

BOARD OF TRUSTEES

Temple University – Of The Commonwealth System of Higher Education

PUBLIC SESSION

Tuesday, May 13, 2014 at 3:30 p.m.

**Fox and Gittis Room
The Liacouras Center, 1776 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.

PARTICIPANTS

Trustees: Leonard Barrack, John Campolongo, Joseph F. Coradino, Nelson A. Diaz, Ronald R. Donatucci, Loretta C. Duckworth, Richard J. Fox, Lon R. Greenberg, Lewis Katz, Patrick V. Larkin, H. F. “Gerry” Lenfest, Solomon C. Luo, Joseph W. Marshall, III, Anthony J. McIntyre, Theodore A. McKee, J. William Mills, III, Mitchell L. Morgan, Leon O. Moulder, Jr., Patrick J. O'Connor, Bret S. Perkins, Daniel H. Polett, Phillip C. Richards, Edward Rudolph, Jane Scaccetti, Jay H. Shah, James S. White

President: Neil D. Theobald

Interim University Counsel: Michael B. Gebhardt

Honorary Life Trustees: John Contoudis, Edward H. Rosen

Non-Voting Representative: Robert A. Rovner

Non-Voting Advisory Members: Darin Bartholomew, Mark Rahdert

Administration and Staff: Cheryl Afonso, Frank Annunziato, James Bausman, William T. Bergman, Raymond Betzner, Janet Carruth, Kevin Clark, Karen Clarke, James P. Creedon, Hai-Lung Dai, Gloria Frager, Stephanie Ives, Kenneth H. Kaiser, Larry Kaiser, Thomas Kupp, Jaison Kurichi, Jodi Laufgraben, Kenneth Lawrence, Tilghman Moyer, Anne Nadol, Timothy C. O'Rourke, Theresa A. Powell, Maria Ramos, Richard Rumer, William Wilkinson, Gregory Zimmaro

Introduction of Guests:

Faculty: Arthur Hochner, Ph.D.

Students: Blair T. Alston, Sonia L. Galiber, Cree A. Moore

Approval of Minutes: The minutes of the meeting of March 10, 2014, were approved.

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PRESIDENT'S REPORT – NEIL D. THEOBALD

Thank you, Mr. Chairman.

As you know, we will have reports today from the student government and faculty senate presidents. In order to allow them time to speak, I will keep my remarks brief.

You will recall that we announced the *FlyIn4* program in February, with a goal of creating incentives that would help our students graduate in four years and reduce the amount of debt they would face after graduation. Although the roll-out for *FlyIn4* registration is not until Orientation begins in late June, interest in the program is such that 30 percent of our incoming students have already registered for *FlyIn4*. Needless to say, *FlyIn4* is off to an impressive start. Students and their parents clearly see the advantage of this effort, and we expect very strong participation by the time classes start in the fall.

Temple also has received considerable attention for this effort, from the Chronicle of Higher Education and National Public radio to the U.S. News and World Report. The world is learning that Temple tackling the issue of crushing student debt and making real progress.

With the imminent graduation of the Class of 2014, I would also like to provide you with a first glimpse at the Temple University Class of 2018. Let me first emphasize that – even though the national college decision deadline of May 1 has passed – this process is far from over.

With the shrinking high school graduation cohort, a number of universities in Philadelphia – and elsewhere – publically announced last week that they are extending their application deadlines into the summer. They continue to recruit prospective students so we are in the mode of re-recruiting the excellent class we have. The only good part of this, I guess, is that it is much better to be in the role of the hunted rather than to be out hunting for students two weeks after the deadline.

We are currently 75 students over the number that had placed deposits for enrollment at this time last year. As you will remember, that ended up being the largest in Temple's history.

The academic quality is excellent with each of these 75 additional students having an SAT of 1300 or higher. About 2/3 of the additional students are male, which bucks national trends that show male college attendance falling far behind the female rate.

International enrollments have also inched up from 4.3 percent last year to 4.7 percent so far this year.

Provost Dai and his outstanding admissions staff will be hard at work this summer attempting to keep this excellent recruiting class in place until Freshmen Convocation on August 22.

Finally, I look forward to seeing all of you at Commencement ceremony on Thursday, when we will honor the Class of 2014 for their accomplishments. We will also bestow honorary degrees on three alumni: inventor James West, poet and singer Jill Scott, and Trustee Lewis Katz. These three have led very different lives, but each is a role model for the opportunities that await Temple University graduates. I am delighted they will be part of our celebration. It is also important to note that Trustee Theodore a. McKee will be the commencement speaker for the Beasley School of Law. We so appreciate Judge McKee's willingness to share his wisdom with our law graduates.

