

# **BOARD OF TRUSTEES**

**Temple University – Of The Commonwealth System of Higher Education**

## **PUBLIC SESSION**

**Tuesday, October 12, 2004, at 3:00 p.m.**

**(Trustees only met in Executive Session at 2:00 p.m.  
for development matters.)**

**Feinstone Lounge, Sullivan Hall  
Liacouras Walk and Berks Mall**

## **MINUTES**

**Presiding Officer: Howard Gittis, Chair of the Board**

### **PARTICIPANTS**

**Trustees:** David Adamany, Joan H. Ballots, Leonard Barrack, Theodore Z. Davis, Nelson A. Diaz, Loretta C. Duckworth, Richard J. Fox, Howard Gittis, Lewis F. Gould, Jr., Lacy H. Hunt, Edward Kassab, Lewis Katz, Susanna E. Lachs, Patrick V. Larkin, Joseph W. Marshall, III, Theodore A. McKee, Stephen A. Miskin, Mitchell L. Morgan, Patrick J. O'Connor, Daniel H. Polett, Milton L. Rock, Anthony J. Scirica, Jerry L. Volpe, Daniel J. Whelan, James S. White, Michael P. Williams

**Non-Voting Advisory Participants:** Naeem Thompson

**Honorary Life Trustees:** Francis J. Catania, Edward H. Rosen, Murray H. Shusterman

**Ex-Officios:** Robert A. Rovner, Lori Shorr

**University Counsel:** George E. Moore

### **Guests:**

**Faculty:** Dr. Anthony S. Kidawa, Dr. Ira G. Shapiro, Dr. Tully J. Speaker  
**Students:** Oscar A. Chow, Ryan M. Phelan, Patrice Williams

**Administration and Staff:** Frank P. Annunziato, Clarence D. Armbrister, Carl Bittenbender, James C. Bausman, Jr., William T. Bergman, Tabb J. Bishop, William D. Bradshaw, Robert P. Buchholz, Theresa Burt, Janet Carruth, Ainsley C. Carry, Richard M. Englert, Linda Frazer, Michael Gallagher, Jessica Giordano, Thomas M. Healey, Sandra J. McDade, Vicki L.

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**(final)**

McGarvey, Adam P. Michaels, Timothy C. O'Rourke, Catherine M. Paster, Robert J. Reinstein, Gregory S. Rost, Richard Rumer, Ira M. Schwartz, Stuart P. Sullivan, Ann F. VanSant, William J. Wilkinson

**Trustees Unable to Participate:** Frank Baldino, Jr., Jon A. Boscia, Michael L. Browne, James F. Cawley, IV, William H. Cosby, Jr., Christopher W. McNichol, Michael J. Stack, III, Edna S. Tuttleman

**INVOCATION:** The invocation was given by Trustee Daniel H. Polett.

**Approval of Minutes:** The minutes of the meeting of June 24, 2004, were approved.

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### **PRESIDENT'S REPORT – David Adamany**

Mr. Chairman: Temple has begun an extraordinary academic year, which has been made possible by the actions of the Board of Trustees in committing resources to the core academic mission of the University.

It is appropriate that I begin this report by talking about our students, since our mission and purpose is to provide them opportunities for an exceptional education.

For this year's entering freshmen class, Temple received almost 17,000 completed applications. As a result, this is the largest and the most academically talented freshman class in the University's history. There are 3,975 freshmen this year. And 1,750 transfer students who've also joined Temple after proving themselves at another institution. The transfer students bring academic experience and maturity to our ranks.

The freshmen are from 46 states and 80 countries. Their average SAT scores are 1088 and their average GPA is 3.24. But the entering class includes 770 students with SAT scores over 1200 and 1,000 students with GPAs 3.6 or better. So the class includes a large number of student who will set a very fast pace for their peers if our educational program and teaching stimulate them to do so.

The freshmen are a very diverse group: 18 percent of this year's entering class are African American, 10 percent Asian, 4 percent Latino, and 8 percent who report themselves as other—often students from families with mixed racial and ethnic heritage. Ten percent of the entering class are citizens of countries other than the United States.

As you know, Temple has developed a large and lively residential campus community. But we are surprised by how rapidly the residential student body is growing. Temple itself sponsors housing for 4,438 students. In recent years, Temple has encouraged the private sector to develop additional student housing in the area. The Kardon and Atlantic Terminal complex now houses 610 students, the new University Village 740, and Oxford Village, stretching south on 15<sup>th</sup> Street from Cecil B. Moore another 453. These three complexes have, over just three years, added 1,803 additional beds. But what we did not anticipate—and what we surely didn't plan—has been the development of still another 1,740 beds in smaller projects or through the leasing of private homes. In total, then, the residential student community at Temple has become, quite suddenly, more than 8,000 students.

