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To Market, To Market—and Back



David Waldstreicher,
Editor

“Should universities have presented a firmer counterweight to economic irresponsibility? Have universities become too captive to the immediate and worldly purposes they serve? Has the market model become the fundamental and defining identity of higher education?” These challenging questions come from Drew Gilpin Faust, the president of Harvard University. They appeared last month in the *New York Times Book Review*, no bastion of radical thinking. (“The University’s Crisis of Purpose,” *New York Times Book Review*, September 6, 2009)

It is a sign of our times that such questions are being asked. And if they are being asked by the academic power elite, you can bet that some version of them is in the minds of our students. If a Temple education is worth the loans and hardships our students endure, is it less so if the immediate prospects of a better job have diminished?

Or is Temple – is higher education at our level – something less easily defined in terms of dollars?

During the decade and a half we now see in terms of “economic irrespon-

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From Senate President Karen Turner

By Karen Turner

Faculty Senate President and Associate Professor of Journalism in the School of Communications and Theater



Karen Turner,
Faculty Senate
President

Congratulations to the TAUP, AFSCME, and the Hart administration for reaching collective bargaining agreements. It’s refreshing to begin this academic year on positive footing.

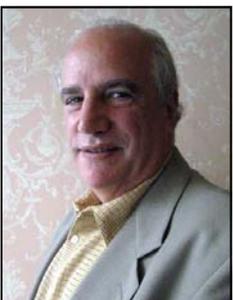
With the negotiations behind us, the senate leadership is optimistic that more faculty will get involved in governance – whether it’s through participation on a senate committee to a shorter-term commitment by sitting on a task force or search committee to regularly attending monthly senate meetings. And don’t forget, we continue to videoconference to our colleagues at the Ambler and Health Sciences campuses.

The Faculty Senate Steering Committee (FSSC) has planned an ambitious agenda for the year:

1. We have begun our review and updating of the Senate Constitution and Bylaws. The representative senators amended the bylaws at the

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Upbeat About Cancer?



Michal Sirover,
Professor of
Pharmacology,
School of Medicine

By David Waldstreicher
Editor

According to Mike Sirover, Professor of Pharmacology in the Medical School, the general public is not especially well served if they go into a bookstore like Borders looking for information about his specialty, cancer treatment. “There are books about prostate cancer, breast cancer, colon cancer,” he notes, but they are complex, extremely detailed and specific. They don’t account for the predisposition to fear cancer as a death warrant, and so they don’t provide a helpful or accurate road map through the challenges of cancer therapy.

The fact is that tremendous strides have been made in treating cancer during the three and a half decades Sirover has been working in the field. But early detection, and a willingness to stick with therapies, is critical to the higher cure rates—and here doctors have been finding that patients are resistant. One in five colon cancer patients stopped treatment, according to one study. Fifty percent of ovarian cancer patients ceased therapies due to side effects.

The side effects are real, and often daunting—but as Sirover writes in his new book *Surviving Cancer: A Light of Hope at the End of the Tunnel*, “it’s not your parents’ cancer therapy.” Radiation, for example, can target very

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Looking Back, Looking Forward

A Forum on the Long Haul of Getting a Contract

In the wake of the agreement between the university and TAUP, the Faculty Herald sent out an open call for reflections on the process of negotiations and the results. We hoped not so much to rehash past events as to learn from them and provide some closure. Contributors to the forum were not shown each others' reflections. They are printed below in the order in which they were received.

—The Editor

From Laurence Steinberg,

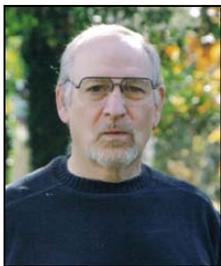
Distinguished University Professor and Laura H. Carnell Professor of Psychology

In my letter to the *Herald*, last February, I argued that TAUP did not bring the best interests of the more research-productive faculty to the bargaining table. I encouraged these colleagues to question whether it was really to their benefit to belong to TAUP and suggested that those who do belong ask whether the current TAUP leadership is one that they should continue to support. I heard from numerous colleagues after the letter was published, some who disagreed with me and others who shared my opinion.

