Gen Ed at Four Years

Toddler, Adolescent or All Grown Up?
An interview with Istvan Varkonyi

One third of the Temple undergraduate curriculum is composed of General Education courses, but the faculty hardly spends a commensurate amount of time discussing the program and its development. The Editor of the Faculty Herald spoke with Istvan Varkonyi, who directs the Gen Ed program, after he presented some of his thoughts on the present and future state of the program at a recent Faculty Senate Steering Committee meeting.

Istvan is Professor of German and served as associate director and director of the Intellectual Heritage Program at Temple before accepting the directorship of Gen Ed.

What is “re-certification” and why does Gen Ed have to go through it?

When Gen Ed was created, its policy document mandated programmatic review and the re-certification of previously approved courses (even though no other courses or programs face such a requirement). We thus have to

Rivers of Money in a Drying Land

By Philip R. Yannella
Professor of English and American Studies

In July, I wrote a letter to the editor of the Faculty Herald that, among other things, pointed out that between 2006 and 2010 Temple University’s Treasurer reported substantial operating surpluses, large “excesses of revenues over expenses.” End-of-year surpluses are signs of general financial health, representations to the world that an enterprise is doing well. The Temple surpluses were $61.2 million in 2010, $49.2 million in 2008, $98.4 million in 2007, and $31.6 million in 2006 (in 2009, a deficit of $14.1 million was reported); on average, the surplus was $45.2 million per year. Each Treasurer’s Report is introduced by an independent auditor’s opinion (Temple employs Deloitte & Touche LLP) that the financial position of the University has been presented fairly and in accordance with established accounting principles. The Treasurer’s Reports can be accessed on the Temple website under Public Information.

Coach to Class of 2015: Skip Class?!

By Scott Gratson
Associate Professor, Department of Strategic Communication

The setting could not have been more imbued with possibility. Gathered together for the first time, the incoming class of 2015 met in the cavernous space of the Liacouras Center to welcome a life anew. The new foundations of the University’s Schools and Colleges, they sat and listened, proudly donning images of their new found home. T-shirts with collegial slogans and colorful motos of the Academy formed a visual cornucopia of learning. As the event proceeded from Provost to dean, from speaker to prelude, a lurking interloper of learning took the stage. Not satisfied with the sights and sounds of academic beginnings, the speaker appealed to a different sense. Boldly and with great enthusiasm he pronounced: “On Thursday morning, I wantcha to have that smell of football in the air. I wantcha to get up and out of that dorm. Go to class—or maybe not. Get yourself ready. Get to the Linc [Lincoln Financial Field].”

The exact olfactory sensation of football may remain allusive but without a doubt, a pronouncement most odiferous had been showcased at the Welcoming Assembly that day.

“A finance officer spoke of what might be called Temple ‘exceptionalism,’ its freedom from the forces that are currently shaping other institutions…”

Crisis. Faculty searches were frozen and retired faculty were not replaced. Increases in teaching loads were mandated. Efficiencies were sought through still larger class sizes. Travel budgets were trimmed. Reorganizations were undertaken. And so forth and so on. Meanwhile, undergraduate tuition was raised substantially and, it is rumored, will be raised again next year. To some, of course, raising tuition was a good thing because it was a step toward repositioning Temple as an expensive “brand” that might not be affordable to the aspiring masses but would be, in theory, attractive to the sorts of students who do not worry so much about the cost of their educations. Given that we faculty were being told that the fiscal sky was about to fall in on us, I thought that the days of budget surpluses ended in 2010. I was very wrong. A few weeks ago, Temple put up on its website its Treasurer’s Report for the fiscal year that ended June 30, 2011, and that report revealed an operating surplus of $94.2 million, more than twice the annual average of the previous several years. The new Treasurer’s Report can be found here. The detail regarding “excesses of revenues over expenses” is on p. 3.

The 2011 Treasurer’s Report was signed by the auditor on October 24. That was almost exactly the date when we began hearing about a new round of budget cutting in my college and at about the same time that I became one of several members of the English Department who volunteered to have our office telephones removed, thereby saving the University about $200 per
What Would You Do If You Were Peter? The Bible, Penn State and Temple

By Michael Sirover
Professor of Pharmacology

The Christian Bible is a document of unparalleled religious and moral influence not only to the faithful who regard it as Gospel, but also to others who consider the events depicted as illustrative of human conduct, fair or foul, and as instructional in nature. Thus, the story of Peter and his Denial of Jesus from the Christian Gospels may be understood and applied on several levels. For the purposes of this article, it is a tale of human weakness and frailty at a time when one’s faith is put to the test. Although he acquitted himself well later Peter failed that test, opting to deny his faith, thereby saving his life.

