

MINUTES

The Board of Trustees

Temple University - Of The Commonwealth System of Higher Education

Tuesday, December 10, 1985

3:15 P.M., Ritter Hall South, Room 106, KIVA
Park Mall and Columbia Avenue

Attendance:

Members - Richard J. Fox, Chairman; Mildred D. Beck, Francis J. Catania, John J. Contoudis, Paul A. Dandridge, Louis J. Esposito, Clifford Scott Green, D. Donald Jamieson, Harold E. Kohn, Peter J. Liacouras, Henry H. Nichols, R. Anderson Pew, Royal T. Popper, Milton L. Rock, Edward H. Rosen, Charles F. Schalch, Anthony J. Scirica, Isadore A. Shrager, Murray H. Shusterman

being a quorum of the Board of Trustees;

Ex Officio Member - Dr. Gwendolyn Farmer, representing Secretary of Education Margaret A. Smith

Honorary Life Trustees - Paul R. Anderson, Marvin Wachman

Invited Guests - Faculty - S. Elizabeth Davis, Sandra Featherman, Roderick A. Hilsinger, Maurice Wright

Students - The four invited students were unable to attend.

Administration and Staff - Barbara L. Brownstein, Rodney D. Johnson, Harold B. Morley, Francis J. Sweeney, Jr., H. Patrick Swygert, Michael Jhin, Richard Englert, Stanton B. Felzer, David V. Randall, Philip B. Schaeffer, James W. Hilty, Kathy Gosliner, William G. Sites, Bonnie S. Squires, William C. Seyler

General Counsel - Peter Mattoon

University Counsel - Robert J. Reinstein

Members Absent - Gail M. Barsky, Patricia J. Clifford, Bill Cosby, Alphonso Deal, Chaka Fattah, Howard Gittis, Esther Boyer Griswold, John C. Haas, Roger S. Hillas, Irving K. Kessler, Hillel S. Levinson, Brian J. O'Neill, William A. Pollard, Frances B. Rauch, William W. Rieger, Samuel Rudofker

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

The Chairman of the Board, Mr. Fox, introduced and welcomed the guests from the faculty. He also welcomed and introduced two former presidents of the University, Dr. Paul R. Anderson and Dr. Marvin Wachman.

ACTIONS OF THE BOARD OF TRUSTEES

1. Approval of Minutes - Regular Meeting of October 8, 1985 and Special Meeting of November 5, 1985

On motion duly made and seconded, the Minutes of the Regular Meeting of October 8, 1985 and the Special Meeting of November 5, 1985 were approved as previously mailed to the members.

2. Election of Commonwealth Trustee - Honorable D. Donald Jamieson

On motion duly made and seconded, the Board of Trustees voted to elect for a term, beginning October 1985 and ending October 1989, to the Board of Trustees of Temple University - Of The Commonwealth System of Higher Education, Honorable D. Donald Jamieson, Judge Jamieson having been appointed by The Honorable Robert C. Jubeliere, President Pro Tempore of the Senate.

Mr. Fox welcomed and introduced Judge Jamieson.

3. President's Report

A. Appropriation Request to the Commonwealth of Pennsylvania for the Operating Budget, Fiscal Year 1986-87: Temple University requested 12.9% more in operating funds, excluding the differential funding requests for the Commonwealth Universities--Pitt, Penn State and Temple. This represents a request for an increase of \$13.4 million on a budget of \$104 million. Unless Temple receives all of these funds, we will require a substantial increase in tuition. Our total request is for \$129 million, or 23.9% above the present year's appropriation. If the total request is granted, we will not increase tuition.

B. Honorary Degree for Bishop Desmond M. Tutu: President Liacouras announced that Bishop Desmond M. Tutu of Johannesburg, South Africa, will receive an Honorary Degree, on Tuesday, January 14, 1986, at a Special Convocation, at 10:00 A.M.

