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## From the Editor



**David Waldstreicher,**  
Editor

This issue of the *Faculty Herald* includes two letters that address the current negotiations between the administration and TAUP. Vallorie Peridier's open letter to president Hart highlights some of the factors that make our work unique and its assessment for merit pay not as comparable to private sector corporate standards as it may at first seem. Laurence Steinberg criticizes TAUP and its new contract proposal for favoring NTT faculty and non-scholars.

It is my hope that at a time when our confidence about the future may be shakier, the *Herald* can serve as a forum for different perspectives on where we, as a faculty, may be headed. One of the pleasures of editing the *Herald* has been the excuse it has given me to meet and listen to colleagues from all over the university. I'm not sure I ever completely understood what the term "multiple intelligences" meant until I had this experience. We are a smart as well as opinionated group. We have a lot to learn from each other.

In this spirit, we offer a profile of Law Professor David Post, whose new book combines legal scholarship, history, media studies, and human ecology. Sandra McDade describes the new Office of Sustainability and its efforts to sensitize us to what we can do to make Temple greener. Frank Friedman urges us to think about our larger goals and enter into a true process of assessment. •

## David Post's Quest for Jefferson's Moose

By David Waldstreicher



**David Post,**  
I. Herman Stern  
Professor of Law

Why would a law professor take an interest in the moose carcasses procured by an early American statesman and sent across the ocean to Paris? They arrived safely, though much the worse for wear. No suit ensued.

The moose doesn't roar: it proves a point. Thomas Jefferson mailed the stuffed animal to the pioneering French naturalist who had speculated about the inferiority of American nature. Jefferson had to prove that American animals measured up – and that the new world had a boundless future. In his only book, *Notes on the State of Virginia*, written just before the affair of the moose, Jefferson provided a natural history of Virginia to answer French questions – and to work out his argument for limited but enlightened government fashioned for a growing country. David G. Post, the I. Herman Stern Professor of Law at Temple's Beasley School of Law, has just published a book, *In Search of Jefferson's Moose: Notes on the State of Cyberspace*, that compares Jefferson's new world nature and government to the law and the nature of cyberspace. He insists that we can do no better than to take a similar approach, for cyberspace is as much an exciting, expan-

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## The Office of Sustainability



**Sandra McDade,**  
Director of the Office  
of Sustainability

The *Herald* asked Sandra McDade, director of the Office of Sustainability, to describe the establishment and mission of the Office, which is located in Mitten Hall.

In the spring of 2007 Temple University's President, Dr. Ann Weaver Hart, established a Sustainability Task Force, composed of faculty, students and staff, who were charged with examining best practices in large, urban universities and making recommendations on actions that Temple University could take to create a more sustainable campus environment.

When the Sustainability Task Force completed its study, it submitted a report to President Hart, which was fully endorsed by the President and the President's cabinet. The University moved forward with several key recommendations, one of which was to establish an Office of Sustainability to assume leadership in the university's sustainability efforts. (See [www.temple.edu/sustainability](http://www.temple.edu/sustainability) for the full report.)

Established on July 1, 2008, the Office of Sustainability is charged with integrating sustainable practices into Temple's operational, academic and service functions. Sustainability, which is defined by the United Nations as "meeting the needs of the present without compromising the ability of future generations to meet their own needs" rests on three pillars: the environ-

Sustainability continued on page 3

## An Open Letter to President Hart

An Open Letter from Vallorie J. Peridier,  
Associate Professor Mechanical Engineering;  
Graduate Program Director, Mechanical Engineering/Bioengineering



November 24, 2008

To: Anne Weaver Hart, Ph.D. President, Temple University

Subject: TAUP contract negotiations: the question of "merit"-based salary increases

President Hart:

I would like to address the difficulties of imposing either a peer-review and/or a performance-based salary-increase scheme in an academic context. Having worked in industry for seven years (AT&T, Pennsylvania Power & Light), I participated in several merit-based salary determinations and believe this scheme can be both fair and motivational -- in the private sector. Academia is a quite different enterprise, and in the rest of this letter I will contrast academia with industry and explain why "comparative merit" is fairly straightforward to determine in industry, but so very difficult to quantify in academia.

The work of an industry white-collar professional is highly collaborative

Open Letter continued on page 4

## Where Assessment Should Begin (And be Sustained)



**Frank Friedman,**  
Professor of Computer  
Science, Chairperson  
of the Editorial Board  
of *The TU Faculty  
Herald*

A Letter from Frank Friedman  
*Professor of Computer Science, Chairperson of  
the Editorial Board of The TU Faculty Herald*

In the December, 2008, issue of the *Herald*, Phil Yanella sounded a refrain I have heard repeatedly, especially in recent years. Phil's concern focused on efforts that students devote to learning:

I wrote this letter to raise the issue of student effort, or lack of effort, as a predicate for learning, or lack of learning, whatever the instructional "delivery" format and teaching skills of the instructor. I think we have a big problem at Temple. I think our industry has a big problem.

