

TEMPLE UNIVERSITY
FACULTY SENATE STEERING COMMITTEE
 Minutes

Date: Tuesday, 2/13/2018

Time: 1:00 p.m. – 3:00 p.m.

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

Absent: Tricia Jones (Past-Pres., LKMC, Sabbatical); Paul LaFollette (Fac. Herald, CST), William Cabin (SSW)

Guests: Temple University President Richard Englert (2:00 p.m.).

Topic	Discussion	Action
1. Meeting	Called to order by Faculty Senate President, Michael Sachs (MS).	Called to order at 1:00 p.m.
2. Approval of Minutes	<p>FSSC Minutes of 1-30-18.</p> <p>Pres. Sachs' report:</p> <p>The major Faculty Senate event originally scheduled for Thursday, February 8th was rescheduled to the date & time of the regular Representative Faculty Senate meeting. It is a special meeting to address issues related to the proposed Multi-purpose Facility. It will be next Wednesday, Feb 21st 1:45 -3:45 p.m. Please make the effort to attend. Space to extend. Replacing the original. In Kiva. Hopefully, Kiva will be able to hold everybody.</p> <p>1. I'm bumping right over to the VP's Report.</p> <p>Nominating committee came back with a proposed slate that requires 6 signatures & support of those nominated. Email announcement of the spring 2018 elections should go out today to a call from the Faculty at large.</p> <p>CM (Coord.): For Senate officer nominations & elected committees. Later, appointed committees.</p> <p>MS (Pres; CPH): We should let them know that there is a Nominating Committee recommendation for the current slate.</p> <p>CM (Coord.): We have also sent out a call for volunteers.</p> <p>JK (CST): In the form of the slate.</p> <p>DH (CLA): Optics are important.</p> <p>SBD (CPH): I never felt that I couldn't run in past.</p> <p>BB (STHM): I agree with Susan. We have a slate.</p> <p>KT (COE): I feel that what we're doing now is undemocratic. This business of annoying people really, really bothers me.</p> <p>SOM (ART): It has an air of being very exclusive. What's the point?</p> <p>JK (CST): If we put out our list with just one nominee, we put anyone else on the slate if they self-nominate.</p>	<p>Approved.</p>

	<p>KT (COE): Why, then, do we even need a nominating committee?</p> <p>SBD (CPH): Why not reverse the process & throw out the call for nominations first; then ask the nominating committee to create a balanced slate?</p> <p>SOM (ART): Yes,...Throw it out first.</p> <p>CM (Coord.): When we send out the email, we can also say that the nominating committee has approved these people with the slate. I've heard people say in the past, "if you've already put out a slate, why bother?"</p> <p>SOM (ART): I don't think that we should send out the slate until the call for self-nominations has gone out.</p> <p>MS (Pres; CPH): Ok so we will just send out the call for nominations without the slate to everybody & then add the nominating committee's recommendations to the slate after the call for nominations to the general full time faculty.</p> <p>MS (Pres; CPH): It's next Wednesday, Feb 21st 1:45 -3:45 p.m. Hopefully, Kiva will be able to hold everybody.</p> <p>KT (COE): The College of Ed's Collegial Assembly meets that day.</p> <p>MS (Pres; CPH): That would have conflicted with the RFS anyway. Cheryl, can you send this announcement out right after the meeting?</p> <p>There has been a dialogue between Michelle Masucci & RPPC. President Englert is here...</p>	
<p>Guest: Dick Englert</p>	<p>JOINING FSSC DURING VP CORNELIUS PRATT'S REPORT:</p> <p>Pres. Englert: Greetings everybody. I'll be going shortly to the (Pennsylvania) Senate Appropriations Committee meeting to testify. Glad you could work me in.</p> <p>This is something that can be said to the legislature. The earlier point about the students being 1st generation makes me think that one vivid example is always great. We should be pushing our Rhodes Scholar. If he had only applied to Temple, he couldn't have gotten in. He excelled at Community College of Philadelphia. He came here & got the mentorship of faculty who saw the promise in him & got him the nurturing that he needed & saw that he got it. At some point, I want to bring him up to the legislature & introduce him to them. I'm getting a lot of good ideas from you. That's the perfect story. There are hundreds of thousands of Aziz's here & if we can get to them...</p> <p>TGC (FSBM): We're unique with students like him. A question that I have gets back to the mobility issue. I don't see that as a detriment to us. We serve a large population of local students, so how does that have an impact on us?</p> <p>Pres Englert: If the markets, based on Nathan Grawe's work, in Philly get smaller & smaller, we're going to have to go farther & farther away to attract students. Such as the SW. Where potential students live. Others are looking at those students. These are the key points that I see.</p> <p>CP (KMC): When was the book published?</p> <p>Pres Englert: Recently I think. The Jeffrey Selingo article quoted it in <i>The Washington Post</i>, on January 28th. I got the book & I'm looking at those pieces.</p>	