What is the relevance of this tale of humankind to the events which have occurred at Penn State, and what can the Temple community take from the scandal? In discussing that tragedy, much is being made of the failure of Mr. Michael McQueary, then a graduate assistant, to “do the right thing” and report to the police the alleged crime he witnessed. He has been the subject of scorn, derision and righteous criticism. How could he remain silent? Why didn’t he call the police? Why didn’t he call the parents? Why was he relating the incident to Mr. Paterno the only action he undertook? In the face of great risk or blowback, would those of us in the Temple community fare any better?

Systematically Leveraging Relationships to Facilitate Temple University Internationalization

By Guntram Fritz Albin Werther, Ph.D.
Professor, Strategic Management, Fox School of Business, Temple University and Executive in Residence, Thunderbird: The School of Global Management

Faculty and administrators have traditional sources of funding and relationship building, which are only a small portion of the available options. Traditional sources of university research funding, whether local, state or national governments or grant-giving agencies, are under financial stress. More to the point, these organizations were never the best way to facilitate an elite international presence. In most parts of the world, success is heavily tied to personal introductions and to strong personal relationship building, and is often through informal, rather than formal, networks. The slow, formal, and institution-centric approach to getting monies, building research relationships, and to internationalization itself typical in U.S. university grant searching approaches is by no means the only way to approach the problem of building a robust, elite, and well-funded international presence.

After two decades of working, almost entirely independently, within high management and executive levels of quite literally the largest firms and organizations in the world, The Fox School of Business’s Department Chairs Richard Lancioni (Supply Chain and Marketing) and Arvind Parkhe (Strategic Management and Entrepreneurship) asked in April of 2011 whether I would be willing to informally leverage some of those relationships to FSBM’s advantage.

The idea is to foster internationalization efforts, as well as try to bring relationships to FSBM that would enhance its stature in academia and within the education marketplace. Dr. Parkhe summed this clearly as – paraphrasing - “Whatever you do, make sure it is world-class.”

With that low bar, during the summer of 2011, I initiated seven lines of inquiry via well-placed persons, explaining that FSBM had achieved several academic quality ranking milestones, was on the up elevator, and wanted to build mutually meaningful, solutions-based relationships. I was hoping for one or two successes at those levels.

At this writing, all seven lines of communication are ongoing (none refused), with activity through their institutional processes continuing on Temple/Fox’s behalf (two at Board of Directors level for discussion), and three principals (one President, one King (tribal), and one Training Program Director of a major global firm) have taken active steps and actually begun the Temple University/Fox School of Business relationship. Additionally, during October 2011, I approached a colleague who once oversaw $1.54 billion effort (not a typo) in alumni giving spanning 18 months for another top-ranked university. He has offered to personally introduce Temple/Fox to two large corporations ($64 billion in 2010 revenues; $21 billion in 2010 revenues respectively).

Finally, from experience I knew that foreign students in the USA are often from well-connected families in their home countries. Informally, during May of 2011, I asked four BA 3103 (Integrative Business Applications) students the hypothetical question: “If you were one of the individuals who asked, or thought, such questions, consider the following: How many of you would have the courage, as a lowly junior person, to confront such a powerful figure in such a powerful organization? Remember that Mr. Sandusky was Mr. Paterno’s right hand man, thought by many to be his successor.

Accordingly, in assessing the situation, what would you have been willing to risk to right the wrong which you have seen? Would you imperil your position, your career or your life? Would you risk the wrath of legions of avid Penn State football fans should you pursue a course of action which would cast negative aspersions on the “deities” of that program? Would you be able to survive the aspersions, the personal attacks and the excommunication which would inevitably occur? How many of you would have answered truthfully had you been Peter?

The answer is probably not many. For years, junior individuals have been silent with respect to the peccadillos of their superiors. Although this has changed somewhat over the last few years, it may be stated with relative certainty that senior individuals may still conduct themselves in a manner which would not be tolerated were they not in their authoritative power positions. Such abuses may be financial, psychological or physical, i.e. “Rank has its privileges.”

Why are they not challenged? The simple answer is that human history is not kind to whistleblowers or to those who advocate ideas which threaten the status quo. In America, there is a long record of antipathy to the former who risk their financial, psychological and, at times, physical well being in their quest to answer the call which Peter could not.