I recall agreeing with Phil that we had a problem, and I recall beginning to think about its causes, when I read Steve Zelnick's letter in the same issue of the *Herald*. In his letter, Steve outlined his concerns for the academic quality at Temple. The letter concluded with the following sentence.

In a recent radio ad, I heard Temple boast itself as an entrepreneurial university. I expect we are and have been doing well. I do wonder whether we are, at the same time, doing much good.

This is, in my mind, one of the most pertinent questions I have heard voiced in three and-a-half decades at Temple. It addresses Phil's concerns, and many issues we tend not to think about as we go about our daily tasks.

It is easy for any organization, no matter how well intentioned, to lose sight of whether it is doing much good. It is easy for us to become immersed in the daily and often mundane aspects of our jobs and forget about our mission. But for universities, which should exist to "do good," this is an especially sad state of affairs. If we are allowed to go too long without revisiting our mission, and verifying that we are largely in tune with this mission, we invite many problems and failures.

I am concerned that Temple may be headed down this path. And in the larger scheme of higher education in America, I fear we are not alone. Words and statistics are nice, as are clever strategies and ambitious long term plans. But after a while, they ring hollow, if our daily actions cease to reflect our mission. Unfortunately, I think Temple's leaders, perhaps overwhelmed by daily activities and crises and the need to generate new and thoughtful initiatives (even those supposedly consistent with our mission), have already begun to lose sight of the question of whether we are doing much good in the important area of preparing our undergraduate students for life after Temple.

One can stay on mission in the large, with wondrous, sometimes overly expensive and extensive plans to "do good." But to stay on mission in the small, or "in the trenches," takes daily attention to detail and to the needs of faculty and students. I am not sure how we are doing here, and frankly, I think this issue needs more attention, and on a regular basis. It cannot simply be addressed every 5, 7, or 10 years.

I am not now a department chair. But when I was, I viewed the job as a position of service to my faculty colleagues and to our students. To properly do the job required enormous effort from me and the rest of my colleagues. It was they who did the work. It was they who kept the department afloat and worked to ensure that we paid proper attention to all our students, and to our educational programs and services, and not just our research, RAs and grants.

Let me be clear -- research is, and must remain, an important part of the mission of Temple University. It brings in money, generates new knowledge, and advances our reputation as a fine university. But when we collectively fail to do the rest of our daily jobs as teachers, leaders, and advisors, and when we fail to demand more from and give more to our students, then we are truly failing to do much good as an institution that serves the people of the city of Philadelphia and its suburbs or the state. Sorry to say, but neither the faculty reward structure, nor our student grading mechanisms, nor our over-zealous reliance on assessment graphs and numbers, nor our management attitudes are helping much in this regard. We do not do enough to create real value from teaching and service.

In a December 22, 2008 *Newsweek* article ("What Obama Needs to Know", p. 37), Charles Peters addressed the issue of how institutional leaders can stay abreast of what is really happening on the home front, albeit

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## David Post's Quest for Jefferson's Moose

*Post from page 1*

sive, revolutionary frontier as Jefferson's Virginia seemed more than two hundred years ago.

Post is in a unique position to perceive the need for a legal theory, as well as a natural history, of the Internet. After a relatively brief career as a physical anthropologist, he attended law school.

**"Post is in a unique position to perceive the need for a legal theory, as well as a natural history, of the Internet."**

He clerked for Ruth Bader Ginsburg on the U.S. Court of Appeals, became a specialist in copyright law and intellectual property at Wilmer, Cutler and Pickering, a top Washington law firm.

He found that unlike many of his colleagues, he was good at talking to techies and predisposed to appreciate how technological and legal issues can't be neatly pulled apart. He clerked again for Ginsburg after her appointment to the Supreme Court, began to teach law at Georgetown University Law Center and came to Temple in 1997. Some of his many articles are widely cited in the debate over the regulation, or lack thereof, of the World Wide Web by national and international law.

The debate has been between those calling for more regulation by governmental agencies (national and international) and those more willing to let the web develop its own regulatory protocols -- as, they argue, it has in fact consistently done since the beginning. At stake in this debate is the ability to shape the future of the

medium (or perhaps we should say, the medium of the future).

On the Internet, Post writes, code making -- the establishment of the protocols that come to be used -- is in fact governance, and it happens through consensus, like a series of ideal town meetings, only with documents getting sent up and down the chain. Not only were "the rules for a common global language developed by consensus," but the very proliferation of rules, standards, and protocols on the Internet proves that "consensus governance can scale." It works in practice; our theory needs to adapt. What distinguishes Post from many of the utopian Internet theorists, who have been celebrating virtual democratization and its potentially real effects on society and politics for more than a decade, is that he takes a big (moose) step toward

*Post continued on page 5*

## Contract Negotiation Update...from 1984?

*The Faculty Herald Early Archives* now include issues dating back a quarter century! Readers are invited to skim through the available issues to see how the *Herald* has communicated with the faculty in the past and how things at Temple have changed (and stayed the same) over the last 25 years.