This year is also a high water mark in Temple's recent history of recruiting new faculty: more than 165 new members joined the faculty this year, including presidential (tenured or tenure-track)

faculty, clinical faculty who combine teaching students with seeing patients, and deans' appointments whose responsibilities are almost entirely teaching.

As many of you know, Temple set out last year to recruit 109 new presidential faculty. We recruited 57. We simply could not find enough exceptional faculty to meet the high standards that we have set for ourselves. Those we did recruit came from some of the nation's leading universities, including Princeton, Brown, the University of California at Berkeley, UCLA, the University of Chicago, the University of Wisconsin, Madison, the University of North Carolina at Chapel Hill, and other fine public and private institutions across the nation. In the year ahead we will attempt to recruit not only the other 53 faculty for whom searches were authorized last year but an additional 66 faculty to fill positions opened by retirement, enrollment growth, and a few faculty departures. As we did last year, we hope to recruit eminent senior faculty as well as outstanding newcomers to the profession. We will especially see vigorous recruiting in the Medical School, where six new department chairs have been recruited by Dean Daly and where those chairs will now begin to strengthen the faculty in their departments.

Temple's recruiting efforts have drawn national notice in the Chronicle of Higher Education, the New York Times, the Philadelphia Inquirer, and the Boston Globe. This favorable attention will give us substantial additional momentum as we seek to recruit exceptional faculty in the year ahead.

The Board of Trustees has authorized a number of initiatives that will make Temple still more attractive to faculty and students. The budgetary commitment to recruiting additional faculty consonant with the growth in the student body is one of those. The funding you have approved to add robust honors programs for upper classmen to the fine honors program that already exists for lower classmen will help us both attract and retain exceptional students. Additional budget allocations for the Center for Teaching and Learning reflect this Board's commitment to teaching our students and to faculty professional development. The funding of supplemental instruction—a program that will allow our very best seniors to work with faculty by offering review sessions in freshman courses—will strengthen teaching and self-learning within the student body.

As this Board well knows, one of our most important challenges is to restore our library to national university standards. Your allocation of \$1 million to the base budget of the library is an impressive start; and we will be recommending further allocations in later years until our library is no longer significantly underfunded when compared to other urban research universities. Your commitment has made a significant impression in the country and has allowed us to interview some impressive candidates from fine universities to head our library system. We are moving toward conclusion of that search, and I hope we will be able to report to you within the next six weeks that we have attracted strong leadership for the University libraries.

The University's program to expand facilities to support our teaching and research needs is also making good progress. On 13<sup>th</sup> Street, just south of Montgomery, construction is already underway on the new Student Activities Center. It will provide social space, informal gathering space, quiet study space, and meeting rooms to accommodate the extraordinary increase we have seen in student presence on the campus—both by residential students and commuting students.

At the intersection of Montgomery and Liacouras Walk, you can see construction under way to renovate a block of historic row houses. This project is on a fast track, with completion scheduled for late fall 2005. Upon completion, many of the student support services now in Curtis Hall will move to these new quarters. Curtis Hall can then be demolished to make way for construction of a major new facility for the Fox School of Business and Management.

The state government has demonstrated great flexibility in their work with us on major projects involving state money. Because their flexible approach—which allows us to supervise architects and

to manage construction—is relatively new, it has taken us longer than we or our state government partners imagined to arrive at agreements and contract terms to get major projects under way. But now that we have these agreements in place, we should move quickly. The state has selected nationally known architects for two major projects: the Fox School facility that I mentioned a moment ago and the new Tyler School of Art. Michael Graves, an internationally known New York architect, will design the Fox School; and Carlos Jiminez, whose small firm has won several awards for arts buildings, will design the Tyler School. We expect both projects to have completed plans by early winter 2005 and for construction then to begin. With Temple supervision of the architects and of construction, we feel confident that we will have exceptional new space for both business and art.

We anticipate the issuance any day of a letter releasing the first phase of state funds for the new Medical School. That will allow the architectural selection process to begin. As you know, the state will provide about one-third of the funds for a projected \$150 million project that will include new classrooms, new library and learning technology facilities, administrative space, and a nine-story research tower that will allow us to rebuild Temple's standing as a national center for medical research, which once ranked among the top third of the nation's medical schools. Substantial additional gift funds and university funds must still be committed to the project during the planning and architectural stage.