	<p>KT (COE): The fewer Pennsylvania students we have, the less likely the Pennsylvania legislature is to fund us.</p> <p>Pres Englert: If this market is more challenging & those markets are more robust, you go there. Some have set up outposts in those places where the students are!</p> <p>KWW (TFMA): Why is it getting to be more challenging in the NE corridor?</p> <p>Pres Englert: Demographics. The Northeast corridor is the one that is not going to be increasing; in fact, it will be decreasing. The far & Southwest will be increasing.</p> <p>KWW (TFMA): Are we talking about class & racial lines? It has to do with how we court students. As we look at those figures, we must look at how we close doors for some individuals to get into those institutions.</p> <p>Pres Englert: Who says that most students in colleges shouldn't be there. He's at George Mason. Shorthand, I think for let's keep it for the traditionals. Numbers are predictable. Must sharply look at how not only to maintain, but increase our diversity.</p> <p>BB (STHM): I think that we must look at our impact on this region. There are 80,000 graduates who chose to stay & become part of this tax base in the past 10 years.</p> <p>Pres Englert: There is a false dichotomy between higher education & getting jobs. We're supporting this economy! I want us to be the work force development OF North Philadelphia. What are the ways in which we can have an effect on our immediately surrounding communities?</p> <p>BB (STHM): The new General Manager of the new Four Seasons Tower is John Shenks' son.</p> <p>KT (COE): In terms of market share, we need a larger percentage of a smaller pie. Some wont' make it.</p> <p>Pres Englert: Exactly. There are kinds of institutions that would struggle. LaSalle would, more than St. Joe's. They both have close relations with prep schools... some might have problems surviving. The perfect storm, though, can affect us. A decrease in Medicaid funding... can have a major effect on us.</p> <p>KT (COE): What about the PASSHE schools? The 14 state owned schools and colleges that are owned by the Commonwealth of Pennsylvania? [FYI] Map & recent report links:</p> <p>Map - the PA State System of Higher Education www.passhe.edu/pages/map.aspx</p> <p>Pennsylvania's State System of Higher Education 2986 N 2nd Street, Harrisburg, PA 17110-1201 (717) 720-4000. About Us · Staff Directory · Job Opportunities · Doing Business with the State System · Workforce Intelligence Toolkit · Feedback · Right to Know · Fraud, Waste and Abuse Hotline · Student Complaints · Admin.</p> <p>Report urges overhaul of troubled State System universities ... www.post-gazette.com/.../education/...System...Higher-Education...Pennsylvania...hig...</p> <p>Jul 12, 2017 - None of Pennsylvania's 14 state-owned universities should close or merge, but the weakest of them ought to be reconfigured so they can survive within a university system that itself needs a governance overhaul, a consultant said</p>	
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Wednesday. The National Center for **Higher Education** Management ...

Pres Englert: They want to keep them. If I were to look analytically, definitely some should close. It would take a lot of political will to close one of them. I don't want to be a downer. I just want to keep my eyes wide open as we look at these things. Any of your programs could be affected differentially by any of these factors. Already, we're thinking of our classes for the next year. Already, domestic applications are up for freshmen & international applications are down. Together, down. I think that we compete better in that smaller pie than most institutions. Our reputation is less than our reality. Reputations move so slowly for different reasons. We must continue to enhance our reputation in any ways possible. This occurs not always in ways you might think, like rankings.

KWW (TFMA): Three things really quickly: 1. I don't think we advertise what we do well. For instance, the Rhodes Scholar, when he has time, should be everywhere! He's a hot commodity. 2. The subvention model always bothers me because we're in an art community. We will be first to be hurt.