# The Office of Sustainability: Toward a Greener Temple

*Sustainability from page 1*

ment, economics, and social justice. The current global problems of climate warming, financial uncertainties and raging wars, all speak to the need to shine the light of sustainability on every decision made, whether it is at Temple, in our personal lives and in society in general.

Since this is a new office, one of my first tasks

is to develop an infrastructure for sustainability throughout the University and to communicate what this office does. Presentations about sustainability (what it is, what is Temple doing, and what can we do personally) are given to faculty groups, to collegial assemblies, to administrative units, to staff and to students.

Sustainability Ambassadors, faculty and staff, have been named in each school, to communicate initiatives on sustainability, offer advice and insight, report problems or good practices and generally be a resource on sustainability at the local level. Workshops on Sustainability are being offered to employees by the Office of Sustainability through the Human Resources department; sustainability is included in new employee orientation and a section has been added to the new employee manual.

Outreach and engagement is another focus this year. In October, Temple University participated in Campus Sustainability Day, an event to raise awareness among Temple constituents. An Eco Village was created at the main campus at the Bell Tower with displays, demonstrations and performances about sustainability. Faculty served as mentors to students to help them articulate how sustainability spans the disciplines.

Another, recent outreach event was the participation in the National Teach In on Global Warming on February 5<sup>th</sup>. The goal of the Teach In was to engage over one million Americans in solutions-driven dialogue on global warming during the first 100 days of the new administration. Temple's events in the National Teach In on Global Warming included classroom dialogue where faculty played a key role in discussing with their students the relevancy of global warming in all our lives and how global warming affects the disciplines that students are studying. Tools for faculty to lead this discussion were provided through the Office of Sustainability by means of power point presentations on global warming as well as a pre-recorded webcast available for download of experts on global warming and solutions.

To enhance sustainability in the physical environment, the Office of Sustainability, along with the Office of Facilities Management, has developed an Energy Conservation Policy. Highlights of this policy include setting indoor temperature limits, prohibiting space heaters, recommending the turning off of computers when not in use, and

turning off lights. A light switch decal project, co-sponsored by the Students for Environmental Action, the Office of Facilities Management and the Office of Sustainability, will be launched in February to remind the Temple community to turn off lights.

Academic initiatives include providing research funding for sustainability projects to students. Undergraduate students may apply for funding through the Provost's Office Program for Undergraduate Research Incentive Fund at [www.temple.edu/vpus](http://www.temple.edu/vpus). In order for students to be eligible for these research

funds, faculty sponsorship is required. Graduate and professional students are also eligible to receive small research grants for sustainability by submitting proposals directly to the Office of Sustainability with a faculty mentor's sponsorship. (See <http://www.temple.edu/sustainability> )

To increase sustainability courses into the curriculum, a Sustainability Teaching Initiative is being conducted in the Teaching and Learning Center where faculty from various disciplines are engaging in a year-long program, designed to support faculty as they develop their teaching and courses on sustainability, but also to address a university need. The faculty participants have four charges: 1) to define "sustainability", 2) to determine criteria for courses to be included in sustainability track within the general education curriculum, 3) to design innovative, interdisciplinary courses and 4) to share the initiative's work with the university community.

Faculty are encouraged to employ sustainable teaching processes including printing on both sides of a sheet of paper, using blackboard to distribute and collect assignments, turning off electronic equipment when not in use, and encouraging students to buy used books. There are many more ways than just these to practice sustainability in the classroom. For more suggestions, visit the "Sustainable Teaching Tips" link at the website of the Teaching and Learning Center.

Faculty serve a unique role in their influence of students, both inside and outside the classroom. How young people are taught and mentored about sustainability issues is paramount in these difficult times. Albert Schweitzer, the Nobel Prize winner, physician, scholar and musician said it best: "Example is not the main thing in influencing others. It is the only thing."

Faculty involvement in the sustainability effort at Temple is crucial if we are to succeed. I welcome your comments, suggestions, advice and participation and hope you will contact me, by phone (215-204-2517), by email ([sustainability@temple.edu](mailto:sustainability@temple.edu)) or stop by the office (lower level Mitten Hall on the way to the Diamond Club). ▪



**Many Students find Sustainable ways to commute to Main Campus,**

*Photo from the Office of Sustainability Website*



## GREEN TIPS

*From the Office of Sustainability Website (<http://www.temple.edu/sustainability/reduce.htm>)*

### 3. It's clear to see, you can recycle glass of all colors

- Recycling one glass bottle saves enough energy to power a 60-watt bulb for four hours, or a computer for 30 minutes
- Purchasing products made of recycled glass increases demand and encourages manufacturers to use fewer virgin resources.

### 2. If a light is on in a room, and no one is there to see it....

- Turning off the lights will result in a net energy savings after 5 seconds of the light being off!
- If we turned off the lights in rooms that were not occupied, Philadelphians would save approximately \$4.5 million dollars each year.

### 1. Turn Down the Heat (on your wallet)

- By turning your thermostat down from 72 degrees to 68 degrees in the winter you can save up to 12% (\$165 per winter) on your heating bill and reduce your CO2 emissions by 2.7 tons.

