

TEMPLE UNIVERSITY
FACULTY SENATE STEERING COMMITTEE
 Minutes

Date: Tuesday, 3/28/2017

Time: 1:05 pm – 2: p.m.

Present: Michael Sachs (Pres., CPH), Sue Dickey (Secy., CPH), Elvis Wagner (Vice Pres., COE), James Korsh (CST), Kurosh Darvish (Engr), Ken Thurman (COE), Cornelius Pratt (SMC), Paul LaFollette (Fac. Herald, CST), Donald Hantula (CLA), Teresa Gill Cirillo (FSBM), Raghbir Athwal (LKSM), Jeffrey Solow (BCMD), Kimmika Williams Witherspoon (TFMA), Cheryl Mack (Coord.)

Absent: William Cabin (SSW), Melissa Ranieri (Pharm), Donald Harris (LAW), Tricia Jones (Past-Pres., SMC), Michael W. Jackson (STHM), Sharyn O'Mara (ART) Jie Yang (KSOD)

Guests: Guests: Betsy Sweet, Faculty Senate Committee on the Status of Faculty of Color (FOC) follow up on last meeting of 3/7/17 & James Dicker, Director of Institutional Advancement

Topic	Discussion	Action
1. Meeting called to order at 1:01 p.m.	President Sachs called the meeting to order at 1:01 p.m. Requested approval of FSSC Minutes of 3-7-17.	Minutes approved as read.
2. President Michael Sach's Report	<p>Betsy Sweet is today's guest. James Dicker will also be here.</p> <p>I met with the Provost yesterday and we spent time:</p> <p>-Reviewing procedures & policies, particularly the classroom absence policy, pending a Twitter storm re: a hospitalized student who was prohibited from taking an exam by a professor. Jeremy Jordan & Jodi Laufgraben will be visiting us again re: draconian attendance policies for students in majors like musicians & athletes with TU related obligations or things like deaths in the family. Issues that might preclude a student from attending class when there's an exam or surprise quiz...</p> <p>There should be opportunities for students to make these up. Some things not reasonable, but neither are some professors. The Provost would like a summer committee project with administrators, faculty & some students to create a better policy regarding this issue. Probably 90% of the faculty would be fine & a small percentage would say don't tell me what to do.</p> <p>JK (CST): Since we don't work in the summer, I don't think these committees ought to work during the summer. If the committee itself does its work over the summer, it precludes a lot of faculty and students from participating.</p> <p>-KT (COE): Students are not around during the summer.</p> <p>Pres. Sachs: Scott Gratson, who was to come speak with us, was in an accident & is now under care.</p> <p>-In our meeting, the Provost opined about diversity data (for faculty). She would like to share those data with us in the fall. We</p>	

	<p>will have that meeting on the agenda. The depth that we want is available, but there is reluctance to share these in a printed form. Diversity is not where we would like it to be for the University. One of the issues is that, unlike Penn, that could decide that they 'could go get more,' we cannot offer the salaries. We can't identify & pay someone whatever it takes. She will report current data. She will share & have a discussion with us. She was receptive to talking about this, but also to wants to have a discussion of how we rectify this.</p> <p>Pres. Sachs: -Diversity Symposium 2.0 is not ready. Therefore, you can release the date. We will build a better one for the Fall, 2017 semester. -I attended an excellent meeting of the Council on Diverse Constituencies. Most units were able to attend. Some of the committees were not able to come up with anything for the symposium. That is why we have released the date & we will do this in the fall. The Provost's office was not that disappointed, probably since it might have been hard to come up with the \$7000.00 budget. -The Council on Diverse Constituencies will meet again at the end of April & we will come up with a charge. -As we move to more of an energized council, it will move to a more collegial effort, with everyone involved in providing leadership, but that did not happen. What made it successful the first time? We need to ask these Q's in order to get a + outcome in the fall.</p> <p>JK (CST): Whatever works.</p> <p>Pres. Sachs: The search for the Vice Provost for Undergraduate Studies (VPUS) is underway. Please nominate good names.</p> <p>That's all. Any questions? (None).</p>	
<p>3. Guest, Betsy Sweet, FS FOC Committee, appeared to follow up on her 3/7/17 visit to the FSSC.</p>	<p>Dr. Sweet: Last time I was here, we were asked to have meetings with Human Resources & University Counsel. We met & the committee decided to rewrite the charge & use the language on the Faculty Senate webpage. We've a committee with 7 members who were able to attend a meeting, and we worked on it in the committee & sent it out to the 6 who were not able to come. I will read it & you can comment. Then we will send the final version (that is to follow later). We're almost done. I think that we can get it to you by the 10th of April so that you can send it out before your meeting on the 11th.</p> <p>Pres. Sachs: Thanks to the committee for working on it.</p> <p>Dr. Sweet: Read the proposed committee charge. The focus is on race & ethnicity. We have a grad student who is supposed to be working on this. A lot of grad students are coming to us looking for support. We could add undergrads, too, if that seems appropriate, but we haven't been working with them traditionally. Are there any questions? (None).</p>	

