

**MINUTES**

**THE BOARD OF TRUSTEES**

Temple University  
- Of The Commonwealth System of Higher Education

Tuesday, December 13, 1994

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

**PUBLIC SESSION**

**Attendance:**

Members - Howard Gittis, presiding; Francis J. Catania, John J. Contoudis, Paul A. Dandridge, Theodore Z. Davis, Peter D. DePaul, Louis J. Esposito, Jane Scaccetti Fumo, Lewis F. Gould, Jr., Clifford Scott Green, Judith E. Harris, Peter J. Liacouras, Joseph W. Marshall, III, Daniel H. Polett, Edward H. Rosen, Isadore A. Shrager, Francis R. Strawbridge, Edna S. Tuttleman, Clare L. Wofford

being a quorum of the Board of Trustees;

Honorary Life Trustee - Marvin Wachman

Ex Officio Participants - Roland Lipka, (Faculty); Joseph A. Marlino, Sr., (Alumni); Scott W. Richard, (Student)

Invited Guests - Faculty: Mary Anne Gaffney, Karen S. Koziara, Michael Sirover, Peter A. Tasch  
Students: Dubie Bader, John C. Bear, Clinton Cummings, Adonna Mackley

Administration and Staff - Paul H. Boehringer, Richard A. Chant, Albert R. Checcio, Lawrence Connolly, James W. England, Richard M. Englert, Thomas R. Freitag, Marvin Gerstein, Lois S. Hagarty, R.C. Johnson, Robert H. Lux, Leon S. Malmud, Rosalind Meyers, Timothy C. O'Rourke, Arthur C. Papacostas, A. Kent Rayburn, Robert J. Reinstein, Laurent J. Remillard, William G. Sites, Valaida S. Walker, James S. White, Beverly L. Breese

General Counsel - Peter Mattoon

University Counsel - George E. Moore

Members Absent - William H. Cosby, Jr., Robert C. Donatucci,  
Richard J. Fox, Lacy H. Hunt, Sidney Kimmel,  
Maureen H. McCullough, Brian J. O'Neill,  
William W. Rieger, Milton L. Rock, Anthony J. Scirica,  
Anthony Hardy Williams, James A. Williams

#### INVOCATION

The Invocation was given by Mrs. Clare L. Wofford.

#### INTRODUCTION OF GUESTS

Approval of Minutes - Meeting of October 11, 1994

On motion duly made and seconded, the captioned Minutes were approved as distributed.

#### President's Report

The Report by President Liacouras to the Board of Trustees at its Quarterly Meeting, December 13, 1994, is attached as SUPPLEMENT I to these Minutes.

#### RECOMMENDATIONS FOR ACTION

1. Faculty Severance Pay Plan

[Secretary's Note: Discussion of the captioned item took place in Executive Session.]

On motion duly made and seconded, the Board of Trustees voted to approve the Faculty Severance Pay Plan recommended by the President, effective December 19, 1994 through February 13, 1995, subject to a minimum of 50 faculty participants.

2. Recreation and Convocation Center -  
Authorization on Construction  
Contracting Schedule

[Secretary's Note: Discussion of the captioned item took place in Executive Session.]

On motion duly made and seconded, the Board of Trustees voted to authorize the officers to proceed with the construction bidding process for the (a) excavation and foundation contract and the (b) structural systems (structural steel, precast seating, concrete foundations and structure) contract in January 1995, prior

to 100% design completion of the project, subject to the passing of all requisite ordinances prior to the spending of funds.

Executive Committee - Howard Gittis, Chairman

3. Report

The Report of the Executive Committee, Agenda Reference 3, was received as given.

4. Borrowing Authority - 1/1/95 - 3/31/95

On motion duly made and seconded, the Board of Trustees voted unanimously to approve the recommendation of the Executive Committee (11/17/94) that the officers be authorized to borrow for operating purposes of the University \$30 million, on terms which the officers believe best for the University, such authorization to cover the period from January 1, 1995, through March 31, 1995.

