

MINUTES

THE BOARD OF TRUSTEES

Temple University
- Of The Commonwealth System of Higher Education

Tuesday, December 12, 1995

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

PUBLIC SESSION

Attendance:

Members Present - Richard J. Fox, Chairman; Joan H. Ballots, Francis J. Catania, John J. Contoudis, Theodore Z. Davis, Peter D. DePaul, Louis J. Esposito, Howard Gittis, Mitchell G. Leibovitz, Peter J. Liacouras, Joseph W. Marshall, III, Daniel H. Polett, Milton L. Rock, Edward H. Rosen, Anthony J. Scirica, James H. Shacklett, III (newly elected), Isadore A. Shrager, Paul Zelenkofske

Administration and Staff Present - Paul H. Boehringer, Martin S. Dorph, James W. England, Richard M. Englert, Linda T. Frazer, Thomas R. Freitag, C. Robert Harrington, Robert H. Lux, Leon S. Malmud, Timothy C. O'Rourke, Arthur C. Papacostas, A. Kent Rayburn, Robert J. Reinstein, William G. Sites, Valaida S. Walker, James S. White, Beverly L. Breese

Honorary Life Member Present - Marvin Wachman

Ex Officio Participants Present - Karen S. Koziara (Faculty); Kamal I. Latham (Student)

Invited Guests Present - Gerard F. Cooney, Cynthia Folio, Kenneth Thurman, Thomas Ward (Faculty); Donna Underhill, (Student)

University Counsel Present - George E. Moore

Members Absent - William H. Cosby, Jr., Paul A. Dandridge, Robert C. Donatucci, Jane Scaccetti Fumo, Lewis F. Gould, Jr., Clifford Scott Green, Judith E. Harris, Lacy H. Hunt, Sidney Kimmel, Brian J. O'Neill, William W. Rieger, Edna S. Tuttleman, Clare L. Wofford, Anthony Hardy Williams, James A. Williams

INVOCATION

The Invocation was given by Mrs. Joan Ballots

APPROVAL OF MINUTES

On motion duly made and seconded, the Board of Trustees voted to approve the Minutes of the Annual Meeting of October 10, 1995.

PRESIDENT'S REPORT

President Liacouras said that his report will begin with a presentation on learning and technology at the University. Learning and technology is referred to in Phase II of the Plan to Renew Temple's Mission as advanced academic technology, smart classrooms, the internet, etc.

The President introduced Professor Nancy Hoffman, Vice Provost for Undergraduate Education, to make the presentation on learning and technology.

Dr. Hoffman informed the Board that she chairs the University Teaching, Learning and Technology Committee which was established by the Provost to report to Deans and the University community on Temple's progress with technology.

Dr. Hoffman said the Committee has discovered that Temple University faculty are using every kind of advanced technology that exists for teaching. Some of the Committees activities are:

- conducting case studies to see what it is that encourages the use of technology;
- evaluating Temple University's Video Conferencing System and making recommendations for its improvement;
- developing a series of on line courses for current Temple students and those seeking professional and personal enrichment; and
- making recommendations to the Provost and President on the best and most strategic expenditures for technology for teaching and learning purposes.

Dr. Hoffman said that the recommended plan for strategic expenditures includes \$4.9 million to complete the networking plan, \$2.7 million for hardware and software and \$560,000 for support personnel.

As a part of Dr. Hoffman's presentation, Dr. Robin Mitchell-Boyask, Assistant Professor of Greek, Hebrew and Roman Classics, demonstrated the use of a research and lecture tool called Perseus.

Also as a part of Dr. Hoffman's presentation, Dr. Jodi H. Levine, Director of Learning Communities, and two Temple students, Jayson Massey and Dawn Brabazon, reported on the use of laptop computers in teaching a group of lower division students.

Dr. Levine reported that, with the aid of some funding from CoreStates, laptop computers, with preloaded software, were purchased for use in a Learning Communities course. As the instructor, Dr. Levine required the use of the computer in the completion of all course assignments. Students used the computer as a place to seek help, for instructor initiated and student initiated discussions, for E mail memorandums and for writing research papers. Dr. Levine said she believes this course has improved access to technology for our students and said the course will be offered again next Fall.

Mr. Jayson Massey said that he uses his laptop for many things, both academic and non-academic. He uses it to access the on-line library and to meet people around the world through the use of E mail. Mr. Massey believes his laptop to be an important tool in his education and intellectual growth.

Ms. Dawn Brabazon said that she is a single parent with little time to visit the computer labs on campus and finds that through the use of a laptop, she was able to improve her grades.

Finally, Dr. Hoffman, who is leaving Temple to assume a position at Brown University, told the Board that she has had a wonderful 5 1/2 years at Temple University.