<p>James Dicker, VP for Institutional Advancement</p>	<p>Pres. Sachs: Thanks for coming & sharing.</p> <p>Hi, I'm Jim Dicker, and I've been at Temple University since May of 2014; for 3 years. I was previously from Lafayette College in the Lehigh Valley (Easton, PA.). There were two VP's for Institutional Advancement in this role before me with no reports back to the Board of Trustees (BOT), which was the basis for my presentation. (Slides available that will accompany this set of minutes). Here is my report:</p> <ul style="list-style-type: none"> -Principle Gift Fundraising – Gifts at the highest level. There have been 37 positions hired over a 5-year period where people are out on the road working with donors. The year before my arrival was when strategic communications were launched. Temple has made significant investments in alumni relations. There were formerly 6 people working on this; 10 more have been added to make 16. -Fire away with any questions. In addition to the new positions, tracking software was added to support the external fundraising efforts. -There are Gift Planning, Principle Program & the Regional Giving Program. -Principle donors are those likely to give >\$500,000. -Annual donors are those who are able and willing to provide yearly small gifts from \$1.00 & up. -Regional donors: Raise money for all units or whatever the donor happens to be interested in. These include trusts, charitable gift annuities, etc. There are eight positions in prospect research. We have 300,000 alumni. Whom do we go after? Stewardship gifts. How do we keep them current? The best donors are current donors. -Compliance – this is an inward looking position. -There are restricted, deeded gifts. We want to make sure that we are reporting back to our donors & that their donation is properly spent. This is the compliance piece. There are ~ 15 chapters across the country in strategic places. The growing focus is on young alums. They have the most potential in the future. Temple University has changed from a primarily commuter - > and has been transformed into a different campus, now and over the past 25 years. -KT (COE): It's not clear how our College of Education person relates back to your office. <p>Mr. Dicker: There is a half & half budget with dual reporting. About 90% of the fundraising folks are 'half & half' & report back to individuals. Every prospect has a primary & secondary manager to whom they're assigned. I can always reach out to the</p>	
---	---	--

primary manager, & this precludes multiple entry points at the same time. Biggest interest is athletics. People know the system & it is usually well organized.

FUNDRAISING RESULTS:

-Numbers are numbers. We get episodic large donations (\$5 million). 2016 was our biggest year, with the donation by BOT member Lewis Katz to the School of Medicine. Very little bequests for money. There was one \$5-million grant. We've moved the needle. The BOT was stuck on this slide for about an hour & a half! Remember? (to M. Sachs.)

-Only 160 pledges who had made them who didn't pay. When folks make them, they usually pay them. Telefund pledges are collected every night & are tracked separately.

-In addition to money, we also look at alumni participation. This kind of tracking demonstrates your pipeline. Mostly, they are donors at smaller levels in the past. They don't just drop in with a significant gift.