Athletics Committee

5. Report

The Report of the Athletics Committee, Agenda Reference 5, was received as given.

Recommendation for Action:

6. Recommendation to Drop 3 (Gymnastics (Men), Gymnastics (Women), Baseball (Men) and Add 2 (Cross-Country (Men), Cross-Country (Women) Intercollegiate Sports, and to Consider Additional Programs for Women in the Near Future

Mr. Gittis explained that, notwithstanding a long tradition at Temple University of having only Trustees speak at meetings of the Board, he has determined to set that tradition aside for today's meeting. He said that R.C. Johnson, Athletics Director, will speak in support of the captioned recommendation; and Fred Turoff, Coach, Men's Gymnastics and Ken Anderson, Coach, Women's Gymnastics, will speak against the recommendation. Mr. Gittis noted that Skip Wilson, Coach, Baseball, declined the opportunity to address the Trustees, but if he changes his mind, he will be welcomed.

Mr. Johnson said that he has been involved with intercollegiate athletics his entire life. He has been a coach, athlete, and athletic's administrator. He said that any athletic director in the country is involved in intercollegiate athletics because of a belief in intercollegiate athletics. No athletic

director he has known has enjoyed firing coaches or eliminating sports.

Mr. Johnson said he is fully aware of the fact that he is affecting the lives of many in the audience and publicly acknowledges what Messrs. Turoff, Anderson and Wilson have done for Temple University. He also publicly acknowledges that we have quality student-athletes.

Mr. Johnson said his decision was not reached easily nor quickly. He conferred with parents and talked to people internally and externally, people throughout the NCAA ranks. He looked at all of our sports. He reviewed the many scenarios that could come into play. After looking at the issues, the question becomes why cut in the first place.

Mr. Johnson said he reviewed the President's memorandum of October 6, 1994, calling for a review of the total intercollegiate athletics program. He realized there were several factors involved: cost, space, equity. He selected gymnastics because of cost, space and the number of schools participating throughout the country. He selected baseball because of cost, facilities and equity. He said that his selections have nothing to do with the quality of the student-athletes or coaches.

Mr. Johnson said he believes his plan is sound and fair. He believes it will not please everyone, but makes us more accountable and better prepared to move Temple University into the next century for intercollegiate athletics. He asked for the support of the Board.

Mr. Fred Turoff thanked Mr. Gittis and President Liacouras for the opportunity to address the Board.

Mr. Turoff said he challenges the statement which explains why programs are presented for termination. He asked if the real net cost of the gymnastics program has been considered. He asked how success, loyalty and overall work are counted. He said if there is a question, should not the decision to drop the sport be delayed for further study. He said that team members have gathered over 6,500 signatures against dropping the program, and he called upon the Board to listen to what the students are saying.

Mr. Turoff said he is worried about the athletes who came to Temple University to participate in gymnastics while getting a good education. He said they will not stay without gymnastics, and we will lose the students who took the Temple challenge. He said that gymnastics has been a means to a useful and productive life in that it has been a catalyst to gaining a higher education.

Mr. Turoff said that the gymnastics program is a model of

cooperation between the sexes. The men's program has brought Temple University increased prestige; it is one of 32 remaining NCAA programs. It has increased revenues; it has a loyal alumni following; the athletes have brought credit to Temple University.

Mr. Turoff said the program provides opportunities for city youth through field clinics and summer programs.

Mr. Turoff said he accepted the Temple challenge years ago and continues to accept the challenge. His athletes have done more with less and have made the University proud. If it is necessary for the coaches to raise funds to cover the budget, he will accept the challenge to make his program run at no cost.

Mr. Ken Anderson said it seems odd that he is here speaking as a male in defense of a women's sport. He said that in looking at the programs, three items need closer review.

On the issue of space, Mr. Anderson said that for the main gymnasium used by the teams this Fall, 20 hours per week went to education classes and 20 hours per week went to varsity athletics, not including cheerleading, field clinics and a sports camp. He said that ten years ago 77 hours went to classes and 20 hours to gymnastics. He said the facilities are not used exclusively for athletics.

