

TEMPLE UNIVERSITY
FACULTY SENATE STEERING COMMITTEE
 Minutes

Date: Tuesday, 4/10/2018

Time: 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, Betsy Barber (STHM), Carmen Sapienza (LKSM), Rafael Porrata-Doria (Law), Jie Yang (KSoD), Sharyn O'Mara (ART), Kurosh Darvish (ENGR), Cheryl Mack (Coord.)

Absent: William Cabin (SSW), Tricia Jones (Past-Pres., LKMC, Sabbatical), Melissa Ranieri (Pharm), Jeffrey Solow (BCMD)

Guests: President Richard Englert & Ken Kaiser, Temple U. CFO (1:00 p.m.); Provost Joanne Epps (2:00 p.m.)

| Topic | Discussion | Action |
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| 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 3-27-18?</p> <p>Motion was made by RPD (LAW) & seconded.</p> <p>Report deferred until after guests, President Englert and CFO Ken Kaiser's visit.</p> <p>Report: We have a few minutes before Provost Epps arrives.</p> <p>CM (Coord.): What role do the property owners have in taking care of the neighborhood trash?</p> <p>RPD (LAW): Individual homeowners would not have to pay a fee if this became a special services district.</p> <p>CM (Coord.): Thanks for clarification.</p> <p>BB (STHM): Homeowners in Philly do have a responsibility to be fined for putting out trash early.</p> <p>PL (<i>Fac Her</i>): There is a \$50.00 responsibility for homeowners. This is enforced.</p> <p>MS (Pres): Some students/residents are not following though.</p> <p>BB (STHM): I don't think that property owners are following through.</p> <p>SOM (ART): There are parking issues.</p> <p>TGC (FSBM): I want to bring up the Assessment of Instruction Committee. Nobody talked to the nominees from Fox. Their names were just forwarded to the FSSC. Where do we go with this?</p> <p>CP (V-Pres): We contacted Gina who submitted a list of names to us several days ago; essentially the same list. I have another name. The 2 on the list told us that "Nobody talked to me about this. I don't know if I have time."</p> <p>RPD (LAW): The 2 law nominees have said that they can't do it.</p> | <p>Called to order at 1:06 p.m.</p> <p>Approved as read.</p> |

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| | <p>JK (CST): Gina didn't contact them.</p> <p>CM (Coord.): I'm thinking that she didn't know what the process is & did not reach out to the office. Cornelius sent emails to them & the majority said no.</p> <p>CP (V-Pres): We will wrap this up on the 24th.</p> <p>JY (KSoD): If they (city council & mayor of Philadelphia) are against the stadium, how can they go forward?</p> <p>MS (Pres): The council person, Darrell Clarke, has come out against it & Mayor Kenney's mind must be changed.</p> <p>DH (CLA): My understanding is that if TU wanted to, they could go ahead as a state related institution. They can build without asking for anyone's input. The state trumps.</p> <p>RPD (LAW): This is a very messy area of the law, as we discovered 20 years ago. It depends upon the definitions of state affiliated versus state related.</p> | |
| <p>Report of Vice President, Cornelius Pratt</p> | <p>Held for guests.</p> <p>Report: I am seeking your approval of Paul LaFollette for reappointment as editor of the <i>Faculty Herald</i> for a three year term.[Faculty Herald editor is a two-year term].</p> <p>PL (<i>Fac Her</i>): Yes. I'll do it.</p> <p>The motion was approved by Jim Korsh (CST) & seconded.</p> <p>TGC (FSBM): Terry Halbert has told me that she will get in touch with you.</p> | <p>The motion carries.</p> |
| <p>Old Business</p> | <p>None.</p> | |
| <p>Guests: President Richard Englert & Ken Kaiser, Temple U. CFO (1:00 p.m.)</p> | <ol style="list-style-type: none"> 1. Greetings. I am here mostly to talk about the finances of the Multi-purpose facility (MPF), but also, anything else you want to talk about. That's why I brought Ken Kaiser with me. 2. Biggest news item at moment: Barnes & Noble contract is renewed for 15 years via the Board of Trustees (BOT). They will be moving to a central location in the Paley area. This opens up the other two locations for other kinds of things. The plan is that Public Health will go in that building (Paley). It will house faculty offices, administration & some classroom spaces. 3. I'm not at liberty to say yet what we're doing for Commencement. There will be some honorary (3) degrees. You'll have to come! It will be well worth attending! The information will be going public fairly soon. 4. Beyond that, over next couple of weeks, we will have some speakers of much renown. Tomorrow, Joe Biden! So great! He arrives at 8:00 p.m. for a ticketed event. He will | |