## An Open Letter to President Hart

*Open Letter from page 1*

and very visible within the organization. At any one time private-sector professionals are likely to have responsibilities in several projects, each project comprised of a different set of active individuals from diverse divisions and groups within the company. John Kenneth Galbraith aptly described corporate industry as "interlocking committees", with even low-level professionals spending roughly half their time in meetings, and senior managers even more. Industrial organizations are well-mixed fluids, with individuals routinely transferred from one group to another as the need arises. It is not uncommon to switch bosses every six months, and it is rare to work more than two years for the same immediate supervisor.

At PP&L (likely representative of industry practice) the annual salary increases were determined in a coordinated peer-reviewed fashion as follows. Each immediate supervisor specifies how he would distribute his (to be determined) salary-increase chunk among his subordinates and must defend his proposed distribution to both his peer supervisors and his own line manager. An important corrective element of this scheme is the interlocking-project working arrangements; this means that the other peer supervisors can confirm or contest a given supervi-

tor's evaluations of his team in an informed fashion. This same mechanism repeats itself up the chain, with higher level managers arguing -- in the presence of their peers -- for the respective strengths and contributions of their units. Ultimately, the total salary increase for the division gets systematically parsed out, top down, from these peer-determined allocation factors.

In academia the interactive, collaborative character of industry is almost precisely inverted. Academia is the antithesis of a well-mixed, fluid organization. Our colleagues are colleagues for life; for example, I have served under the same Dean for nearly 10 years and with the same handful of departmental faculty for nearly 20 years. In my core responsibilities of research and teaching I do not interact with faculty outside my College, and I rarely interact with those within my own College to any significant degree. Like me, most faculty labor out-of-view, and largely alone, on their most critical responsibilities which are teaching and research. For example, I know what subjects my colleagues teach (and have received hearsay about their efficacy) but I really don't know how they prepare for it, nor do I know how well they do it, and I certainly don't have any ready mechanism of making such a qualitative determina-

tion even if I had the time. Research is an even more individualizing activity: each faculty addresses quite different problems, using quite different tools and a highly intuitive and interior strategy for carrying out his discoveries. It would require considerable time and effort for me to make an informed judgment as to quality or potential value of another's research progress (and vis versa).

Advocates of both "merit" and/or "pay for performance" have unwarranted confidence that faculty can be rationally assessed and compared, either by peers or supervisors, in a practical, realizable time frame. The intangibles that make a faculty great -- generosity, energy, attitude, idealism, ability to learn, leadership, intellectual humility -- are notoriously hard to quantify. Research dollars do not measure teaching; the merit-application process, in practice, is by-and-large a dissatisfying exercise in competitive self-promotion. Of course, it is possible for academic peers and supervisors to make a serious attempt to assess faculty -- we do in the tenure process -- it is just formidably time-consuming, disruptive, and generates resentments within the organization that can last for years.

In conclusion, it is unlikely that salary-increase procedures, based on perceived comparative merit, could be equitably implemented in a university context due to the limited, genuine, collaborative interaction between faculty in research and teaching. In industry, the several managers who are deeply familiar with an employee's work can come to a coordinated unbiased view of the employee's contribution; this situation has no analog in academia. Perhaps an across-the-board cost-of-living increase plus some fixed percent (say, COLA+2%), for all faculty, would be a fair approach (with the remainder distributed as negotiated: merit, PFP, salary compression, whatever). An enterprise the size and sophistication of Temple University would be a mismanaged Temple University should its faculty compensation fail to keep pace with inflation.

In closing I wish to thank each recipient of this letter, personally, for the labor and guidance that you have accorded to Temple University. A continuous and principal blessing of my life is my deep engagement with this singular enterprise and its special mission.

Yours most faithfully,

Vallorie J. Peridier, Ph.D.

## Where Assessment Should Begin (And be Sustained)

*Friedman from page 2*

from an entirely different perspective. Peters wrote that the top leaders of an institution (in this case, the government of the United States) must understand (1) the need for everyone in an organization to be "clear about their assignments, not just the brass," and (2) that "making sure a policy is implemented properly is just as important as making sure the policy is right."

Peters quoted Senator Jack Reed (D-Rhode Island), who said that a leader must "reach down -- and outside -- the chain of command to learn the facts on the ground." Peters went on to discuss the need for a leader to be curious and be able to ask the right questions of the right people. And he made it clear that the right people were not always top level staffers and managers, who often tell the leader what s/he wants to hear and often have a vested interest in protecting their own domains.

This is no less an issue for university leaders, as it is in government and the corporate world. Getting the right picture of whether an institution is doing any good is extremely demanding, exhausting work that is not often rewarded. It is work that produces few headlines, yet can do more to ensure that an organization holds true to its mission and is achieving its goals. It is work that requires every day probing and regular reviews of effort -- not just one-to-one performance reviews in the abstract, but group performance assessments related to what Temple, as an institution, should be doing for its employees and its students. It seems to me that many of our leaders, from committee and department chairs on up, do not have the time nor the inclination to become involved in such an ongoing effort.