Pres Englert: We would have to develop a different way to manage subventions if the appropriation were to go away. Great universities have a great number of programs, including the arts & the hot programs of the moment. Students want to come to places with great art programs. This would affect our need to recalculate how we do subventions.

KWW (TFMA): 3. If the perfect storm occurred, would the Health Sciences Center stop doing the kind of civil service that it does?

Pres Englert: Amy Goldberg, is up there doing surgery, working with gun violence, and is promoting & Temple's role with her work. She is actually a saint who lives in the Temple ER. If one were to superimpose the figure of the human body on a map of Philadelphia, Temple would be at the very spot where the heart is. Temple is the heart of Philadelphia!

TGC (FSBM): Why don't we have an ad that brings that up?

Pres Englert: I believe that! The HSC is an amazing story! The dental school provides millions of dollars of free care. We always get beaten up on it. Can we do better with our neighbors? I'm on the warpath about our students who cause concern with trash among the neighbors. But what we do is amazing! Institutions that do far less than we do are perceived to do a lot more than we do. Why do some get more TV time than others? This is complex.

JK (CST): I actually sent that article around by _____. It's basically the state schools that bring people up. We're much better than Pitt & Penn State on the score, & I think we ought to bring that up. I forget what the average median family income differences are among students at Temple, Pitt & Penn State. They were higher, but we are pretty high too. Also, Asian students will eventually have schools & won't be able to afford or need to come here.

Pres Englert: Yes! China especially! It's a travesty about how our country has backed away from higher education when we're at the top of our game. We are there for all around the world & we're not investing.

Thank you for the ideas on going to the Senate Appropriations Committee. Maybe after Harrisburg, I can come back. Things are so volatile! The meeting is in two weeks.

The major changes on the horizon that will affect us, guaranteed, are:

1. Numbers of applicants & mobility. There was a January 28th article in *The Washington Post* by Jeffery Selingo:

[Jeffrey J. Selingo - The Washington Post](https://www.washingtonpost.com/people/jeffrey-j-selingo/)

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Selingo is the author of *There Is Life After College*, about how today's graduates launch into their careers. He is former editor of the *Chronicle of Higher Education*, a professor of practice at Arizona State University, a trustee of Ithaca College and a visiting scholar at Georgia Tech's Center for 21st Century Universities.

It was an article on supply & demand of students available to take advantage of higher education. This past fall, 52% of private & 44% of public institutions did not make their enrollment goals. We're doing well, but we can't rest on our laurels. Since 2013, the pipeline has either declined or stayed flat between now & will until 2023. Then, there will be a blip up then & then a fall of 9% on domestic enrollments until roughly 2030. My job is to think long term & how we position ourselves. There is a new good book out by Nathan Grawe on the demographics. Major U.S. growth will occur in the Southwest in mostly Latino populations. Northeastern cities such as Philly, Boston & NYC will have ~15% declines in the pipeline for the traditional undergraduate demographic. In addition, Nathan Grawe says that mobility patterns will be more in the direction of staying closer & closer to home. For a university like us, we will have to reach farther & farther away for less likely populations who won't want to travel far from home. In addition, what about people's aspirations?

Citation: Nathan D. Grawe's *Demographics and the demand for higher education* (Johns Hopkins University Press, 2018)

Also, Brian Caplan published a book - *The Case Against Education: Why the Education System is a Waste of Time & Money*.

Citation: Bryan Caplan's *The case against education: Why the [U.S.] education system is a waste of time and money* (Princeton University Press, 2018).

He says that most students don't belong in college. They are Philistines. He contends that most are better off if they have no college at all. This gets my ire up. I think that it's a direct attempt to say that college is just for the elite. That's the subtext of it. Putting together demographics & people resisting going to college, rather than vocational or on the job training, is disturbing. In addition, as we look at funding for Temple, the picture at the state level, >\$150 million/year, has, at times, been in jeopardy. One leader in the Pa. House of Representatives is saying that we should get rid of all appropriations for the state related institutions. None to Pitt, Temple or Lincoln. I find that unworthy. Thanks to all who participated in Project Talon. We will need your help again in the next couple of years. Governor Wolf suggested flat funding for us next year. This is better than a reduction. Because this is an election year, the guess is that flat funding is what's going to happen. Real challenge is that once the election is over, & looking to future years, we have to think that there will be major, major challenges. Changing demographics, mobility patterns, people trying to say that it's more for elites than what we do at Temple and that college isn't for everyone, is outlandish. Just follow the news... lack of funding support for student scholarships & other programs, potential makings for the perfect storm.

