

TEMPLE UNIVERSITY  
**REPRESENTATIVE FACULTY SENATE**  
 Walk Auditorium  
**Videoconference: AMBLER, ALC201**

Representative senators and officers: 44  
 Ex-officio: 0  
 Faculty, administrators and guests: 10

**Guests: Ken Kaiser, Chief Financial Officer, Temple University**

Topic	Discussion	Action
1. Call to order	Meeting called to order by Dr. Sachs.	Meeting called to order at 1:51 p.m. in Walk Auditorium.
2. President's Report – Dr. Sachs	<p>Motion to approve minutes of 10/10/16 approved &amp; seconded. Corrections: 0 Deletions: Zero. President Sachs' report deferred in honor of guest speakers. This meeting is available on WebEx &amp; is listed as a training session in email to Representative Faculty Senators.</p> <p>After an excellent Faculty Service Awards brunch, the FSSC had a meeting with BOT Chairman O'Connor.</p> <ul style="list-style-type: none"> <li>-There will be a search for a new university president that starts next summer. Faculty, administrators &amp; students will make up the search committee.</li> <li>-We are hoping for 3 - 4 members to be appointed to the Search Committee. There may be only 2 - 3. This depends on how many others are on the committee.</li> <li>-It will be a national search.</li> <li>-The Faculty Senate Steering Committee will be involved in selecting a search committee.</li> <li>-Beyond that, we're not sure how the Board of Trustees (BOT) will have the process roll out.</li> <li>-We will be working with them along the way to be as inclusive as possible.</li> <li>-We seem to be having a good relationship with the BOT at this time.</li> </ul>	Motion to approve minutes of 10/10/16 carried.

	<p>-Chairman (of the BOT) O'Connor was hoping that this academic year will serve as a 'calming down' year. He's hoping for a 10-15-year span for the next president. They have particular confidence in President Dick Englert, who they believe will serve as a calming influence in the wake of last summer.</p> <p>-Stadium: Chairman O'Connor does not yet know what the outcome will be. They are not looking to build an edifice that will hold only 6 games/year. The structure will be usable on an ongoing basis as a multi-purpose building if it goes forward.</p> <p>-As for adjunct faculty and the pending contract with the TAUP, what sort of questions do you have for administration?</p> <p>-Last year, Former President Theobald &amp; Ken Kaiser, Temple Chief Financial Officer (CFO) came, providing a picture of finances for the stadium. If there are additional questions, please let us know.</p> <p>-There is a working document from the Provost's office re: questions in the last year about tenure &amp; promotion regarding the number of letters required. Especially for those seeking post-tenure promotion. At the moment, this is in the discussion process.</p>	
<p>3. Vice President's Report – Dr. Wagner</p>	<p>VP Wagner shared his report with slides.</p> <p>PROVOST'S Committee:</p> <p>-Student awards selection committee.</p> <p>Commencement speakers. Memorial awards. One slot filled. Full day meeting ~ Feb 13 for speaker &amp; full day meeting ~ March 13<sup>th</sup> for Memorial awards. We really need people on this so please consider volunteering. If there is someone in your school or college who needs something like this on your cv, please let me know. I need 8 spots filled very soon.</p>	

Diversity Symposium 2.0.  
-The first was done in Oct 2014, fully funded by Provost's office. It was very successful. Another was approved for 2016-17. Symposium began planning last May. Council of diversity constituencies made up of (see Elvis's report). We are envisioning this as being done in March-April-May of 2017, but there is now talk of moving it earlier.

Q: Kimmika Williams Witherspoon (TFMA): A point of clarification: The Past President asked for ideas from constituents on what the Senate might take up. This was organized through faculty of color & many others. Since that time, the new president organized this, taking it out of the hands of the faculty of color committee that started it.

VP Wagner: I don't know backstory so this is my info.

Karen Turner (Past Pres., Faculty Senate & TFMA): I'm also on that committee. Groups outside the Senate committees have not been contacted. I'm the director of ACCORD. I have not been contacted in my role of director. I know that the council had one meeting about which I was aware.

VP Wagner: I don't if that 1<sup>st</sup> meeting of the council has actually happened.

Karen Turner (TFMA): It had to have happened in the spring. Representatives of the faculty of color committee attended. It is possible that only one meeting has occurred. The 2014 symposium took 8 months of planning.

President Sachs: If the President of the Senate was supposed to have gotten this moving, I apologize & take responsibility. I will get this moving & perhaps the March-April, 2017 time frame will work. Any more questions?