C. The Proposed Academic Plan: The process of reviewing the proposed Academic Plan is moving ahead. This Plan was developed following two years of discussions, and Trustees were briefed on the Plan on September 26, 1985. The Plan was distributed throughout the University on October 15, 1985, and it was published in the Temple Review. Discussions are underway at all levels in the academic enterprise. Faculty, students, alumni and administrators are discussing the Plan. By the end of December the President hopes to receive the comments from the Council of Deans, the Steering Committees of the Faculty Senate and the Student Senate, the Executive Committee of the General Alumni Association, and the Executive Cabinet. However, the Faculty Senate has requested more time to review these documents, and with the permission of the Board, the President would like to move the deadlines back so that it would be the May meeting of the Board of Trustees where this matter will be considered, with the President's recommendation coming to the appropriate Committees in mid-March 1986. The President will probably spend from mid-January to mid-February consulting with the pertinent bodies, including the Faculty Senate, so that he will have consulted with all constituencies.

D. The Dental School and the Dental Commission: The President referred to the Dental Commission that was created to advise him consistent with the recommendation by the Provost in her proposed Academic Plan. The Dental School is treated a little bit different in the Plan because what is proposed is not an action item, but a study. Realistically speaking, the admissions to Dental Schools taking place in January and with a highly competitive student recruitment going on nationally by the 58 Dental Schools, and, further, with a distorted view of what was proposed by the Provost, we are at a point where if we do not deal with the question of the future of the Dental School, we will find ourselves without an entering Dental class. The Dental Commission, composed of a distinguished group of educators and community leaders, recommended to the President that he address the threshold question of the future of the Dental School, leaving to a later time, within the next three months, the details of the precise size of the student body, of the size of the faculty, a new configuration for the new Dental Building based on a post-fluoridation education rather than the configuration that had been assumed to be required earlier.

The President said that we will also be looking at a mandatory Clinical Practice Plan to have dentists practice as our medical doctors do, with the revenues from the practice coming to the University. There are other items that we will be working at on a fast track basis, which will come to the Board for discussion: the probable elimination of the Department of Dental Hygiene, which has already been cut down, along with the Board's view on all two-year programs. The Dental Hygiene program has already been reduced to about one-half of its previous size. This decision would be made by the Board later on. All of this is within the context of the future of the Dental School.

Another issue the Board will have to deal with is the appropriate size of the enterprise, given our economic responsibilities, given our history as a University, and given the total number of dentists which serve our poor populace.

What the President would like to do is to clear up, without any ambiguity, that the University has never said that it planned to close the Dental School. We have raised some fundamental questions, as we should for any program--the need for dentists, the case to be made for and against dental education at Temple. The great interest that has been revealed from the public side has lead to a distortion of the original statement, so that we have to make it clear that the Dental School in some shape or form will be an ongoing Dental School--subject to the parameters we have outlined as to size, etc. The general University subsidy to the Dental School is a little more than \$4 million presently. We would not be willing to recommend an increase in that subsidy five years hence. If we were to continue on the same track before this issue was raised, we would be spending in the way of general University subsidy \$7.5 million in five years. That would take another \$2.5 million from other parts of the University.

Subject to all of these caveats and with the understanding that the Dental School has a glorious history, and that it will be an even greater School, we invite all applicants to choose Temple University Dental School.

The President expects that a Board meeting will be held in January, following the report from the consultants to nail down some of these issues, consistent with some of the questions that have been raised by Trustees and by others.

E. New Super-Computer System: The President said that this System is one of the most exciting developments of recent years on the academic side in terms of potential academic research. This purchase places Temple University among a very select group of universities which have this type of capacity. Only one other university, Cornell, has the capacity for parallel processing. Several industries have this capacity but only one other university. Temple welcomes this opportunity to conduct research and to assist private industry in solving some of its problems through the use of our Super-Computer at a reasonable price, and to attract new industries to our City and to our State.

F. Dedication of Marie B. Cooney Conference Room: The President invited everyone present to attend a dedication ceremony in honor of the late Marie B. Cooney, on Thursday, December 12, at 3:30 P.M. At that time, Conwell Hall Conference Room 3B will be dedicated in Ms. Cooney's honor. The President noted that former Presidents Gladfelter, Anderson and Wachman plan to participate in these dedication ceremonies, honoring an outstanding Temple employee who served the University for more than 40 years.