One could only imagine the stress which Mr. McQueary would have endured had he filed a complaint with the police, had he notified the child’s parents, or had he taken the case to the newspapers. It is necessary to remember that Penn State (as well as Temple and other such institutions) are not now the kindly, old Alma Mater that many folks remember. Instead, they are state, national or multinational institutions that many folks remember. Instead, they are state, national or multinational institutions that many folks remember.
Rivers of Money in a Drying Land
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year in phone costs. It was also about this time that Board of Trustee member Mitchell Morgan, who is head of the Board’s Facilities Management Committee, was reported in the November 13 Philadelphia Inquirer to be suggesting to some important real estate people that they join Temple’s North Philadelphia efforts, telling them that they ought to “Invest in us. We know times are tough.” The Inquirer article, which includes brief descriptions of Temple’s big construction plans, is linked here.

In a June 2011 letter to the editor of the Herald, Marina Angel and I asserted that Temple’s surpluses, created out of money paid by students as their fees for instruction, were being siphoned off into construction projects. We based our assertion, which has never been challenged, on the words of Anthony E. Wagner, Executive Vice President, Chief Financial Officer, and Treasurer: Mr. Wagner said in a May interview that one of the “pots of money” used to finance construction came from “our operating margin, which is in the 3-4 percent range [that is, 3-4% of nearly $1 billion].” The November 2011 Inquirer article cited above also includes statements by other Temple officials that clearly indicate that the University is in good financial shape and that construction is its priority. A finance officer spoke of what might be called Temple “exceptionalism,” its freedom from the forces that are currently shaping other institutions, saying, “We have been able to keep pace’ despite the slumped economy, from higher tuition collection (thanks to rising enrollment), and by juggling university, state, borrowed and donated funds.” Saying that “money flows not just because trustees and staffers beg for it,” the author of the article quoted the University Architect as saying that the money flowed “because Temple has a plan…. A very solid financial plan, to back up a physical plan, that is based on an academic plan. Without a plan, political strength wouldn't help.” I do not understand the logic of that statement, but I think I understand its spirit.

Rivers of money flow to some Temple places, but money dries up in academic places. What a sad story. What an infuriating story. ♦

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look at whether courses and various sections of courses have maintained fidelity to the approved proposals, and how the courses address Gen Ed learning goals.

How are we going to do that?

We’re beginning to collect documentation from departments and instructors — in keeping with the feedback we got from faculty, we’ll be looking at syllabi, student work at varying levels, assignment sheets (where this adds something not apparent from the syllabus), and narrative statements by instructors.

We’re having a pilot run of the information collection process this fall with 21 courses, and then, in April 2012, will distribute a calendar of courses scheduled for review in 2012-13.

What are some of the notable trends in the development of GenEd since its launch?

One striking trend is in who does the teaching.

We’re slowly moving back to what happened to the CORE. NTTs are leading the largest number of sections, followed by adjuncts. Tenure track faculty participation peaked at 181 of almost 800 sections in the spring of 2009, and has leveled off at closer to 150 out of 800-850 sections per semester.

At the financial level about one million dollars were reallocated from the yearly budget, including control of the “enhancement fund,” which was provided initially for transitions and maintenance of new foundation courses in the Analytical Reading and Writing Program (first year writing), in the Intellectual Heritage Program (Mosaic I & II) and in the quantitative literacy area. These funds have been redirected to colleges (CLA and CST).

Isn’t this system fundamentally different than the CORE?

Well, as President Adamany realized, the CORE had become a behemoth with no oversight. Courses had mushroomed as gateway courses to majors; they weren’t necessarily “general and/or broad in nature,” and there was no assessment. Now Gen Ed courses cannot be used as pre-requisites, or required courses for a minor or a major — though there are currently some issues concerning this matter in some colleges, particularly involving the use of writing courses as prerequisites for upper division courses.

Who has oversight now?

President Hart put the program back in the hands of the faculty; now it is in the portfolio of the Senior Vice Provost Peter Jones. The General Education Executive Committee (GEEC), which is made up of faculty representing all areas of the university and appointed by the FSSC, is responsible for reviewing new course proposals, maintaining the policy structure of the Gen Ed Program, as well as assisting in the assessment and re-certification processes.

Is the balance of courses an issue as it was during the recruitment process and the first year?