At our last meeting in the spring of last academic year, I reported to you that the Faculty Senate had not been able to reach agreement on a new program of general education for Temple students. I committed to you, to students, and to the faculty that the Provost and I would develop a plan and submit it for comment as this academic year began. We have done so. Our proposal will surely be controversial, both because we have taken the lead to submit it and because of its nature. I will review the proposal in detail on another occasion. Suffice it to say now that the proposal calls for a compact program of general education that emphasizes the following:

- Student analytical skills and analytical writing;
- Student identification and evaluation of sources of information in an age overloaded with information;
- A two-semester sequence of reading and writing about core texts drawn from diverse cultures about the tension between the human need to create society while still preserving individual liberty and freedom;
- Broadly conceived courses that introduce students to basic ideas of quantification and to methods of scientific thinking;
- A broadly inclusive course about the arts, how they can be approached and how interpreted;
- Several courses on how human beings perceive themselves as individuals and members of society and how humans seek to organize and govern themselves in the United States and elsewhere ;
- And a course that identifies the opportunities and the challenges faced by societies in general and by the United States in particular that are marked by a pronounced diversity of groups and individuals within a larger community.

Our proposal would clearly demark the general education program as separate from academic majors, would require students to complete general education before entering their junior year, and would call for the presidential faculty—those holding tenure—to take the lead in teaching freshmen and sophomores. Our approach is catholic in nature: we would allow courses in general education to be taught by any college that can develop suitable courses and can interest leading faculty in teaching them. Courses in science might, for example, be taught by the College of Science and Technology, or by the College of Engineering, or by the Medical School, or by the College of Health Professions, or perhaps by other colleges that the Provost and I have not yet imagined—as long as the courses offered meet the criteria for general education.

At the beginning of their university education, students ought to learn that the boundaries of disciplines are artificial contrivances and that science, as well as the humanities, arts, and social sciences, is at the core of many, perhaps virtually all, disciplines. If students can learn the lesson that all disciplines add perspective to each and every field of knowledge, they will be well along the way to being broadly educated women and men who can lead independent and satisfying lives and will assure the future of our society and our democracy.

The Provost and I have no doubt that our proposal will be controversial, because it cuts across established boundaries that have come to divide and demark territories within the modern university. The challenge to the critics—and there will many—is to depart from the artificial boundaries that we have created to divide the world of knowledge in order to help students understand not only specific subjects but the way in which knowledge in every field is related to knowledge in all other fields. We have put to the critics no easy challenge.

Finally, Mr. Chairman, we are in negotiations with the collective bargaining organization that represents the faculty in most of our colleges and schools. Discussions have gone slowly. We are not surprised. As in general education, we are asking for fundamental revision in our present thinking at Temple. But we are not asking for anything radical. Indeed, we have taken the conservative position that if Temple is to rise in the ranks of the nation's leading universities, its faculty personnel policies should conform to well established national practice.

As you know, a joint committee of the Faculty Senate, the union, and the administration spent many months identifying critical areas of faculty policy that we should seek more information about. A human resources firm was contracted to survey the 88 leading research universities in the United States. There were 52 responses, including Temple—a remarkable number of responses to any complex survey. The responses are found in a short and straightforward report that has been made available to all faculty, staff, students, and others in the University's libraries at each of its campuses. Temple's current departure from national faculty personnel practices has been well documented in that report.

What we seek in collective bargaining is a contract that will make Temple's faculty policies consonant with those at the nation's other leading universities. What we are seeking for faculty is no more than we are seeking in our admissions policies, in our recruitment of new faculty, in our program of general education, or in the creation of facilities that will assure Temple a place in the front rank in the decades ahead. We believe the Temple faculty at large are prepared for this step.

Thank you for your patience with such a long report today. The Temple you are creating through your work as trustees is changing rapidly on many fronts, in many directions. As we begin a new academic year, it does not lend itself to capsule summary.

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## **REPORTS AND RECOMMENDATIONS FOR ACTION STANDING COMMITTEES**

Committee on Trustee Affairs – Theodore Z. Davis, Chair

### **1. Report**

The report of the Committee on Trustee Affairs was accepted as presented in Agenda Reference 1.

**RECOMMENDATIONS FOR ACTION:**

**2. Election of Chair of the Board**

With Trustee Scirica in the Chair, and upon motion duly made and seconded, Howard Gittis, having been duly nominated by the Committee on Trustee Affairs (9/10/04) was re-elected as Chair of the Board of Trustees for the year 2004-2005, to serve until the next Annual Meeting of the Board of Trustees and until his successor shall have been elected and qualified.

Following the election, Mr. Gittis thanked the Board members for their support and for the privilege to serve as Board Chair.

