

TEMPLE UNIVERSITY
FACULTY SENATE STEERING COMMITTEE
 Minutes

Date: Tuesday, 11/7/2017

Time: 1:00 p.m. – 3:00 p.m.

Present: Michael Sachs (Pres., CPH), Sue Dickey (Secy., CPH), Michael W. Jackson (Vice Pres., STHM), James Korsh (CST), Kurosh Darvish (Engr), Ken Thurman (COE), Paul LaFollette (Fac. Herald, CST), Teresa Gill Cirillo (FSBM), Tricia Jones (Past-Pres., LKMC), Sharyn O'Mara (ART), Jeffrey Solow (BCMD), Kimmika Williams Witherspoon (TFMA), Rafael Porrata-Doria (Law), Robin Kolodny (CLA), Carmen Sapienza (LKSM), William Cabin (SSW), Melissa Ranieri (Pharm), Jie Yang (KSoD), Cheryl Mack (Coord.)

Absent: Cornelius Pratt (LKMC), Sabbatical; Paul LaFollette, (Fac Her)

Guests: Ken Kaiser, CFO, Temple University CFO (1:00-2:00 p.m.); Patrick O'Connor, Chairman of the Board of Trustees & Chip Marshall, Board Trustee, Temple University (2:00-3:00 p.m.)

Topic	Discussion	Action
1. Meeting	Call to order.	Called to order at 1:06 p.m.
2. Approval of Minutes	<p>Minutes of 10-31-17 incomplete.</p> <p>MS (Pres., CPH): Reported for MJ (Vice Pres., STHM), who unable to be here.</p> <p>ARE THERE ANY QUESTIONS?</p> <p>JK (CST): Was there an error in dean's committees? There was something in an email that one of my colleagues got about a name he put in for the dean's review committee in my college.</p> <p>MS (Pres., CPH): Was it a typo?</p> <p>SOM (ART): What is the process for nominating someone to the Sabbatical committee?</p> <p>MS (Pres., CPH): The name is sent forward from the Faculty Senate to Kevin Delaney & Keith Morrison.</p>	Deferred.
Report of Vice President, Michael Jackson	<p>See attached report of MJ (Vice Pres., STHM). MS (Pres., CPH) reporting for MJ. MS (Pres., CPH) sent out info for the University Sabbatical Committee.</p> <p>SOM (ART): Please forward the name that I submitted to Keith Morrison.</p> <p>MS (Pres., CPH): Are there any others?</p>	
Ken Kaiser (KK), Chief Financial Officer (CFO) for Temple University & Mary Louise Esten (Weegie), Deputy Provost	Mr. Kaiser Diving in: Today's pptx presentation (included) is a review for next week's meeting for the RFS. I've asked Weegie to join since the presentation is as much academic as financial. It's been shared with several of the deans & other audiences as well. I'm trying to collect last min feedback as we go forward. I will close with some housekeeping items around the budget. Interrupt me as we go along to keep interactive.	

RCM was first implemented (at Temple University) in 2014. It is an intense & participatory process. Review was always intended. We have goals about identification of unforeseen equities to make sure model operates as fairly & efficiently as possible. The process was the same as when we began the planning. It's been as inclusive as we could possibly make it. Deloit collected the data as an independent & unbiased manner as possible. John Curry led the team. He has 40+ years' experience in higher education finance & RCM. He's worked for Penn, University of Chicago & University of Southern California to name a few. He wrote the book on RCM.

We:

-issued a faculty survey based on the request from the Faculty Senate. There was a 46% response rate.

-talked directly with all Deans; others.

There are 2 Sets of recommendations: Model Alignment & Budget Operations & Management that RCM & supporting university services. The President & Provost need to make it known that they are supportive as well. It is not just a financial tool.

-We insisted that every school reincorporate their faculty in budget & finance committees. It is up to deans about how they run those committees.

-Service Level Agreements (SLAs): If your school wanted something from facilities other than what they're already paying for, what would you be charged? E.G. from entities like Computer Services & Marketing & Communications. For a plain administration unit, you're not paying extra. We will develop key performance indices (KPI's) for those units. Report card for support units. Are they delivering?