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| | <p> speak at the Temple Performing Arts Center (TPAC). Also, the Democratic nominees for Lt. Governor will speak at a 5:30 p.m. session tomorrow. </p> <ol style="list-style-type: none"> 5. On 5/2/18, the Chair of the SEC will come. He will be speaking before Business & Law. 6. Michelle Obama will appear here for college signing day at the Liacouras Center. 7. Plus, the unnamed for commencement. You'll want to be there! 8. Finally, we're here to speak with you about the finances associated with the planned, but not yet determined MPF on campus. Including a stadium. You'll note that I sent out a message via the <i>Faculty Herald</i> (thanks Paul) that there is a \$2 million + side business income projected annually for the University. That's overly conservative. I'm going to give Ken Kaiser the opportunity to talk about the analysis. Ken? <p> KK (CFO): I was here around 1 year ago & did a presentation. What I have to say now is not that much different. Essentially, conservatively, the \$2 million per year. The Philadelphia Eagles would increase our annual rent from 1 million dollars per year to 3 million dollars per year. Painting the field at the Lincoln Financial Center with the Temple T is expensive. Year 1 was \$195,000 for game day expenses per game. About almost the same amount now. </p> <p> There is no rent on campus, but certainly the cost of the new facility. Still ~ \$60 mil in debt. The cost will be ~ \$3.6 million/year. We really gain on game day expenses. There will be access to revenue sources that we do not enjoy today. We're expecting \$0.00 for parking. Ten percent (10%) of the current concessions becomes the Eagles' share for concessions. There is \$0.00 for marketing & signage. There is no way to generate income from Temple University football (FB) except tickets & signage. </p> <p> Tax laws have changed. We're not talking about Michigan or Ohio State types of donations. Savings on game day, same cost of rent + debt service. I would say that there is anywhere from 3 - 4 million in debt savings by bringing Temple FB on campus. That is not including the rents & business collection from the rented facilities. From a financial standpoint, it makes sense. We're not assuming any increase in attendance. We had 34,000 fans attending last year, including student tickets. We're assuming 20,000 paid tickets. If everyone came, it would be ~ 31,000 in attendance. We're not assuming favorable projections. </p> <p> Pres E: I have to look at it long term. Everything you just said in terms of costs, at the Linc versus on campus, we also increase classroom facilities. Research space & things for other purposes that could share community needs. There's a naming opportunity. We pretty well have a commitment there. There are some really good retail businesses that have said that they would like to get in when the space becomes available because of the association with FB. We won't have total agreement. This is how I/we think about it. I look at opportunities for the University & the community as a whole. The more I look at it & talk to people, the more I find it very, very compelling. </p> <p> JK (CST): Would the retail people be there all the time independently of the games? </p> | |
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Pres. Englert: Yes... that would be the goal. There have been overtures without a doubt. A nice scale restaurant & some other types of food venues. Suggestions: housing; a hotel; what not because it is Broad Street frontage, in tandem with the old Peabody site (at Broad & Norris) which is now leveled.

MS (Pres): Will there be a bridge across Broad?

President Englert & KK (CFO): No bridges.

JK (CST): My other question is: How did they compare to other public universities that build stadiums? How do our projections compare with those that have lost money?

Pres. Englert: There was a feasibility study that was done by a prominent university. One of finesse analyses. Peer institutions. Benchmarkings. They project an increase in attendance. Would like to talk about \$2, \$3, or \$4 million rather than the \$5 million that others have said. To rent a facility with ~ 70,000 seats (like the Linc)... you waste a lot of money just opening the doors. There's a case for a smaller facility.

KK (CFO): I'm not sure those others are actually losing money. It's not that we're introducing Temple football. We want to go to something right sized on our campus. That automatically makes it a good deal.

BB (STHM): I have a question about the operation of the stadium itself. Will we manage this internally or look at a management contract?

