

BOARD OF TRUSTEES

Temple University – Of The Commonwealth System of Higher Education

PUBLIC SESSION

Tuesday, October 8, 2013 at 3:30 p.m.

**Mitchell and Hilarie Morgan Hall
27th Floor
1601 N. Broad Street**

MINUTES

Presiding Officer: Patrick J. O’Connor, Chair of the Board

Note: The Trustees met for information briefings at 2:30 p.m.

Trustees: Dennis Alter, Leonard Barrack, John Campolongo, Joseph F. Coradino, Theodore Z. Davis, Ronald R. Donatucci, Loretta C. Duckworth, Patrick J. Eiding, Judith A. Felgoise, Richard J. Fox, Lewis F. Gould, Jr., Lon R. Greenberg, Lewis Katz, H. F. “Gerry” Lenfest, Solomon C. Luo, Joseph W. Marshall, III, Anthony J. McIntyre, Christopher W. McNichol, J. William Mills, III, Mitchell L. Morgan, Leon O. Moulder, Jr., Patrick J. O’Connor, Phillip C. Richards, Edward Rudolph, Jane Scaccetti, Michael J. Stack, III, James S. White

President: Neil D. Theobald

University Counsel: George E. Moore

Non-Voting Advisory Members: Darin Bartholomew, Mark Rahdert

Non-Voting Representatives: Robert A. Rovner, Lori Shorr

Administration and Staff: Frank Annunziato, James C. Bausman, Jr., William T. Bergman, Raymond Betzner, Janet Carruth, Kevin Clark, Karen Clarke, James P. Creedon, Hai-Lung Dai, Michael Gebhardt, Stephanie Ives, Kenneth Kaiser, Larry Kaiser, Thomas Kupp, Jaison G. Kurichi, Jodi Laufgraben, Kenneth Lawrence, Tilghman Moyer, Anne Nadol, Timothy C. O’Rourke, Theresa A. Powell, Michael Scales, Gregory Zimmaro

Guests: Gregory Anderson, David Boardman, Joseph Lucia

Mr. O’Connor, Chair of the Board, called the Public Session to order.

Introduction of Guests:

Faculty: Frank H. Farley, Ph.D.

Students: Sonia L. Galiber, Martha O. Jones, Thomas Montalbano, Raymond J. Smeriglio

Approval of Minutes: The minutes of the meeting of June 20, 2013 were approved as distributed.

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PRESIDENT'S REPORT – NEIL D. THEOBALD

Good afternoon.

My first job out of college was with the Caterpillar Tractor Co. The management philosophy that I still hold 35 years later is based on what I learned as a manager at Cat:

- Recruit and hold the best people you can find,
- Make clear to them your expectations and the outcomes you seek,
- Don't micromanage—trust their judgment,
- Provide the resources and support required to meet expectations and produce desired outcomes, and
- Hold them accountable for success.

When I came to Temple in January, I was immediately impressed with the people. We have a very strong team of Vice Presidents, Deans, Faculty, Staff, and Students. But there were significant vacancies in January—including those that would soon be created by the graduation of more than 9000 students in May.

As we begin a new academic year, I would like to report on our success in meeting Goal 1:

Recruit and hold the best people you can find.

Last spring, I had the chance to introduce the first 4 new members of the Temple family:

- Kevin Clark, with whom I have worked closely the last decade, accompanied me from Indiana and is now our Interim Athletic Director.
- The other hire that I made prior to my arrival was Matt Rhule as football coach.
- In February, I appointed College of Science & Technology Dean Hai-Lung Dai as Provost--our Chief Academic Officer.
- Subsequently, Hai-Lung and I were fortunate enough to convince one of Temple's most distinguished scientists, Michael Klein, to apply his immense talents to the deanship that Hai-Lung was vacating.

Today, I want to take this opportunity to introduce 4 additional members of our new team and relate to you Temple's success in filling this year's faculty and student vacancies.