-Benchmarking: We're developing a tool for this. We're currently being benchmarked against the College of the Ozarks, but I discounted that so we're being benchmarked against U. of Delaware, Rutgers & Virginia Tech. These are the big publics, just like TU. This will take 10 months to get loaded on.

-Data collected in reporting: We will develop more, easier, templates for their own projections rather than relying on the budget office (~ new programs/initiatives). All schools need these.

-Assessment of the budget model. Not a 3 yr review delay. If issue that affects one particular school, we don't need to address it.

-Building capacity & expertise. Proper training so that people understand the budget. There is a lot of classroom training, but it's hard to follow. We are making sure everyone understands.

-Key performance indicators: if one unit isn't meeting its goals, that would mean how & what to adjust. Such as reworking the workflow of the department:

QUESTION: CS (MED): Who defines the kpi's?

KK (CFO): Pick the top 10-15 support units. What do the schools need from those units? Budget, HR, student financial services. Did these units provide what they need? Training needed? Did they get it, defined by the users of these services?

	<p>Deputy Provost Esten: These assessments are also occurring in preparation for the upcoming Middle States review. Support needs to conduct reports the same way the schools and colleges conduct them. It is helpful that the 2 processes are colliding.</p> <p>JK (CST): So, this is starting to happen but hasn't been done yet?</p> <p>KK (CFO): Yes. It's a combination of all the inputs.</p> <p>JS (BCMD): Are these laid out as the desirable best practices for institutions that take RCM on?</p> <p>KK (CFO): We would do this for whatever budget model we would use. Best practices. If not in an RCM model, there's not much incentive to do that work.</p> <p>JS (BCMD): These seem to be reasonable for tracking.</p> <p>KK (CFO): You think you're doing it & do it at beginning, but it tails off... now we're hearing that it's better to do something continuous than to wait 3 – 5 years. Benchmarking should have been done on day 1, but wasn't. We just joined the consortium a month ago.</p> <p>JK (CST): Are there any findings from the group about budget committees?</p> <p>KK: Some deans engage well with the faculty & others do not.</p> <p>JK (CST): This means that's not going to change.</p> <p>KK (CFO): There are schools where there are issues.</p> <p>MS (Pres., CPH): What would be the venue about handling concerns? Should Collegial Assembly be sending a message to Provost Epps?</p> <p>Deputy Provost Esten: Send it to the deans' committee, but it is certainly fine to raise it.</p> <p>KT(COE): How does one hold a dean accountable? A dean may not be using the budget committee as it's intended in the model.</p> <p>KK (CFO): This is a combination of Provost Epps & myself. It's a joint committee between us.</p> <p>MS (Pres., CPH): Our college hasn't had a functioning committee for 3 years.</p> <p>RPD (LAW): Theobald sent a strong message to all the deans about effective faculty participation in the RCM model. There has been some movement. We could state something that the President & Provost about reiterating faculty participation in the process & making sure that the deans understand that you guys mean it.</p> <p>MS (Pres., CPH): Idea would be what you think these committees mean.</p> <p>KK (CFO): Advisory mostly. Faculty are implementers & the deans would be wise to consult them. Points should be well taken. We</p>	
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	<p>will inform you when this committee convenes.</p> <p>JS (BCMD): I can't remember the specific questions on the RCM survey, but do you remember what the faculty feedback was about inclusion?</p> <p>KK (CFO): Faculty more than staff. It was generally positive.</p> <p>JK (CST): Unless there are some serious consequences for the deans who don't do it, it's just going to go on.</p> <p>KK (CFO): We will have something with the details & make sure that it goes forward in this fashion.</p> <p>RPD (LAW): It may be useful for these committees to have some general guidelines; (not a straitjacket) but a common agreement about what is supposed to be happening on these committees.</p> <p>MS (Pres., CPH): There could be a model in colleges where it's working as it's supposed to....</p> <p>SOM (ART): Service agreements. Our challenge: when we try to pin things down, it becomes more about what people will/wont' do. There is an office in our department shared by three people that has 3 trash bins & 3 recycling containers. The housekeeping person for our department has indicated that only one per office will be emptied.</p> <p>KK (CFO): Sounds like the trash removal person is feeding you a line of BS. You would laugh if you weren't at TU. Why would you accept that at work? If someone told me that, I'd pick up the phone. This is unacceptable. I would ask you to call me directly if I were a supervisor. A housekeeper doesn't have any clue about how the budget works. I just think it's someone who is lazy. This is a performance, not a budget issue.</p> <p>SOM (ART): That was a random example. We know that it's not the intent of the model. It's more about how different units implement it.</p> <p>KK (CFO): Report that & I will contact Kevin Clark to clear that up for you. It actually makes me angry to hear that.</p> <p>JS (BCMD): What JK (CST) was talking about... when the entire budget advisory committee group is picked by the dean, the individual faculty don't know what's going on at all.</p> <p>MS (Pres., CPH): This was not the original idea.... The Budget Review Committees were supposed to be elected by the faculty.</p> <p>KK (CFO): Not for this committee. The deans knew they had to engage the faculty. If I could now jump to the actual guts of the report...</p> <p>JK (CST): Faculty should want to do what's required; not be forced. If deans function that way, they shouldn't be deans.</p> <p>KT (COE): For every dean review, to what extent are they following procedures in reviewing them?</p>	
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KK (CFO): Back to the review: BUDGET MODEL ALIGNMENT