No further questions were put forward.

<p>4. Guest: Ken Kaiser, CFO, Temple University</p>	<p>BUDGET &amp; FINANCE UPDATE &amp; Update on RCM. My slides are available &amp; I have sent them to Cheryl Mack in the Senate office.</p> <p>I want to dispel any rumors that might be out there re: the eruption over the summer of 2016 related to changes in leadership this summer.</p> <p>The RCM review will begin in the spring of 2017. We didn't want to start it last summer. We're only two years into the process. We have started in engaging with some consultants &amp; they will be on campus in April. Their recommendations will be made. One of the consultants is John Curry, who works for Deloit. He was the founder of RCM. He has spent his whole career in Higher Education. Previously, we used Doug Priest, who was a close colleague of former President, Neil Theobald. We didn't feel comfortable using him as a continuing consultant. We did a very high touch approach in the past, going out to all the schools &amp; colleges.</p> <p>We will have same approach with this review. There will be luncheons, individual meetings with my staff or me. They will be with Katie DeAngelo (whose information you can find on my website) in my office or I will be happy to talk to you about any concerns.</p> <p>We will be looking at how the Deans function with how there is faculty governance.</p> <p>Development of how new courses are followed. Are the guidelines working in all cases?</p> <p>Under Joanne's leadership, she is taking steps to have the Deans engage much more in higher level decision making.</p> <p>Aiming for more predictive modeling on financial planning &amp; predicting. Dashboarding.</p> <p>Enrollment plan another thing we want to review. It didn't matter in the past what your enrollment was in</p>	
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your school. In RCM, enrollment matters. Joanne looking at that as well.

We will be looking at the mechanics of the model from ground up. How is it working? How do we allocate costs & tuition?

Are there negative effects across the University? We want to fix particular cases as needed.

The numbers of sections being taught by Tenure Track faculty are going down. I've heard just about every scenario that RCM's responsible for, from good to bad.

Are there any questions?

Pres Sachs asked a question & it was answered:

There is \$1.4 billion = in this year's budget. It is looking much more like a private university as years go by. Tuition used to be 30% of budget. Now it's ~ 80%. State aid is only ~ 10% now. Tax revenues are now down ~ \$500,000,000 across the Commonwealth of Pennsylvania this year. We've gone up 7.5% this year & Governor Wolf promised us for next year, but I'd be happy to be flat. We could go up ~ 4.9% in tuition. If we go up > 3%, there is tremendous backlash.

University expenses are driven by people. We produce knowledge with students as our output. There are insurance, debt services & other operational costs.

This year's budget highlights include:

-2.8% budget increase from undergraduates considering the 5.0% budgeted.

-Upper level differential has gone away. If you had 60 or more credits, the tuition increase is wiped away for those students.

-We are standardizing part-time & overload credit rates.

-12<sup>th</sup> -18<sup>th</sup> credit cost within a semester is now incentivized so that it's included for full time students.

-Non-resident differential will be \$1000.00. This will support research (in a fund administered via Michelle Masucci's office).

-School of Science & Technology will sustain an increase of \$2000 over 5 years.

-Mandatory fees went up for the following reasons:

-Student counseling & other services cost a lot of money.

-Online library publications cost a lot of money.

-Need for productive student activities grows.

-Enrollment up by ~ 200 students this year. We budgeted for flat enrollment. We are keeping it conservative, so we will have funds to distribute to the schools this year.

-Finally, research income is up & flows directly to the schools & colleges.

-Compensation & benefits: most employees are in the central bargaining unit.

-The cost of benefits didn't go up much this year but did a lot last year.

-Athletics do not make money at TU. They are subsidized as part of auxiliaries & sent out to the schools as a tax.

-Student Housing is a break even proposition. The cost is up a lot.

-All administrative units' budgets were cut by 1% this year due to Merit Aid situation.

-Plant fund gets a transfer of undergraduate tuition money.

-Security is very important. The most dangerous thing that can happen here is a flash mob that's on national news. This keeps undergraduate enrollment down due to fearful parents.

-Research: We must continue making sure that we don't lose ground because something happens.

-The Central Bargaining Unit's role is to make sure that all the schools & colleges are in compliance with those contracts.

-All is connected to revenue including tuition differentials & expendable fees. You get that for your school. It looks like a big increase in the expense budget.

ANY QUESTIONS? None.