Karen Clarke started on May 1 as Temple's first VP for Strategic Marketing and Communications.

I am very, very hesitant to create new administrative positions, but I concluded—even before my arrival—that we needed a substantial change in our marketing approach if we were going to effectively tell the Temple story. Has anyone noticed how often Temple has been featured in both print and broadcast media recently? That's due to Karen Clarke.

Since coming from the University of Houston five months ago, Karen has restructured marketing and communications with an emphasis on strategy development, performance metrics, and tangible evidence of success.

Karen is evaluating advertising spending across the University—including the health system, athletics, and the colleges—so we can begin to centralize media purchasing to maximize leverage for optimal rates and value-added services. Would you please stand, Karen? (Secretary's Note: The Board applauded Ms. Clarke.)

Joseph Lucia started on July 1 as Temple's dean of libraries.

Joe was University Librarian and Director of the Falvey Memorial Library at Villanova University. In his current role, Joe oversees all of Temple's 9 libraries as well as Temple University Press. He is also leading the group that is conceptualizing our new 21st Century library—a library for the digital age—here on Main Campus. Joe will also be chairing a symposium on this topic—featuring several internationally known thinkers about the role of libraries in the modern world—on the afternoon of my inaugural. I highly recommend stopping by. We are thrilled to have you here, Joe. (Secretary's Note: The Board applauded Dean Lucia.)

Gregory M. Anderson joined us in July as the dean of the College of Education.

Before coming to Temple, Greg Anderson had a tremendous record as the dean of the University of Denver's Morgridge College of Education. We were especially impressed with his ability to build strong working relationships with public school systems in Denver.

I am confident that Greg will be a vibrant agent of change for the children in our local schools, and bring Temple's College of Education to an even higher level of distinction. Welcome Greg. (Secretary's Note: The Board applauded Dean Anderson.)

David Boardman has been here for about six weeks as the new dean of the School of Media and Communication.

He is one of the most respected newsmen in the nation, leading *The Seattle Times* as its executive editor and senior vice president. Under his leadership, *The Seattle Times* won four Pulitzer Prizes and a number of other prestigious national awards. David has an international reputation for excellence in investigative journalism and digital innovation.

The initial positive response to David from Media and Communications faculty, staff, and students has really been overwhelming. I literally cannot go to a campus event at which someone does not come up to me to praise David. They love working and studying with a master of their craft. Welcome David. (Secretary's Note: The Board applauded Dean Boardman.)

We will have two additional appointments later this fall.

Hilary Link, currently the Vice Provost at Barnard College in New York City, has been appointed dean of our Rome campus. Dr. Link has impressive experience across international education, but her academic focus is Italian Language and Literature, so she is a perfect fit to lead our Rome Program. She will assume her new role on December 21.

I also am pleased to report that we are in the final stages of the dean search for the College of Health Professions and Social Work.

On the faculty front, I am pleased to report that Provost Dai, Senior Executive VP Larry Kaiser, and our excellent deans had a phenomenal recruiting year. We added 61 world-class faculty. The most

difficult decision I made this week was deciding which 4 of the 61 to mention today—the depth and breadth of our incoming faculty cohort is phenomenal.

The four I chose—John Perdew, Xueming Luo, Gil Yosipovich, and James Bradley—are absolutely at the top of their professions.

A primary measure of the success and importance of a professor's work is how often other leading scholars cite them as the base upon which they are building their own research.

For example, in law, the most cited professor is Louis Brandeis—who eventually became a US Supreme Court Justice.

In physics, the most cited current professor is John Perdew, who Dean Michael Klein has recruited to be the founding director of Temple's Center for Materials Theory.

In marketing, the most cited professor over the last 7 years is Xueming Luo, who Dean Moshe Porat has recruited to be Charles Gilliland Professor of Marketing and Supply Chain Management.

Given the rapidity of medical advances, the key metric in academic medicine is peer-reviewed manuscripts and patient-focused books.