Our aims: Making RCM more predictable & the model simpler from a usage perspective. Being entrepreneurial & efficient at the school level as well. A closed system here. If you change allocations, some schools pay more & some less. We are instituting a hold harmless position when these changes are made. Everyone is starting out on an equal footing. Right now, it's hard to read but it's a colorful description of how the model reads today (see ppt). Every arrow = a cost bucket. Trying to drive out the costs & make them into something more manageable. Full time equivalent (FTE) faculty & staff equivalents. Wired together in certain ways to drive out the costs. Marginal return around precision. Is it worth the added level of complexity? We had 15 buckets & 8 drivers originally. Trust us... it will get more precise in future (3 – 5 years).

Student genera & space are reduced now to 3 buckets. Simpler. Easier. Better planning & forecasting with better informed decisions. Less complicated than the expenditure based model from the past. Students come under the Provost's office; Student Affairs. These buckets are not opaque. Driven out on credit hours, not just the fall semester as a proxy for the whole year, which we used to do. Some deans started new programs for only spring & summer semesters so that doesn't work anymore. This includes facilities/utilities & space allocation. You will know what you're paying for it. Things like counsel, communications. Depending upon the size of your unit = a proxy for what you're paying for.

Research & advancement: There are schools with a ton of alums; but with little capacity to make major gifts. This smooths things out & makes it more fair.

Other pain point was research. There are schools with no research or any expectation that they will generate it. Others weren't paying as much. Based on size of the school, those bigger & doing more research are paying more. The advisory group's recommendation for this is to incentivize research. Not to make up all of the costs, but some. Some ideas are kicking around in my head. This is something that we definitely recognize.

There are 2 big issues that were loud & clear from every point of input. For the balance of this fiscal year, we're making sure that everyone's well prepared for the time when we implement these changes. We're developing more templates for more canned reports. Templates around projections. There will be a file that we will give to each school so you don't have to reinvent the wheel. Service agreements, KPI's etc. This is to get ready for July 1, 2018, when we implement the actual changes of the model.

We're always here to help & do more training.

A couple survey items that came up with John Curry:

ISSUES:

Ambler, Rome, UG Honors, Budget model needs to solve these issues. We can't build that into the budget model. There may be unintended consequences. Rome was seen as a school or college when we implemented the model. We heard from both deans & faculty. If our students go to Rome, then does Rome get those

credit hours? Then we won't send our students to Rome. So the credit hours that are delivered there will go to the schools. Now, we're back doing well. If Rome's a priority, then let's put money there & the costs will go up. This is a management decision. I have no skin in that game. It just increases the budget.