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What do Faculty Really Care About?



Steve Zelnick,
Professor of English
Literature, College
of Liberal Arts

By Steve Zelnick,
Professor of English Literature,
College of Liberal Arts

Letter to the *Faculty Herald*:

Dear David:

As unofficial record keeper of the Herald Board's minutes, I noted the following set of topics that arose at our last meeting.

The question was: "What do Faculty really care about?" – a critically important topic for the *Herald*, and all of us, to consider.

So here, in no particular order of preference, are the topics that surfaced in our discussion:

1. Is the University Honors Program being used to attract high quality students? Is the UHP properly resourced? What has happened to the plans to relocate the UHP to an appropriate site of its own? What is being done to attract faculty participation? What curricular thinking is shaping any plans for developing the UHP? If there is planning, who is involved?
2. In the new contract negotiated by TAUP, there is provision for a true Sabbatical Program (as opposed to a Study Leave Program), something Tem-

ple has always lacked. Now that this has been negotiated, what is being done to implement it?

3. What is being done for our undergraduates to help them with career choices in this difficult and worsening employment picture? What counseling does the University provide? What is being done to develop curricular pathways that reflect new fields and occupations? What sorts of data does the University collect to assure us that our degrees lead to the right places for our students?
4. What support does the University offer for students who are not well prepared to succeed in their undergraduate courses? Is Temple experiencing a drop-out problem, and if so, is the cause financial or academic?
5. How can the Faculty Senate be energized, or, is it time to consider a new approach to faculty involvement in the administration of our University?

The Board was interested in hearing Faculty response in the *Herald* to these items and also the issues we did not mention. In short, "What do Faculty really care about?"

Respectfully,
Steve Zelnick
Editorial Board, *Faculty Herald*
Department of English ▪

Committee Reports...We've got more!

Last spring the Faculty Senate Steering Committee decided to publish the reports of the Faculty Senate Committees in the *Herald* to increase awareness of the important work that these committees are doing.

The following reports were not published in our last issue. We present them now along with our thanks to the committee members and chairs for their exemplary service.

For supporting documents mentioned in these reports, and reports submitted after our publication date, please see the Senate Committees website.

1. Research Programs and Policies Committee (RPPC)

This committee has existed for over thirty-five years. It has two major charges: 1) to advise the University on all research programs and policies, and 2) to distribute \$50,000 a year in Faculty Senate Seed Money Research Grants.

Senior Vice President for Research Larry Lemanski has never consulted RPPC on any research programs or policies. In December 2008, by telephone call, I was notified by his Chief of Staff Rhonda Karp that administrative support supplied by the Office of the Senior Vice President for Research to RPPC for over thirty-five years was being unilaterally withdrawn. RPPC was able to function this year because I had no teaching or research responsibilities in Spring 2009 due to back surgery and because I have part time use of a secretary due to disabilities. A full time faculty member chair of RPPC cannot continue to function without the substantial, experienced administrative assistance that was supplied for over 35 years. The Senate President and Vice President have not been able to set up a meeting with Vice President Lemanski

despite attempts over the last two months.

Research costs and grant requests have increased, but RPPC's budget has not been increased in over thirty-five years. Senior Vice President for Research Lemanski has not provided any additional funds. Provost Lisa Staiano-Coico mentioned at a Faculty Senate Meeting that she was going to set up a research fund for



the Arts and Humanities on Main Campus. RPPC volunteered to provide faculty screening and recommendations.

There are ten committee members, four elected by the Senate and six appointed by the Senate Steering Committee. The ten members are all respected and active researchers from schools throughout the University.

The names and affiliations of RPPC members follow:

Research Programs and Policies Committee (2008-2009)

Elected Members:

Marina Angel, LAW
Philip W. Harris, CLA, CRIM JUSTICE
Roberta A. Newton, CHP, PHYS THERAPY
Eva Surmacz, CS&T, BIOLOGY

Appointed members:

Z. Joan Delalic, ENG, ELEC ENG
Dan A. Liebermann, FELS INSTITUTE and CS&T, BIOCHEMISTRY
Jin Jun Luo, MED, NEUROLOGY
Laszlo Otvos, CS&T, BIOLOGY
Bassel Sawaya, MED, NEUROLOGY and NEUROVIROLOGY
Dennis Silage, ENG, ELEC ENG

This academic year, RPPC received twenty-nine applications for Faculty Senate Seed Money Grants. We made the following three grants in the Fall and four grants in the Spring.

