

TEMPLE UNIVERSITY
FACULTY SENATE STEERING COMMITTEE

Minutes

Date: Tuesday, 4/24/18

Time: Luncheon: 12:00 p.m. mtg:1:00 p.m. – 3:00 p.m.

Present: Michael Sachs (Pres., CPH), Cornelius Pratt (Vice-President, LKMC), Sue Dickey (Secy., CPH), James Korsh (CST), Ken Thurman (COE), Paul LaFollette (Fac. Herald, CST), Don Hantula (CLA), Kimmika Williams Witherspoon (TFMA), Teresa Gill Cirillo (FSB), Betsy Barber (STHM), Carmen Sapienza (LKSM), Rafael Porrata-Doria (Law), Jie Yang (KSoD), Sharyn O'Mara (ART), William Cabin (SSW), Melissa Ranieri (Pharm), Jeffrey Solow (BCMD), Cheryl Mack (Coord.)

Absent: Kurosh Darvish (ENGR), Tricia Jones (Past-Pres., LKMC, Sabbatical)

Guests: Sara Goldrick-Rab (COE), (1:15 p.m.); Jim Cawley, Vice-President for Institutional Advancement (2:00 p.m.)

Topic	Discussion	Action
1. Call to order	<p>The meeting was called to order by Faculty Senate President, Michael Sachs (MS). Greetings. Is there a motion to approve the FSSC Minutes of 4-10-18?</p> <p>Motion was made by RPD (LAW) & seconded by CS (LKSM).</p> <p>1. Ken Thurman reporting on the Ad Hoc Committee. This is my last meeting on the FSSC. I've enjoyed the past 3 years! If you recall, we established an ad hoc to establish how Faculty Governance can be used in the assessment of deans. We had a very productive meeting with Provost Joanne Epps. Three of the people on this committee are rotating off the FSSC. Anyway, the continuance of the committee has to be figured out. Provost Epps was very receptive to what we had to say. I think that this open conversation with the Provost was governance at work & we got into a broader conversation. Provost Epps would like the FSSC to continue this work. She mentioned that she would like us to establish a task force to include faculty on the dean's evaluation committees & sort of challenged us to do that over the summer. Jim Korsh is going to make a motion to get ball rolling so that we can get it going.</p> <p>SOM (ART): She appreciated the conversation & said, "tell us what you want."</p> <p>DH (CLA): She also made it clear that we need to keep it easy to implement.</p> <p>KT (COE): It was not only about how we evaluate deans; a broader conversation ensued.</p> <p>DH (CLA): She would be willing to put some language in their reappointment letters about evaluating then for the level of functioning of Faculty Governance in their schools & colleges.</p> <p>CS (LKSM): Also discussed was a point scoring system for evaluation of grants.</p> <p>MS (Pres., CPH): From our previous conversation, it turns out that she would be receptive, but there is nobody new this year.</p> <p>KT (COE): How do we come up with recommendations that are institutionalized & don't depend on Provost Epps's good will?</p> <p>SOM (ART): She said that. As long as she's in this chair, it could happen.</p> <p>JK (CST): We asked what you do when you have a dean that ignores that. What would cause you to say something about</p>	<p>Called to order at 1:00 p.m.</p> <p>Approved as read.</p>

this if that dean is doing everything else correctly? If you remember, we came up with the idea of faculty governance being part of the dean's review so that we could get reasonable Collegial Assembly bylaws. The deal was to get reasonable Faculty Assembly bylaws. Unless we get those, we're not going anywhere. If faculty can't form their opinions and express them, there is ineffective faculty governance. If we could get the Collegial Assembly principles for the bylaws instituted (that were approved by the Faculty Senate a few years ago), that would be 99% of what we want... to do Collegial Assembly in accordance with that. If we got those bylaws approved, we're golden. It would be the best we could expect. I will also be gone from this & the FSSC at end of the month.

DH (CLA): I am also retiring from this committee.

KT (COE): The 3 continuing members of the committee left are: TGC, RPD & SOM. I don't know whether they can carry on.

PL (Fac. Herald, CST): Jim (Korsh) & I are very much on the same page. If Jim wants me to carry on for him, I would be willing.

BB (STHM): I would be willing too.

SOM (ART): I would just like to see that document.

JK (CST): The Faculty Senate Steering Committee did this 4 – 5 years ago & the Senate approved. Then nothing happened. The deans found it unacceptable. They said that they wouldn't be able to run their colleges. Either Provost is willing to go along with our recommendation or it won't happen.

JS (BCMD): I went forward with this in my college & was told to remove them.

JK (CST): I remember that your dean thought that these were great, but ...