-FINANCIAL AID: Facts from the financial aid 'crisis' that was revealed this summer (2016):

-There was no nefarious behavior.

-It was based on a good idea grew way more than anyone anticipated. The initiative increased enrollment by 1029 students since this program was put in place. However, the 'free ride' students outpaced this. Trust me; that was not the intent when this program was put into place. We were right on budget the first three years. We got to last fall & the program exploded. This was secondary to high school counselors! In my own community, parents were coming up to me & telling me that their kids are coming to Temple University for free! Yes, we had a \$22 million problem. It's a combination of several things. Last year, it was a \$10 million problem & the problem was estimated at \$12 million for this year. Making up last year's deficit as well as

this year's equaled \$20.5 million. It was too large a budget gap to close in one year. The Board of Trustees insisted that tuition not rise.

-We used "one time dollars" that can help over a couple of years. Some undergraduate tuition increases may occur. For financial aid, 80% will be need based, including Pell & PHEAA grants.

-International students were receiving a number of these scholarships, unknown to many. In the future, we may bring in 300-400 smart, pretty good students, giving them \$1000 & letting them pay the rest (international).

-As for the diversity of distribution among the schools & colleges, some things will happen:

-Overall average for SATs may go down.

-Then we can go to the Board of Trustees & say that we need X amount more money to get the level of admitted students with higher SATs back up.

End of Ken Kaiser's formal presentation. A lot of these materials are available on the Chief Financial Officer website:

[www.temple.edu/cfo](http://www.temple.edu/cfo)

[www.temple.edu/budget](http://www.temple.edu/budget)

I will be working with President Sachs & steering committee, as well.

Any questions?

Q: Unidentified speaker: What about international students who come to TU who get scholarships from their governments? How would we combine this aid plus our own financial aid?

KK: Our aid would go to satisfy the outstanding balance. If their government isn't paying for their full

ride, the rest would come from loans or the student's family.

Q: Unidentified speaker: There is no clear answer on a website about how foreign students would put this financial package together.

KK: A formal policy is not warranted. It's just how will the bill be paid. I'm not sure there's a policy wrapped around that.

VP Wagner: Have you considered a survey of the Faculty while doing RCM review? Not sure reaching out by focus groups is realistic.

KK: This sounds like it may be a good idea. Only issue with a survey is that it's kind of flat. No interaction. Sitting face to face & getting to talk to the different schools & colleges was a good way to obtain feedback. We will be having as many lunches as are needed. We won't turn anyone away from giving us input. There are cases where some deans are wonderful in engaging their faculty. In other schools or colleges, some faculty don't feel empowered to speak in an open forum with their deans present.

VP Wagner: I would definitely encourage a faculty survey. I would think that the consultants have done this before.

Pres Sachs: We will ask the budget committee to work with Ken on developing a survey.

KK: Model has 100% decentralized everything. BOT always sets tuition rates. In effect, every school has different tuition. Deans have set the rate. Those decisions are in stone. Best for us. Best for all of TU. Revenue goes into funds & those go into 'unsexy' things like keeping 4.79% revenue). Financial aid = another example to keep TU affordable for kids who need it. If we left that up to each school, there would be great disparity. Better that that's managed centrally.

	<p>Old model it was 12.1 %. Some of management decisions are 100% decentralized in RCM.</p> <p>KK: Changes in Admin Budgets. Dean Advisory Councils. Provost Epps is using them "more &amp; more." Formerly, the decision was "Well.... we'll just tax the schools &amp; colleges...going from 17% to 21%."</p>	
5. Old Business	None.	
6. New Business	<p>Q: Karen Turner (SMC). Has there been any talk by the FSSC to talk to the students about violence &amp; racial harassment? Are there sanctuary spaces? Letters to the community? Has this conversation occurred within the FSSC?</p> <p>President Sachs: There has not. If you think that would be helpful for this to take up, we can do this.</p> <p>Karen Turner (SMC): I had talked to others. We think this is a good idea. I can talk to you about this.</p> <p>MS: Any other new business? (None.)</p>	
7. Adjournment	President Sachs: We are adjourning early again. Have a good Thanksgiving.	Adjourned at 2:52 p.m.
Respectfully submitted, <i>Sue Dickey</i> Sue Dickey, PhD, RN, Associate Professor & Faculty Senate Secretary, 2016-17		

Next meeting: Full Faculty Senate, date, December 9, 2016 @ 1:45 p.m. in Kiva Auditorium.

SBD/sbd 12/18/16