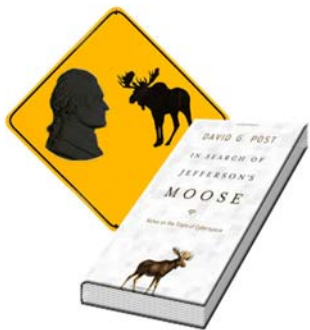
For example, do we really know if we are appropriately preparing our students, professionally and educationally (knowledge and skills), or are we accepting shoddy work from them, giving passing grades for failing work, and being too polite or laissez-faire about attendance and other behavioral

and professional issues? Are we being too sympathetic to the hardships (some clearly real, others perhaps imposed by student self-indulgence) that keep our students from doing their work? On the other side, are we properly monitoring our teaching performance and insisting on the use of educational models that get students more involved in their own education and that of their peers? Are we hiring TAs and faculty who cannot communicate effectively and are not in academia to teach? Are we effectively managing our curricula as a sensible progression from one level of knowledge and skill to the next, and insisting on high quality instructional and student performance at all levels of non-majors as well as majors courses? Are we taking advantage of the strengths of our faculty or trying to force all of them into the same primary mode of operation? Are we taking advantage of internal (interaction with students) and external assessment mechanisms (post-graduate qualification exams and job performance assessments) as well as we might? Demanding more of our students requires more of ourselves. Assessing our performance demands more. Will Temple's leaders do more to recognize those who do more, and provide the resources needed for those who manage and assess curriculum and its instruction?

As we head into the new year, with the Middle States assessment bearing down on us, it is important that we begin now to establish whether we are appropriately demanding and compassionate, and taking care of our own as our founders would have wanted. Middle States assessment may indeed be all about massive printed reports, tables, graphs, and statistics. But our own self evaluations must be more personal and become a recognized part of our mission and a standard part of our daily routine. Issuing commands from on high is not enough if no one is asking if we are doing much good. ■

# David Post's Quest for *Jefferson's Moose*

Post from page 2



squaring the metaphor of the Internet as a “new frontier” or “new world” with the historical experience, and actual texts, that structure the democracy we do have.

*Why does a cyberlaw professor write a book?*

When I sat down for coffee with David in November I was itching to ask him a question about why an optimist about the Internet, who has blogged at the influential *Volokh Conspiracy* site (which gets a million hits a month), and who works in a field in which articles dominate, would bother to write a book at all? It's a loaded question coming from a historian. In my field, books are still the solid coin of the realm. But David stated right off that it wasn't yet clear what blogging is good for – or what it isn't. Some people are using it for long and dense argumentation, but he has found it best for observations at the level and length of the paragraph. He also readily admitted that there are things one can do in a (physical) book that perhaps can't be done elsewhere – at least not yet. “Kindle is good....but we're not yet there.”

*In Search of Jefferson's Moose*, however, has much of the openness of form, or informality, that we associate with the Internet. Discursive footnotes, often historical or even philological, appear at the bottom of the page – much as in Jefferson's time. Chapters and sections move back and forth from Jefferson to the Internet, from law to the science of networks and coding. There are boxes, ample use of italics, boldface, and block quotes. Linear narrative it isn't. Primacy is placed on connections, and multiplicity of pathways to similar conclusions about related phenomena— though without unnecessary jargon or loss of clarity. The form of the book makes the argument. Multiple pathways and decentralization are, in the end, more invit-

ing and more efficient.

For the same reason, the book is itself no closed book. Post not only published chapters in law journals, he's had drafts of other chapters available on his web site as he finished the book for Oxford University Press. He intends to make the entire book available on line eventually. In the meantime, there's an *In Search of Jefferson's Moose* website, <http://jeffersonsmoose.org>, where's he's been blogging about the book's release and things Jeffersonian. He provided a neat exegesis there of Jefferson's First Inaugural address just in time for President Obama's effort, singling out one sentence that could be of use to us in this season of contract negotiations and department meetings: “Let us restore to social intercourse that harmony and affection without which liberty and even life itself are but dreary things.”

Talking with David is anything but dreary. When J.D./Ph.D. student Abigail Perkiss invited him to come to the History department to talk about intellectual property for academics, he regaled a group of faculty and graduate students with a verbal joust. Academics are far more concerned with protecting their copyright than is rational in our business, he averred. For 99.9% of scholarly communication, what you want is for as many people as possible to read it, and copyright gets in the way of that. What academics are most concerned about is what copyright is not designed for: preserving correct attribution of ideas. He quickly had some of us squirming in our seats at the thought that we had chosen attribution over distribution as a mode of communication.