Not as much as two or three years ago. We’re still a little short or weak in the Human Behavior area. Also, more surprisingly, in Race and Diversity, unless you don’t mind most of the courses being about the United States. It is as if race and diversity issues only exist in the United States. It could be neat to have a course on how Italy and the EU are dealing with immigration from Northern Africa, for instance.

We do want new faculty participation in the Gen Ed Program and are always looking for new courses. The basic objective of Gen Ed courses is ultimately to create a much more connected undergraduate population. Not only with respect to international issues, but also with regard to how such issues affect us on a local level in Philadelphia, surrounded as we are not just by “diversity” but also by new technologies and access to information. The question we wish to ask the Temple student is, how are you learning to extrapolate significance locally yet with broad understanding? How can we connect the local to the international?

This is why the Philadelphia Experience Passport is an integral part of the program. We hope it will build the classroom beyond the walls of the university. It has been very effective and very well received. Different institutions decide what kind of a discount they may offer, so it is very flexible. In some cases, like that of the Pennsylvania Academy of the Fine Arts, we have been able to purchase an institutional membership so that anyone with a Temple ID now gets in free. In 2012-13 we’ll go virtual with the PEX Passport: all undergraduates will be able to download vouchers with offers from the various cultural partners within the greater Philadelphia area.

What’s the biggest success, or improvement over the old CORE, that you see, and what’s the biggest challenge the program faces that we haven’t already addressed above?

I see as the biggest success our ability to reinvigorate faculty discussion around issues concerning teaching and undergraduate education. By embracing clear and attainable learning objectives as a guiding principle in the Gen Ed Program, we have put into place a strong foundation for the undergraduate student to attain abilities necessary for future success. The biggest challenge facing us is our commitment to upholding and sustaining them. ♦
Coach to Class of 2015: Skip Class?!
Gratson continued from page 1
A call from a University official to skip is, under any circumstance, suspect. To do so for a game -- and to a captive audience, including seasoned faculty and incoming students -- is beyond the pale. The message would not be missed despite any attempt at massaging. Learning is secondary.
It would be quite simplistic to assume that this introduction to Temple was an anomaly. Indeed, not all athletic organizations receive such notoriety regularly or at the Welcoming Convocation. For example, other coaches were only named and greeted by applause as they walked across the stage; just the basketball and football coaches received speaking time. Of course, that speaking time was inter-spliced with the august entertainment provided by Temple’s apparently all female dance and cheerleading teams. (Rick Perry and George W. Bush would likely find such gender exclusion troublesome, both of them being fine members of their alma maters’ cheer squads.) Ultimately, however, these proceedings should be of little regard: as instructed, students have a “free ticket” in their pockets, just waiting to be used, classes be damned.
Of course, it was not mentioned that students should use those same tickets for other functions. At no point were students made aware of the nationally renowned contests and works in Tyler’s Art Gallery. Students left unaware of the possibility of tickets waiting to be claimed at Temple’s theaters and performance spaces. Rock Hall, a beacon for innovative musical accomplishment, was left unmentioned. Events showcasing students’ polished research and creative works remained unannounced. Honors and advanced students’ studies and performances would be featured at University symposia but despite mentors’ efforts to the contrary, their collective efforts would not earn the spotlight given to a single coach. The notoriety of Temple students’ and alumni’s work in film would have to only be noted by international audiences, prestigious awards being a forgotten conclusion. After all, football’s smell is in the air.
It would be easy enough to note that these same events could and perhaps should have been highlighted at School and College Assemblies, the prelude to the grand event that is the Welcoming Convocation. But such a contention suggests that a student who is majoring in Engineering could not possibly want to know about operatic performances in Tomlinson Theater. Is the assumption that an entire student body is, or ought to be, interested in two sports any less myopic? Truthfully, despite the impressive accomplishments of several other athletic teams, little mention was given to their merits. For students who are not interested in all but two sports, the pecking order was apparent. For those who were not even interested in athletics, it was even more so.
Temple’s mission is to advance learning. By promoting athletics over academics, by not forwarding the same message of balance that was substantiated in the remainder of the University’s Welcoming Convocation, that mission is betrayed.