This is my report. Thank you, Mr. Chairman.

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**REPORTS AND RECOMMENDATIONS FOR ACTION
STANDING COMMITTEES**

Committee on Trustee Affairs – Daniel H. Polett, Chair

RECOMMENDATIONS FOR ACTION:

1. Nomination of University Trustee – Alan M. Cohen

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Committee on Trustee Affairs (4/29/2014) to elect Alan M. Cohen to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education for a term beginning May 13, 2014 and ending October 10, 2017, and further recommended that the members of the Board having been given notice of Mr. Cohen's nomination on April 30, 2014, that the Board waive the requirement of 30 days' notice.

2. Nomination of University Trustee – Scott F. Cooper

Upon motion duly made and seconded, Board of Trustees approved the recommendation of the Committee on Trustee Affairs (4/29/2014) to elect Scott F. Cooper to the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education for a term beginning July 1, 2014 and ending June 30, 2016, and further recommended that the members of the Board having been given notice of Mr. Cooper's nomination on April 30, 2014, that the Board waive the requirement of 30 days' notice.

3. Nomination of Vice President for Institutional Advancement – James W. Dicker

Upon motion duly made and seconded, the Board of Trustees approved the recommendations of the President and the Committee on Trustee Affairs (4/29/2014) and approved the appointment of James W. Dicker to serve as Vice President of Institutional Advancement, to hold such office until the next annual meeting of the Board of Trustees or until his successor shall have been elected and qualified.

4. **Resolution of Appreciation – John Campolongo**

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the Committee on Trustee Affairs (4/29/2014), approved the following Resolution of Appreciation for John Campolongo, University Trustee for the period July 2012 through June 2014, as follows: .

RESOLUTION OF APPRECIATION TO JOHN CAMPOLONGO

Temple University's Charter declares that the purpose of the University is to maintain an educational institution intended primarily for the benefit of working men and women, and the Commonwealth of Pennsylvania has adopted legislation declaring that Temple University is an integral part of the Commonwealth's system of higher education for the purpose of improving and strengthening higher education in Pennsylvania.

John Campolongo has worked tirelessly to strengthen this purpose and has exercised his fiduciary duty as a member of the Board of Trustees from July 1, 2012 through June 30, 2014.

Mr. Campolongo has served as a member of the Academic Affairs Committee, Alumni Relations and Development Committee, Athletics Committee, Campus Life and Diversity Committee, and Executive Committee.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Temple University – Of The Commonwealth System of Higher Education, in regular session assembled on this thirteenth day of May, Two Thousand and Fourteen, expresses its deep appreciation and commends **John Campolongo** for his outstanding contributions to Temple University during his service as a Trustee of the University.

This Resolution is inscribed upon the Minutes of this meeting of the Board of Trustees.

Mr. O'Connor thanked Mr. Campolongo for his dedication and commitment to this great university and presented him with the Resolution of Appreciation and a desk clock inscribed as follows: "*In recognition of your exemplary service as a Trustee of Temple University*". The Board members applauded Mr. Campolongo.

Mr. Campolongo addressed the Board: "I would like to thank the Board of Trustees, Chairman Patrick O'Connor and my good friend, Trustee Bret Perkins, for giving me the privilege to serve Temple University and the Alumni Association. We have just started to scratch the surface and we still have a lot of work to do here at Temple and with our Alumni. But I believe with this Board of Trustees, our Chairman, and our President, Neil Theobald, we have all the right people in place to do great things. I was honored to work with all of you and I appreciate the gift and recognition of my service."

Executive Committee – Daniel H. Polett, Vice Chair

5. Report

The quarterly report of the Executive Committee was accepted as presented in Agenda Reference 5.

RECOMMENDATIONS FOR ACTION:

6. Establishment of the Selma Lee Bloch Brown Estate Gift as a Quasi-Endowment

Upon motion duly made and seconded, the Board of Trustees, upon the recommendation of the President, authorized the officers to establish the “Selma Lee Bloch Professorship Fund” as a quasi-endowment, to be funded by \$353,000 from the bequest, with income generated by the quasi-endowment to support faculty in the College of Science and Technology with the goal of encouraging women in the study of mathematics and physics.

7. Approval of Spending Authority

Upon motion duly made and seconded, the Board of Trustees acknowledging the status of the Commonwealth’s adoption of the University’s non-preferred appropriation for the 2014-2015 fiscal year, hereby authorized the officers to expend funds during 2014-2015 at the levels previously authorized by the Board for the 2013-2014 fiscal year, until such time that the Board of Trustees reconvenes and approves the University budget for 2014-2015.