Fall 2008 Grantees

Angelika Dimoka, Fox Bus, Marketing

- "The Potential of Functional Brain Imaging to Understand the Neural Correlates of Online Consumer Behavior"
- \$10,000 Award

Marjatta Lyyra, CS&T, Physics

- "Measurement of the Permanent Dipole Moment of Ground State LiSr and LiYb

Upbeat About Cancer?

Sirover from page 1

small areas now, successfully – however, the patient may need treatment every day for twenty eight days in a row. The large amounts of money that have been poured into cancer research since President Nixon declared a “war on cancer” in 1971 have actually changed the medical landscape: cancer “need not be the death sentence we think it is.... For every Teddy Kennedy [who died of brain cancer] there are about 25 post-menopausal women who get breast cancer, 98% of whom survive if the tumor is localized and 84% survive if it’s regional. The cure rate for childhood leukemia is now over 80%.” True to his upbeat style, Dr. Sirover sees a positive message here as well: “People say government doesn’t work. Here, it works.”

I’m old enough to be aware of the change. Both of my maternal grandparents died, rather quickly, of cancer. Yet now I know more survivors than friends and family lost to cancer. What, then, accounts for the persisting fear? Why, as Mike asks in his first chapter, “do we fear cancer and not heart disease?”

I asked Mike how he accounts for this discrepancy. He attributes much of it to human nature: the tendency to focus on the glass half empty. He also

“Why, as Mike asks in his first chapter, ‘do we fear cancer and not heart disease?’”

notes the debilitating nature of the disease, and its invisibility in its early stages, which makes it an unknown, mysterious force for patients. The historical scholarship of James T. Patterson, in *The Dread Disease: Cancer and Modern American Culture* (1987), seems to confirm that there has always been a particularly wide gap between the thinking of the experts and the populace on this topic, to the extent that cancer has sometimes been a site of especially intense skepticism about medicine itself.

All the more reason why cancer therapy needs to be explained in layman’s terms. *Surviving Cancer* seeks to answer the questions that come up as a result of contemporary treatments. Using everyday, even folksy comparisons (did you know that chemotherapy is like boxing?), he explains what happens and doesn’t happen. Therapies may not act only on cancer cells, for example. They may kill most but not all of the cancer cells, so that there is a special danger in not completing therapy. Over the counter anti-cancer agents like St. John’s Wort may actually have particularly severe side effects in cancer patients that actually weaken the body in its fight against the disease.

What was it like to try to translate research findings, and the points made in teaching doctors, dentists, and podiatrists, into an accessible, short volume? Interestingly, Mike decided early on to publish the book himself with XLibris. This has enabled him to take a longer term approach to the project. The book is on Amazon.com, and has a web page; he is starting to give public talks and get very positive feedback. A cancer surgeon at Harvard Medical School has purchased the book to distribute to his patients. Given

“Interestingly, Mike decided early on to publish the book himself with XLibris.”

the positive feedback, Sirover is now considering whether to approach a trade publisher with a proposal for a revised edition.

I asked Mike how writing *Surviving Cancer* compared to his usual academic practices. (He has published dozens of papers and heads an NIH Scientific Advisory Committee on Cancer Prevention that evaluates grant applications in his field.) He compared it to flying solo. But the book is very much shaped by his experience teaching the subject of cancer therapy. When writing it, he tried to imagine himself sitting across from a cancer patient, anticipating and responding to questions. He approached the project less as a scientist who does research on cells than as an educator.