Bottom line: We can't build everything into the budget.

TU Japan is a completely separate corporation, so there are no issues there.

What about the Tech fee? Gen Ed? These are all great questions...they're just not part of the budget model. They are not wired to & not intended to be. Some issues need to be addressed with adults sitting around the table.

We used to hold a speed dating format where units had 20 minutes to present their issues & requests. You could sit there for a couple hours & listen to 6 or 7 of them. Now we do it differently. All support units will present funding requests rapidly, to permit us to compare & prioritize.

Next week, at RFS, we will do this same presentation.

Meeting with each dean one to one & then a second time to address questions to make sure we're on the same page. I'm happy to come back & present to this group & also your collegial assemblies.

Now that we have our state funding, there is a bullet that was dodged for this year.

Are there any questions?

RK (CLA): When I have a program that is required to collaborate with another college. We're talking about one elective class. Way too many hours because of one dean's objections for letting a credit hour go. People think about this in this competitive way & have lost sight of the student experience. Why can't we have some joint appointments across colleges? Why is that impossible when the deans won't even talk to each other?

KK (CFO): The deans that do cooperate are much more successful & their schools are much more successful. We have relationships with all the deans & all the business managers. We can call them and ask "What's going on here?"

RK (CLA): I agree with that. But the knee jerk reaction is a black & white NO!

KK (CFO): We all have skin in the game for TU doing well. State funding will go away in a year or 2. Pennsylvania is in a death spiral so don't think things are going to turn upward. The more revenue we can get from new programs will soften the blow for our students. \$156,00,00 is not something that we can easily lose.

JK (CST): There are a couple of things that can go wrong. There is a huge emphasis on credit generation. Emphasis on not putting \$ where resources are required.

	<p>KK (CFO): Worst decisions still got the same budget in the old model. When a school or a dean doesn't shift expenses, that school goes down.</p> <p>JK (CST): If I have a way to generate more credits & don't put resources where they're actually needed...</p> <p>KK (CFO): Enrollment is going up in the business school. One year, there was no issue. Two years... people began complaining. At 3 years.... Done after that. People lose trust. It will self-correct from that perspective.</p> <p>THANK-YOU. See you next week.</p>	
<p>Board of Trustees President O'Connor & Chip Marshall, & Pres O'C's assistant. Ann Nadol, Secy to the BOT.</p>	<p>Introduced by MS (Pres., CPH). Thank you all for coming.</p> <p>BOT Pres. O'Connor: I'd prefer a Q & A session because I don't like to get talked to & you don't necessarily learn anything.</p> <p>I met with a lot of the legislative leaders in Harrisburg this year. without the support we couldn't be as affordable. PSU & Pitt who share the role have \$ 2.5 billion.</p> <p>TU has \$500 million. We've been told not to rely on this in the future. There are a number of representatives & senators who do not believe that the support should continue. If we lose it, who we become & what we need to charge could make it not good for the future of the institution. We're not pretending that it's not going to go away, so we can remain true to our mission. Everyone must develop new strategies: Participation in giving. Habit of giving to Temple to transform its mission. Only 7% of our alums give. This is deplorable. If every alum gave \$100/year, it would mean \$30 million/year. Accessibility is the gateway & key for making our society & our city better; leading to a much better country that is not as divided as it is. We need the help of the faculty in reaching the students that you teach to give in the future. Scholarships.</p> <p>JS (BCMD): The President said to us that he thinks next year will be the last year we can expect state funding.</p> <p>BOT Pres. O'C: Corbett tried to reduce the appropriation from \$140 to \$90 million. There is an affordable education PAC who cares about our mission... we give \$ to those people, & they know it's part of our mission. You may want to hear from Mr. Marshall about this.</p> <p>Mr. Marshall (Chip): Administrative processing of academic matters: Tenure; accreditation; We're not unmindful about what's coming down the horizon. We're arguably a little late to the game with online learning (OLL). At least encouraged to begin that game. This starts in academic affairs & goes across the campus. Need to be thinking about how people get through their study more quickly & cheaply. We see ourselves as the facilitators of that discussion. Nobody has said to us to put the binders on to slow us down. There's no concession to current financial state of affairs to cause us to look at things differently. We're encouraged that the schools & colleges have more 'face time,' [with the BOT] so more deans are attending our meetings. Last meeting, we discussed the international context, including Main Campus, Tokyo & Rome? These students may never be coming to North Broad but would still be sharing in the TU academic experience. We are proceeding</p>	