KK (CFO): This is to be decided. We need more discussion about that. Right now, we're talking about 6 events per year. There is no plan to fill the stadium 100 days/year. There can be arranged things with public & Catholic schools in the city maybe.

KD (ENGR): How will this \$60 mill affect future building plans? Is there a debt limit?

KK (CFO): Plan would be to do this as part of a larger debt but it should be neutral. On this end, I'm going to eliminate that & they will balance each other out.

DH (CLA): What are the estimates for maintenance & overhead?

KK (CFO): They are considered in the pro forma. I believe that these were overestimated in the amount. We would add campus security on those 6 days. This would be covered by the savings at the Linc. Amounts for the Linc are built into the budget already.

TGC (FSBM): What is the anticipated timeline for this kind of a project... a timeline of construction? Construction will create a disruption in the community.

KK (CFO): If all approvals came, it would begin late this summer, with the next 2 seasons at the Linc. The good news is that we own the land. We also have a lot of experience with construction & do a good job. The new Med School & Morgan Hall were built right over the subway & on Broad in the recent past! I have a lot of good

confidence. Some of our construction people tell us that they can do it in less time, but I'm going to be conservative.

RPD (LAW): In that land space, there is currently a student-employee parking lot. Where will they be relocated & what's going to happen with game day parking?

KK (CFO): There are 3200 spots, with the elimination of lot 1. I'm pretty confident that we can handle 3000 projected parkers. Also, we're counting on the nexus of public transportation. When lot 1 is going to close, those folks will be redirected to the Liacouras, Bell & Montgomery garages.

MS (Pres): I thought original numbers were \$80K of debt?

KK (CFO): It was always \$60K of debt from day 1. We have a name sponsor but can't say who that is.

MS (Pres): So the total estimate is around \$30,000,000?

Pres Englert: The BOT hasn't approved anything yet. There is always the question about what's going to be the actual cost. We're still going through & listening about what could go into it both to serve the university and the community. Sinking it into the ground has made it a bit more expensive, but working with the community, taking that into consideration... taking in the bids...

KK (CFO): Multi-prime. A lot will depend on the climate of construction in the city at that time.

Pres Englert: Most important is how hot construction is at that time.

MS (Pres): We have come close to or filled the Linc for games with Penn State U. & Notre Dame. How will that work? What if they say they won't come?

KK (CFO): We won't be playing PSU at any point soon in the future. We do have the OK. If we think we're going to sell 70,000 tickets, would we move the game?

Pres Englert: That's easy to figure out financially.

CP (V-Pres): What is the most predominant concern among community residents?

Pres Englert: What I've heard the most is gentrification in Philly. This is the hardest one for us to deal with because it's not a stadium issue. It's North Philly because of the numbers of students we bring. This is the toughest one to deal with because people sell their properties. How can we help to stabilize a wonderful community? We'd still have to deal with this, stadium or no stadium. Much is beyond our control. We'd have to deal with this either way.

The other question is about partying on game day. We would want to contain all tailgating on campus. There are disincentives for that in the immediate neighborhood. Lack of parking. Liquor control. This could be designated as a special services district to help with the cleanliness. I personally rode the streets just looking at trash.