On the issue of budget, Mr. Anderson said that his budget is under \$86,000 per year, including scholarships and payroll. He said that taking away his ten scholarships is taking away ten opportunities for women in sports. In a time when gender equity is so important, it does not seem right for us to back away from our commitment.

Mr. Scott Richard, President of Temple Student Government and an Ex Officio Participant on the Board of Trustees, said that he is appalled by the recommendation to drop these programs. He said he finds it appalling that the University would reach this decision while at the same time it teaches sports administrators that cutting programs is the easiest way to get around budget crunches.

Mr. Richard said he does not understand the logic of the Board approving expenditures for the construction of a facility for athletics and then saying there is no room for these programs. He said that if the University cared about these sports, it would find space for them. He said the Board should find the money to keep the programs.

Mr. Richard said that 6,500 signatures have been gathered in protest of dropping these programs, and the Board should listen

to the students. He said he saw a recreation bowling alley destroyed to build an athletics weight room and asked why construct something that limits space and then blame it on teams committed to the success of this University.

Mr. Richard said we need to re-focus the concerns of this University. He said if these programs are discontinued, he will not be proud to be a Temple University student nor alumni. He said that education should be our prime concern, not money, not space.

Mr. Richard said that if the Board does not care about its students, it should vote for the recommendation, but if it wants to show it supports the people who took the Temple University challenge, it should vote against the recommendation.

Mr. Rosen asked if certain gyms were closed during certain hours and also asked how long Mr. Turoff would need to raise adequate financial support for his program. Mr. Johnson said that gyms are closed during certain hours for intercollegiate gymnastic use only. They are not closed for use, but rather for one use versus another.

In response to Mr. Rosen's query about time needed to raise funds for men's gymnastics, Mr. Turoff said that if challenged to raise \$88,000 to run his program, with the help of the Development Office, he should be able to do it in three years.

On motion duly made and seconded, the Board of Trustees **voted not to approve the recommendations** of the Director of Athletics, which have been unanimously adopted by the Temple University Advisory Committee on Intercollegiate Athletics (11/30/94) and the Athletics Committee (12/5/94), that effective at the end of the 1994-95 academic year, Temple University discontinue the men's gymnastics, women's gymnastics, and men's baseball programs; that all student-athletes in the three programs being dropped retain their scholarships for the maximum of five years if they continue as Temple students in good standing and, meet all academic requirements; and that Temple University add women's cross country and men's cross country effective for the 1995-96 season; and that consistent with the goal of achieving approximate equivalency in the number of programs, financial aid, and the "participation" rates by women and men in intercollegiate athletics, Temple University seriously consider adding one or more additional, non-space sensitive "emerging" sports for women in the near future; and that to insure widest participation in such planning, the Director of Athletics will begin the process by involving at the outset the incoming Associate Director of Athletics and senior women's administrator when she begins her duties on December 19, 1994.

Mr. Gittis said he has never been prouder of being a Temple University Trustee, and said the Board has spoken.

Committee on Audit

7. Report

The Report of the Audit Committee, Agenda Reference 7, was received as given.

Committee on Business and Finance

8. Report

The Report of the Business and Finance Committee, Agenda Reference 8, was received as given.

Committee on Campus Planning and Plant Management

9. Report

The Report of the Campus Planning and Plant Management Committee, Agenda Reference 9, was received as given.

Recommendation for Action:

10. Food Vending Contract

Information regarding Canteen Corporation's Pennsylvania offices was included in the Board Agenda as Agenda Reference 10.

Committee on Development

11. Report

Mr. Gittis said he is disappointed to report that the Committee on Development has become impeded in its efforts to continue with its fund raising efforts because of the continuing inaction on our projects by Philadelphia's City Council.

Committee on Educational Policies

12. Report

The Report of the Educational Policies Committee, Agenda Reference 12, was received as given.

Recommendation for Action:

13. Tenure for Two Faculty in the School of Law

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 recommendations of the Educational Policies Committee (10/17/94) with respect to the granting of faculty tenure in the School of Law for two faculty, effective July 1, 1995. (The list of the two faculty recommended for tenure is on file in the Office of the Provost.)