In dermatology, Gil Yosipovitch—who the New York Times has called the "godfather of itch"—has published over 200 peer-reviewed manuscripts. Just this month his book, "Living with Itch: A Patient's Guide" was published by the Johns Hopkins Press.

In plastic surgery, James Bradley—who has published over 120 peer-reviewed articles and 2 books—was recruited by Larry Kaiser to be Chief of the Division of Plastic Surgery and Director of one of only two residency programs in Plastic Surgery in Philadelphia.

On the student front, our incoming class set records across the board.

In terms of diversity:

- The percentage of our incoming class that is Hispanic or Latino is 6.3%—the highest percentage ever.
- The percentage of our incoming class that is African-American is 13.3%—this is our highest percentage in the last decade.
- At a time when many of our peer institutions are losing underrepresented minority student enrollments, Temple has been able to improve on these measures.
- International students comprise 4.8% of the incoming class—this is our highest percentage ever.

In terms of student quality:

- The mean SAT in Fall '13 is up 19 points (to 1129) and is the highest ever.
- The mean verbal SAT is up 11 points and is the highest ever.
- The mean quantitative SAT is up 8 points and is the highest ever.

In terms of our critical affordability and accessibility mission:

- The number of lower-income students, as measured by eligibility for federal Pell grants, has increased 34% in the last two years. Temple educates more Pell recipients than all of the other universities in Philadelphia combined.
- The number of incoming transfers is over 2700 and is among the five largest transfer classes ever.
- With our incoming class 106 over budget, with increased diversity and quality, data suggest that Temple remains accessible to a broad range of students.

Credit for our success goes to many, many hard-working people here at Temple.

However, I want to emphasize the key roles that my 1st three hires—Kevin Clark, Matt Rhule, and Hai-Lung Dai—have played in laying the foundation for our success.

If you want to see what Kevin has done, visit the newly improved Pearson McGonigle arena, view his work in reimagining the Pavilion as an indoor practice facility, or note the end-zone graphics and the improved fan experience at our football games.

If you want to know what Matt has done, talk with his players or their parents. The Wall Street Journal recently identified Temple as one of the dozen most-admirable football programs for their off-field success. I am confident that under Matt's leadership, we will join Wisconsin, Missouri, and Michigan State as public universities that are noted for success on- as well as off-the-field.

Hai-Lung has one of those odd academic titles—Provost—that makes it unclear at times what he does. The best analogy that I have heard was Bill Bergman's observation that if I am head coach, Hai-Lung is the quarterback.

Hai-Lung directed each of these very successful dean searches, oversaw the hiring of our fabulous non-medicine faculty cohort, and leads the admissions group that did such an impressive job in recruiting this year's highly talented class.

Hai-Lung is also in charge of Student Affairs and Student Housing and was centrally involved in the successful opening of Morgan Hall—as he is key to about everything we are doing.

I am expanding Hai-Lung's role going forward.

Thanks to Tim O'Rourke's leadership, Temple has a fabulous IT organization. Currently, though, Tim and his group are located in the CFO's office and, thus, are not ideally positioned to infuse technologically advanced methods into the learning experience. To meet this central goal, Tim and his IT team are moving to the academic side of the house and will report directly to the Provost.

In addition, Hai-Lung and Larry Kaiser have been diligently working to implement the recent report of our task force on technology transfer that identifies several interdisciplinary directions in which Temple should focus going forward: energy, genetics, cancer, bioengineering, and big data, among others.

Prior to my arrival, you began the process of allocating \$50 million over 5 years to this new academic plan. I look forward to reporting to you on this new initiative at a future board meeting.

I have one final item for you this afternoon. Next week is a very important one for Temple University.

Homecoming is an opportunity for the entire Temple community to come together.

As you know, we will also conduct an inauguration ceremony on October 18th.

A series of academic symposia with topics ranging from the future of libraries to the frontiers of computational science to medicine in the 21st century will be held that afternoon. And our Boyer School of Music will perform an excellent concert that evening.