At TU we also have a health system. Largest percentage of anyone in the state that has patients funded by government programs. Of our patient mix, 48% are covered by Medicaid & 36% by Medicare. That makes a total of 84% of our health system's insurance coverage comes out of government programs. If D.C. sneezes, we get a major effect. The Temple University Health System provides \$70 million in charity care every year. No other health system in this region has to face that, except possibly Einstein. It's a matter of sustainability. This kind of thing keeps me up at night. Putting all of this together could mean the perfect storm for us. Standard & Poor's & Moody's have put their outlook from neutral to dark. I want to put this on the table as things that we need to be thinking of.

Before going to Harrisburg, I wanted to come here. A couple years ago, this group told me to please tell the Senators that we want to keep tuition affordable. Financially, we are a very stable institution, so we will be able to weather it. We want to be at the higher level of what we do. When we think about recruiting students going forward, we don't want to rest on our laurels. We must be aggressive internationally, but even that has taken a dip for many reasons. I want to make sure that at least we share an understanding. We need to prudently think ahead & think about ways to navigate what could be in the future about stormy paths & times.

BB (STHM): Can you tell us a bit about the long-term financial plan with the endowment? I know it's getting better, but...

Pres. Englert: There is \$500 million now. This figure pales to Penn, Penn State & Pitt. We are engaging alumni; getting them to re-engage. We have 325,000 alumni. I don't know how many are very wealthy. I don't know why people give to other institutions, those that have all the dollars, especially when their giving could accomplish so much here.

BB (STHM): Alumni giving is just inching up.

Pres Englert: One reason I want to think about Jim Cawley, who we've just brought on board (who is our former PA. Lieutenant Governor & then has experience from working for The United Way), is that we need a game changer. He is just superb. His eye is on the right ball. Previously, people were more traditional. I would like to get up to 100 million dollars in annual giving soon. Engaging alums, donors, etc.

CP (Sen VP): Is there any concern about the endowment tax?

Pres Englert: That wouldn't affect us at all. It would affect the private universities. Plus, part of the tax is based on the total numbers of students and the ratio to the endowment.

JK (CST): We will really have to shift the way we do things. The way I see it, if university presidents would get together & say that we're not giving *US News & World Reports* any data that creates a rat race like that. I think that we're in a good position to do that. Just say that we're not going to participate.

Pres Englert: Presidents don't have the sense to do that; myself included. If we're to be serious about attracting international students, rankings are simplistically one of the things that people look at. They are really a reputation score. An infamous one. I remember in ranking law schools a number of years ago, Penn State Law was ranked very high, except that they did not even have a law school at that time! Your point is very, very well taken & I understand many of the reasons why you would say that because of our own concerns about the validity of those reasons. At our own peril we would abandon that & I don't know if we have enough of our own stature at the moment.

RPD (LAW): 2 things: 1. At the Harrisburg level, show the appropriations committee data. How many are Conwellian 1st generation students who could not otherwise afford college? 2. Show them outcomes: A lot of those folks have gotten out of poverty with their Temple University education. There are demographics that are growing: I have been bombarded by other institutions offering courses for non-special student status taught by professors who have just retired or are thinking about it. I know 4 to 5. Or people who are thinking about going back to school. Offering online. That's a demographic that most universities have not looked at.

Pres Englert: Good point. I like it. Endowments, rankings, young seniors (non-traditionals),

