

Temple University Representative Faculty Senate
September 9, 2013
Minutes

Attendance:

Representative Senators and Officers: 43
Ex-officio: 1
Faculty, administrators and guests: 16
Total attendance: 60

Call to Order:

The meeting was called to order at 1:47PM

President's Report:

President Rahdert invited all the faculty to become involved in governance, and invited them to attend further Senate meetings.

He announced that there is much happening this fall.

This our first full year with our new President and Provost, and we will have a new agenda and new initiatives. These include:

- The campus master-plan
- A response to the GenEd evaluation
- The new decentralized budgetary model
- Athletics – we have a new director
- On line learning – over the summer we joined a consortium and will continue to develop standards
- We need to review the new E-SFFs now that we have more experience with them
- There will be some new graduate school initiatives.
- There will also be some changes in RPPC
- We hope to revitalize our collegial assemblies

Following the President's report the meetings from April 11, 2013 were approved.

Vice President's Report:

Vice President Jones began by thanking Joan Shapiro and Mark Rahdert for leaving our committees in good condition.

She announced that there is a list of committee vacancies on the Senate web page, and asked that we consider serving. She highlighted several opportunities to volunteer for unfilled seats:

- The Standing Committee on the Continuous Revision for the Faculty Handbook will begin meeting this year after several years of inactivity. This will be an important

activity this year because the policies stated in the current version of the Handbook have fallen out of line with both the contract and current practices.

- The Budget Review Committee will also be important especially with the beginnings of RCM.
- The same is true of EPPC.
- CATA is always an important committee.

She announced that we are looking at the Senate's current committee structure with the intent of upgrading and updating the procedure and charges of our standing committees. We will also be considering how best the Senate committees can best interact with entities outside of the Senate.

Dialog with Dai:

Provost Dai began by welcoming us back to a new academic year at Temple. He thanked Shapiro for her work last year, and looks forward to working with Rahdert.

He then made some remarks about the class of 2017. This is the first time the President has used a class's graduating year to designate the class's name. There will be many people working very hard to ensure that every incoming freshman has a four year path to graduation.

Average SAT scores are up 19 points from the previous year.

This year's incoming class has 540 students in the honors program compared with 330 last year. Our international freshman students have increased by 45% thanks to Brooke Walker's work.

Provost Dai announced several new initiatives:

- RCM is coming. This will be our last fiscal year using the old model.
- We expect that RCM will make Temple more competitive in its dealings with the outside world, but we do not want it to encourage competition within the university. Therefore, he is establishing a new committee consisting of both faculty and administrators. This committee will be charged with examining all newly proposed programs and courses. Jodi Laufgraben will be responsible for the formation of this committee.
- The development of the Physical Plant Master Plan is well underway. The progress can be reviewed and commented upon using the web site set up for the purpose.
- He emphasized the importance of improving our standing in the US News and World Report rankings. His goal is that we be in the top 100 within the next three years.
- A second goal is to increase the number of tuition paying master's students by 2000.

Terry Dolan from Tyler asked about the possibility of support for master's students in Tyler. She stated that Tyler admits many master's students who go elsewhere because we do not provide support and elsewhere does.

The Provost responded that we want our master's students to *pay* tuition. Two thousand more tuition paying master's students would give us another \$50,000,000.00 to use for good things.

- A third goal is to add 2000 more international students.
- He plans a review of GenEd. The outside review was quite positive compared with most of the other GenEd programs in the country, but it still needs to be seen if our GenEd is producing the right skill sets to help our students get jobs.

- We will be finding ways to improve services to our students and to our faculty.

Professor Spodek from CLA proposed that we should be looking at ways to provide career training for Pennsylvania's public school teachers.

The Provost responded that the new Dean of Education has recognized this need and is investigating possibilities.

Professor Black from Biology asked whether schools will be given funds to support master's as TA's.

The Provost replied that TA's and RA's should go to PhD students. Master's students should be bringing money into the university.

Professor LaFollette from CST asked how much support departments will get for setting up new master's programs.

The Provost replied that under RCM, schools will be able to keep the bulk of the income generated.