(Secretary's Note: Mr. Gittis abstained and did not participate in this action.)

**3. Election of The Honorable Francis J. Catania as Honorary Life Trustee**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustee Affairs (9/10/04) and elected The Honorable Francis J. Catania as Honorary Life Trustee, effective immediately.

**4. Election of University Trustees**

**a. For Re-Election to 2004-2008 Term**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustee Affairs (9/10/04) and re-elected the following individuals for the term beginning October 12, 2004, to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education.

**For Re-Election  
2004-2008**

Joan H. Ballots  
Theodore Z. Davis  
Richard J. Fox  
Howard Gittis  
Daniel H. Polett

(Secretary's Note: Trustees Ballots, Davis, Fox, Gittis and Polett abstained and did not participate in this action.)

**b. For Election to 2004-2008 Term**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustee Affairs (9/10/04) and elected the following individual for the term beginning October 12, 2004, to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education.

**For Election  
2004-2008**

Loretta C. Duckworth

5. **Resolutions of Appreciation**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustee Affairs (9/10/04) and approved the Resolutions of Appreciation for the following individuals as set forth in Agenda Reference 5.

**Trustees**

Francis J. Catania  
Donald W. Ewart

**Ex Officio Participants**

Bryan Carter  
William D. Nathan

At the direction of the Board, the Secretary will deliver to Donald W. Ewart the Resolution of Appreciation for his participation on the Board of Trustees.

At the direction of the Board, the Secretary will deliver to Bryan Carter and William D. Nathan the Resolutions of Appreciation for their participation on the Board of Trustees while serving as President of the Temple Student Government and President of the Faculty Senate, respectively.

6. **Election of Officers for 2004-2005**

Upon motion duly made and seconded, the officers listed below, having been duly nominated by the Committee on Trustee Affairs (9/10/04), were elected to serve until the next Annual Meeting of the Board or until their successors shall have been elected and qualified:

President .....David Adamany  
Provost .....Ira M. Schwartz  
Senior Vice President .....Clarence D. Armbrister  
Vice President, Chief Financial Officer, and Treasurer .....Martin S. Dorph  
Vice President for Computer and Information Services.....Timothy C. O'Rourke  
Vice President for Student Affairs .....Theresa A. Powell  
Vice President for Research and Graduate Studies.....Kenneth J. Soprano  
Vice President for Development and Alumni Affairs.....Stuart P. Sullivan  
Vice President .....William T. Bergman  
Vice President .....Robert J. Reinstein  
\* University Counsel and Secretary.....George E. Moore

\*The Secretary will also serve as Secretary of the Boards of Visitors.

(President Adamany abstained and did not participate in this action.)

7. **Appointments by the President**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustee Affairs (9/10/04) and authorized one or more Assistant Secretaries, and one or more Associate or Assistant Treasurers, who shall be appointed by the President from time to time, and shall serve at the pleasure of the President, subject to such terms and conditions as the President may subscribe.

8. **Re-election of Board of Directors of Temple University Health System, Inc.**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustee Affairs (9/10/04) and re-elected the following individual to the Board of Directors of Temple University Health System, Inc., for the term set forth below and until a successor has been duly elected:

**For Re-Election**  
**2004-2007**  
Daniel T. Dempsey

Executive Committee – Anthony J. Scirica, Chair

9. **Report**

The report of the Executive Committee was accepted as presented in Agenda Reference 9.

**RECOMMENDATIONS FOR ACTION:**

10. **Board and Standing Committees' Schedule of Meetings for 2004-2005**

Upon motion duly made and seconded, the Board of Trustees approved the Schedule of Meetings for the Board and Standing Committees for 2004-2005, as set forth in Agenda Reference 10, with meetings of the Board being held at 3:00 p.m. in Feinstone Lounge, Sullivan Hall, Liacouras Walk and Berks Mall.

11. **Borrowing Authority – November 1, 2004 through December 31, 2004**

Upon motion duly made and seconded, the Board of Trustees authorized the officers to borrow, for operating purposes of the University, \$30 million on terms which the officers believe best for the University, such authority to cover the period from November 1, 2004, through December 31, 2004.

Board of Directors, Temple University Health System, Inc. –  
Joseph W. Marshall, III, Chair & Chief Executive Officer

12. **Report**

The report of the Temple University Health System, Inc., was accepted as presented in Agenda Reference 12.

13. **Amendment to May 27, 2004, Approval of Issuance of Bonds by Temple University Health System, Inc.**

Upon motion duly made and seconded, the Board of Trustees approved the action of the Board of Directors of Temple University Health System, Inc., approving the issuance of \$110 million in bonds for capital projects and refunding, as set forth on pages 2 to 4 of Agenda Reference 13; such approval amends the Board of Trustees action, through its Executive Committee, on May 27, 2004.