	<p>DH (CLA): There was a story recently in <i>The New York Times</i> that Jeff Solow sent around recently. We looked very good in that. For other institutions around here, most of their grads leave the area. Many of ours stay. It is an investment in the Commonwealth. We don't see that happening with other universities in this area. Also, are you anticipating for growth, stability & reduction over the next 10 years?</p> <p>Pres Englert: If the Commonwealth does something, or everything goes down at the same time, we have some challenges. What's percentage of online learning (OLL)? On campus living? My inclination is not to build any more residence halls. If others want to invest on or near our campus, why should we incur the rest? Putting up a building is a 30, 40, 50 year risk. We're not a monolith & can grow in some areas, not others.</p> <p>Thanks, everybody, for your good ideas. I need to be getting on to my next event.</p>	
<p>Report of Vice President, Cornelius Pratt</p>	<p>I have a number of items!</p> <ol style="list-style-type: none"> 1. Should we permit those who have served 2 – 3 terms on Senate committees continue to serve? We need a discussion about this. <p>JK (CST): Didn't we decide that if there is someone who is willing that we would let them serve, and if nobody new comes in we would continue to let them serve?</p> <p>TGC (FSBM): I seem to recall some discussion about some committees that have more than necessary members. Do we really need to fill every vacancy on every committee? Do we need to see how active that committee is?</p> <p>MS (Pres; CPH): Some members aren't very diligent about participating. An 8-member committee might get 5 members with regular attendance.</p> <p>TGC (FSBM): This is kind of my point. Is there a need to populate committees with this many people?</p> <p>JK (CST): Maybe we should have at least one of the committee members attend each Representative Faculty Senate meeting.</p> <p>BB (STHM): Is each committee election or appointment for a 1 year term?</p> <p>MS (Pres; CPH): 3 years.</p> <p>KT (COE): They seem to get very entrenched with the same people. There is no fresh blood, so to speak.</p> <p>RPD (LAW): To what extent is that an issue?</p> <p>MS (Pres; CPH): If people want to stay & the committee is productive, what is the issue? If they're not productive, that's another issue.</p> <p>RPD (LAW): Speaking as a committee chair, I like the current system. Keeping a valuable member of the committee & then not having a valuable member stay. Having conversations with Committee Chairs about what our structure should be.</p> <p>CS (LKSM): Is there a structure to disband committees that are no longer productive?</p> <p>JK (CST): The Bylaws cover that point.</p> <p>RPD (LAW): Elected.</p> <p>MS (Pres; CPH): There are elected & appointed committees in the bylaws.</p>	