What Would You Do If You Were Peter?
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corporations which exhibit the administrative philosophy characteristic of such business entities.
One needs to remember that such corporations would not have taken kindly to Mr. McQuerry’s action had he gone outside the chain of command. Consistent with their current administrative structure, it is more than likely that they would have circled the wagons and used their inherent power over a junior individual to induce him to recant his testimony. If the reader doubts this assertion, he/she need only consider the response of his/her superiors to such an action.
How does this affect us here at Temple University? Temple, as with other similar institutions, is undergoing severe financial stress with imminent changes on the horizon. As it is a corporation, planning is now underway within the administration on changes which its corporate officers feel need to be implemented considering the current economic situation.
Temple’s history does not bode well for those who seek to question the validity of its corporate administration. From the cover-up of a significant radioactive accident to the persecution of those who questioned administrative policy, Temple has a record of not tolerating dissent. Thus, those without tenure may be reluctant to critique administrative policy or to suggest alternative measures. Those with tenure may be somewhat braver but will need to endure the financial and social consequences of their actions. What would you do if you were Peter?

Facilitating Temple Internationalization
Werther continued from page 2
Mike Smith (Supply Chain) as a hypothetical, he suggested that independent study might be a route to give such students formal credit. Within the Fox School, international students already have ongoing liaison with The Institute for Global Management Studies, and often within the International Business Association, a student service organization. The former is a logical placement for such a systemic initiative of this kind, in conjunction with our Entrepreneurship and Innovation program (ranked #11 nationally).
In discussing this idea with several Temple/Fox faculty and program managers, none knew of any effort anywhere to systemically leverage undergraduate home-country relationships with entrepreneurship programs to build winning outcomes for the student, university faculty, and the communities of the respective countries (ours/their) via international business and trade development.
The previous discussion topicaly sums my ongoing part-time and entirely privately funded efforts, since only April 2011, to address the request that I leverage relationships to Temple/Fox’s international and reputational benefit. I now turn to four thematic approaches, which may each be replicable at scale if Temple University decides to systematically leverage its faculty relationships to facilitate Temple University internationalization.
It takes little explanation to show that if one Temple faculty, newly here at that, can open so many doors – potentially to over twenty-five global multi-billion dollar firms, and some foreign governments – in only five months while working at it part-time, then a few hundred Temple University faculty doing more or less the same will of necessity propel Temple University, and their respective departments, into the elite ranks of internationally focused universities.
Doing that does not require squeezing scarce funds out of granting agencies or governments. It requires fostering an entrepreneurial spirit, making phone calls/sending emails, and thereby leveraging systematically that wealth of relationships that Temple University faculty and Temple students already possess to formulate win-win value propositions that simultaneously aim at high achievement, career and country development, and Temple University reputation enhancement internationally. Some efforts will fail. Others mature in unexpected ways.

See a status update of this article on page 5.
A Status Update of Five Months of Effort, and a Concept Expansion Commentary

By Guntram Fritz Albin Werther, Ph.D.

1. Leveraging undergraduate international student relationships to build new Temple University international networks. This is perhaps the most innovative and potentially most useful initiative, and so far the least developed. Four agreements per four undergraduates asked is a hopeful sign.

An unknown number of Temple University undergraduate students have meaningful relationships in their home country university, business, and government communities, and with their families, that could be leveraged to mutual win-win outcomes. The payoff is that Temple University systematically builds an entrepreneurial and international reputation by helping its undergraduates create their own international careers, and simultaneously assisting Pennsylvania and the various source countries develop economically and otherwise. There are external funding sources for this, but my sense is that this is business development incubation that can make sense on its own terms.

Anyone rich enough to send their children to the USA for a university education may be willing to start an international business to help that child, and themselves. Temple University already has the international student infrastructure, a top-ranked innovation and entrepreneurship program, a top-ranked international business program, and both student and administrative interest. I spoke with IGMS’ Kim Cahill about managing this, if it goes forward, and they are willing.

My guess is that other schools could develop topically appropriate and linked programs quite cost effectively while simultaneously helping their students, faculty, and departments. My suggestion is that Temple University explore leveraging this idea into some ongoing regional and national entrepreneurship and business development efforts, surely partly through grant agencies, but more through business and professional organizations.

2. Leveraging cooperative corporate-university research agendas to build second-order networks to corporations. Several approaches were in this area, three with significant movement so far.

One corporate president has formally contacted a Temple/Fox Department Chair and wants to develop a long-term research relationship with this Temple/Fox department, the output being student internships and funded projects, and hopefully, a license agreement on an improved product. He has also offered to personally introduce Temple/Fox to his client companies for possible advanced management education seminars at the Fox School of Business. His client list includes over twenty multi-billion dollar firms, including some of the largest in the world. The potential is significant. The discussion status is active.