The Temple field hockey team will host Appalachian State on the afternoon of the 18th and the volleyball team plays UConn that evening on their newly renovated court.

On Saturday, the football team hosts Army, men's soccer plays the Memphis, and Temple Theater closes its run of Rodgers and Hammerstein's classic, Oklahoma with matinees on Saturday and Sunday, as well as a performance on Saturday evening. The weekend concludes on Sunday with senior day for the women's soccer team as they host the University of Cincinnati.

I hope everyone in this room will plan to join us for these events. They are an important opportunity to celebrate Temple's achievements, enjoy our great students, and look ahead. I look forward to seeing all of you next week.

Thank you Mr. Chairman.

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REPORTS AND RECOMMENDATIONS FOR ACTION – STANDING COMMITTEES

Committee on Trustee Affairs – Patrick J. O'Connor

RECOMMENDATIONS FOR ACTION:

1. Election of Chair of the Board

Trustee Lewis Gould, Vice Chair of the Executive Committee, assumed the Chair to introduce this motion.

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the Committee on Trustee Affairs (9/4/2013), elected Patrick J. O'Connor as Chair of the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education, to serve until the next Annual Meeting of the Board of Trustees or until his successor shall have been elected and qualified.

With Chairman O'Connor presiding, the meeting continued.

2. Election of Commonwealth Trustee – H. F. “Gerry” Lenfest

Upon motion duly made and seconded, the Board of Trustees, upon the recommendations of the Commonwealth appointing authorities and the Committee on Trustee Affairs (9/26/2013), elected H. F. “Gerry” Lenfest, for a term effective immediately to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education, as set forth in Agenda Reference 2.

3. **Election of University Trustees**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the Committee on Trustee Affairs (9/4/2013), elected the following individuals to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education each for the term listed and beginning October 8, 2013.

<u>Term</u>	<u>Nominee</u>
2013-2017	Joseph F. Coradino
2011-2015	Loretta C. Duckworth
2011-2015	Anthony J. McIntyre

4. **Re-Election of University Trustees**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the Committee on Trustee Affairs (9/4/2013), re-elected the following individuals to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education for a four-year term beginning October 8, 2013.

Leonard Barrack
J. William Mills, III
Patrick J. O'Connor
Anthony J. Scirica

Secretary's Note: Trustees Barrack, Mills and O'Connor abstained and did not participate.

5. **Election of Milton L. Rock as Honorary Life Trustee**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the Committee on Trustee Affairs (9/4/2013), elected Milton L. Rock as Honorary Life Trustee to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education, effective immediately.

6. **Resolutions of Appreciation**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the Committee on Trustee Affairs (9/4/2013 and by written unanimous consent on 9/26/2013), approved the Resolutions of Appreciation as follows and as set forth in Agenda Reference 6:

Trustees

Robert A. Rovner

Ex Officio Participants

Joan P. Shapiro – President, Faculty Senate
David Lopez – President, Temple Student Government

7. **Re-Election to Board of Directors of Temple University Health System, Inc.**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendations of the Committee on Trustee Affairs (9/4/2013) and the Board of Directors of Temple University Health System, Inc. ("TUHS"), re-elected the following individuals to the Board of Directors of TUHS each for the 2013-2016 term or until a successor has been duly elected:

Ronald R. Donatucci
Lewis F. Gould, Jr.
Lon R. Greenberg

Secretary's Note: Trustees Donatucci, Gould and Greenberg abstained and did not participate.

8. **Election to Board of Directors of Temple Educational Support Services, Ltd.**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the Committee on Trustee Affairs (9/4/2013) and acting as the sole member of Temple Educational Support Services, Ltd., hereby elected the following individuals as Directors of Temple Educational Support Services, Ltd., to hold such office until their successors have been appointed and qualified.