MS (Pres., CPH): So we will send these to Provost Epps now?

JK (CST): Yes. We need this. We'd like to have it move forward. If we don't get this, everything else is meaningless... If we don't put this into the dean's review criteria.

SOM (ART): In part 2, section 2, there is a statement about "elected by the faculty." When you have a smaller school or college this would make people go crazy because we have so many committees to staff and in which to participate.

JK (CST): Chairs are administrators now so they would not be part of the Collegial Assemblies.

BB (STHM): We have a small school too. Our steering committee is 100% faculty, however.

KT (COE): Under our old bylaws, we were the same way. The dean had his advisor. I was Collegial Assembly chair & we had

	<p>our own steering committee, which was just faculty.</p> <p>JS (BCMD): With chairs as faculty members, they are still in the Collegial Assembly.</p> <p>JK (CST): They shouldn't be. They're administrators.</p> <p>JS (BCMD): When we tried to call a Collegial Assembly without administrators and it caused a gigantic rift because they felt as if they were ostracized into the enemy.</p> <p>BB (STHM): Ours come for a while & then leave after the 1st hour.</p> <p>PL (Fac. Herald, CST): Ours come as honored guests.</p> <p>JK (CST): This way faculty can ask questions.</p> <p>SBD (Sec; CPH): Reported that a Collegial Assembly meeting in CPH was called to proceed via email (by the Collegial Assembly chair) on a snow day in March via WebEx when the university was closed by President Englert.</p> <p>PL (Fac. Herald, CST): We had to approve our graduating class.</p> <p>MS (Pres., CPH): Sara is here.</p>	
<p>Report of Vice President, Cornelius Pratt</p>	<p>Held for guests. No Report for this final meeting other than remaining open committee positions.</p>	
<p>Old Business</p>	<p>None.</p>	
<p>Guests: Dr. Sara Goldrick-Rab (COE) (1:15 p.m.)</p>	<p>Hello. Intros all around.</p> <p>Dr. G-R: I'm here to talk about syllabi. Thanks for having me. I got here in 2016. All of my (scholarly) work is about challenges facing undergraduates. The new economics of college. The portfolio of work that I brought with me when I came is about food & housing insecurity. The survey I did at TU looks very much like those from around the rest of the country. (I surveyed 100 colleges & universities). We can say that these numbers look like 9% nationally. Awareness of the resources on campus is very limited. We are pretty well staffed. Many don't know that we have a care team. The staff there are taking essentially taking the right approach about a culture of care. By accident, it occurred to me that I might add some things to my syllabus that I could paste in about saying something about struggling with food or housing, and that I would make students aware of these resources. I was not promising specific help or money, rides, etc. Knowing is better than not knowing. Many are doing graveyard shift work and falling asleep during classes. Digital pedagogy is a way to assist with this. People have all been glad that they did it. The Care Team</p>	

has reported a 50% increase in sought services since the Faculty Syllabus Project. If we were to go institution-wide, we could help raise awareness among our colleagues. I've been the professor who has watched the unengaged students in my classroom. I think that we can all benefit by being educated by our own students. The information is best brought that way. The Care Team is the right place to send them at this moment, unless there are updated resources.

JS (BCMD): After we forwarded your email, I sent one out about the Fast Fund by TAUP.

Dr. G-R: Emergency aid distribution is currently very flawed. Some haven't received their financial aid disbursements that were not available since September. I created an emergency aid fund. I donated my \$100,000 award to this fund. We make grants to faculty from this directly to faculty who see the students & can determine what the needs are. I did this at Milwaukee Area Tech College. They now have a very sustainable fund. Whatever we put on the syllabi, that is the thing.

BB (STHM): Our school raised \$25,000. My question is whether the Care Team is ready to do this.

Dr. G-R: They say they are. I say, "Let them have it." That way they can see the demand & grow the need. Students then get the idea that somebody cares. Chances of finishing are not high if someone doesn't help. If they have more demand than they can meet, they can use that for fundraising purposes.

The food pantry raised \$45,000 in one month via crowd-funding. They asked for rent. The team can't do that. There was assistance in getting them applications for SNAP (formerly known as Food Stamps).

KT (COE): I'm on the Care Team. Students can come & think they're going to be getting \$1500.00 & get \$100.00 if they're lucky.

Dr. G-R: Keep a waiting list. List how many are turned away. This is very promising. Last August, I was told there could be a task force & look what's happened here. One trustee donated \$25,000.

KT (COE): The Care Team looks at mental health & absenteeism issues. Or, for example, when students write something in English composition class about how depressed they feel or something like "I think I'm going to kill myself..." That's who gets referred.

