



TEMPLE UNIVERSITY
2022–2023 Budget Presentation
to the General Assembly
of the Commonwealth of Pennsylvania



Appropriations Committees

Opening Statement

Distinguished Committee Members,

This is my first opportunity to address the Commonwealth's Appropriations Committees since I became the 12th president of Temple University on July 1, 2021. First and foremost, I want to say thank you for all you have done, and continue to do, to support the ecosystem of quality higher education in Pennsylvania, and Temple in particular. I look forward to collaborating to accomplish aggressive goals and objectives for the Commonwealth.

The Landscape

We come together at a time when higher education is at a crossroads. Our challenges include:

- Negative trends in enrollment due to demographics, and exacerbated by the pandemic;
- Perceptions of philosophical or viewpoint bias;
- Demonstrating the return on investment across courses of study.

We can address and surmount these challenges. And, we will continue to drive impact as an engine of opportunity for our students, and economic impact for the Commonwealth.

Contrary to much of the commentary highlighted in the media, higher education is not under duress because of its characteristics, or how colleges and universities are pursuing their missions. Rather, the headwinds and friction reported on are all but inherent to the function of our institutions.

When we send our youth, our children, our future, off to college, we do so because we want them to learn, grow, and mature. We want them to merge into and shape our present. This means that higher education sits at one of the single most important inflection points in the living organism that we variously refer to as "civilized society" or "the American experiment."

As a current president, I encourage that we engage a deeper conversation about what we—the state-related universities appearing before you, along with the community colleges, state system schools, and private institutions in Pennsylvania, together with you, our elected policymakers—want to accomplish for the Commonwealth and its citizens. I'm sure we will touch on this during the hearing session, and more and more thereafter. My bottom line is this—let's push each other to find new ways to do more for Pennsylvania.

What Temple is to Me

Temple is unique. We are a large, public, very high research, Division I institution, with a comprehensive academic medical center, and located in a top 10 metropolitan market. I can tell you that we share those characteristics with a very short list of universities around the country—four, to be exact. University of California, Los Angeles; University of California, Irvine; University of California, San Diego; and the University of Illinois Chicago.

This unusual collection of traits provides exceptional value to our students: a plethora of courses of study; an urban laboratory in which to engage the most pressing societal problems of our time; the richness of experience afforded by high-level athletics; and the arts, culture, and business that the greater Philadelphia region has to offer. And we provide all these benefits at the lowest tuition of the three comprehensive state-related institutions, while operating in the highest-cost environment.

As I lead our community of nearly 36,000 students and more than 340,000 alumni into 2022, we believe that Temple University is poised to achieve new heights of excellence and prominence. A crucial element in the rock-solid foundation on which we are building is the substantial support that we receive from the Commonwealth of Pennsylvania. It makes a significant difference.

To make Temple University more affordable and accessible for our Pennsylvania residents, we effectively double the value of the state appropriation—most recently \$158.2 million. As a result of this investment, we provide every in-state resident a tuition discount of more than \$13,000. Together, the Commonwealth and Temple prioritize opportunity for Pennsylvanians.

The Path Forward: My Vision for Temple

In order to adapt and thrive in a challenging environment, we must be flexible and open to change, and we must focus relentlessly on our goals. Working with our leadership team and Board of Trustees, I have established the following core elements of our strategy moving forward:

1. Leadership in the Future of Work and the Future of Learning. Temple will establish the premier institute for the advancement of knowledge in this area, which is critical to marrying the education we provide to the economy of the future. We will examine our entire curriculum and leverage our talented faculty to ensure that our students are the best prepared for the jobs of today and tomorrow.
2. Be Loud and Proud About Who We Are. We will enhance our reputation by communicating more frequently, more clearly, and more strongly that Temple is a leader and that Philadelphia and the Commonwealth are destinations of choice for those who want to make a difference for themselves and for society. Raising our reputation will increase the value of a Temple degree for our students and alumni.
3. Access, Inclusion, and Excellence. Temple has long battled with the balance between providing opportunity to those who might not otherwise have it, and elevating its stature among comprehensive universities in the nation and the world. Moving forward, we will not let this tension hold back our aggressive pursuit of both goals. We will be both excellent, and excellent at providing access to the first-generation, Pell-eligible, and underrepresented students that are integral to the fabric of our community of scholars.

These elements are underpinned by a set of indelible values that have made Temple what it is today, and which provide the foundation on which we will build to greater heights.

Core Value: Engagement in Our Community

We are embedded in the fabric of North Philadelphia, and we demonstrate the importance of authentic commitment day in and day out.

Our Cecil B. Moore Scholars Program exclusively serves students living in the eight North Philadelphia ZIP codes surrounding the university, and who attend Philadelphia public (district or charter) high schools. We currently have 20-plus students in the program, and they are all receiving full tuition for four years. It is making all the difference for these future leaders.

In addition, just recently, we hosted the funeral for victims of the nearby Fairmount fire. This tragedy of unfathomable magnitude left our community hurting. Someone needed to step up, and I am pleased to say that in a time of need, Temple did not hesitate to lend a helping hand to its neighbors.

Also, during the course of the pandemic, we partnered with the University of Pennsylvania to manage more than 300 nursing homes and personal care facilities and succeeded in driving down the mortality rates in those facilities by 88%.