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| | <p>Are some of our students responsible? Yes. Some live in brownstones. People on top floors don't have access to the back yard. Pizza boxes end up getting put out prematurely. Trash pickup was reduced from 2 to 1 day per week. Therefore, it would be a special services district. But we can't pick it up ourselves because of the sanitation workers' union. The savings through what Ken just talked about, becoming an investor in the special services district, creating a community board... There would be no taxes or fees on neighbors, but on businesses, corporations & us. It is in our best interest in terms for us to do better, stadium or no stadium.</p> <p>KT (COE): Is the current football program making money or breaking even?</p> <p>KK (CFO): Probably < 10 universities across the country are making money. With our fees at the Linc, we're in the red. Having a stadium would probably throw it into the black. Our goal here is not that athletics here will make money. Ohio State U, Penn State U... they make money. Rutgers is losing 30-40 million per year. We subsidize athletics. They bring a ton of things to Temple U. 90% of that is due to Jay Wright.</p> <p>Pres Englert: The benefits to student athletes... Band... Marching band... Theater. Students need opportunities to shine in many different ways. We are very fortunate that we have great coaches with great values. Some are facing terrible scandals elsewhere. For our football programs, we have = 120 student athletes doing great in the classroom. Many majors. There are students in 41 or so different majors. I've had outstanding student athletes in my classes when I taught Mosaic. They are not necessarily the top students, but they are the most attentive & involved. Part of the college experience is football itself. It's a window to the university. Basketball is the same. Suddenly, the university is getting press & all kinds of media coverage; this creates name recognition. In a tougher & tougher climate in which to compete for students, name recognition is very important. Temple plays Notre Dame? Hmmm. These things sink in with families across the country, who then think of us as an option for their family members.</p> <p>BB (STHM): A lot of research done about attachment to the university & one's alma mater. This kind of thing resonates once they become alums.</p> <p>Pres Englert: Yes. We will get more & more dependent upon donations.</p> <p>JK (CST): Worst case scenario might be that in 5 -10 years there is no football. What would be the impact on Temple University?</p> <p>Pres Englert: If that happened, there would be hundreds of institutions dealing with the same thing. Our job is to make sports safer. To conduct research. Rules changes & protocols that protect athletes in all sports. Last time I mentioned the top 10 sports with injuries of concern. We have 9 of those sports. I don't see them going away.</p> <p>KK (CFO): If football went away, you would look to move other sports into the stadium. Repurpose it. How could we parse the facility down? A bridge to cross when we came to it.</p> | |
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| | <p>Pres Englert: I wanted to say something about experience Temple University day. I've been at each of them & they've been fabulous. I know that it's because of all of you! The way you engage students really makes a difference for us long term. We're so much better than what our reputation is! If people can just get here to campus, people want to embrace the place!</p> <p>I also want to congratulate Dance & Religion for the 2 recent notices of Guggenheim Fellowships! That's wonderful! They were just announced last evening. Thank-you for the opportunity to speak with you.</p> | |
| <p>Guest: Provost Joanne Epps (2:00 p.m.)</p> | <p>I actually don't have much to share. I've been thinking about this visit for the past couple of days. I can't say that there's anything obvious that requires reporting.</p> <p>MS (Pres): Could we have an update on the [Middle States] consultants?</p> <p>Provost Epps: This is a revisiting of the statement of the mission (not revisiting the mission). The minute you put the ink on 30 programs, it becomes outdated. The idea was not to change who we thought we were, but to re-visit the statement of the mission.</p> <p>When President Englert & I were launched into these positions, we thought we should regain stability, as well as moving forward at the same time. The restatement could be something that would be an indicator. The real part that drove that, as well, is that the Middle States Review process is underway in my part of the world. I know that Jodi Laufgraben has been here. It shouldn't take 3 years! It really does! Reflection is important. It is a part of the institution's process. A series of the variety of the ways in which we've had an impact... some, not convenient.</p> <p>Anybody could write in if they would like to. The joyful & joyous part of this is that we seem to agree about what we're about. The thing is how consistent people felt about what the place is. It's a fine tuning the statement. Not an "about us" kind of document that would change over time.</p> <p>RPD (LAW): Can you talk about how Middle States is going?</p> <p>Joanne: Yes, but I'm not as eloquent as Jodi Levine Laufgraben. The first doc is due on Monday. Pres Englert has it. Dr. McKittrick is our Middle States liaison. We are proposing to define ourselves according to the standards (as opposed to the choice about 'free-flowing.')</p> <p>Next year: The self-study report is to be written.</p> <p>Next summer (2019): The self-study is to be refined.</p> <p>Visit: Middle States accreditation visitors arrive sometime in the fall semester of 2019.</p> <p>BB (STHM): Last time the President was at the Representative Faculty Senate, he was a bit concerned about fall enrollment.</p> <p>Provost Epps: The deposit date is May 1st. We'll have more information by then. International enrollments are down. Deposits</p> | |

are definitely down in a way that we are not panicked, but definitely down. This time last year, we would have had 3 experience TU Days so far. This year, we've only had 2. One is coming this Saturday (due to holidays & snow). We downgraded our target this year by 50 with the consent of our budget people. I don't think the number we've been living on is sustainable. I would like to go down by ~ 150 over the next 5 years. We may come in under that. We've populated our wait list. I'm anxious for our new Vice Provost for enrollment management (for both freshmen & transfers) to begin work. This will be increasingly a challenge with the number of 18-year-olds decreasing until 2030, especially in the Northeast. There's a need for universities to be really strategic. I will want to enlist faculty to look at a 10 year plan. I wouldn't think of closing liberal arts. I'm a liberal arts person; not a 'close the lib arts' & make this a stem university. We need to be sure that we're making that case to 18 year olds & their parents. You can't be all things to everybody forever. Not for anyone who's here, but down the road. It's about how we make those cases to people going forward.