SOM (ART): Rachael Stark knows about the ... scope of things, I made some notes. Tutelman being so overwhelmed. There is a full time referral coordinator at Tutelman. There are counselors in training on the Main Campus. They will spend the summer putting these resources together so that these can be collated. They are told to see the Dean of Students. Sometimes they come out worse.

Dr. G-R: Regarding housing & food insecurity, there is no office. We should maybe have an alternative. Michelle Martin handled three homeless students for me in the past three months.

KT (COE): Rachel Powell...

	<p>Dr. G-R: they do have to be responsive. There is a broader conversation to be concerned about. You can bound those estimates & wherever you put the bound, there's a problem.</p> <p>TGC (FSBM): Such as increased housing costs.</p> <p>Dr. G-R: Some of these people didn't have language for it. One of my students informed me that she had started shoplifting at the Fresh Grocer. I told her, "That's food insecurity." Some are living where they're not supposed to be living. I don't think that we'll be seeing an upswing. I'm really concerned about the ARAMARK contract. I was told that I came in too late. It's ridiculously expensive. There are little things we can do to get our arms around this. For the Undergraduate Student Government, this is #1 item on their agenda for next year.</p> <p>TGC (FSBM): There is no inexpensive place to eat on campus.</p> <p>Dr. G-R: Fewer units for on campus housing than there is demand. Certainly affordable housing is at a minimum.</p> <p>PL (Fac. Herald, CST): There is even less off campus.</p> <p>Dr. G-R: Yes....it certainly exacerbates everything else that's happening here.</p> <p>SOM (ART): Some faculty are a little worried that students would think the faculty were going to take them home & feed them. (See the email for syllabus language). I will propose this in our Collegial Assembly tomorrow.</p> <p>MS (Pres., CPH): There is no pushback from the administration?</p> <p>Dr. G-R: The Provost told me to bring it to you. The problem with providing stuff at orientation & registration is that it's overwhelming.</p> <p>PL (Fac. Herald, CST): There are some university-wide policies about what has to appear on statements in syllabi.</p> <p>MS (Pres., CPH): So is the strategy that we can approve this & send it to faculty & ask them to put it on their syllabi?</p> <p>SOM (ART): Our adjuncts certainly don't know how to guide students to resources. If we can get a template that goes out to the broader faculty, that would be better.</p> <p>Dr. G-R: When I did tweet it out, I did a little survey. Response: 80% of the people who responded said that they were doing it & doing it immediately; 10% said they wanted to do it but couldn't do it immediately & 10% said they wouldn't do it at all. "It's not my job." "We have enough to do." I think we can resource these [strategies] through other departments. It's better to take the burden off the faculty.</p> <p>MS (Pres., CPH): We could put this forward to the Provost & ask her to make it a policy for syllabi.</p> <p>TGC (FSBM): The language is a little passive.</p> <p>SOM (ART): We spent a semester & a half on this. The language</p>	
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	<p>is consistent with the other language on the syllabi. They have a particular statement here. We supplement it.</p> <p>TGC (FSBM): I'm not a fan of passive voice. Sounds like a policy statement with which they are not able to resonate.</p> <p>MS (Pres., CPH): Faculty can say it verbally when the syllabus is presented to the class.</p> <p>KT (COE): The potential danger is that there are not a lot of resources. That's a caveat. I put it on my syllabus at least one semester & no student came to me.</p> <p>SOM (ART): I have had a response since I put it on.</p> <p>DH (CLA): When they hear it from a friend, whose syllabus it is on....</p> <p>SOM (ART): The best way is to update the syllabus policy to update the template & move it forward.</p> <p>MS (Pres., CPH): Make it a university-wide syllabus inclusion.</p> <p>KT (COE): I'd like to make a friendly amendment. Let's create a little revision. Revise, and then send to the provost. You're still on the committee until the end of the month. We can have electronic votes.</p> <p>Dr. Goldrick-Rab departed.</p> <p>SOM (ART): Let's not forget about the bylaws revisions.</p> <p>BB (STHM): Remember, 2014 – proposal for Collegial Assembly without the deans.</p> <p>KT (COE): It was [former Temple University President] Adamany's default bylaws that made the deans the chairs of Collegial Assemblies.</p> <p>Arrival of Jim Cawley.</p>	
<p>Guest: (2:00 p.m.) Jim Cawley, Temple University, Vice-President for Institutional Advancement & Assistant Ellen Caccia with their slide presentation (attached below).</p>	<p>Arrival at 2:00 p.m. Intros all around.</p> <p>Hello.</p> <p>MS (Pres., CPH): We asked Jim to come back & give us a progress report on the money he's making.</p> <p>JC: I'd love to make this a regular semi-annual check in to update what we're doing. That is not to say that these first 7 months haven't been very active in trying to work with all the different constituencies of the university to understand what the current climate is & how it will fit with the greater Temple University community.</p>	

