Office of the Provost.

On motion duly made and seconded, the Board of Trustees, pursuant to the procedures outlined in the Temple University Faculty Handbook, voted to approve the recommendation of the Educational Policies Committee (2/18/91) with respect to the granting of Faculty Tenure. (The list of the three faculty being recommended for Tenure is on file in the Office of the Provost.)

Report of Committee on Development

Mr. Rosen, Chairman of the Development Committee, said that his Committee had a "good news, bad news" report in that one category showed an increase of 11% this year--but the increase came from the category of bequests.

Report of Employee Relations Committee

Judge Scirica reported that Mr. Kessler, Chairman of the Employee Relations Committee, is not here to make that Committee's Report because he is scheduled for surgery tomorrow. Judge Scirica expressed the hope of the Board of Trustees that Mr. Kessler will recover quickly and that he will return to Board activities very soon.

Report of Other Committees

Judge Scirica called attention to the reports of the other Committees (Agenda Reference 18, 19, 20, and 21), suggesting that if Trustees had any questions regarding these Reports, they should communicate with the appropriate Chairman.

13. Treasurer's Report

Without objection, the Board of Trustees received the list of grants and contracts awarded between October 1, 1990 and December 31, 1990, and the purchases and sales of securities between October 1, 1990 and December 31, 1990, said Report having been distributed to the Board meeting of today (Agenda Reference 22).

14. Secretary's Report

On motion duly made and seconded, the Board of Trustees voted to approve the presentation of degrees-in-course date May 23, 1991 to candidates approved by the appropriate academic committees of the faculty; the presentation of degrees-in-course dated June 30, 1991 to candidates approved by the appropriate academic committees of the faculty in Tokyo, Japan; and the presentation of degrees-in-course dated June 23, 1991 to candidates approved by the appropriate academic committees of the faculty in Osaka, Japan.

NEW BUSINESS

15. Study to Look Into the Feasibility of Creating a School of Local Government at Temple University

Mr. Begier said that the President has dealt extensively and quite well on short-term answers to the University's fiscal problems, and he feels that the Board should also be looking for a long-term approach. He is, therefore, recommending that the Trustees make a study about the feasibility of creating a School of Local Government. Mr. Begier said he would be willing to work on the endowment committee for the funding of such a School.

As Mr. Begier sees the role of such a School, it would train Elective Officials, Managers in government, and Staff in government. The School would train full-time and part-time officials and would provide Continuing Education for public officials and managers at the local level.

Mr. Begier said that when he looks at the leadership of our local government today, it seems to him that our problems would be much less severe if we had had such a school of Local Government twenty years ago. He emphasized that he has only asked for a study, and that he is willing to give his time to this project, and to help raise the money necessary to fund it.

Judge Scirica said that it appears to him that the appropriate Board Committee to undertake such a study would be the Educational Policies Committee, unless there are contrary suggestions. Mr. Shrager, Chairman of the Educational Policies Committee, said that this Committee would be glad to make such a study.

Judge Scirica said that it is the sense of the Board of Trustees that the Educational Policies Committee should make the study suggested by Mr. Begier (involving the feasibility of creating a School of Local Government at Temple University), and the Committee will work with Mr. Begier along the lines he has suggested.

16. New Policy on Measles Vaccination Requirements

Trustees had received copies of the proposed captioned Policy and the President had referred to this matter in his Report to the Board earlier in today's meeting.

Judge Cipriani noted that "Foreign Students" were in brackets, and he asked if they are to be excluded from the new Policy. Mr. Moore said that foreign students are to be excluded from the new Policy. Mr. Rosen asked if we are not possibly exposing them to a risk and exposing other students because of their lack of vaccination. Dr. Freeman said there was a lot of discussion about this. In point of fact, we are going to urge that practically all students take part in the program. It was pointed out that a great many foreign students are more heavily inoculated than our own students. It is also difficult for them to get data on their inoculation history. We are launching a major effort to have all students inoculated.

Mr. Shrager asked if there is any reason we should wait until the Fall Semester to put this program into effect. It is a serious problem for younger students, both in Philadelphia and in New Jersey, particularly students who were not vaccinated. Dr. Freeman said that the students residing in University-operated Residence Halls are the only people who aren't covered. Those covered include intercollegiate athletics and students working in the Hospital, who are already required to have such certificates. Since the students are already in the Residence Halls, it would be difficult to enforce such a requirement without evicting them. We had launched a major educational effort. It would be an impossible requirement to enforce since we lack any kind of sanction. Next Fall, before students are in the Residence Halls, we have the opportunity to require that they be vaccinated before they are admitted to the Dorms.

After further discussion, on motion duly made and seconded, the Board of Trustees voted to approve the "Measles Vaccination Requirement," which are attached to these Minutes as SUPPLEMENT II.

At 4:15 P.M. the Board of Trustees went into Executive Session in Room 200, Sullivan Hall to consult with its attorney regarding information in connection with litigation.