The result is an extremely accessible and, yes, even upbeat book about a topic so often considered to be depressing. Reading it, I understood much more about a topic I thought I knew something, even enough, about. ▪

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sibility,” the nation also spent huge amounts of money on warmaking. Drew Faust chose not to raise that issue, though as the author of *This Republic of Suffering: Death and the American Civil War*, you can be sure she knows

“...is Temple – is higher education at our level – something less easily defined in terms of dollars?”

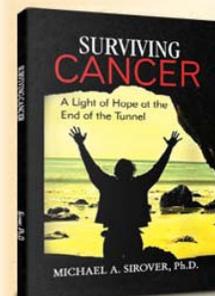
something about the costs of modern warfare. Now we know that at least some of that expense, which we will all be paying for a long time to come, was not entirely necessary. Where were the voices of dissent among the faculty? I would not go so far as to say they were not heard. Yet I suspect that the critics were also intimidated by the fear of what could happen if campuses once again emerged as peculiar sites of skepticism.

What if we add ever more market imperatives to the need, at a public university, to emphasize the practical? Temple will feel the pressures of the economic downturn more than many institutions, and perhaps less than some others. Even Harvard is bemoaning the loss of a third of its endowment (though without reminding anyone how many times its endowment doubled in recent years). At a time when we all will feel even more pressure to define what we do in terms of its immediate marketability, we must remember that the good will Temple has in this community does not necessarily derive from the specific job training some of our alumni received here. In the larger scheme of things, we are supposed to stand for truth, and learning how to find it, more than financial success. “Excellence” is nice but it sometimes fudges the key distinction between what is right and what is merely winning right now. Precisely because the market rules elsewhere, we need to remain skeptical about its workings here. ▪

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) 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.



To find out more about *Surviving Cancer: A Light of Hope at the End of the Tunnel*, by Michael Sirover, browse to:

<http://survivingcancertoday.net/>

From Senate President Karen Turner

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- September meeting to include electronic voting. The senate used electronic voting in its most recent elections. However, the bylaws did not reflect this new method of voting. They do now. The review of these governing documents will be an ongoing activity this year.
- We will soon undertake a review of College and School bylaws. This is not aimed at conformity but to encourage collegial assembly conversations about their suitability.
 - As part of the collegial bylaw review, we will discuss the appropriateness of chair and dean evaluations. We have begun collecting templates from other universities.
 - Vice President Paul LaFollette and Senate Coordinator Cheryl Mack are working with Computer Services to create a faculty database. Its purpose is to more efficiently answer the call for faculty members to serve on administrative task forces and committees. This database will also assist the Committee on Administrative and Trustee Appointments (CATA) in its efforts to identify faculty for various administrative search committees.
 - Other activities include developing a plan for associate level support and/or mentor-

ships, creating an Academic Freedom statement, and reactivating the Senate Handbook Committee.

If you have faculty governance concerns, or ideas for issues that the senate should address, contact your FSSC representative or me at senate2@temple.edu. We also want to hear your ideas for monthly meeting programs. This is *your* senate. Have a great 2009-2010.

Karen M. Turner
Senate President
www.temple.edu/senate ■

Looking Back, Looking Forward

Looking Back from page 1

Everyone who wrote was cordial and thoughtful, and I had several long and amiable email exchanges with TAUP supporters who see things differently than I do.

In this letter, I look at the contract that TAUP negotiated and compare it to one that TAUP had earlier turned down. As I argued previously, and as I assert here, Temple's productive scholars are not well represented by the TAUP leadership.

As of November 9th of last year, as reported in TAUP's e-bulletin, the administration's offer included across-the-board raises of 2%, 2%, 2%, and 1.75% for each of the four contract years (in that order). The administration's offer included a merit pool of 1%, 1%, 1.5%, and 2%, and bonuses of .75%, .75%, .75%, and .25%, respectively. The contract that TAUP agreed to resulted in across-the-board raises of 0%, 2%, 2%, and 2%, respectively; merit pools of 1%, 1%, 1%, and 1%; and bonuses of 0%, .75%, .75%, and .75%. It is easy to see from a straight up comparison that faculty pay on average would be higher at the end of four years under the proposal that TAUP turned down than under the one it agreed to. I'm especially grateful to the administration that they saved me from having to pay TAUP a "fair share" for its negotiators' wisdom.