See slide 1 (below). The thing that has become very clear is that there is a great opportunity at Temple University to grow a culture of philanthropy. As I said last time, the truth of the matter is that a lot of the constituencies are very few if any at 100% participation when it comes to participation. I'm not talking about tithing or set dollar amounts. I'm talking about any participation at all. What we have discovered is that people haven't asked or been asked. There isn't an expectation or a connection. Be they employees, volunteers, outside friends of the institution, they don't yet feel that going the extra mile & making some sort of a financial commitment of any size is part of being included in the Temple University community. That's very different from some other institutions. Rather than lament this, what I see is that this is an opportunity to encourage university-wide philanthropy that focuses on the mission. This shared responsibility for development means that we are all in it together. If we are truly going to develop the university, we are all part of that effort. We are also responsible for encouraging others as well. Not everyone understands or at least feels connected to missions like this. There are times in which we all should think about recognizing our own school and that we are all in it together. We should focus on fundraising as a form of engagement...creating the causes, issues, curricula that alums & friends will want to feel connected to... these bring the donor closer to the institution. Bricks & mortar. Centers for learning opportunities... fundraising can be a critical part of development, not just fundraising. Folks will know that we don't think of them just as a piggy bank. We want them to feel & be part of the university, and that, too, will grow the culture. Requirements for how this will become implemented are in these slides. (Please see the 7 slides):

1. Working together on a clear & concise mission statement. There is 'Jim Cawley's Mission Statement.' I have one... but hopefully we will develop one together that we can all agree upon in the foreseeable, knowable future.
2. Another critical part is the statement of values, of what Temple University stands for as a community & a whole.
3. All of that, being married, then we must come up with a plan of what will implement the vision.
4. There must be strong leadership, not necessarily via an administrator.

Building a culture of philanthropy. Knowing how to cultivate, solicit, steward & build relationships with alums & friends. With those elements, we will be able to get to that next rung on the elevator. And then the next rung. Hopefully, for many, it will become instinctual. There are many of us out there that for every dollar, they must be accountable. I didn't come to this meeting today by sitting around thinking about what I was going to say to the FSSC. We have been reaching out to different individuals. Some have not been shy in sharing their point of view about development.

TGC (FSBM): Have you put your feelings out internally or externally?

JC: Internally. The Commonwealth annual appropriation at this time is roughly \$156,000,000. If that were to cease to continue, students, who are Pennsylvania residents, for an undergraduate, there will be a \$12,000 differential in tuition. What would each state related school look like (Pittsburgh, Penn State, Temple University & Lincoln) if that were not to continue?

We brought in \$90.6 million in last year, so we can't fill the hole of a lost differential right now. Hopefully, 'yes we could' would be the answer some day, but it's not going to be today. We have a need for ongoing next steps & talking about things like a capital campaign. The last one was 8 years ago. Some of our nearby brother/sister institutions do these... there is a quest for \$1.41 billion in the campaign announced at Penn recently. Further fleshing out our journey to having a culture of philanthropy... it's likely that we'll be talking about it in the fall. I would like to come back then for a fuller briefing on any details.

BB (STHM): Going back to your seven slides/bullets: where do we lie? Is this part of the provost's initiative?

JC: Yes. Some of this is already done. Others... we must pull it all into one document. To bring a more defined mission statement. Then, being able to refer to it.

Two years ago, the President, in his address to the University outlined a statement of values... "This is why that we do the things that when you come here."

BB (STHM): Do you think our value statements are stated the way they should be?

JC: That's not up to me. I think that what words are on this might take a long time. Specific, but universal in its acceptance.

CP (VP, LKMC): I tend to see the capital campaign as a supplement to your charge. Eight years ago, Temple University had a capital campaign. What would you do about that now?

JC: Yes – a very successful campaign. Most of those people have moved on. Some yellowing documents. Having come from the United Way, I have a couple of lessons learned. You need to spend a considerable amount of time in the Quiet Phase in which you assess your needs & ability to meet goals. Another thing is that whenever you announce a goal; make sure that you have half that already in the bank before you announce it. We've also learned some valuable lessons learned from the library. Are there any other questions from anyone else? I'm prepared for some more stimulating conversation.

TGC (FSBM): What do you mean by saying that the United Way has gone public?

JC: Temple has been talking with information about that.