The Training Program Director of a major international telecommunications firm has agreed to three three-seminar series (a total of nine presentations), which will place Temple/Fox’s elite faculty, as consultants initially, before their “Critical Talent” managers throughout 2012. This agreement places Temple’s top scholars into extended contact with their top management talent, and one hopes that relationships will grow. I am trying to build long-standing management education links to this firm for Temple University. The program director herself brought up the possibility of research collaboration. I have worked in the industry (this group) since 1994. They do long-term relationships, properly done. The potential herein for Temple University is in forming second-order cross-departmental research and training/education links among faculty and operational units that are of the highest order, and globally robust (200 countries).

The King of a one million-member community in Africa has sent a proposal to Temple/Fox to do what can be a scalable and paradigm-shifting international rural development project through the joining of entrepreneurship and related in-country development. He also spent the summer - at my suggestion - building needed political links at legislative and ministry levels in his country. Three Temple/Fox faculty members and one faculty from Temple’s School of Medicine are now leveraged into this forming effort, and I have built a link to another major university due to the necessary dynamics of the effort: They have access to networks of diaspora Africans interested in international business. Potential payoff: rural underdevelopment is a global problem. Solving it is cutting edge. Linking international entrepreneurship and trade development to Philadelphia helps Temple University at home, both politically and reputationally.

In addition to the above, there are also very high-potential communications ongoing where the possible partner has moved significantly, but where no actual Temple/Fox tie-in is yet firm.

These efforts listed below can be called ‘hopeful’ movements (at this stage).

--This next approach, as of this writing, seems moribund: perhaps dead. That said, most houses have more than one door. I retain the discussion here to highlight that making no calls, always results in no sales. A Vice President representing a leading mergers and acquisitions professional association whose members average $500 million per deal has taken the idea of building a relationship with Temple/Fox before her Board of Directors. This may, if it matures into an actual relationship, need to be shared with my prior university, since this is where the VP contact arose. It can, if this relationship matures, place Temple/Fox into the center of an elite globally networked group of professionals and firms who are currently very interested in answers to global events. We are a business school with some top-ranked global talent. The potentials are obvious. This one requires further thought.

More hopefully, a senior Sheikh, related to the governing family of a major Middle East country, has taken a similar proposal on holistic education to his firm’s Board of Directors. This firm is part of a global oil company, and he is also a top director of said country’s university advisory board. Last week, he sent material to the CEO, who I’ve lectured to twice, at corporate headquarters. Potential is obvious.

3. Leveraging government agency FUTURE needs to Temple’s advantage.

The program director of a major, and large, US military training program has approached Temple about certificate programs for their officers. The director has followed up twice, confirming earlier in November an interest in building the Temple relationship. This to be taken up in Spring 2012 The potential here is to work long-term with a major military branch to help their officers internally, many of which, given military downsizing, will want advanced degrees.

Management Information Systems is building an information security brand. I was asked in September to reach into my community, and a senior police officer has linked Temple/Fox to two other senior officers who are “connected.” Temple’s MIS is not ready yet, since they are only building the program. When they are, those networks are there.

These few examples on building new international bridges and relationships, large and small, as an entrepreneurship-driven way to enhance Temple University’s global brand will hopefully start a discussion; hopefully autonomous movement. I close therefore with a final point for faculty and student consideration.

4. Forseeing the Future Business of University Education to Build Brand.

Leaders, whether in business or government, don’t want new information, new ideas, new insights, or new theories. They want solutions. More to the point, they want solutions to problems and opportunities they are going to have. If Temple University wants to be a world-class institution of global reach, build your international brand around that. ♦
1. Call to Order:
The meeting was called to order at 1:49 PM.

2. Provost's Report:
Senate President LaFollette welcomed Provost Richard Englert to the meeting. Provost Englert reported on a number of recent university-related events and developments, including the following:

- The university recently hosted a reception to honor 50 students receiving Wal-Mart scholarships, made possible through a recent $100K grant from the Wal-Mart Corporation.
- A National Geographic cover story on adolescent psychology prominently features work by Temple Professor Laurence Steinberg.
- The Economics Department recently held a reception honoring Professor Ingrid Rima who has served on the faculty at Temple for 68 years.
- The Admissions Office recently held one of its most successful Open Houses ever, with some 4400 visitors to campus and a tremendous post-open-house buzz on Twitter. There will be another Open House in November and three “Experience Temple” days for admitted students in March.