within the context of raising issues & hopefully a setting for a meaningful discussion. We'd like to get out ahead of these changes.

MS (Pres., CPH): What about the success of Fly in 4?

Mr. Marshall (Chip): We have no final numbers, but that information is more likely to come out of the President's office & shared with all of us. When you think about cost & debt, you get out in 4 years, that's positive press.

MS (Pres., CPH): We can check with Jodi (Laufgraben?)

RPD (LAW): What about the state cutting us loose?

BOT Pres. O'Connor: They get 12 appointments to the TU BOT. There is much more intrusion with respect to Penn State U. The issue is that PA is low in support of education. There is a huge Pennsylvania deficit hole. How will this money be raised without raising taxes? I met with the chair of appropriations, Speaker of the House [of Representatives] & the Senate Majority Leader. Penn State U is his constituency. A lot of Republicans in Western Pennsylvania are definitely against state related aid. We're on it as a BOT & administration. We want the faculty to be aware because it's important. We give a lot more back to the state than we get, & we think we've made that case.

Mr. Marshall (Chip): I think Patrick O'Connor is right. The amount [this appropriation to these 3 universities] of \$900 million is a big card to play. We get jumbled in with public education, & what does that mean? When you think about these 3 & what they mean to the state & to the world with respect to medical research & where our grads go all over the world, we have not made that case. It wouldn't happen in a legislative committee in Harrisburg.

RK (CLA): As the Chair of Political Science: If there are things that you can do to increase face time with faculty & that trickles down to students, it would be a lot more effective. We have Temple interns in Harrisburg. There are 20 kids/term in Harrisburg from our department. Every time they do something successful, they're lobbying for TU. A lot get hired.

BOT Pres. O'Connor: Health system... we own. It is not sustainable. People will pierce the corporate veil. We care in a very good way about the population we serve but it comes with a price. It remains a problem. We have to deal with this & make sure that this cloud goes away at some point in time so that we can concentrate on the educational mission.

RK (CLA): There needs to be constant communication about the value that TU has in those settings... As a faculty member, I would say, be very careful about this so that it doesn't become something like the kind of tragedies that happened at Drexel. There are very few full-time faculty other than in programs where they can make money. A kid goes to Drexel to pay a ton of money to get no services, and meet no faculty. That online driver has really created a problem for them. Numbers wise, it's pretty grim.

BOT Pres. O'Connor: I'm aware of some of their issues. It's a totally different institution. In many ways, Temple is so far superior

to them, not only with our educational products, but in other ways. The worst thing that happened to them is that they created this new law school... I wouldn't have done it. They're buying seats to stay competitive with TU Law. We're not. The interactive experience at TU is one of the marvelous things about a university education that shouldn't be lost. But there's this cost issue that shouldn't be lost. If this place cost \$30 K, I wouldn't want to be here. I was a product of a single parent state aide school that I wouldn't be here without.

Mr. Marshall (Chip): Our role is to convene the conversation & make sure that everybody gets heard. Millennials wonder: Why can't I make progress on my degree over the summer? Summer OLL is concept that we should discuss. Need to inform. We shouldn't get lumped in with Bloomsburg & Millersville. We're not like them. We take care of the Medicaid population. Otherwise we will just throw up our hands & make dumb decisions.

MS (Pres., CPH): There are nuances between some OLL courses available at particular times rather than whole programs.