On The Apollo of Temple, President Liacouras reported that the first three bids on the construction are in and the Chairman of the Board has agreed to have a ground breaking ceremony just prior to the next meeting of the Joint Committees on Thursday, January 25, 1996.

The President said the Board will, today, receive a final briefing on the exclusive beverage contract. The undertaking of that will yield financial benefits to the University for buildings, scholarships, student support and support of academic technology. This support will come from having only one beverage provider at the University.

The President next spoke about the Plan to Renew Temple's Mission (Plan). He said we are in year two of the Plan and are beginning next an undertaking to review the academic standards in the entering classes of the University. He said that many of the policies we are following today are the result of initiatives in the 1960's and early 1970's. Many of those initiatives in the undergraduate program were the result of there not being a community college system in Pennsylvania. Since then, such a system has matured in Pennsylvania, New Jersey and New York; and the need for Temple University to be the first stop en route to a university education for those who may not fully be prepared has to be rethought. The President said that he is informing the Board that we will rethink the standards of admission for a number of programs at the undergraduate level.

The President reported that last year the Provost reviewed, with an external evaluator, all of our graduate programs and will do the same thing with undergraduate programs. At the same time, we will undertake an evaluation of our undergraduate admissions standards.

On security matters at the University, the President shared with the Board his concern over the rash of robberies, unusual in that they occurred in University buildings. He has zero tolerance for crime. The University has the 5th or 4th largest police force in Pennsylvania, and we have deployed this force on our various campuses to secure our campuses.

The President said that in terms of comparative, realistic safety with other city-based universities, statistics show that we are safe. However, any crime is anathema to us. As a result of bringing to the attention of the community this concern about increased crime, the President said he ordered a further tightening of security within buildings, more plain clothed and uniformed personnel, greater cooperation from the City of Philadelphia police and more unmarked cars around the area. The President said we have budgeted \$11 million for security. We have enough money for security; the question is, are we getting enough out of that money.

The President said that Executive Vice President White is bringing in an outside consultant on this issue. The input of our faculty and staff will be an important part of that process. We had a student vote on security matters and the only question he had about that vote was, why it was not unanimous.

President Liacouras said the two items he believes we must move on immediately, both of which are counter to the faculty and staff culture on the ability to go where they want to are: 1) having only one access point to each building, this by January 15, 1996; and 2) the need to, while in a building, have an ID card. This recommendation will be discussed further with the faculty and the student leadership. Today at the Cabinet meeting, the Chief of Staff of Temple Student Government, Mr. Chuck Williams, strongly endorsed these recommendations.

The President said that we are going to secure this place; and if we have to tip towards limiting access, we will do so. He does not want to make too big an issue of security because every time we raise the issue, we lose students and families from other parts of the region who do not want to come to the city. He would rather raise the issue before we have some violent crime.

The President thanked Mr. Kamal Latham, President of Temple Student Government, and everyone who wrote to him through E-mail and directly. He said this is a different world than it was ten years ago.

Mr. Latham responded to the President by saying that security is one of the most important issues that a university president can address. He commended the President for not sweeping the issue under the rug. Mr. Latham reported that the students

have created a Committee on Campus Security to work with President Liacouras and Mr. Charles Bush, Associate Vice President for Security, to find a good, protective measure for students.

Committee on Trustees

1. Report

The Report of the Committee on Trustees was received as given in Agenda Reference 1.

2. Election of Commonwealth Trustee James H. Shacklett, III

On motion duly made and seconded, the Board of Trustees elected James H. Shacklett, III to a four-year term (1994-1998 class), on the Board of Trustees of Temple University - Of The Commonwealth System of Higher Education, Mr. Shacklett having been appointed by The Honorable Thomas J. Ridge, Governor of the Commonwealth of Pennsylvania and having been confirmed by the Senate of the Commonwealth of Pennsylvania.

Executive Committee

3. Report

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

4. Borrowing Authority - 1/1/96 - 3/31/96

On 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 to period from January 1, 1996, through March 31, 1996.

Committee on Campus Planning & Plant Management

5. Report

The Report of the Committee on Campus Planning and Plant Management was received as given in Agenda Reference 5.

6. The Apollo of Temple Project (Convocation Center and Community and Recreation Center only) -- Approval of Construction Contracts for Bid Packages 1 and 2

President Liacouras pointed out that these bids came in under budget by \$1.4 million. He said that the resolution to the Board deals with the lowest bidder, responsive and responsible. The responsive part has to do with the University tradition of trying to include those that have not been included in the past.

The President said the University has no quotas, but does have some aspirations. The aspirations may not have been reached by these contractors. The University alone is not determining the responsiveness and responsibility of this process. When the Board approves this lowest bidder, if it turns out that the lowest bidder does not meet the responsiveness and responsibility criteria, he would suggest that we reconvene in a conference call meeting to address that issue.