8. Borrowing Authority – July 1, 2014 through October 31, 2014

Upon motion duly made and seconded, the Board of Trustees authorized the officers to borrow, for operating purposes of the University if needed, up to \$30 million on terms which the officers determine to be best for the University, such authority to cover the period from July 1, 2014 through October 31, 2014.

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

Academic Affairs Committee – Theodore A. McKee, Chair

9. Report

The quarterly report of the Academic Affairs Committee was accepted as presented in Agenda Reference 9.

RECOMMENDATIONS FOR ACTION:

10. Consideration of Tenure

Upon motion duly made and seconded, the Board of Trustees, upon the recommendations of the Academic Affairs Committee (5/5/2014) and the President, approved the granting of faculty tenure.

11. Establish a Bachelor of Science in Human Development and Community Engagement with Five Optional Concentrations in the College of Education

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (5/5/2014) that the officers be authorized to establish a Bachelor of Science in Human Development and Community Engagement with five optional concentrations in the College of Education.

12. Establish, Restructure and Terminate Curricula in the Fox School of Business and Management

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Academic Affairs Committee (5/5/2014) that the officers be authorized to establish, restructure and terminate curricula in the Fox School of Business and Management as described and set forth in Agenda Reference 12:

- A) Terminate the Bachelor of Business Administration and Minor in Entrepreneurship
- B) Establish the Bachelor of Business Administration and Minor in Entrepreneurship and Innovation Management
- C) Establish Concentrations for the Bachelor of Business Administration in International Business
 - a. International Marketing
 - b. International Sales and Business Development
 - c. International Supply Chain Management, Transportation and Logistics
 - d. International Economics
 - e. International Entrepreneurship
 - f. International Finance
- D) Establish the Master of Science in Business Analytics
- E) Restructure the Master of Science in Information Technology Auditing and Cybersecurity
- F) Establish Concentrations in Information Technology Auditing and Cybersecurity in the Master of Science in Information Technology Auditing and Cybersecurity

Facilities Committee – Mitchell L. Morgan, Chair

13. Report

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

RECOMMENDATIONS FOR ACTION:

14. Design and Renovations to Relocate Occupants and Demolition of Old Medical School Building (Amendment – A \$700,000 Decrease from previously approved amount of \$7,450,000)

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with the design and renovations to relocate the occupants and demolition of the Old Medical School building and amended the prior authorization to an amount not-to-exceed \$6,750,000, a \$700,000 decrease, with the following revised funding and financing sources: University Reserves (#103062-90000-06, \$2,600,000); School of Medicine Overhead Recovery (#165046-06200-02, \$350,000); Telecommunications Renovation and Refurbishment (#830043-77600-07, \$1,000,000), and Plant Development Fund (#100000-80220-7385-07, \$2,800,000).

15. Center for Translational Medicine (Amendment – An Increase of \$248,000 from previously approved amount of \$3,440,250)

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with the Center for Translational Medicine renovations on the 9th floor of the Medical Research Building with repairs to the sidewalk lift, and renovations to the 5th and 9th floors of the Medical Education Research Building and amended the prior authorization to an amount not-to-exceed \$3,688,250, an increase of \$248,000, with the following revised funding and financing sources: Plant Development Fund (#100000-80220-7385-07, \$248,000); School of Medicine Plant Funds (#800044-06200-07, \$1,200,000); and University Reserves (#103037-31000-06, \$2,240,250).

16. Anderson Annex Hall (Amendment – An Increase of \$475,000 from previously approved amount of \$2,525,000)

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with the Anderson Hall replacement of fan coil units with a new HVAC system and related replacements and upgrades, and amended the prior authorization to an amount not-to-exceed \$3,000,000, an increase of \$475,000, with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

17. Speakman Hall – HVAC Upgrades

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with the HVAC upgrades in Speakman Hall at a cost not-to-exceed \$1,620,000 with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

18. Triangle Site – Demolition Project

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with the demolition of all properties located on the Triangle site, located at the corner of Broad and Norris Streets, at a cost not-to-exceed \$1,400,000 with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

19. Klein Hall – Air Handling Units Replacements

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with the replacement of the air handling units and controls in Klein Hall at a cost not-to-exceed \$1,250,000 with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

20. Elevator Upgrades – Bell Building, College of Engineering, School of Podiatric Medicine

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with various elevator upgrades as follows: two passenger elevators in the Bell Building, one passenger elevator in the College of Engineering, one surgical elevator car in the Podiatric Medicine building, and other minor repairs/replacements of door operators and components in other buildings at a cost not-to-exceed \$1,000,000 with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

21. Ritter Hall and Ritter Annex – Fire Alarm and Sprinkler System Design (Amendment – An Increase of \$115,000 from previously approved amount of \$150,000)

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Facilities Committee (5/5/2014) that the officers be authorized to proceed with the fire alarm and sprinkler system design in Ritter Hall and Ritter Annex and amend the prior authorization to an amount not-to-exceed \$265,000, an increase of \$115,000, with the funding and financing source being the Plant Development Fund (#100000-80220-7385-07).