Mr. Marshall (Chip): Is this a kind of reasonable request?

MS (Pres., CPH): If we have graduates in part of the state where legislators are leaning away from support who would we talk to?

BOT Pres. O'Connor: George Kinney & his team. Episodic about when we need to do it. We could have them brief you on the political landscape. How they plugged the gap this year is artificial. The legislature is borrowing against future revenues.

Mr. Marshall (Chip): The tobacco settlement is no longer going to fund uncompensated care. Just because we dodged a bullet doesn't mean we didn't get wounded.

RPD (LAW): I've heard that there are people in the state who don't know what/where TU is.

BOT Pres. O'Connor: TU pride among alumni is changing. Getting better. Any social gathering where I meet with TU people I ask: Have you been back to campus? No. Do it! Do you give \$? No. Do it!

RPD (LAW): A lot of places in central & western PA that don't know about it.

KWW (TFMA): I'm told that one in seven in Philly is among TU people? Is that true? If yes, we're not advertising well.

BOT Pres. O'Connor: Yes. We don't brag enough about our world class faculty & all. We have 30,000 students getting a great education. Alums will say: the state takes care of this. Not anymore. Broadening the image. Getting people proud. People want to come here now. It's a much different place than it was in the 70s. It pulsates! People are wearing the TU stuff. Students & graduates. A little more pride. This is going to help.

MS (Pres., CPH): You can't get a TU license plate if you're not a grad.

JY (KSoD): In a couple of years, with minimal or no funding..

would we allow our students to be private going back to the 1960s or 70s?

BOT Pres. O'Connor: We'd become private but would have to take tuition up by \$5-6K/year. We hope it never happens & we're working very hard to make sure that it doesn't. Affordability. Our tuition is still ~\$2000/less than Pitt's. Pitt has a better giving rate. We've got 6 billionaires [graduates] whose names are on every other institution than this. We've got the change that.

JY (KSoD): Why don't we just become private? For \$6K more?

SD (Secretary; CPH): It would be more like \$12 k more for an academic year.

BOT Pres. O'Connor: You don't want kids to come here & get huge amounts of debt because you don't want to put them in a hole that they never get out of. I don't want to be Penn. This is the real world. They're elites. There's room for that. We have elites here. It's important that we all share that dream & make sure that it's executed.

KWW (TFMA): I appreciate your candor. Faculty & students need to know more about the 2 years out & what that means. Grade inflation, being able to buy a grade; buy a degree... that scares me.

BOT Pres. O'Connor: Understand that we are special. When your students leave, make sure that your students are grateful for who you are & what you did. Encourage your faculty members to give, no matter how small. We could save the gap on interest alone. St. Jude's (Research Hospital for Children in Memphis, TN) raised \$500,000/year on average gifts from people of \$60/year. We must get this message out & we can do it with pennies.

JK (CST): Favorite professors are people that we respected. For a long time, fundraising had to be central. We weren't allowed to approach our graduates for funding projects within our areas.

BOT Pres. O'Connor: We should bring Jim here.

MS (Pres., CPH): He's coming in a couple of weeks. Connections with faculty would boost the response rate dramatically.

RK (CLA): When I first became chair, it took me 6 weeks to get my alumni lists. It was as if they were wondering, "what is she going to do with these lists?!"

BOT Pres. O'Connor: Two silos.

RK (CLA): My husband is an alumnus of Johns Hopkins University who graduated 35 years ago. When students graduate from Temple, they may keep their TU email for only one year. JHU has kept my husband's email x 35 years & it's very easy for them to beg him for \$ that way. TU alumni must pay to keep their TU email.

BOT Pres. O'Connor: Keeping TU email is a great idea!

SOM (ART): It's great marketing!

BOT Pres. O'Connor: It IS great marketing!