## *A Jeffersonian Vision*

It might seem an unpropitious time to lean on Jefferson for inspiration. His reputation suffered in the age of Bush-Clinton-Bush. Other founding fathers – his political rivals John Adams and Alexander Hamilton – have been getting the bestsellers and the sexy television miniseries. But Post is on strong historical ground in arguing for Jefferson's centrality to American versions of democracy. He's also right on target in putting forth Jefferson's well-known curiosity and commitment to freedom of speech, of religion, and of the press as a precedent for the World Wide Web at its best. The modern-day equivalent of Jefferson's Moose – the

artifact that was supposed to “wow” the powerful doubters as to the potential of America and its revolution – is Wikipedia, which Post calls, on his blog, “the world's single most widely-consulted source of information, available in 40-odd languages, accessible (virtually instantaneously) to over a billion people, compiled by thousands of people working anonymously and for no pay.” In my field, we have been wringing our collective hands on our discussion listserves about students with no better research skills than the two clicks from Google to Wikipedia, but I must admit I find fewer and fewer students being led astray by what they find there.

The question I did not ask, because I was playing polite journalist and colleague, but which I always ask my students about Jefferson, is how he squared his democratic vision with the facts of conquest and slavery in early America. In my own research, I concluded that natu-

ral history turned out to be useful to Jefferson not least because it helped him answer French critiques of how colonists had treated Natives and African Americans. What if the Internet, like America in 1787, is not as democratic or open as it seems? Or is it like the frontier for Jefferson: the place that might ultimately be the solution to existing inequalities, including racial ones? David's book doesn't tell us. But on his Temple website he has a paper on Jefferson and slavery that is as good a defense of Jefferson's record on slavery as any I've read. He quotes Lincoln from the Lincoln-Douglas debates, citing Jefferson as intending slavery to end, rather than expand into the territories. His Jefferson is like Obama's Lincoln: a lawyer's careful, informed argument from precedent – for good purpose.\*

## Letters to the Editor

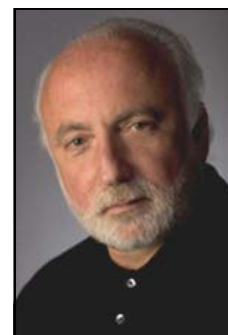
February 04, 2009

To the Editor:

If there were ever any doubts about TAUP's true colors, the union's most recent proposal of a flat salary increase of \$2,100 for all faculty members (rather than a proportional one) clarifies things all too well. The chief beneficiaries of this proposal are the NTT faculty and the tenure-track faculty who haven't received much in the way of merit over the years, largely because their scholarly activity has been moribund. (One wonders whether these two groups, who would profit most from the new proposal, are disproportionately represented among those running TAUP's show.) In contrast, the average full Professor at Temple would have been better off with the administration's November proposal than with TAUP's most recent one, as would most Associate Professors and Assistant Professors with above-average salaries. The entire world knew in November that the American economy was tanking, and it was easily foreseen that the administration's proposals were only going to become less generous over time, as the seriousness of Pennsylvania's budget crisis would become more and more apparent.

Any research-active tenure-track faculty member who continues to believe that TAUP represents our interests is being foolish. And any member of this group who actually pays TAUP for its representation ought to reconsider. At the very least, perhaps you can do your colleagues a favor and elect a different, and more competent, slate of officers.

Laurence Steinberg  
Distinguished University Professor  
Laura H. Carnell Professor of Psychology



Laurence Steinberg,  
Laura H. Carnell  
Professor of  
Psychology

*Letters to the Editor continued on page 6*

## Letters to the Editor

Letters to the Editor from page 5

December 12, 2008

I was delighted to open my email this week and see, for the first time as an adjunct, the link for the online *Faculty Herald*. I am glad that you sent it to the whole Part Time-Faculty list. I appreciate adjuncts being directed to the discussions you publish; many of us participate in similar dialogues, generally informally, in our various departments and programs. As more and more of the instruction in the University is done by contingent faculty, it benefits everyone if all are included as the faculty develops its ideas.

Sincerely,  
Regina Bannan,  
Assistant Professor in the American Studies Program

December 10, 2008

I support Professor Maurice Wright's call for a thorough investigation by the Faculty Senate of the decision to reject IIIT's offer to endow a chair of Islamic Studies in the Department of Religion. I have a strong reason to believe that a former Chairman of the Board of Trustees was deeply involved with David Horowitz in pressuring the Temple Administration to reject the offer to fund the Islamic Studies Chair. One should not allow behind-the-scenes activities to remain in the dark. The Temple Faculty deserve an answer, particularly with regards to the person or persons who were involved in the pressure tactics.

Sincerely,  
Arvind V. Phatak,  
Carnell Professor of Management & International Business



*The Faculty Herald remains dedicated to promoting a dialogue with and among the faculty of Temple University and invites readers to write the editor in response to anything in this or a previous issue, or on other topics of interest and import to Temple Faculty. New letters sent to the editor will be published to a prominent place on the Herald's website ([www.temple.edu/herald](http://www.temple.edu/herald)) within one or two weeks of the editor receiving them and will be included in the next issue of the Herald.*

*Letters to the editor should be emailed to David Waldstreicher at [facultyherald@temple.edu](mailto:facultyherald@temple.edu).*

## University Faculty Senate Minutes, December 12, 2008

### University Faculty Senate Minutes December 12, 2008

#### 1. Call to Order:

The meeting was called to order at 1:52 PM.

#### 2. Approval of the Minutes:

The minutes of November 19, 2008 were approved as distributed.