Development Committee – Richard J. Fox, Chair

**14. Report**

The report of the Development Committee was accepted as presented in Agenda Reference 14.

Student Affairs Committee – Patrick J. O'Connor, Chair

**15. Report**

The report of the Student Affairs Committee was accepted as presented in Agenda Reference 15.

Facilities Committee – Mitchell L. Morgan, Chair

**16. Report**

The report of the Facilities Committee was accepted as presented in Agenda Reference 16.

**RECOMMENDATIONS FOR ACTION:**

**17. Biology & Life Sciences Building – Upgrades and Renovations to the Ceilings in Common Areas, Second Floor Animal Rooms, and Motor Control Center**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (9/15/04) that the officers be authorized to proceed with the upgrades and renovations to the ceilings in common areas, second floor animal rooms, and motor control center for the Biology & Life Sciences Building, at a cost not-to-exceed \$704,000. The funding and financing source being the Plant Development Fund.

**18. Conwell Hall – Balcony Decking and Railing Replacement**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (9/15/04) that the officers be authorized to proceed with the balcony decking and railing replacement of Conwell Hall at a cost not-to-exceed \$500,000. The funding and financing source being the Plant Development Fund.

**19. Dental School I, Fire Alarm Replacement**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (9/15/04) that the officers be authorized to proceed with the fire alarm replacement in Dental School I at a cost not-to-exceed \$600,000. The funding and financing source being the Plant Development Fund.

**20. Library & Computing Center (Ambler) – HVAC Unit Replacement**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (9/15/04) that the officers be authorized to proceed with the HVAC unit replacement of the Library & Computing Center at Ambler at a cost not-to-exceed \$400,000. The funding and financing source being the Plant Development Fund.

21. **Foot and Ankle Institute Lease**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (9/15/04) that the officers be authorized to proceed to lease approximately 400 square feet of exam room space to Extremity Imaging Partners, Inc., at an initial annual rate of \$8,732.

22. **Laboratory Construction Project Phase I: Design Assistance Kresge Hall – Sixth Floor**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (9/15/04) that the officers be authorized to proceed with the design of a new, state-of-the-art, BSL-2 Laboratory suite with support spaces on the sixth floor of Kresge Hall at a cost not-to-exceed \$270,000. The funding and financing source being Endowment Interest (53-0620-703; 53-0620-711; 53-0620-712).

Academic Affairs Committee – Leonard Barrack, Chair

23. **Report**

The report of the Academic Affairs Committee was accepted as presented in Agenda Reference 23.

**RECOMMENDATIONS FOR ACTION:**

24. **Restructure Curriculum of the Doctor of Medicine Degree in the School of Medicine**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (10/1/04) that the officers be authorized to restructure the curriculum for the Doctor of Medicine degree in the School of Medicine.

25. **Terminate the Master of Arts Degree in Biology in the College of Science and Technology**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (10/1/04) that the officers be authorized to terminate the Master of Arts degree in Biology in the College of Science and Technology.

26. **Establish the Master of Science Degree in Biology in the College of Science and Technology**

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (10/1/04) that the officers be authorized to establish a Master of Science degree in Biology in the College of Science and Technology.

The following Committees did not meet during the reporting period:

- Athletics
- Audit

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**APPOINTMENT OF STANDING COMMITTEES FOR 2004-2005**

**27. Amendment to Bylaws, Section 6.3.A.**

Upon motion duly made and seconded, the Board of Trustees approved an amendment to the first sentence of Section 6.3.A. of the Bylaws, to provide as follows:

- A. The Executive Committee shall consist of the Chair of the Board, the President, and at least eleven voting members of the Board appointed by the Chair, subject to the approval of the Board.

**28. Nominations for Membership on the Executive Committee by the Chair of the Board**

Upon motion duly made and seconded, the Board of Trustees gave its approval, as required by Section 6.3.A. of the Bylaws, to the appointments to the Executive Committee made this day by the Chair of the Board and effective this date.

**29. Chair of the Board Announces Committee Assignments**

Informational item; no action required by the Board.

(Secretary's Note: Trustee Patrick J. O'Connor was added to the Executive Committee listing.)

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**OFFICER'S REPORT**

**30. Treasurer's Report – Martin S. Dorph**

The Report of the Treasurer was received as presented in Agenda Reference 30.

**OLD BUSINESS**

**NEW BUSINESS**

**ADJOURNMENT**