	<p>SOM (ART): A lot of students don't make the connection that TU is their tax dollars at work. Parents have been paying into this fund for decades. Students don't understand this; parents probably don't either. My students have an average unmet need of \$13,000/year; \$100,000 debt upon graduation. College or this quality of program will not be an option. To switch: some schools don't have the funding up front to invest to make things happen. Shared resources. Brick wall in a lot of places.</p> <p>Mr. Marshall (Chip): BOT Pres. O'Connor appointed a task force that grew to ~ 60 people to look into all these issues. We will make sure that all this will get heard.</p> <p>JS (BCMD): What better way to present the outside world to TU than through the arts?!</p> <p>Mr. Marshall (Chip): Regardless of how you feel about football, when TU was on 2 winning seasons, what more about it wasn't all about TU? That said, this is a hard place to go to school. I have 2 degrees from here. Common sense dictates that a better satisfied customer will be an alumni donor. There is a number of different reasons that we're doing this. What an opportunity to spend \$100 million on getting better? We should be about looking to be the absolute best we can be? We should be spending more \$ keeping tuition low, on new faculty, keeping tuition low & building new buildings.</p> <p>BOT Pres. O'Connor: Faculty is part of the fabric of this University. We need your criticism, your advice & we need to know. Remember, our mission is about: AFFORDABILITY & ACCESSIBILITY. When they leave your tutelage, they leave as educated adults, thanks to that. Don't ask anyone to tell me that what you're doing is not special.</p> <p>We will be having a lot more interaction with the deans at the BOT because it's important. Chip will be there.</p>	
Old Business	None.	
New Business	None.	
Adjournment	Senate President Sachs: Thanks, everybody! See you next Monday at the Representative Faculty Senate meeting.	Meeting adjourned at 3:00 p.m.
Respectfully submitted,		

<p><i>Sue Dickey</i> Sue Dickey, PhD, RN, Associate Professor & Faculty Senate Secretary, 2016-18</p>		
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Next meeting: Representative Faculty Senate: 11-16-17. Plans: Please attend the Senate Service Awards banquet on November 14th. Next FSSC: 11-28-17.

SBD/sbd 11-7-17; updated 11-24-17
UPDATE:

SENATE COMMITTEES	VACANCIES
Budget Review Committee http://www.temple.edu/senate/committees/budget-review.html	1
Committee for Administrative and Trustee Appointments http://www.temple.edu/senate/committees/administrative-trustee-appointments.html	1
Council on Diverse Constituencies http://www.temple.edu/senate/committees/councilofdiverseconstituencies.htm	1
Educational Programs and Policies Committee. (EPPC) – ELECTED CMTE <i>At least six schools/colleges must be represented on committee. Largest School/College (CST) should have two faculty. The second largest School/College (CLA) should have at least one faculty. No more than two faculty from each school/college may serve at any time. * Must select 1 from CST.</i> http://www.temple.edu/senate/committees/eppc.html	1*
Faculty Herald Editorial Board http://www.temple.edu/senate/committees/faculty-herald-editorial-board.html	4
Lectures and Forums Committee http://www.temple.edu/senate/committees/lectures-forums.html (FSSC should consider decreasing number for membership. 8 not necessary and cmte is difficult to populate)	5
Library Committee http://www.temple.edu/senate/committees/library.html	1
Standing Committee on Continuous Revision of Faculty Handbook http://www.temple.edu/senate/committees/standing-continuous-revision-handbook.html	4
PROVOST COMMITTEES	VACANCIES
Student Award Selection Committee http://www.temple.edu/senate/committees/student-award-selection.html	2
University Sabbatical Committee – ELECTED CMTE <i>(No more than one faculty member per school/college may serve at one time)</i> http://www.temple.edu/senate/committees/university-sabbatical.html	3
University Tenure and Promotion Advisory Committee – ELECTED CMTE <i>Only tenured full professors may serve on this committee. (No more than two (2) faculty members from any school/college may serve at any one time. Faculty shall serve a two-year term. Term for this committee begins in the Fall semester.</i> http://www.temple.edu/senate/committees/university-tenure-promotion-advisory.html	
<ul style="list-style-type: none"> • UTPAC-A Humanities and the Arts 	1