More interesting, more telling, and consistent with my contention that TAUP favors those who are less productive scholars over their more accomplished colleagues, is that the four-year pay differences between the November administration proposal and the final contract are of different magnitudes for the meritorious and non-meritorious.

I modeled the difference between

the final agreement and the administration's November proposal for three hypothetical Full Professors, all earning about the average salary at this rank (\$100,000) at the beginning of the new contract period. Professor One never earns any merit. Professor Two earns modest merit. Professor Three earns high merit. All models take into account across-the-board and merit raises as well as the bonuses, and take into account the compounding of salary increases over time.

By turning down the administration's November proposal, TAUP's negotiating team cost Professor One about \$2,000 in salary over the four year period.

Incorporating merit into the model is a little trickier, but I did so for Professor Two using modest merit raises (2 units of \$600 each) every year, with the same amounts for merit in the first two years under either arrangement (since both have equal merit pools in Years 1 and 2), but with slightly higher merit raises in the last two years under the declined arrangement than under the one TAUP negotiated, reflecting the substantially larger merit pool under the arrangement TAUP declined than the one it accepted (50% more money available for merit in Year 3, and 100% more in Year 4). In Years 3 and 4, Professor Two earned \$1,200 in merit under the agreed-upon contract, but under the declined contract, Professor Two was awarded 50% more merit pay in Year 3 (since this is the magnitude of the difference between the Year 3 merit pools in the two agreements), and 100% more in Year 4 (ditto). TAUP's negotiating team cost Professor Two about \$4,000, or roughly

twice what it cost Professor One.

Professor Three was even more disadvantaged by the TAUP negotiators. In my model, this highly meritorious colleague was awarded \$2,400 per year (or four units) in merit pay under the final contract, but, under the one TAUP turned down, \$2,400 in Years 1 and 2, \$3,600 in Year 3 (i.e., 50% more), and \$4,800 in Year 4 (i.e., 100% more). TAUP cost our accomplished friend close to \$6,000, or three times what it cost under-achieving Professor One.

Bear in mind that these monetary differences are understated, because higher base pay today means increasingly higher base pay over time (because the increases are compounded), and because higher base pay also results in a higher contribution to one's retirement account. One can quibble with the specifics of my assumptions (how many merit units, what each unit is worth, etc.) and the absolute figures they resulted in, but the fact that the meritorious faculty were worse served by TAUP's negotiating team than were their less accomplished colleagues is incontrovertible. It is also consistent with TAUP's approach historically, which always emphasizes across-the-board increases at the expense of merit pay.

Yes, there is more to a contract than salary, and perhaps the TAUP negotiators served the faculty well in other respects. But these other gains affect *all* faculty members equally. The union's self-congratulatory letters to the faculty may be signed off with the phrase "in solidarity," but it is clear that some comrades benefit more from TAUP than others. Not surpris-

ingly, those who benefit relatively more are the ones at the negotiating table. ■



From Benjamin Kohl,
Associate Professor, Geography and Urban Studies

Temple has been very good to me professionally and personally. It has supported my research and development as an instructor, and invited me to teach in Rome. It has educated (and continues to educate) my children at SCAT, Tyler and TUJ. For that I am grateful — my commitment to Temple extends across five colleges.

Yet the last year has left a bitter taste in my mouth. The president, who could have rallied the community during tough economic times, instead took an intransigent stance towards the faculty and staff through her choice of negotiators and negotiating style. We failed as a union (and I as a member) to do the admittedly tough task of convincing the proverbial herd of cats to act like a collective body. The faculty, if we take activity and public debate as surrogates for involvement, seemed largely detached from the process. The students, nominally at center of the institution, largely appeared unaware of the process, unconcerned with either the outcome or issues of

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university governance.

Yes, we got a contract. Yes, we did better than our friends in California or Arizona and, closer to home, at AFSCME, who we left hanging out to dry. (And I hope that the nurses will be able to retain tuition benefits, which seems fair given Temple's mission.) However, we all, from top to bottom—president, union, board, faculty, students—missed an opportunity to use the combination of negotiations and the 'economic crisis' to address core issues of university mission and governance. The process reinforced my understanding that it is both difficult to mobilize white collar workers and also that the time to build a union or goodwill (from the administration's point of view) is before negotiating begins.