-When *US News and World Report* started to track alumni participation in rating their ratings, this was one of the ways to track. There is pressure everywhere to push participation. Other universities mis-report. We do not. Our number of solicitable alumni has climbed. We are graduating younger alums at a higher rate than people are dying. Plus, there is a concentrated effort to find people. We've really pushed this piece. See the slide on DONOR PARTICIPATION.

-There are 41,000 donors; half are alumni. The other half is made up of those in the community who are grateful to athletics and also donors to the hospital who are grateful for service. There are friends & hospital friends. Retired faculty give. Former students who didn't graduate. Parents – no. This giving is almost negligible. This is a huge missed opportunity. It's a very private school thing to do: parent fund-raising at the higher level. In every incoming class of freshmen, there are probably 50 who could make a difference with donations at the level of \$10,000 & up.

Pres. Sachs: How do you know someone passes away?

Mr. Dicker: We are usually notified. When we are telefunding, they tell us & we remove them from the list.

PL (Fac Her): How did you get this to go up so much in the past 10 years?

Mr. Dicker: If you get a gift from parents in the freshman year, there's ~ a 75% return rate. Parents & medical research – attracting people interested in what you are doing. You may remember Al Checcia – formerly VP for Institutional Advancement at TU. He is now at University of Southern California (USC)...

there, he got a huge amount mostly from parents. Individual giving has grown recently & corporate giving has been flat. About 99% of the gifts are tied to an area. Virtually all is raised within a unit. The money is restricted & directed.

-See SLIDE: GIVING BY AREAS – This gives you an idea, but it is not a great slide. It reflects 2012-2016 unit based fund raising. A lot of that is restricted for medicine. The Katz School of Medicine & Fox Chase Cancer Center (FCCC). There are endowed scholarships given. They are mostly directly related to students or the academic program. Athletics & the library are wishing for more. A lot of schools have strong class affiliations. We don't have that here. Here it's a strong, unit based affinity. The slide reflects giving by unit. If you don't see your unit there, it's 'south.' Giving is mostly medical. FCCC. Medical fund-raising. Fox School of Business & Management is doing better this year.

PL (Fac Her): Is this where the money is coming from or going?

Mr. Dicker: Going.

PL (Fac Her): What fraction is donor directed versus going to the university in general?

Mr. Dicker: Very little. Most fundraising opportunities were built on unrestricted giving. That amount is declining. Donors want reports back about how we are using their money. We don't plug a number into the operating budget for unrestricted support.

-See SLIDE: FUTURE VISION - We are OK to good on participation & moving in the right directions.

-Temple University had one campaign in its history. The goal was \$350 million, which they raised & surpassed over a 7-year period. Over the presidential transition, we always have to pause & see where it's going. Why can't we say a billion\$\$? It sounds really cool. A president always did a campaign. Presidents always used to do at least 1 – 2 campaigns. Now it's flipped. The average campaign is ~ 9 years; the average presidential tenure is around 4 -5 years.

Pres. Sachs: So if you were to raise \$100 million it would cost \$17-18 million?

Mr. Dicker: Basically, yes. Our budget for the \$90 million is ~ \$16 million. There are a lot of different ways to fund an advancement movement. All the revenue you are generating in the classroom (by generating credit hours) is allocated to some of that. Donors are accustomed to a gift tax. Our revenue source is from whatever you put into RCM that is our allocation of that.

You could put a plan in place to ramp up the budget 1 – 1.5 \$ /year over 5 -6 years to get to the \$100 million range. Penn State

has many more alumni than TU & has hit the \$200 million range. University of Pittsburgh has a \$150 million range. We have passed the \$125 million mark at Temple University.

-KT (COE): My impression is that we are weak on endowment at Temple University.

-Mr. Dicker: Often the big ones are estate driven. We now have an office of gift planning. We have \$500 thousand. U. of Pittsburgh & Penn State are north of \$200 million. When you are Princeton, you have more money than God & are always building for the future.