Vice President's Checcio and Dorph reported to the Board on the Commonwealth Challenge, Plus Campaign (Campaign) and distributed the document which is attached as SUPPLEMENT I to these Minutes. Mr. Checcio said that in such a campaign, the first 40% comes from closest friends; we must have an idea where to seek the next 40%, and the last 20% comes from ongoing fund raising.

President Liacouras said that the \$14.9 million includes, potentially, about \$2 million from Pepsi based on the agenda item which is coming before the Board today. Some of it is gift and some of it is earned profits from the commission. Of the \$14.9 million, \$5 million is for the Learning Center.

President Liacouras told the Board that neither tuition, State funds nor development funds will be used for housing rehabilitation. The \$1.5 million would probably come from the Egg Harbor property plus one other property like that which is marginal to the University's needs. On the issue of cash flow, Mr. Dorph said we will not front money until we are in a position of being certain we will be repaid.

On motion duly made and seconded, with Trustee Paul Zelenkofske abstaining, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to enter into agreements with the contractors and on terms substantially as set forth in AGENDA REFERENCE 6, with respect to Bid Package 1 (Excavation & Site Concrete; Structural Concrete Work) and 2 (Structural Steel & Precast Concrete) for The Apollo of Temple Project (Convocation Center and Community and Recreation Center only), subject to final approval and passage of Philadelphia City Council Bills 839, 1213, 1214, and 1215 on December 14, 1995.

7. Classroom/Lecture Hall refurbishing for Educational Technology (Main Campus - Phase I)

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to refurbish Anderson Hall room 7 and Anderson Hall room 28 to create "smart room" technological capabilities at a cost not-to-exceed \$396,450, with the Funding Source being the Plant Development Fund.

8. University Exclusive Beverage Contract

President Liacouras informed the Board that Vice Presidents Checcio and Dorph and the Director of Business Services,

Linda Frazer took the lead in negotiating this contract. In the discussions with the leadership of Pepsi, four issues were raised: 1) the five-year contract, 2) more hard money for the University than has been offered, 3) the fact that we want to be more secure in our confidence that the cart business will be strong enough to give us some assurance that we will make much more than we receive in hard money and 4) the fact that we do not want The Apollo of Temple to be included in pouring or signage.

The President said that Pepsi, with its carts, impressed our people that they had more experience and were more likely to be aggressive in achieving the financing goals than Coke; and Coke would only agree to no signage in The Apollo of Temple, but not no pouring.

Mr. Latham asked that Temple Student Government have access to some of the funds. President Liacouras said that it would be left to a committee as to how that would be done. You will see that the proposed distribution of the profits at Temple University are much more weighted to the academic, scholarship and student areas than they are at Penn State and Rutgers. The President said we will deliberate on how student life money would be distributed.

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to enter into an exclusive beverage contract as set forth in AGENDA REFERENCE 8.

**ITEMS 9 - 11 ARE UNIVERSITY CLINICAL FACULTY
PRACTICE PLAN ITEMS**

9. Fels Institute for Cancer Research and Molecular Biology

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to renovate portions of the first, second and third floors of PAH for use by the Fels Institute (\$2,390,000), the installation of voice and data communications lines (\$30,000), the purchase of necessary equipment such as hoods, glass washing machines, laboratory and office furniture (\$515,000) and moving expenses (\$20,000) with total costs not-to-exceed \$2,955,000.

10. Surgery Academic Research Infrastructure - Equipment

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to purchase the following equipment: (1) upright freezer, (12) nalgene cages, (1) incubator, (3) freezers, (5) refrigerators, (2) balances, (4) safety/storage cabinets, (1) ice machine, (1) inverted microscope, (2) microwaves, (1) fume hood, (1) orbital shaker, (1) water purification system, (1) spectrophotometer, (1) imaging system, (1) ultracentrifuge, (1) centrifuge (w/rotors), (1) plate reader, (1) sonicator, (1) animal

ventilator at a cost not-to-exceed \$225,000, with the Funding Source being Surgery Practice Plan Reserve.

11. One Olney Center - Off-Site CFPP Billing

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to lease 14,000 square feet of office space at One Olney Center for the use of practice plan billing offices, including tenant fit-out and five-year lease agreement (\$1,044,000), relocation and installation of data and telephone equipment (\$505,000), purchase and relocation of office furniture and equipment (\$345,000), with total costs not-to-exceed \$1,894,000, with the Funding Source being the Dean's Fund.