TGC (FSBM): We hear in the business school about how students need more in those soft skills. There is so much value for success in the liberal arts.

PL (*FacHer*): A different side is that we get a lot of students in CST who belong in CLA; not CST. You're not a loser if you get a degree in the Liberal Arts.

Provost Epps: We're not rich, but well positioned to continue to be a strong institution.

MS (Pres): Fly-in-4? How's that doing?

Provost Epps: This is the 1st graduation year in which they will graduate. This is the 1st year that they won't graduate. We'll know about that if it's our fault. The program becomes expensive in this regard. Students check in with their advisors for a prescribed number of times. Some don't need that. Resources are limited. Some are soaring & don't need the time with advisors, whereas others do.

BB (STHM): Our advisors really enjoy meeting with students.

Provost Epps: With money, we could do it all. I will share, interestingly, that I just got off phone with Jim Cawley, Vice President for Institutional Advancement: Donors & foundations are beginning to require a [monetary] match from the university. I was recently at the med school when Placido Domingo was installed in Alzheimer's research. We got the money to TU because Larry Kaiser found some money. I was on phone today with an organization that wanted to give us \$1,250,000 if we match. Good! It's not good that we have to match. Not an ideal match. It really doesn't feel appropriate if we can find the money somewhere else besides my scholarship budget. Pres Englert says he thinks this is a trend. We can't afford to take ourselves out of the competition for philanthropy. Challenges are real.

SOM (ART): You were talking about the need for increased mental health services on campus. I'm just wondering if you could add to that. It's so hard for students to be told that there's an 8 week delay.

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| | <p>Provost Epps: Basically, it's a request of the Trustees. I've employed 3 people to come in & look at our delivery of mental health services. That question is difficult in that we are probably equivalent to most universities' best practices. The longer waits are the problem. It doesn't feel right, like the right answer. I don't know that appropriateness would be to cut the length of time in half. It's not just money; it's space. Tutelman moved to more space this year. We still need it! Where would 3 more full time equivalents go? I'll wait until we get a sense of what we should aspire to & then figure out the appropriate costs. The reality is that this generation's use of these resources is really daunting. As the world changes, a lot of things require more support. There are 30 fraternities & sororities.</p> <p>SOM (ART): Everybody should be insured, but a lot of them aren't sure how to gain access to their health insurance benefits. Is there a way to have a customer service rep to help them?</p> <p>SBD (CPH/Nursing): What you need is a social worker at student health to help them navigate their parents' insurance.</p> <p>TGC (FSBM): There are the wait times.</p> <p>KWW (TFMA): There is the idea of the nurse on call. We have that option with Blue Cross Personal Choice here. I actually found a student who wanted someone of color. Someone who was not doing very well. This would alleviate some of the backlog. I wanted to ask a diff Q about Fly-in-4. I have a number of students taking 4 – 6 classes because they are in Fly-in-4 who are on the emotional edge because they are overwhelmed. We should evaluate that before we take on another Fly-in-4 cohort.</p> <p>Provost Epps: I don't know if we're going to take on another cohort, but I wrote it down.</p> <p>DH (CLA): We heard before that the Honors Program is experiencing difficulties.</p> <p>Provost Epps: The good news is that their numbers are rebounding. They didn't get mentioned in terms of RCM at all. The reason I'm hesitating is because I'm not finished thinking that through. I'm not interested in blowing up how we do things. I believe that Gen Ed is being driven by dollars, not by judgment. I haven't finished thinking through how broken it is. I really don't like RCM the way it's working here, but don't want to do away with it... in some ways, there are improvements that are laudable. I heard so many deans say things that just weren't right. _____ (unknown person was mentioned) gave a presentation that was at the 30,000 foot level recently. If you were to create a university today from scratch, you could reach that status. We went from one system to RCM, trying as best as we could, to make the transition go well. By definition, we were stuck with some sacred cows & we're bearing the legacy of that. We have football! We have Honors & Gen Ed. I'm still trying to get a sense of it. I think Honors is doing a remarkable job. I don't like the fact that they're stressed. Thank you for the question.</p> <p>MS: Do you have a sense of the numbers of tenured/tenure track (T/TT) faculty? Jodi Levine Laufgraben mentioned this.</p> | |
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Provost Epps: There are 980 T/TT total. Of those, 742 are tenured and 238 are Tenure Track. There are 1273 Non Tenure Track (NTT) faculty.