SOM (ART): I was interested to see that the board was included. Is there any expectation about how much a Board of Trustees (BOT) member will give in any given year?

JC: I hope that any BOT member would share. Because of where the 12 members of the BOT come from, I was one of those 12. I can tell you that unlike other cases in private institutions in which alums are chosen for their ability to be philanthropic that is not at all the case for any of those 12. Not to put anyone on the spot, but Jerry Lenfest is one of those 12. It's easy to focus just on the trustees. Any subgroup within the Temple University community

	<p>has an opportunity to give more. Some of these numbers are very challenging.</p> <p>MS (Pres., CPH): Are we still at 7% with the alums?</p> <p>JC: Challenge with the alumni is that because you are all doing so well, at what we're doing, putting all those people out there, writing a check & putting money in the bank was not a priority. The raw number of participants grows year to year, but I don't know if the 7% is growing yet.</p> <p>CS (LKSM): What about faculty giving? Faculty participation is 'not high.'</p> <p>KWW (TFMA): For a lot of African Americans that have graduated, the University seems to be less welcoming to their kind. We have an alum in <i>Hamilton</i> right now. He wants to specify his giving to an African American scholarship. We have to do this by zip code.</p> <p>JC: If it meant compromising confidentiality, I will tell you that there are in an institution that is 134 years old, there are numerous stories that I have heard from alums from numbers of different backgrounds that don't feel a connection for the school. One cohort of alums in their prime giving years right now won't give because of one particular dean.</p> <p>KWW (TFMA): You can have scholarships for those in social engagement clubs or LGBTI, but it has to be legal & finessed. What makes it problematic is that when they want to give money back, they can't give it to their preferred causes.</p> <p>JC: I think your point of view is part of this and that we need to be mindful of it. I don't have an answer.</p> <p>CP (VP, LKMC): It's less of a challenge if there is a program that is specified.</p> <p>JC: Yes. Donor intent is something that we try in every way that we can, both in the central office & the units in schools & colleges that donor intent is the holy grail in building that ultimate relationship of stewardship, and that will make them want to give again.</p> <p>SBD (Sec; CPH): The nursing alumni from my department tell me that they cannot give to our department alone, and that the donation goes unspecified to the College of Public Health (CPH). They want to make sure that their donations go specifically to nursing. Also, finding us on the CPH website is many 'mouse clicks' into the site.</p> <p>JC: The challenge for CPH is that it is a relatively new college. However, this should be rectified. I was going to make an argument about how the MPF would assist to improving the culture of philanthropy, but I must go to another meeting at this time. Thank-you!</p>	
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Adjournment	Senate President Sachs: Thanks, everybody! We are adjourned. Have a great summer, everybody!	Meeting adjourned at 3:01 p.m.
Old Business	None.	
New Business	None.	
Respectfully submitted, <i>Sue Dickey</i> Sue Dickey, PhD, RN, Associate Professor & Faculty Senate Secretary, 2016-18		

Next meeting: Next FSSC: 9-TBA-18, Representative Faculty Senate: 9-TBA-18 when 2018-19 calendar is announced.

SBD/sbd 4-24-18; updated: 6-25-18

Institutional Advancement

FACULTY SENATE MEETING | APRIL 24, 2018

IA Strategic Assessment

Culture of Philanthropy

A culture of philanthropy is a very significant institutional commitment to developing a university-wide understanding of philanthropy as being mission critical.

What does it mean to build a culture of philanthropy

1. Shared responsibility for development
2. Integration and alignment with university mission
3. A focus on fundraising as engagement
4. Strong donor relationships

Prerequisites for building a culture of philanthropy

1. Clear and concise mission statement
2. Well-defined vision statement
3. A reflective university-wide statement of values
4. One university-wide strategic plan and strategic priorities
5. Strong inspirational leadership
6. A personally (financially) and professionally committed Board of Trustees
7. High-functioning institutional advancement team

Prerequisites for building a culture of philanthropy

While each of these criteria is critical on their own, it is the intersection of them that creates a dynamic culture for fundraising.

When all of these elements are both present and well-established, they signal the presence of a high-performing organization.

Institutions must evaluate each of the seven elements, and then modify and make improvements as needed based on their analysis.

What we are hearing

Strong conviction that Temple has the requisite commitment and strengths/assets, plus positive momentum, to be able to build a strong culture of philanthropy.

Cabinet suggests now is a crucial time to make a commitment to building a culture of philanthropy, given the current debates and discussions surrounding the future of our Commonwealth Funding.

Next steps

- More university-wide interviews
- Preliminary report in Summer 2018
- Share report with entire university

Questions?