ITEMS 12 - 15 CONSTITUTE ONE HOSPITAL-RELATED OPERATIONAL REORGANIZATION AND ITEMS 16-17 ARE OTHER HOSPITAL ITEMS

12. Rock Pavilion - Ninth Floor Inpatient Unit Renovation

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to proceed with the Rock Pavilion - Ninth Floor In-patient Renovation Project at a cost not-to-exceed \$1,100,000, with the Funding and Financing Sources being the 1993 Bond proceeds.

13. Relocation of Psychiatry Department

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to proceed with the relocation of the Psychiatry Department from the first and second floors of the existing Tioga Garage to the seventh and eighth floors of Jones Hall at a cost not-to-exceed \$964,000, with the Funding and Financing Sources being the 1993 Bond proceeds.

14. Psychiatric Inpatient Unit Renovations

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to proceed with the consolidation of the Psychiatric Inpatient unit on the ninth floor of the Rock Pavilion at a cost not-to-exceed \$354,000, with the Funding and Financing Sources being the 1993 Bond proceeds.

15. Recovery Room Beds

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to proceed with construction of four (4) recovery room beds on the second floor of the Rock Pavilion, at a

cost not-to-exceed \$725,000, with the Funding and Financing Sources being the 1993 Bond proceeds.

16. Hospital Chilled Water Expansion

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to proceed with the design and installation of chilled water piping to expand the existing hospital chilled water network at a cost not-to-exceed \$350,000, with the Funding Source being Hospital Excess Revenues and the Financing Source being Equity or Tax Exempt Financing.

17. Primary Care Facility

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Campus Planning and Plant Management Committee (Conference Call 12/11/95), and authorized the officers to proceed with the construction of a primary care facility of approximately 18,000 gross square feet on the first floor of the Old Dental School Building, at a cost not-to-exceed \$3,000,000, with the Funding Source being Hospital Excess Revenues and the Financing Source being Hospital Invested Cash.

Board of Governors

18. Report

The Report of the Board of Governors was received as given in Agenda Reference 18.

19. Acquisition of Outstanding Stock in a Physician Practice--Health Spring of PA

The captioned item was withdrawn from consideration.

20. Services and Clinical Coordination Agreement with Neumann Medical Center of Northeastern Health System

On motion duly made and seconded, the Board of Trustees, voted to approve the recommendation of the Board of Governors Executive Committee, acting of behalf of the Board of Governors (12/11/95) and the Board of Directors of the Temple University Health System (12/12/95), and authorized the officers to enter into a Services and Clinical Coordination Agreement with Neumann Medical Center of Northeastern Health System as set forth in AGENDA REFERENCE 20.

Committee on Athletics

21. Report

The Report of the Committee on Athletics was received as given in Agenda Reference 21.

Committee on Audit

22. Report

The Report of the Audit Committee was received as given in Agenda Reference 22.

Committee on Business and Finance

23. Report

The Report of the Committee on Business and Finance was received as given in Agenda Reference 23.

Committee on Development

24. Report

Vice President Checcio referred the Board to Agenda Reference 24, the Report of the Committee on Development, which was received as given.

Committee on Educational Policies

25. Report

The Report of the Committee on Educational Policies was received as given in Agenda Reference 25.

REPORT OF THE OFFICERS

26. Secretary's Report

On motion duly made and seconded, the Board of Trustees voted to approve the presentation of degrees-in-course dated January 26, 1996, to candidates approved by the appropriate academic committees of the faculty.

27. 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, 1995; grants and contracts awarded between July 1, 1995 and September 30, 1995, and the purchases and sales of securities for the Quarter ended September 30, 1995, be received.

NEW BUSINESS

28. Tioga Parking Garage Replacement Project

The President informed the Board that the recommendation regarding the Tioga Parking Garage Replacement Project comes after discussion with the Campus Planning and Plant Management Committee just preceding this Board meeting and following the action taken at the 12:30 P.M. meeting of the Temple University Health System, Inc. Board of Directors.

Chairman Fox said that, in the process of the entire development at the Health Sciences Center, it became apparent that it was no longer economical to continue to repair this facility. He said that the entire process is on a fast track, and the Board is being asked to act today.

On motion duly made and seconded, the Board of Trustees voted to authorize the officers to proceed with selecting and retaining an architectural firm to design a replacement garage facility for the existing Tioga Parking Garage at the Health Sciences Center.

29. Resolution Honoring Former Trustee Maureen H. McCullough

On motion duly made and seconded, and unanimously approved, the Board of Trustees voted to adopt the Resolution of Appreciation for Maureen H. McCullough. The Secretary was instructed to send a copy of the Resolution to Ms. McCullough and attach a copy to these Minutes on file in the Office of the Secretary.

ADJOURNMENT

On motion duly made and seconded, the meeting of the Board of Trustees adjourned at 4:45 P.M.