Investment Committee – Phillip C. Richards, Vice Chair

22. Report

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

RECOMMENDATION FOR ACTION:

23. Amend the University Investment Policy

Upon motion duly made and seconded, the Board of Trustees approved the recommendation of the Investment Committee (3/26/2014) that the officers be authorized to change the name of the Retirement of Indebtedness Fund to the Operating and Auxiliary Reserve Fund and revise the University Investment Policy to add a policy for the Operating and Auxiliary Reserve Fund.

STANDING COMMITTEE 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.

Audit Committee – Patrick V. Larkin, Vice Chair

25. Report

The quarterly report of the Audit Committee was accepted as presented in Agenda Reference 25.

Budget & Finance Committee – Phillip C. Richards

26. Report

The quarterly report of the Budget & Finance Committee was accepted as presented in Agenda Reference 26.

Board of Directors, Temple University Health System, Inc. – Lon Greenberg, Chair

27. Report

The quarterly report of the Board of Directors of the Temple University Health System, Inc., was accepted as presented in Agenda Reference 27.

The following committees did not meet during the reporting period:

Athletics Committee, Campus Life and Diversity Committee,
Government Relations and External Affairs Committee,
Healthcare Enterprise Committee, and Student Affairs Committee.

OFFICER'S REPORT

28. Secretary's Report – Michael B. Gebhardt

Upon motion duly made and seconded, the Board of Trustees approved the presentation of degrees-in-course as follows:

- (a) that degrees for School of Medicine students who regularly complete their studies in June shall be dated June 16, 2014;
- (b) that degrees for School of Dentistry students who regularly complete their studies in June and early July shall be dated July 1, 2014;
- (c) that degrees for School of Law evening students who regularly complete their studies in July shall be dated July 21, 2014;
- (d) that the respective deans of the Schools of Dentistry, Law and Medicine shall provide a certificate verifying said receipt; and
- (e) that degrees for candidates approved by the appropriate academic committees of the faculty shall be dated August 29, 2014.

OLD BUSINESS NEW BUSINESS

Professor Mark Rahdert, president of the Faculty Senate for FY 2013-2014, thanked the Board for the opportunity to give remarks.

We have just completed an extraordinary year, one marked with great progress on many fronts.

From the faculty's perspective, some of the high points of the year have included:

- The excellent credentials of the Class of 2017 that entered last fall;
- The high marks that our General Education program received from its external review;
- President Theobald's inauguration, in which he outlined six ambitious commitments that the Faculty fully endorses;
- The inception of the *Fly in Four* program, designed to improve our 4-year graduation rate;
- Substantial increases in Temple's research funding that should place us in the top 100 research universities;
- Institution of a system for performance review of Deans; and
- Steady progress we have made toward implementation of a fair and transparent decentralized budget system.

The only major low point concerned the difficult decision regarding intercollegiate athletics. But we appreciated the flexibility shown by the Board and the President, and the generosity of our Trustees, which enabled the University to work toward a more satisfactory ultimate result.

Looking forward, the Faculty Senate has two important objectives for next year that I would like to mention here.

The first is to engage with the President and Provost regarding possible revisions to the University's tenure and promotion guidelines. Several years ago under President Hart and then-Provost Englert, a joint Faculty Senate/Administration task force developed the university tenure and promotion guidelines that are presently in force. For the most part, those guidelines are fair, clear, and sound.

Tenure and promotion, however, is a constantly evolving process that has become more complex as the University has grown in stature and matured. While some aspects of the tenure and promotion process are set by collective bargaining agreements and thus lie outside the Faculty Senate's purview, others are not, and we think for those latter subjects it may be wise to revisit our procedures with an aim to making them as transparent and effective as possible.

We think the task force approach adopted during President Hart's tenure set a valuable precedent for how to do this, and we would like to undertake a similar review working together with President Theobald and Provost Dai. Among the items to discuss would be how better to utilize the University Tenure and Promotion Advisory Committee.

The second item I would like to mention is that the Senate is planning a University-wide symposium next fall on Faculty Diversity.