Neil D. Theobald (Ex Officio)	Solomon C. Luo
Patrick J. O'Connor	Joseph W. Marshall, III
Hai-Lung Dai	Daniel H. Polett
Nelson A. Diaz	Bruce Stronach (Representative Director)
Lewis F. Gould, Jr.	George E. Moore
Lewis Katz (Chair)	William Wilkinson

Secretary's Note: Trustees Gould, Katz, Luo, Marshall, and O'Connor abstained and did not participate.

9. **Appointment of Officers for 2013-2014**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the President, and upon the nomination by the Committee on Trustee Affairs (9/4/2013), appointed the following Officers to serve from October 8, 2013 until the next Annual Meeting of the Board of Trustees or until their successors shall have been appointed and qualified:

President -----	Neil D. Theobald
Senior Executive Vice President for Health Affairs-----	Larry R. Kaiser
Provost, Senior Vice President for Academic Affairs-----	Hai-Lung Dai
Senior Vice President for Construction, Facilities, Operations--	James P. Creedon
Senior Vice President-Government Relations, Community, and Public Affairs-----	Kenneth Lawrence, Jr.
Senior Vice President, University Counsel, Secretary-----	George E. Moore
Vice President for Operations-----	William T. Bergman
Vice President for Strategic Marketing and Communications	Karen B. Clarke
Vice President for Computer and Information Services-----	Timothy C. O'Rourke
Vice President for Student Affairs-----	Theresa A. Powell
Interim Vice President for Institutional Advancement	Tilghman H. Moyer
Interim Chief Financial Officer, Treasurer	Kenneth H. Kaiser

Executive Committee – Lewis F. Gould, Jr., Vice Chair

10. Report

The quarterly report of the Executive Committee was accepted as presented in Agenda Reference 10.

RECOMMENDATIONS FOR ACTION:

11. Board and Standing Committees' Schedule of Meetings for 2013-2014

Upon motion duly made and seconded, the Board of Trustees approved the Schedule of Meetings for the Board and its Standing Committees for 2013-2014 as set forth in Agenda Reference 11.

12. Borrowing Authority – November 1, 2013 through December 31, 2013

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, 2013 through December 31, 2013.

Secretary's Note: Trustee Mills abstained and did not participate in this action.

Academic Affairs Committee – Solomon C. Luo, Vice Chair

13. Report

The quarterly report of the Academic Affairs Committee was accepted as presented in Agenda Reference 13.

RECOMMENDATIONS FOR ACTION:

14. Consideration of Tenure

Upon motion duly made and seconded, the Board of Trustees, upon the recommendations of the Academic Affairs Committee (9/30/2013) and the President, approved the granting of faculty tenure.

15. Transfer the Tenure of Dr. Salim Merali from the Department of Biochemistry in the School of Medicine to the Department of Pharmaceutical Sciences in the School of Pharmacy

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (9/30/2013) that the officers be authorized to transfer the tenure of one faculty member from the Department of Biochemistry in the School of Medicine to the Department of Pharmaceutical Sciences in the School of Pharmacy.

16. Establish Curricula in Various Schools and Colleges

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (9/30/2013) that the officers be authorized to establish curricula in various schools and colleges as follows and as set forth in Agenda Reference 16:

- a. Establish a Master of Science in Engineering Management in the College of Engineering;
- b. Establish a Master of Music in Instrumental Conducting: Wind-Band Emphasis in the Boyer College of Music and Dance in the Center for the Arts;
- c. Establish concentrations in Innovative Strategy, Technology and Innovation Management, and Entrepreneurship for the Master of Science in Innovative Management and Entrepreneurship in the Fox School of Business and Management.

17. Establish and Terminate Curricula in Various Schools and Colleges

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (9/30/2013) that the officers be authorized to establish and terminate curricula in various schools and colleges as follows and as set forth in Agenda Reference 17:

- a. Terminate the Master of Arts in Physics and Establish the Master of Science in Physics in the College of Science and Technology;
- b. Terminate the Master of Music in Piano Accompanying and Opera Coaching and establish a Master of Music in Collaborative Piano and Opera Coaching in the Boyer College of Music and Dance in the Center for the Arts; and
- c. Terminate the Master of Music in Piano Accompanying and Chamber Music and Establish a Master of Music in Collaborative Piano and Chamber Music Coaching in the Boyer College of Music and Dance in the Center for the Arts.