-TGC (FSBM): How much are the deans involved with this?

-Mr. Dicker: It depends. Some completely delegate & don't want to get involved. Successful schools have development person who has been around for a while and has good chemistry for the dean. Engaged donors like to know about other things in the university & give to them. Penn's last campaign had their largest donors give to multiple different areas (along with giving MORE money).

-KT (COE): Along those lines, I still get annoyed when I see Alter Hall because I know that Dennis Alter was a grad of the College of Ed!

-Mr. Dicker: Penn State has an alumni organization that requires dues payment.

-Pres. Sachs: What are the strategies for increasing alumni donations from 7%?

-Mr. Dicker: Engaging young alumni. But the telefund picks up new donors. This is a wash, & doesn't raise money, but it collects new donors. We are looking for an outsourced system to manage the endowment. Ken Kaiser's group is managing that. You could ask him to talk about that. He has the presentation.

-Mr. Dicker: Telefunding is dying, but we don't know what else to do about that yet. Online giving is on the rise, particularly for younger donors who don't even know what a checkbook is. Not so much for older who don't know how to maximize texting.

KWW (TFMA): The Temple T on the portal is a great idea (for indicating how a fund drive is going). I find it very helpful.

-Mr. Dicker: Stanford has taken its telefund away. Three has been crowd-funding at Temple University for ~ 6 years. They are small efforts and are done to raise \$5000 for something small. You can see how the needle moves. This is good for donor acquisition.

Pres. Sachs: Are there naming rights?

	<p>-Mr. Dicker: For example, “The Dicker Athletic Complex of the Pearson-McGonigle Athletic Halls?”</p> <p>-KT (COE): I don’t know if this strategy would work. For WHY – the colleges & U’s compete. What about the colleges & schools at Temple University?</p> <p>KWW (TFMA): That wouldn’t be fair.</p> <p>Pres. Sachs: You would have to do by percentage.</p> <p>-Mr. Dicker: WHY is very effective. They report deadlines & urgency. We could play this out a little more. We could follow that out this June when we have the competition among the different schools & units.</p> <p>-KT (COE): We don’t have access to that info.</p> <p>Pres. Sachs: Any final questions? (None).</p>	
<p>4. Vice President’s Report – Dr. Elvis Wagner</p>	<p>There is no written VP report for FSSC Meeting for March 28th.</p> <p>Elections— Proceeding. Please vote again! Steering Committee was allowed to vote early to determine problems, but there was a miscommunication & the IT person wiped all of your votes. The person thought it was a trial. Voting is underway.</p> <p>There are minor difficulties for people who are chairs... we allowed them to vote but they are technically administration. However, we allowed them to vote.</p> <p>There are 125 votes as of 12:15 p.m. today. Michael Sachs far & away top vote getter for President! There is only one competitive race, Educational Procedure & Policy Committee (EPPC), so please vote & urge colleagues to vote.</p> <p>For Research Procedure & Policy Committee (RPPC): In previous meetings, we discussed some issues. It got a new charge but hasn’t formally met. Michael & I met with Michele Masucci, Vice Provost for Research, earlier today. She gave us a lot of history & background. Historically the charge was to review applications for seed grants. There was formerly \$40K; this got bumped up to \$60 K to divided recipients. Discontinued for a number of long reasons. It might be of interest to us to bring those back because they were a lot of money & it was associated with the Faculty Senate. For a number of reasons, they were discontinued.</p> <p>RPPC’s new charge: To advise the research office & the University about faculty concerns re: research. She says that she actually has very little interaction & feedback from</p>	