I understand the fundamental asymmetry of the relationship of an individual worker to an institution. Yet I still feel, apparently naively, that I am a member of the university community with a relationship that is more than a simple economic arrangement. I felt betrayed by the president who could find little for faculty and staff and didn't even wait for the contract vote before she announced a \$500 million expansion plan to build a 'new soul' for the university. I was distressed by the repeated messages—prove your worth, go on the market—from some colleagues that we are (and should be) rewarded for individual 'productivity' and our value as commodities rather than for being responsible members of the university community.

The results of the process are not simply that our cost of living adjustments—what the administration calls 'across the board'—will not keep up with inflation, but more importantly that if we fail to act like a union, faculty and staff will become increasingly marginal to the broader governance of the university. This is the paradox of the university in the neo-liberal age. On the one hand it can't function without the good will and active citizenship (non-market behavior) of faculty to mentor students, serve on committees, or as department chairs. On the other hand the institutional logic leads the administration to reward individual productivity and squander the goodwill it needs for the university to function.

Five hundred million dollars can buy a lot. Perhaps the president should consider directing some of it to the human capital that I believe contributes to the 'soul' of the uni-

versity. Otherwise the president's message is that only dupes are good citizens. And I hate to think of what Temple would become if that were the real lesson of the last year. ■



**From Philip Yannella,
Professor, English and American
Studies**

Because I have been at Temple a long time, I understood the recent negotiations as part of a history. Many relative newcomers to Temple may not know what that means. So I will briefly recite some relevant points of the history as I remember them and as they are presented in old news articles and union documents, and then go on to comment on the recent negotiations

The Temple-TAUP relationship has been rough for decades. In 1982, Temple dismissed fifty-eight tenured or tenure-track faculty; it was later censured by the AAUP for that action and was only removed from the censure list years later, when it agreed to comply with AAUP protocols on tenure and academic freedom. In 1984, a strike was averted five hours before it was to begin when the union won contract language that strengthened tenure. In 1986, there was a long strike over economic issues that ended in a settlement negotiated (actually, imposed) by a municipal court judge during an injunction hearing. In 1990, there was another long strike and another injunction.

I thought that the Temple-TAUP relationship had matured after the 1990 strike, which first and foremost meant to me that Temple had accepted the union as a fact of its ongoing life. But then I began to hear administrators say that faculty unionism would not long survive at the "New Temple." As in the bad old days of the 1980s, Temple's administrators seemed to believe that the union was weak. In the old days, they thought it was weak because it would never strike (some faculty said that, too), while in the

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2008-2009 Committee Reports

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Molecules for Applications Involving Ultracold Polar Molecules in Optical Lattices"

- \$10,000 Award

Joanna Maselko, CHP, Public Health

- "Social and Spiritual Capital and Violence Risk Factors in Philadelphia"
- \$10,000 Award

Spring 2009 Grantees

Matthew Greenbaum, Boyer Music & Dance, Music Studies

- "Nameless" Recording
- \$2,600 Award

Jeremy Jordan, School Tourism & Hospitality

- "Running to Stop: Smoking Cessation, Physical Activity, and the Homeless"
- \$6,000 Award

Christine Woynshner, College of Ed, Curriculum, Instruction, and Technology

- "Organizing Education: Voluntary Associations and the History of Schooling, 1870-1970"
- \$4,400 Award

W. Geoffrey Wright, CHP, Physical Therapy

- "Virtual Environment Head-Mounted Display for Research in Sensorimotor Adaptation of Postural Coordination During Linear Acceleration"
- \$7,000 Award

This year we revised our notices, grant application forms, notification letters, and review forms. We established ethical rules for our own proceedings. Since all of our members are active researchers, any RPPC member who submits a Faculty Senate Seed Money Grant application as a Principal Investigator or Co-Investigator may not participate in the any of the deliberations of RPPC during the relevant semester. Any RPPC member who has worked with a Principal or Co-Investigator may not participate in the decision involving that application.