	<p>RPD (LAW): There are several committees in this list, Status of Women, Faculty Herald, Lectures & Forums, with 8 – 9 vacancies.</p> <p>SOM (ART): Some of them are just starting for this semester. An email just went out.</p> <p>CM (Coord.): There are about 13 on Status of Women & the same for the Herald. But many those terms will expire in 2018. We also have people who have served up to 9 years on these committees.</p> <p>TGC (FSBM): I was appointed to Faculty Herald committee. Paul is the only active person. We keep trying to convene.</p> <p>CM (Coord.): There hasn't been a meeting since some of these folks were elected.</p> <p>TGC (FSBM): There has to be some discussion about what our charge is.</p> <p>CM (Coord.): Not sure what the charge is for this. Paul LaFollette is the editor for two terms. Before that, Steve Newman was the editor.</p> <p>TGC (FSBM): Paul keeps saying can you call a meeting & elect a chair?</p> <p>CP (VPres): Let's keep the status quo until we can determine what's going on.</p> <p>CM (Coord.): I will draft a message to the committees & the many listservs we have.</p> <p>CP (VPres): Yes. This afternoon. In the meantime, we have a request from the SFF Committee & they have a draft. They would like to change their name to become the Assessment of Instruction Committee, since what they do is so much more than SFFs.</p> <p>KT (COE): Is it a Senate or a joint committee with administrator appointments?</p> <p>RPD (LAW): I will move to allow the name change if we have authority.</p> <p>CP (VPres): The motion carried. Officially known as the Assessment of Instruction committee. That's about all I have. I must recuse myself from this committee. There are nominations for new member of the Assessment of Instruction Committee. There are unrepresented schools: Fox, CPH, & TFMA. There are 3 names suggested from Fox: Eric Eisenstein, Robert MacNamara & Darin Kapanjie.</p> <p>TGC (FSBM): All are pretty opinionated. I guess it depends on what the charge is on the committee.</p> <p>MS (Pres; CPH): Assessment of instruction.</p> <p>BB (STHM): Darin has been doing the online programs.</p> <p>TGC (FSBM): There have been several conversations about SFFs & his feelings about them.</p> <p>RPD (LAW): Is this recommendation coming FROM the committee? If yes, unless we know these people to be axe murderers, why not?</p> <p>SOM (ART): Should I reach out to my dean?</p> <p>CP (VPres): Matthew Miller.</p> <p>From CPH: No names are put forward.</p>	<p>VOTE OCCURRED ON MOTION made by RPD. Motion carried with a majority affirmative vote.</p>
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	<p>SOM (ART): I don't see anyone listed for Tyler.</p> <p>BB (STHM): The only names here are those who are nominated.</p> <p>MS (Pres; CPH): Read the list of the current committee (including some that have retired) from the Senate website. The chair is that famous person: to be named.</p> <p>CM (Coord.): Peter Jones pretty much ran it when he was the VPUS. Dan Berman has stepped up. Joe DuCette has been elected chair of that committee.</p> <p>BB (STHM): I didn't hear STHM & we should be represented.</p> <p>RPD (LAW): Muriel retired from the law school 2 years ago.</p> <p>SOM (ART): I'm going to reach out to my dean at Tyler to see if there's representation.</p> <p>TGC (FSBM): I will see if Mary Conran is still available.</p> <p>CP (VPres): Jamie Mansell, Michele Scarpullo & Anne Frankel. According to this meeting, we have no representatives from Tyler, Law & STHM.</p> <p>RPD (LAW): Would civilization end if there were no representative at this time?</p> <p>SOM (ART): Tyler & Boyer are sometimes such outliers, that I do think it's important that we have some representation. We need a studio person on here.</p> <p>RPD (LAW): The person from the law school who is there is not a major concern. The fact is that there are 3 interested in doing the work of this committee & I don't want to lose them. We need as many live bodies as we can get. I agree that schools need representation. How many are actually participating in the work of the committee & how many think that their work is already done? Who sent the email?</p> <p>CP (VPres): Gina Calzaferri, (Secretary of Assessment & Evaluation, Office of Institutional Research & Assessment, Temple University).</p> <p>RPD (LAW): The committee has nominated Joe DuCette as chair, so why don't we name him as chair & ask him how many vacancies he thinks he needs?</p> <p>MS (Pres; CPH): We will ask Cornelius to say that name change is fine & Joe is fine.</p> <p>TGC (FSBM): Gina's (Calzaferri) email & Dan's (Berman, VPUS) email have different lists & suggestions.</p> <p>SBD (CPH): What is the process? Are these positions appointed by college deans or elected by collegial assemblies?</p> <p>JK (CST): We are operating in the dark here because we don't know the answer. I think the idea is that the dean is recommending, but there's no reason that we have to accept that.</p> <p>CM (Coord.): This is woefully out of date [information on webpage].</p> <p>RPD (LAW): so we appoint the members?</p> <p>MS (Pres; CPH): In 2 weeks the Executive Committee (which is in the bylaws) will get some more information & make the decision.</p>	
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	<p>CM (Coord.): I will forward the information that Gina sent to me about what the current membership is. I will confirm the current membership because the website is outdated. Some have retired.</p> <p>CP (VPres): That's it for now.</p> <p>KD (ENG): Are some programs growing? Engineering is actually growing. That should mean something that affects where the investment will go.</p> <p>MS (Pres., CPH): Every program is unique & has to have the right balance. We can't address that right now.</p> <p>SOM (ART): We educate the people of Pennsylvania. This is what we do. Nobody makes the connection that families pay taxes & we must let them know that this is what they're paying for.</p> <p>JOINING FSSC DURING VP CORNELIUS PRATT'S REPORT:</p> <p>Pres. Englert: This is something that can be said to the legislature. [Please go up to President Englert's visit to maintain continuity of these minutes. Thanks!]</p>	
Old Business	MS (Pres; CPH): Any issues? (None.)	
New Business	MS (Pres; CPH): None.	
Adjournment	Senate President Sachs: Thanks, everybody! We are adjourned.	Meeting adjourned at 2:54 p.m.
Respectfully submitted, <i>Sue Dickey</i> Sue Dickey, PhD, RN, Associate Professor & Faculty Senate Secretary, 2016-18		

Next meeting: Representative Faculty Senate: 3-20-18. Next FSSC: 2-27-18, Special All University Senate Meeting, 1:00 p.m. 2-21-18, Kiva Auditorium, in lieu of the RFS meeting originally scheduled.

SBD/sbd 2-13-18; updated 2-24-18