Provost Englert also mentioned several upcoming events:

- Homecoming will be this coming weekend, with various alumni events planned in connection with the football game against Buffalo, as well as many other events around campus.
- Great Teacher, Lindback, GenEd, and Research & Creative Achievement (R&C) award nominations are due in December. This year there will be 3 Great Teacher, 6 Lindback, 3 GenEd, and 3 R&C awards. The stipend for the R&C awards is being increased to $5000.
- Next week, the Provost will hold a retreat with the members of the Faculty Senate Steering Committee (FSSC). At the FSSC’s request, the retreat will focus on issues surrounding potential reorganization of schools and colleges. The Provost has decided to delay completion and circulation of his anticipated white paper on reorganization issue until after he has had an opportunity to hear from the FSSC during the retreat.
- Peter Jones and the Student Feedback Form Committee have been working with the Educational Programs and Policies Committee (EPPC) on a set of proposals regarding on-line administration of Student Feedback Forms (SFF’s). After the EPPC has an opportunity for input, the matter will come back to the Faculty Senate for further discussion.
- Paley Library has recently encountered some difficulties with its on-line resources. A few weeks ago, the Library servers went down as a result of a power loss occasioned during some construction, and it has been difficult to get all the systems back up and running properly. Discussions are ongoing concerning relocating the servers to a more physically secure location to prevent a problem like this from recurring.

In the Q&A period following his remarks, Provost Englert was asked about the status of the white paper on reorganization. He replied that it is on hold until after further discussion at the retreat with the FSSC.

3. Banner:
Vice Provost Jodi Laufgraben reported on the progress to date implementing the new Banner system. After reviewing some of the past developments implementing Banner, Vice Provost Laufgraben described some of the most recent developments. These include using Banner to give students the mid-term feedback on their academic progress that is required by Temple policy for lower level courses. Laufgraben mentioned several benefits of on-line student ratings, in particular, the capacity for prompt and paperless feedback that is useful to students for purposes of future academic planning. While mid-term ratings are not required in upper level courses, the option is available, and many instructors are making use of it.

Use of Banner for screening course pre-requisites was originally scheduled to be introduced last spring, but problems with the system required a delay. Some pilot projects involving course pre-requisites were undertaken this fall in various schools and colleges, and the results are being used to make adjustments. The program should be ready for general introduction by March 2012.

Laufgraben said the implementation of the Banner system has required some adjustments in the academic calendar, particularly to align dates for course withdrawals, tuition payments, releases on course holds and the like. It has also required ironing out some inconsistent practices, for example with the awarding of credit in credit/no-credit courses.

Although grading assignment through Banner came on-line this summer, the fall semester will be the first experience with it for most instructors. Each School and College will have trained Banner liaison staff to help faculty with any difficulties, and there will be training opportunities both within Schools and Colleges as well as university-wide. There will also be on-line resources. November 15 is the target date for training faculty in the use of the system.

There have been difficulties this fall with the implementation of Banner for financial aid, to the consternation of many students and parents. These problems are being ironed out, and the process should go more smoothly in the future.

4. Approval of the Minutes:
The minutes of the September 12, 2011 meeting were approved. President LaFollette thanked Mary Conrad (FSBM), who volunteered to take the minutes of the September meeting. He also thanked the School of Medicine’s FSSC representative Chip Jungreis, who has been taking minutes of FSSC meetings since the beginning of the term.

5. President's Report:
President LaFollette reported that the FSSC will be meeting with the Provost to discuss potential reorganization of schools and colleges. As mentioned above, the Provost has agreed to delay circulation of his planned white paper on the issue until after that meeting has occurred.

The other item of immediate significance is the commencement of a search for a new President, in light of President Hart’s decision to step down at the end of the academic year. President LaFollette described his recent meeting with Board of Trustees Chair Patrick O’Connor to discuss the search. As is described in the letter, LaFollette recently sent by email to all faculty (a copy is attached and incorporated into the minutes), two or three faculty members are likely to be named to the search committee. It is expected that the committee will consider candidates from
Both inside and outside academia.

At President LaFollette’s invitation, Frank Friedman (CST), one of the members of the Committee on Administrative and Trustee Appointments (CATA), spoke about the importance of encouraging faculty who would be interested in serving on the Presidential search committee to send a statement of interest and a CV to the committee. That can be done by submitting them to senate2@temple.edu. Since the trustees are actively engaged in forming the search committee and selecting a search form, it will be important for CATA to act quickly in submitting faculty nominations for the committee. A letter to all faculty regarding the search will be going out from CATA in the next day or two.