Facilities Committee – Mitchell L. Morgan, Chair

18. Report

The quarterly report of the Facilities Committee was accepted as presented in Agenda Reference 18.

RECOMMENDATIONS FOR ACTION:

19. Master Plan Energy Saving Projects – Phase I

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (10/2/2013) that the officers be authorized to proceed with the Master Plan Energy Savings Projects – Phase I – at a cost not-to-exceed \$2,500,000 with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

20. Demolish Vacant Broad Street Properties

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (10/2/2013) that the officers be authorized to proceed with the demolition of the vacant properties along the 1500 block of Broad Street at a cost not-to-exceed \$800,000 with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

21. Lease with JNP Foods, LLC d/b/a Pizza Hut

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (10/2/2013) that the officers be authorized to enter into a ten-year lease agreement with two five-year renewable terms with JNP Foods, LLC, d/b/a Pizza Hut, for approximately 2,000 sq. ft. of space on the ground floor of the Entertainment and Community Education Center, located at 1505 Cecil B. Moore Avenue, including a one-time fit-out allowance of \$64,000 with the funding and financing source being Income Producing Properties (#100000-84120).

Investment Committee – Christopher W. McNichol, Chair

22. Report

The quarterly report of the Investment Committee was accepted as presented in Agenda Reference 22.

RECOMMENDATION FOR ACTION:

23. Modify the University Investment Policy for “Endowment Pool’s - Asset Allocation”

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Investment Committee (6/26/2013) that the University’s Investment Policy be revised to amend the asset allocation and weighted benchmark for the Endowment Pool as set forth in Agenda Reference 23.

STANDING COMMITTEES - REPORTS FOR INFORMATION:

Alumni Relations and Development Committee – Richard J. Fox, Chair

24. Report

The quarterly report of the Alumni Relations and Development Committee was accepted as presented in Agenda Reference 24.

Budget & Finance Committee – Lewis F. Gould, Jr., Chair

25. Report

The quarterly report of the Budget & Finance Committee was accepted as presented in Agenda Reference 25.

Campus Life and Diversity Committee – Solomon C. Luo, Chair

26. Report

The quarterly report of the Campus Life and Diversity Committee was accepted as presented in Agenda Reference 26.

27. Report

The quarterly report of the Government Relations and External Affairs Committee was accepted as presented in Agenda Reference 27.

Student Affairs Committee - Phillip C. Richards

28. Report

The quarterly report of the Student Affairs Committee was accepted as presented in Agenda Reference 28.

Board of Directors, Temple University Health System, Inc. – Jane Scaccetti, Chair

29. Report

The quarterly report of the Board of Directors of Temple University Health System, Inc., was accepted as presented in Agenda Reference 29.

The following committees did not meet during the reporting period:

- Athletics Committee
- Audit Committee
- Healthcare Enterprise Committee

APPOINTMENT OF STANDING COMMITTEES FOR 2013-2014

Mr. O’Connor stated that every effort was made to respond to requests for committee assignments. He invited any trustee to contact him to request any changes.

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

Upon motion duly made and seconded, the Board of Trustees approved, as required by Section 6.3.A. of the Bylaws, the appointments to the Executive Committee made this day by the Chair of the Board and effective this date and as set forth in Agenda Reference 30.

31. ANNOUNCEMENT:

Chair of the Board Announces Committee Assignments

Mr. O’Connor announced the appointments to the various committees other than Executive Committee as set forth in Agenda Reference 31.

Secretary’s Note: no action required.

OFFICER'S REPORT

32. Treasurer's Report – Kenneth H. Kaiser

The Treasurer's Report for the Three Months Ended June 30, 2013 was accepted as presented in Agenda Reference 32.

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT The meeting adjourned at 4:25 p.m.