In anticipation of this event, we have worked this year with Provost Dai, Deputy Provost Mike Sitler, and Associate Vice President Rhonda Brown to obtain accurate information about race, gender, ethnic, and other demographic characteristics of the faculty in different schools and colleges, and at different ranks.

In September, with Provost Dai's support, we will be conducting what we hope will be an in-depth university-wide discussion of the importance of diversity, in its many different dimensions, among the faculty. We are currently working to secure a nationally renowned keynote speaker for the symposium, as well as to enlist the expertise of our own faculty. We hope this symposium will illuminate the challenges that the University faces in trying to achieve a more diverse array of backgrounds, perspectives, and viewpoints among the faculty, and that it will explore new ideas and pathways toward more effective achievement of that goal.

At the end of June I will be completing my term as President of the Faculty Senate. My successor, Tricia Jones from the College of Education, will be taking the designated faculty participant's place at the Trustees' meetings for the next academic year.

I would like to take this opportunity to say how much I have appreciated this opportunity to serve as an attender and participant in the Board meetings this year, and how much I have appreciated the Board's support.

I would especially like to thank Chairman O'Connor, who took the opportunity to meet with me over breakfast last fall, and Chief Judge McKee, who as chair of the Academic Affairs Committee met with the Faculty Senate Steering Committee in February. We appreciate their efforts toward achieving better communication and exchange of ideas.

Achieving better and closer relations between the faculty and the Board of Trustees is one of the Faculty Senate's main objectives. Though there is more that can be done, I feel that this year we have, with your support, made some valuable progress toward that objective.

On behalf of the entire faculty, please accept my sincere thanks to all the Trustees for all that you do for the good of this great University.

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Darin Bartholomew, the president of Temple Student Government for FY 2013-2014, thanked the Board for the opportunity to give remarks.

Thank you Chairman O'Connor and to the entire Board for this opportunity to address the Board today. Throughout my career at Temple University, I have personally seen a large increase in student engagement around topics discussed by the Board of Trustees. This is a very healthy dialogue that is great for the University and I think this addition to board meetings is a very powerful one that speaks to the board's commitment to the students and our issues.

As the outgoing student body president, I want to brief you on four conversations started this year that I have full confidence my successor will continue to advocate for.

One of the first conversations we had was about school pride on campus. With student government and various other student organizations, the Cherry On campaign was launched to get students wearing Temple colors on Friday. This has been a great success and with recent additions by the Athletics Department to improve the in game experience at athletics events, students continue to be excited about attending upcoming games.

With that said I would like to call on the members of the Board of Trustees to keep in mind the needs of student-athletes to not only be great students but so that they can be competitive in our exciting new conference. Also please stay committed to the importance of the game experience for students as a community and pride builder that will benefit the University long term as we move from students to alumni.

At this time, I would like to give thanks along these lines: To Trustee Lenfest for his generous donation towards our new Boathouse and to Trustee Katz for his commitment to Men's Gymnastics.

The second conversation involves another community and pride builder directly related to student life and that is our dining experience for students on campus. Temple is becoming more and more of a 24/7 365 campus and we need a dining experience for students that is at the same high standard that we would hold students to in all walks of life. I would point to the great success of campus staples and traditions like Richies or the new Cosi restaurants as examples of great dining experiences that should be standard setters for food quality, consistency and great customer service.

The third conversation is about our most important collective obligation to the student body and that is keeping students safe. Temple Student Government has had many discussions with campus safety as well as President Theobald regarding building access, on campus security, off campus security and boundaries as well as our communications policies in times of emergency. Some of

these initiatives may require board approval and input and I strongly urge you to take treat this topic with the utmost importance and remember to keep the wellbeing of all Temple students in mind with these decisions, as I am sure you will continue to do.

My final conversation is one that happens across the country and is not new to this Board and that is on the topic of student debt and cost of college. We are very happy to see President Theobald's *Fly in 4* initiative take off but the most important part to college affordability, debt and loan repayment is the principal of the loans we must take out. This ultimately falls on the tuition rate for the institution.

Again, I would like to thank the Board for doing such an incredible job in my time here at keeping tuition increases to an absolute minimum. I have confidence that you will continue to keep tuition and fees as low as possible in order for us to continue to fulfill the mission and legacy of our founder, Russell Conwell.

Once again, thank you for this opportunity to address the Board today and as a senior graduating next week, thank you to Temple for shaping me into strong diamond.

Cherry On!!!

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The Trustees commended Chairman O'Connor and President Theobald for the opportunity to hear from the presidents of the faculty senate and student government to address the Board. All agreed that there is much to learn from our students and faculty.

ADJOURNMENT The meeting adjourned at 4:18 p.m.