MS (Pres.): So that's around a 60:40 ratio.

Provost Epps: There are 1200 something T/TT if you count the deans & people like me. These are this year's numbers. Typically, it's a bit higher in the fall. What I don't know is the relative trajectory. I did have a conversation with Steve Newman (Rep Senator, CLA, TAUP President), who believes that the trend is going disappointingly toward NTTs.

TGC (FSBM): What about adjuncts?

Provost Epps: Adjuncts don't go through Kevin Delaney's (VP for Faculty Affairs) office. I don't know what the trend is. It's harder to follow. You can now get an NTT to replace 4 adjuncts for similar money. Whatever it is that I say, I try to be honest, even as notes are taken. What is the issue of the Provost in an RCM environment? We now are asking for notice so that I can at least pay attention. Technically, the deans report to me. As deans try to manage their budget within their school or college, you count what you care about.

KWW (TFMA): Does that 980 include the med school?

Provost Epps: It includes the med school; it does not include T.U. Japan.

KD (ENGR): I have a question about the source of start-ups from the Provost's office & whether or not there is any plan on increasing diversity?

Provost Epps: The 1st year I was Provost, there was no strategic fund. This is the 1st year that I've had a Provost Strategic Fund. There is no recurring start up money from the Provost, as we speak. One dean has recurring start-up money in that person's appointment. Writ large, the Provost doesn't have designated, strategic start-up money. It's not mine to spend by myself. I need to figure out what we're lawfully allowed to do as a public institution. I feel really strongly that diversity is built into this institution's DNA. I think kinds of diversity are important. It can't be an accident that most of the faculty are able-bodied. I don't think it should be that way. This year, I'm going to work with IDEAL to include a broadly inclusive pool. I would love to mandate that everybody take the Harvard *Implicit Bias Training*. Take it! It's on the Harvard website. It times reactions! It times implicit biases by adding a time to our implicit biases. There are no labels at the end to get us to understand what we deal with every day in terms of our implicit biases. I have begun the process of creating a position for this.

BB (STHM): I think the person in terms of our diversity, Tiff Archie [IDEAL], is doing it now.

KT (COE): We did a survey last year. How many are getting accommodations? There were 9. In the survey last year, there were 92 who were willing to fill it out.

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| | <p>Provost Epps: We all have work to do.</p> <p>KWW (TFMA): We're hoping for that kind of faculty governance that we could push with the deans.</p> <p>Provost Epps: It's complicated. You evaluate what you are doing. This could only be prospective. We don't have very behavioral specific appointments.</p> <p>KWW (TFMA): I continue to ask about Intellectual Property with regard to our syllabi. In building the networks across the campuses, there are some faculty who have been grandfathered teaching a particular load vs. others who come in with a different load.</p> <p>Provost Epps: It's complicated. People buy it out. I can't imagine mandating some kind of equity, but in the same vein, I don't want to be considered...I'm not sure that's mine to fix between the former & the latter.</p> <p>KWW (TFMA): The NTTs are functioning with the bulk of the work & the bulk of the service. It depends on where you sit. In our unit, TTs are teaching 3 [rather than 4].</p> <p>MS (Pres): Some colleges do have a tradition. The dean's paying for that.</p> <p>KWW (TFMA): For TT, they need to have less of a burden trying to build a portfolio for tenure.</p> <p>Provost Epps: That's a school & college issue. Thank you, this has been very helpful to me! Thank you for your cooperative spirit. The President says that people come because of the faculty. My theory about commencement is that unless you're having surgery, I expect you to be there!</p> | |
| Adjournment | Senate President Sachs: Thanks, everybody! We are adjourned. | 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: 4-24-18 (Luncheon), University Faculty Senate: 4-19-18.

SBD/sbd 4-10-18; updated: 4-21-18