#### 3. President's Report – Karen Turner:

Turner welcomed Ambler and Health Science Center faculty via videoconferencing. The senate proceedings are available to listen to after the meeting by logging onto the Senate website ([www.temple.edu/senate](http://www.temple.edu/senate)) and clicking the Apreso link.

- The Steering Committee met with Peter Jones, Senior Vice Provost for Undergraduate Studies about the newly designed student feedback forms. It was suggested that a "Wiki" be set up as a means of getting feedback about the forms from faculty.
- The Steering Committee has also met with Provost Lisa and Betsy Leebron-Tutelman, Senior Faculty Advisor to the Provost. The Academic Strategic Plan has been approved by the Board of Trustees. The Provost will be attend the January 26<sup>th</sup> Faculty Senate meeting to give a presentation on the implementation of the Plan.
- The latest edition of the Faculty Herald is available. You can link to the Herald from the Senate website. The editor, David Waldstreicher, would like to begin posting "letters to the editor" to the Herald website. Faculty are encouraged to get involved.
- A reminder that all Senate meeting minutes are also on the Senate website.

#### 4. Vice President's Report – Paul LaFollette

Nothing to report, but Happy Holidays.

#### 5. Guest: Andrea Swan, Manager, City and Neighborhood Relations for Temple University

This year the city and surrounding region will hold its annual Martin Luther King Day event at the Liacouras Center on Monday January 19, 2009. President Hart and Mayor Michael Nutter will be there at 9:00AM for the kick-off ceremony. Temple will have a series of internal programs including

- a "health and wellness fair" with the help of the College of Health Professions and
- a children's carnival with help from the College of Education.
- Norris Homes health clinic and 12<sup>th</sup> Street recreation center Iota Phi members will be helping out. The fraternity has agreed to mentor the students

People can sign up as volunteers at the MLK website.

#### 6. Guests: Tim O'Rourke, Vice President for Computer and Information Services and Lynne Zullo, ERP Project Manager

O'Rourke gave an update on Project ERP (Enterprise Resource Planning) and the new SunGard Banner System which will replace Temple's antiquated main frame computer system.

- The project is about change from what we have been doing and what we will be doing. All of our old computer systems are out of date, have functional problems and have limited ability to support new technology.
- A Steering Committee had been formed to investigate vendors and set up basic principles.
  - As a result the SunGard Banner system was chosen. This system will give greater access to information and enable us to be more efficient. The system will be upgraded at least once a year.
- Lynne Zullo, discussed the teams who will work on various projects. There are 300 people involved in the teams. There is also an Executive Steering Committee making major policy decisions.

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- All systems will be accessed through TU Portal.
- O'Rourke wants faculty participation. Any one who wants to be involved in this project is welcome to contact Tim O'Rourke.
- For the timeline of what has already been accomplished and what will be accomplished by 2011, and to get more information on the project, go to [www.temple.edu/enterprise](http://www.temple.edu/enterprise).
- Responses to questions:
  - We are trying to have Blackboard integrated into the system.
  - All students are now using Google for email. Faculty and staff email accounts will not be transferred to Google at this point. Because there is concern about privacy issues faculty and staff will be migrated to Outlook Exchange for email.
  - The systems are new, but you will be getting the same information as before.

## 7. Unfinished Business:

None

## 8. New Business:

None

## 9. Adjournment

The meeting was adjourned at 3:05 PM.

Bonnie Averbach, Secretary

# Representative Faculty Senate Minutes, November 19, 2008

## Representative Faculty Senate Minutes November 19, 2008

### Call to Order:

President Karen M. Turner called the meeting to order at 1:52 pm.

### Welcome Remarks:

President Turner welcomed everyone including the Ambler and Health Sciences faculty. She reminded everyone that the meeting is being videoconferenced to the Ambler and the Health Sciences campuses. Today's meeting is being recorded via Apresso. You can listen to the proceedings online by going to the Senate website, [www.temple.edu/senate](http://www.temple.edu/senate) and clicking on the link for the November 19, 2008 Senate meeting.

### "Provost Lisa Listens:"

Provost Lisa Staiano-Coico gave some updates:

- Study Leaves: The Provost and the Chair of the University Study Leave committee, James Korsh have been working on the program for study leaves. There are 96 available but they have received only 50 applications. The Provost asked the faculty to please take advantage of this opportunity. The deadline has been extended to January 23, 2009.
- TAUP Contract Negotiations: The University presented an offer to the Temple Association of University Professors (TAUP) on November 13. TAUP has presented a proposal to the University via the mediator. The team is reviewing it. Tony Wagner, Vice President for Finance and Administration and CFO will give a University financial status presentation to the TAUP on December 1 or 2.
- The Provost stated that at this time of the year, everyone is stressed out with finals coming, the election, holidays, etc.
- Theater Chair Roberta Sloan, students from the Theater Department performed a scene from the play.
- General Education director Terry Halbert talked about a Gen Ed class on the Philadelphia Experience. *The Chronicle of Higher Education* is doing a feature article on Temple's Gen Ed program. A photographer accompanied Theater Professor Doug Wager and 50 students to Chris's Jazz Bar. Photos were taken of Temple students as they talked with the musicians between sets. The article and photos will appear in the November 28 issue of the *Chronicle*.
- James Korsh, (CST) mentioned that the new study leave application is now only five (5) pages long.
- Tyler Professor Jane Evans spoke about her study leave which started at Sardis, where she worked as a numismatist and ended in France where she was joined by some of her Temple students. With the help of her students, Evans wrote an article about the site in France for the *Journal of Archeology*. Evans is also excited about teaching at the Temple Rome campus in the spring.
- Doug Wager, SCT Theater Director, spoke about the Temple Theater production, 'In Conflict' which just closed in New York with great reviews. One of the participating Temple students was able to locate a woman who was depicted in the show. The Temple students arranged to fly Lisa Haines, the Iraqi war veteran whose experiences were depicted in the play, and her family to New York to see the final performance.

The Provost made a final comment about how special the Temple faculty and students are.

The Provost asked for faculty to speak about exciting things happening in their lives.

- Provost Lisa volunteered that a recent exciting event in her life was attending the celebration of the acquisition of the three millionth book in Paley Library; a rare edition of Hamlet. Under the direction of

### Approval of Minutes:

The Minutes of October 16 were approved as distributed.

### President's Report – Karen M. Turner:

# Representative Faculty Senate Minutes, November 19, 2008

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Turner reported that over the past month the Faculty Senate Steering Committee met with:

- President Ann Weaver Hart.
- The Temple Student Government leadership. In that meeting the Steering Committee voted to form the ad hoc Student/Faculty Liaison committee. Faculty will hear more about this committee in the weeks ahead.
- Tim O'Rourke, Vice President for Computer and Information Services and Barbara Dolhansky, Associate VP Computer Services. They provided an update on Project Enterprise. O'Rourke and Dolhansky will address the Senate at the December University Senate meeting.
- Lori Salem, Director of the Temple Writing Center and other members of the Writing-Intensive Course Committee.

Turner noted that all steering committee minutes are available online at the senate website.

The Board of Trustees will meet on December 9. Turner announced there are two open slots for faculty to attend the meeting. She explained that those faculty will be introduced at the Board meeting. Faculty who are interested in attending should send an email to senate2@temple.edu.

A new committee, Temple's Emergency Management Implementation Team is seeking faculty representation. The committee meets monthly on Tuesdays at 10:00 am. Its purpose is to provide direction for the implementation of emergency procedures. Interested faculty should email senate2@temple.edu.

Turner encouraged faculty to contact her or their FSSC representative if there are topics that they would like covered at the monthly senate meetings.

## Vice President's Report – Paul S. LaFollette:

Paul LaFollette thanked all who voted in the election for The University Study Leave and the Personnel committee members. If anyone who tried to vote and could not, please notify Senate Coordinator Cheryl Mack. LaFollette reminded Senate committee chairs that they should send him a report before the end of the semester and ask committee members to remind their chairs to send the reports to him.

At this point, Turner introduced our Senate guest, Tony Wagner who will discuss the present economy and the University's current financial situation and the implementation of the University financial plan.

## Guest: Tony Wagner, Vice President for Finance and Administration and Chief Financial Officer

About Temple:

Its balance sheet has been strong because of enrollment growth. However, enrollments in all universities and colleges are expected to decline due to a decreasing number of high school students. Moody's outlook is a 13% decline in the number of students in the future. Another problem for Temple is the cost of the Temple Health System. Also in this economy, there has been a 13.5 % decrease in the endowment in October. In general Temple's endowment fund is much smaller than competitive universities. The state is also cutting funding for universities.

Cost of a Temple education:

At this time the total loans for students is \$282 million. In this economy, it will be a challenge for students with lower incomes. Many students will have high rate loans. A significant number of students will have a hold on their loans. Lenders are increasing credit requirements. The waning state support is shifting the financial burden to the student. (The state gives 50%

to private schools universities and 50% to public schools.)

Risk factors:

There is a need for hiring for more academic mental health programs for students. Salary and benefits are now 66% of Temple's budget. Temple expects at least a 10% increase in benefits. The Board of Trustees will not tolerate a 5.9% increase in tuition. Temple is conservative in investment. Malpractice payments will increase. The economic situation will impact enrollment.

There will be a pause in the strategic plan.

The Temple Finance PowerPoint Presentation for the Faculty Senate is available at: <http://www.temple.edu/budget/documents/FacultySenatePresentation11-19-08AEW.pdf>

## Unfinished Business:

None

## New Business:

None

## Adjournment:

The meeting was adjourned at 2:58 PM.

Bonnie Averbach, Secretary

For an archive of Faculty Senate Minutes, go to:  
<http://www.temple.edu/senate/minutes.htm>

## Faculty Herald Staff

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### Faculty Senate Steering Committee 2008–2009

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Paul LaFollette, Vice President, College of Science and Technology  
Bonnie Averbach, Secretary, Fox School of Business and Management  
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