	<p>faculty. She works with Associate Deans for Research. I found this troubling. There is a disconnect. So I think that they will need to feel their way out with Michele & see what happens.</p> <p>Pres. Sachs: We will make sure that they (RPPC) schedule a meeting with her before the end of semester.</p> <p>VP Wagner: We will make sure it happens at some time in mid-April.</p> <p>-KT (COE): Michele's office is doing something like that.</p> <p>-KD (ENG): There was more.</p> <p>-VP Wagner: I attended the luncheon for the RCM Review. They generally seemed to be listening & taking our concerns down. Definitely interested.</p> <p>-TGC (FSBM): I agree, but Fox is a different animal when talking about RCM. Where do we go from here? Will there be some sort of a Faculty Senate report on this?</p> <p>-Pres. Sachs: They're collecting info from diverse constituencies from ~ the University. They will come up with a report that I don't know whether we'll see. In checking with K. DeAngelo, we don't know how far down these meetings extend. Some collegial assemblies; not others... I will ask if faculty whether or not they do have concerns that were not able to express.</p> <p>-KT (COE): has a collection of data going on.</p> <p>PL (Fac Her): There may have been one in our college but we wouldn't know because that's how things are done in our college.</p> <p>JK (CST): I agree.</p> <p>-KT (COE): Mantra that I heard coming from them fairly consistently was, "It's not the RCM model; it's the way it's implemented."</p> <p>Pres. Sachs: There is minimal transparency with the deans having taken total control. Now's your chance to complain.</p> <p>-VP Wagner: I specifically, during a Senate meeting asked, Ken Kaiser that we do a faculty survey. He thought it was strange at the time, but then later seemed excited. Now I'm not b/c the survey was pretty meaningless. I think it only give them a cover to say that they consulted faculty.</p>	<p>Passed unanimously.</p>
--	---	---------------------------------------

TGC (FSBM): We have 25 teaching a business course: 10 f.t. & 15 adjuncts. Each of them has a f.t. faculty mentor. Once/semester & socials. Is that the kind of thing that you are talking about?

PL (Fac Her): That's wonderful! Also, could we hire 1 to teach 4 instead of 2 to teach 2? FT = benefits & more \$\$ but much better for the students. Other issues. Having an office? Some kind of 'personish' thing. There is nobody that reps them about the kinds of stuff we talk about.

JS (BOY): Especially since chairs out of bargaining unit. For those who didn't see there is a rally at 11:30 a.m. this Thursday for adjuncts.

PL (Fac Her): I think that we could ask the liaison committee to meet with some adjuncts. It might be reasonable to invite some adjuncts who are not fearful.

Pres. Sachs: Would we be seen as taking sides? We haven't done that in the past.

PL (Fac Her): It's good for us to talk. After all, we're turning over many of our undergrads to them & it would be nice to know whether we can trust them.

JS (BOY): That makes a very valid argument for having a closer relationship with adjuncts.

JK (CST): They are cheap & good!

PL (Fac Her): Getting second class support in many cases.

TGC (FSBM): Is this something that has to happen at the college or department level? Something as simple as creating opportunities for meet & greet where they can meet others? Other adjuncts.

PL (Fac Her): This is the watch-bird watching you! Have you been a good college this year? Health sciences & professional schools are very different. CLA & CST tend, rather to regard them as a cheap way of running a lot of students through the mill.

RA (LKSM): Anatomy is the biggest lab. It's got the most adjuncts.

JS (BOY): In Boyer, we use adjuncts both ways, b/c for music history, which is just like CLS.

Pres. Sachs: So do we want to make a motion?

TO INVITE A NUMBER OF ADJUNCTS TO MEET WITH FSSC. CARRIED UNANIMOUSLY.

	JS: How do we identify who is reaching out?	
7. Adjournment	Meeting adjourned.	Adjourned at 2:56 p.m.
Respectfully submitted, Sue Dickey Sue Dickey, PhD, RN, Associate Professor & Faculty Senate Secretary, 2016-17		

Next meeting: FSSC, Tuesday, April 4, 2017, 1:00 p.m.
University Faculty Senate, April 20, 2017: 1:45 p.m.

SBD/sbd 3-7-17; updated 4-2-17.