G. Naming of Richard Englert as Acting Dean of the College of Education: The President announced that Richard Englert has been named Acting Dean of the College of Education, effective January 1, 1986. The President noted the outstanding job Dr. Englert has done as Chief of Staff in the President's Office. Dr. Englert will serve as Acting Dean until such time as a Search Committee makes a recommendation. The President thanked Dr. Englert for all of the good work he has done during these past months.

H. Welcoming of Representative of Secretary of Education: The President welcomed and introduced Dr. Gwendolyn Farmer who is representing Secretary of Education Margaret A. Smith.

Executive Committee Report and Recommendations for Action

Judge Scirica, Chairman of the Executive Committee, called the attention of the Board to the report of that Committee (Agenda Reference 3), and recommended approval of the matters covered in Items 4, 5 and 6 of these Minutes.

4. Borrowing Authority - 1/1/86 - 3/31/86

On motion duly made and seconded, the Board voted to approve the recommendation of the Executive Committee (12/10/85) that the officers be authorized to borrow for operating purposes of the University \$30 million, on terms which the officers believe best for the University, such authority to cover the period January 1, 1986, through March 31, 1986. (Resolution attached as SUPPLEMENT I)

5. Naming of The Frederick A. Reichle Laboratories of Surgical Science (Medical School Building)

On motion duly made and seconded, the Board voted to approve the recommendation of the Executive Committee (10/24/85) that the Department of Surgery Laboratories in the Medical School Building be named The Frederick A. Reichle Laboratories of Surgical Science, this action being consistent with the Board Policy on the Naming of University Areas (adopted by the Board on 5/13/69).

6. Naming of Conference Room 3-B of Conwell Hall
The Marie B. Cooney Conference Room

On motion duly made and seconded the Board voted to approve the recommendation of the Executive Committee (10/24/85) that Conference Room 3-B of Conwell Hall be named The Marie B. Cooney Conference Room, this action being consistent with the Board Policy on the Naming of University Areas (adopted by the Board on 5/13/69).

Board of Governors, Temple University Hospital--
Report and Recommendation

Attention was called to the report of the Board of Governors (Agenda Reference 7) and it was recommended that approval be given to the matter covered in Item 7 of these Minutes.

7. Election of Member to Board of Governors,
Temple University Hospital

On motion duly made and seconded, the Board, in accordance with the Trustees By-Laws (Article IV, Section 13) and in accordance with the Governors By-Laws (Article III, Sections 1, 2A and 2B), voted to elect Wilson H. Taylor to membership on the Board of Governors, Temple University Hospital, for the 1985-88 term, effective December 10, 1985, Mr. Taylor having been duly nominated by the Board of Governors on 10/26/85. The Secretary was instructed to cast an unanimous ballot for the election of Mr. Taylor.

Committee on Development Report

Mr. Kohn, Chairman of the Development Committee, called attention to the report of that Committee (Agenda Reference 13), noting that the Development Committee has been less than exemplary in carrying out its duties. He said that in large part this has been due to the fact that the Committee has been awaiting the Administration's plan as to what should be done. The long term Development Plan has been deferred. He said that he would like to get a date when the Administration thinks it will have in place sufficient thinking on the long term development plan, so that the Committee can proceed accordingly.

The President said that last May he said it would take between one year to 18 months. In the meantime we should develop the policy and consider all of the factors involved. Unless he is mistaken, the procedure would not be to come to the Board at a public meeting to announce that we are going to raise "X" dollars, unless we have a substantial part of the money in hand. The Board Committee has been considering a long term Development Plan. The President would expect that by shortly after the Board acts in May, we should have all of that ready for Board internal consideration--and then get to the next stage of raising all of that money. We probably should be able to identify about 25% in pledges before we make any public announcements.