President LaFollette asked one of the members of the Graduate Board to report on the Board’s recent meeting. Jeffrey Solow (BCMD) gave a brief summary. He reported that the Graduate Board passed a resolution to rename itself the Graduate Council, in order to clarify that the only “Board” at Temple is the Board of Trustees. Solow reported that the Graduate Council (its new name) has been working on new bylaws for sometime. At the recent meeting, a proposed set of bylaws was rejected. Solow reported that the rejection was based principally on two concerns: 1) the proposed bylaws did not specify qualifications for individuals serving as head of the council; and 2) the proposed bylaws did not provide for sufficient input from the council on amendments. It stated only that amendments could be made after “consultation,” and that was considered to be too weak. As a consequence, the proposed bylaws will have to undergo further revision and resubmission to the council at a later date.

After his report, President LaFollette was asked why there were to be only 2 or 3 faculty on the search committee. He responded that he would have liked greater faculty representation, but that was the number that had been determined by the Trustees. He was also asked to convey to the Trustees concerns about having only a single student on the committee. If there is only one student, it will be very difficult for that individual to have an effective voice. LaFollette said he would convey that view to the Trustees.

President LaFollette was also asked whether the FSSC had discussed recent memos and faculty senate listserv discussion concerning 1) the disproportionate amount of merit awards for scholarship as compared with service, and 2) the difficulty of completing FAR forms on faculty activity in the middle rather than after completion of the semester. LaFollette replied that the FSSC has not had an opportunity to meet since those messages were circulated, but that it would take up the issues in the near future.

6. Vice President’s Report:
Vice President Joan Shapiro reiterated thanks to Mary Conrad for volunteering to prepare minutes of the September Representative Senate meeting.

Shapiro announced the results of the recently completed Faculty Senate election. (The results are attached and incorporated into the minutes.) Shapiro noted that Mark Rahdert (Law) will be filling the vacancy as Faculty Senate Secretary. She thanked all the individuals who stood as candidates for the various positions, as well as all faculty members who took the time to vote in the election. She stressed the importance of both service and participation as the core of faculty self-governance.

Vice President Shapiro noted that there are still several Faculty Senate committees with a significant number of vacancies, despite substantial progress in filling committee posts since last month’s report. She mentioned the EPPC and CATA as two committees whose work is particularly important. Since CATA will be responsible for making nominations of faculty members to the Presidential search committee, it would be especially helpful if the remaining openings on that committee could be filled in the near future. She encouraged all representatives to solicit candidates from their respective faculties. Interested individuals should send a brief statement of interest and a CV to senate2@temple.edu.
Fall 2011 – Election Results
Total Votes: 230

Secretary
Mark C. Rahdert (Law) *

Educational Programs/Policies Cmte.
R.B. Drennan (FSBM) *

Research Programs/Policies Cmte.
Kourosh Darvish (ENGR) *
Mahmut Safak (TUSM)
Stephen Willier (BCMD)
Katherine Wingert Playdon (TYL) *

University Honors Program Oversight
Matthew Hiller (CLA) *

University Sabbatical Cmte.
Montserrat Piera (CLA) *
Lee Kenneth Richardson (SCT) *
David Ryan (FSBM) *

University Tenure/Promotion Advisory
Deborah Cai (SCT) *
Kariamu Welsh (BCMD) *
Daniel Funk (STHM)

Non-Bargaining Unit Member
David Sonenshein (Law) *

* Elected

For an archive of Faculty Senate Minutes, go to:
http://www.temple.edu/senate/minutes.htm
Audio Recordings of these and other Senate Meetings may be found at:
http://www.temple.edu/senate/Apreso/FacultySenateApresoRecordings.htm

Provost White Paper Announcement to Come

Provost Richard M. Englert's strikingly thoughtful and comprehensive white paper "on restructuring the Provost's Portfolio" will be released to the faculty next week. The Faculty Senate Steering Committee are preparing responses to a near-final draft, which they received as the Herald was going to press.

The topics covered in the Provost's twenty-page document include administrative restructuring of certain colleges, ways of improving the student experience, streamlining administration, revenue enhancement, faculty assignments, eliminating redundancies in course offerings, and other possible changes to curriculum.

Because this document is of special interest to the faculty and because it will be circulated at a time when we will have some weeks to consider it carefully, The TU Faculty Herald solicits responses to the white paper for a special issue to be published at the beginning of the spring semester.

Please address all responses to the editor at facultyherald@temple.edu