While we can and will continue to support our Philadelphia community, the region, and the Commonwealth in times like these, we know there are many ways that they can help us, too. Whether through corporate partnerships, connecting with the residential community or collaborating with local policymakers, we are going to be intentional in looking for ways to engage. More than just institutional citizenship, this work is immensely valuable to our students' education.

Core Value: Affordability

In recent years, Temple has been able to keep tuition relatively flat. In fact, for two whole years, we froze tuition entirely as families faced pandemic-related challenges.

While Temple is healthy and stable, we continue to face challenges. In January, for instance, we incurred financial losses when the surging omicron variant dictated that we delay the start of in-person classes and move-in to residence halls by two weeks. The overall financial implications of the pandemic have been significant, costing the university over \$174 million during the past two years. Thankfully, we have been able to mitigate losses through aggressive budget management—without layoffs—and strategic application of the Higher Education Emergency Relief Fund (HEERF) support.

Despite setbacks, we continue to proactively assist our students in need. Approximately 18.5% of our undergraduate revenue this year is allocated to financial aid, which is more than \$100 million.

During this past year, we worked to strike the balance between a small tuition increase (approximately +2.5%) and budget cut (-2.9%). That balance helps ensure that we do not impact students' educational experience. This was Temple's first in-state tuition increase since the 2018–2019 academic year, and without your support, would have assuredly been more.

We want all our students to make it through college with as little debt as possible. This is especially true for our first-generation students, and we have several programs in place to help them.

- **Fly in 4:** One of the first programs of its kind in the U.S. when it was initiated years ago, Fly in 4 helps students stay on course academically and financially by offering a clear academic plan for them to get to graduation on time.
- **First to Fly:** This campaign, executed through our Office of New Student and Family Programs, promotes awareness of first-generation students.
- **Temple First:** A student organization that supports first-generation students, and a chapter of the Collective Success Network.

Through continued prudent management, and innovative programs and supports for our students, we will continue to ensure that Temple is an affordable value for Pennsylvania residents and all our students.

Core Value: Access and Inclusion

The Class of 2025 is our most racially and socioeconomically diverse class ever:

- Nearly 45% are students of color—up from 31% just five years ago.
- First-year Black students increased 23% over last year, with 831 enrolling.
- Hispanic/Latinx/Latine students increased by 4%, with 458 enrolling.
- Nearly 30% of our first-year students will be the first generation in their families expected to graduate from college.
- Twenty-nine percent are receiving Pell Grants.

Our diversity makes us stronger, and further contributes to an environment that prepares students to be productive, engaged citizens of the Commonwealth and the world.

Important Issue: Campus Safety

I would be remiss if I did not acknowledge the wrenching incidents of violence and loss that the Temple community experienced last fall. Gun violence and crime continues to affect both the nation at large and Philadelphia in particular. The murder of student Samuel Collington, in an apparent carjacking just a block from campus in late November, made this phenomenon all too real for our community.

We continue to mourn this tragedy and are putting our full energy into increasing safety and helping the city find solutions to reduce violence. The steps we have taken include:

- The university has partnered with the former commissioner of the Philadelphia Police Department, Charles H. Ramsey, who will audit all of Temple's current campus safety services. Ramsey's tenure as commissioner, from January 2008 to January 2016, saw the city's homicide rate drop 37%, while violent crime decreased 31%.
- We have launched RAVE Temple Guardian, a new one-touch personal safety mobile app. Students can use the app to connect directly with Temple University Police, enabling them to request either virtual or physical escorts and to report any suspicious activity.
- I have formed a Task Force on Violence Reduction Strategies, which will be used to keep key constituents, including parents and North Philadelphia residents, engaged in enhancing safety.
- Technology enhancements are being installed on campus including additional lighting, cameras, and emergency phones.
- The number of Philadelphia Police Officers patrolling nearby areas has been doubled.
- New Temple police officers and trainees are being hired following January recruitment efforts. So far, four new police officers are on patrol, six individuals have been hired as officers or trainees, and 12 more already-trained officers have begun the interview process. With an additional 70 applicants, Temple hopes to have a sizable number for its next police academy.

Closing

I want you to know how much we value all that you do for Temple University. While this is my first time addressing you in this manner, please know how much I look forward to continuing to work with you in the coming months and years.

In closing, I want to provide one final snapshot of this special place we call home, with a Main Campus located at 1801 N. Broad St.:

- Temple is the second-largest university in Pennsylvania;
- It is among the nation's largest educators in the combined fields of dentistry, law, medicine, pharmacy, and podiatry;
- It is home to nearly 36,000 undergraduate, graduate, and professional students;
- It provides more than 600 academic programs in 17 schools and colleges; and
- In addition to its six urban and suburban campuses in and around Philadelphia, it has international campuses in Tokyo, Japan, and Rome, Italy. Temple University, Japan Campus, is also the oldest and largest foreign university in Japan.

All of this and more is made possible with your support.

I welcome the opportunity to connect with each of you to discuss the ways that our great university can broaden and deepen our partnership to further uplift the goals of the Commonwealth. Thank you for the vote of confidence given to our university each year. We deeply value your leadership as we prepare our students for lifelong success.

Dr. Jason Wingard

President, Temple University