14. Report on The Learning Communities

Dr. Nancy Hoffman, Vice Provost, presented the captioned report.

Dr. Hoffman said that about two years ago we looked at some problems in undergraduate education here at Temple University, particularly the problem of retention and student satisfaction. We decided to design an intervention to help students make progress, especially in their first two years, to provide more opportunity for faculty to interact with each other and to work with graduate assistants and, finally, to provide more coherence in our curriculum.

Dr. Hoffman said we looked at the national literature on retention. We studied Temple University's first-year students and looked at our own experience with groups of students who studied together. We also looked at the way in which our core curriculum had been evaluated several years ago. The result was the establishment of Learning Communities which are designed for incoming freshmen.

Dr. Hoffman said that Learning Communities at Temple University link all our general education courses. Students have at least two courses together and, in many cases, a third seminar in which they are introduced to the resources of the University.

Dr. Hoffman said we have now had three semesters of experience with Learning Communities and have been looking carefully at the results.

The results so far are: 1) 280 students last year and 413 this year with a goal of 800-900 students in the Fall of next year; 2) students were retained at higher rates, completed courses at higher rates and had higher grades than students not in Learning Communities.

Dr. Hoffman said the costs of the program are low, and she thinks it has a lot of promise for keeping students and having them graduate from Temple University with satisfaction.



Mr. Rosen said he thinks the Learning Communities program at Temple University is on the cutting edge of making a large university have some of the advantages of smaller institutions, and he would like to have continuing reports on the program. He is especially interested in knowing if 900 students enroll next year.

Board of Governors

15. Report

The Report of the Board of Governors of Temple University Hospital, Agenda Reference 15, was received as given.

Recommendations for Action:

16. Revised Construction Costs for Temple University Children's Hospital

[Secretary's Note: The captioned item was discussed in Executive Session.]

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Temple University Hospital Board of Governors and the Campus Planning and Plant Management Committee that, consistent with the Hospital's mission and the need for increased space for outpatient facilities, the officers be authorized to increase, the original cost of construction estimates (\$33,600,000) and establish a revised "not-to-exceed" amount of \$41,500,000 for construction of the Temple University Children's Hospital (including the connecting bridge, a new facade for the Tioga Garage, and a 5% contingency), with the Funding Source being Invested Cash Balance of the Hospital and the Financing Source being Hospital Excess of Revenue over Expenses.

17. Northeastern Hospital - Authorization to Increase Interim Credit Facility

[Secretary's Note: The captioned item was discussed in Executive Session.]

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation of the Board of Governors (12/12/94) that the previously authorized interim credit facility for Northeastern Hospital to be used through December 31, 1994, be extended through January 31, 1995, and the total amount authorized to be loaned be increased from \$1,000,000 to \$1,600,000, these funds constituting part of the \$18 million in contemplated acquisition costs under the Board's October 27, 1994, initial approval, and that a \$1.2 million payment to Northeastern Health System Foundation for membership rights in Northeastern Hospital and Innovative Physicians be placed in escrow, and that the Board

further authorize the officers to proceed, with all deliberate speed, to close on the acquisition of Northeastern Hospital on the financial terms previously approved.

#### **REPORTS OF THE OFFICERS**

##### 18. Secretary's Report

On motion duly made and seconded, the Board of Trustees voted to approve the presentation of degrees-in-course dated January 27, 1995, to candidates approved by the appropriate academic committees of the faculty.

##### 19. Treasurer's Report

On motion duly made and seconded, the Board of Trustees voted to approve the recommendation that the list of gifts received for the Quarter ended September 30, 1994; grants and contracts awarded between July 1, 1994 and September 30, 1994, and the purchases and sales of securities for the First Quarter Fiscal Year 1994, be received.

#### **ADJOURNMENT**

On motion duly made and seconded, the meeting of the Board of Trustees was adjourned at 4:55 P.M.