Professor Newman from CLA and Editor of the Faculty Herald asked the Provost if he would make some comment on the letter posted on the Faculty listserv by Professor Angel from the Law School. This letter stated that there had been seven tenure cases that had been approved at all levels prior to the Provost and then turned down. Newman asked whether the facts in the letter were accurate and if so, could the Provost explain why this happened.

The Provost responded that it would be improper for him to comment on individual tenure cases, but that he would give some comments in the abstract.

He stated that he takes his role in tenure cases very seriously. He went on to say that "... these are the most important decisions for the University and for the individuals." He exercises his own judgment based upon what he sees. He pointed out that as Dean there were cases in which the college voted against tenure and as Dean he reversed them.

The Provost then said that there were some things in the listserv posting that were inaccurate:

- This is not the first time at Temple that a provost has reversed a previously positive decision.
- These decisions are the result of Provost Dai enforcing the academic expectations, and this enforcement makes it easier to attract top scholars to Temple.
- With these cases, we denied tenure to 15% of the candidates. Is this a high rate? He would prefer 0%, but the result this year was 15%. We could inquire of other universities whether that is excessive.

When asked what the rate of tenure denial at the University of Pennsylvania, Dai responded that at the time he left it was his impression that roughly 60% of those seeking tenure were denied.

Vice President Jones from the College of Education asked whether, given these results, it might be better if the University Tenure and Promotion committee went back to reviewing all cases.

The provost responded that he will take this request under advisement.

Presentation by CFO Ken Kaiser:

Kaiser thanked Rahdert for the opportunity to talk with the Senate.

He began his presentation by reminding us that in 1993 Temple began to consider a model similar to our RCM model and abandoned it. He continued that we have on occasion in the past run small test cases.

His presentation is well summarized by the material presented on his website:

<http://www.temple.edu/cfo/decentralized-budgeting/documents/FacultySenateSteeringCOMmitteeSept32013.pdf>

Part way through the presentation, Professor Angel from the Law School rose to make two observations.

First, she requested that PowerPoint slides and similar information be made available for study prior to Senate meetings. She put this into the form of a motion:

Moved – that all written materials and PowerPoint slides be made available to the Faculty Senate at least 3 days prior to a meeting.

The motion was seconded.

President Rahdert pointed out that as a motion from the floor this could not be voted on until our next meeting and requested that we hold discussion until that meeting.

Professor Angel's second point had to do with the finances of the Health Care System. She is concerned that Hahnemann "grabbed" affiliations that we were expecting to join Temple after our bond ratings fell to junk status. It was stated that Temple University's bond status fell as well in response to this. She further reminded us that President Liacouras set up two separate corporations, but the "firewall has been breached." The situation is exacerbated now that Kaiser is acting as both Dean of Medical School and also CEO of the Health Care System.

CFO Kaiser responded that:

- The hospital bonds were already at junk bond status.
- Temple University's bond rating has not fallen.
- There has been no breach of the firewall.
- Historically, there have been many times in which the Dean of the Medical School and the CEO of the Hospital were the same person.
- The Board of Trustees has said that they will not let the Health System affect the University. We have never given, and never will give Temple undergraduate tuition to the Health System.

- For Temple, parents are more interested in the US News and World Report rankings than in our bond status.

Professor Angel then stated that article from the wall Street Journal reported that physicians are leaving Temple.

CFO Kaiser responded that we hired 42 new doctors this year and will hire 66 next year. He stated that Dean/CEO Kaiser is letting physicians go who are not productive, but we have a net growth in physicians.

Kaiser finished his presentation by reminding us that RCM will start July first, with a policy to hold harmless add colleges for the first year.

Professor LaFollette from CST asked how, under RCM, the budgets for units which do not generate revenue will be decided.

Kaiser answered that budget conferences for such units begin in the spring. There are faculty/administration budget committees who will make recommendations to the President who then makes the decision.

Finally, Kaiser reminded us that his power point slides and much additional information is available on the CFO website.

Adjournment:

The meeting was adjourned at 3:15 PM.

Paul S. LaFollette, Jr.
Secretary