Mr. Kohn said that his understanding, then, would be that at the beginning of the 1986-87 academic year, we would be in place with a long term Development Plan with which we could go public; the President said

if we have fifty of the two hundred million in pledges by the October meeting of the Board. The first step is that we have to have enough pledges. Mr. Kohn said that all he wants to know is when, realistically, the University will be able to make a public announcement on the long term Development Plan. If it will be September 1986 or January 1987, the Development Committee would like to know the target date being considered. The President said that at the May meeting he had indicated his best estimate as about 18 months. That is really an optimistic estimate of raising the 25% to 33% needed in a situation such as this. The preliminary question of what it is that we should seek by way of fund-raising should be ready by the October Board meeting.

Mr. Pew said that the fundamental document in any major University campaign is the long range plan of the institution. As he understands it, by October 1986 the University will have completed and adopted its strategic plan (which would include the academic element, the physical plant, etc.). From that point, one can move to the major donors to get the necessary commitments of 25-30-40%.

The President said that there has to be consultation with the major constituencies of the University; it will take months to bring the other constituencies on board before the Development Plan is actually approved. Since December of 1983, we have had such a document, and it has been shared with the Development Committee. The President thinks that when we finish this whole process, the document will bear a very close resemblance to what it was earlier. The document emphasizes endowment rather than bricks and mortar. When the President says October of 1986 he means all of the necessary internal consultation. He expects that it will be in place before May; but he does not want to do anything to have people believe that we are just going through the motions. This process requires a document that can be shared with the Board. The Administration has shared two documents with the Development Committee, but the President does not think it is appropriate to share these documents presently any more widely. Mr. Pew said that few major donors will make a major grant until they see how it will fit into the overall University Plan.

Mr. Kohn referred to the Memorandum of 12/6/85 on a "Development Questionnaire," which the Secretary sent to all Board Members. Mr. Kohn urged every Trustee to give prompt attention to this Questionnaire and to return it to the Vice President for Development no later than 12/20/85. Reference was made to the 11 fund-raising projects listed in the 12/6 Memorandum, and Mr. Kohn said that each Trustee should be able to find at least one project of personal interest. If any Trustee has other ideas, please call them to Dr. Morley's attention when the Questionnaire is returned. Greater efforts on the part of the Trustees will undoubtedly be productive. Some Trustees have been extraordinary in their fund-raising efforts over the years; others could become more productive, consistent with their abilities to do so. Mr. Kohn expressed the hope that everyone on the Board will be mindful of the notion that in order to get funds from other people, there has to be leadership on the part of the Trustees. Every member of the Development Committee want to emphasize this notion.

Committee on Honorary Degrees Report

President Liacouras, Chairman of the Honorary Degrees Committee, called attention to the report of this Committee (Agenda Reference 15), and noted that Bishop Desmond Tutu of Johannesburg, South Africa, will be receiving an Honorary Degree on January 14, 1986 at 10:00 A.M.

Committee on University and Community Relations Report

Judge Dandridge, Chairman of the University and Community Relations Committee, called attention to the report of that Committee (Agenda Reference 17). President Liacouras referred to a meeting (that had been organized by Vice President Swygert) he had attended with a Yorktown community group. This was a productive meeting and it is the first of 10 to 15 such meetings planned with other community groups.

Reports of Other Committees

The Chairman of the Board called attention to the Reports of the other Committees (Agenda References 9, 10, 11, 12, 14 and 16), suggesting that if Trustees had questions about these Reports, they should communicate with the respective chairman.

8. Treasurer's Report

Without objection, the Board of Trustees received the list of gifts and grants received between September 1, 1985 and October 31, 1985 and purchases and sales of securities between October 1 and November 30, 1985, said Report having been distributed at the Board meeting of today (Agenda Reference 18).

9. Secretary's Report

On motion duly made and seconded, the Board of Trustees voted to approve the presentation of degrees-in-course dated January 31, 1986 to candidates approved by the appropriate academic committees of the faculty.

The meeting of the Board of Trustees was adjourned at 4:00 P.M.

W.C.S.