Professor Marina Angel, Chair, Law School ■

2. Student Awards Selection Committee

As in years past, the Student Awards Selection Committee for 2008-09 had two main tasks: 1) to recommend a student speaker for Spring Commencement, and 2) to select or recommend students for Memorial Awards. After reading through the application materials and interviewing six applicants for student commencement speaker, we recommended to President Hart that she select Kendrick Davis, from the College of Engineering. I am happy to report that she agreed with our recommendation. We also selected recipients for the Feinstone, Walker, and Wachman awards and made recommendations to the Kean family for the award that they generously sponsor.

It was a real pleasure to chair this committee. Not only was it a delight to meet with the applicants for commencement speaker and to distribute funds to deserving students, I had the good fortune to work with a dedicated, wise, and congenial group of colleagues. Margaret Jones and Dean Ainsley Carry of Student Affairs were also very helpful in assisting us. In carrying out both of our tasks, we did realize that there may be ways to improve the procedure both for applying to speak at commencement and for the Memorial awards, and I have a memo in process to Dean Carry on both of these issues.

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new days, they thought it was weak and could not hold together because they said it was comprised of several groups with profoundly diverse interests: a group of older Presidential faculty, a recently recruited group of Presidential faculty who were too good to support a smarmy union, a very large group of mostly underpaid NTT faculty fearful about keeping their jobs, academic professionals, and librarians. All that was needed to make the union go away forever, or to be effectively gutted, was a little push by tough and brave Temple managers, it was said. I thought this new thinking, which apparently became the conventional wisdom by 2004 or so, was as dangerous and wrongheaded as the old thinking had proven to be.

With no settlement in sight as of last May, I thought we were going to end up having another strike or at least a lot of mayhem this academic year. So I was elated when I heard that a settlement had been achieved.

I was of course profoundly happy that Temple, in spite of all its direct dealing, disinformation efforts, veiled threats, attempts to enervate through delay, attempts to use the national economic crisis as a lever, short-sighted attempts to use deans to deliver its messages, and whatnot, got at the bargaining table exactly what it deserved. It got no givebacks and it achieved nothing on its two big issues, the control issue of getting the department chairs out of the bargaining unit and the core economic issue of beginning a union-killing pay-for-performance plan. I gather it simply took its big demands off the

bargaining table. There were not even any face-saving words about the achievement of a win-win contract. I'll guess that the only person on the Temple side who actually got anything out of the negotiations was the outside attorney they hired; at a pay rate of a few hundred dollars per hour, he must have walked away with his pockets crammed with cash.

I was impressed by TAUP's leaders. I think that they spoke and wrote truthfully throughout the negotiations. I think they were professional. I think they handled the union's internal disputes with grace and patience. The 2008 to 2012 contract they negotiated for us is better than anything I imagined we could get and better, I believe, than any other academic union has gotten in these tough times. ■



From George Moore,
University Counsel

I was a first-time member of the University's negotiating team in the recently concluded TAUP negotiations. From 1990 until last year, I served as an adviser to the Temple negotiating team. These

are my observations and impressions:

The TAUP negotiating team unduly prolonged the negotiations – first, by rejecting an offer in Spring 2008 to continue the existing contract for an added year (from 10/08 to 10/09) with the same annual increases (totaling 3.75%) while Temple and TAUP discussed the details of requested changes such as work-life balance and sabbaticals; and then by rejecting the University's generous economic offer in fall 2008, while insisting on mandatory "fair share" or agency fee payments by all to TAUP and its parent unions.

The TAUP team did not appear interested in an open dialogue on the issues. TAUP tried to silence the University's attempts to advise the entire University community on the status of negotiations by filing unfair labor practice charges on almost every University communication – whether by the President, the Provost or anyone else. TAUP then tried to suggest that the President was aloof from the negotiations.

TAUP was comfortable in diminishing incentives for individual performance, insisting on an over-emphasis on across-the-board increases. It rejected, for example, the University's proposal of tying one-half of annual increases to meritorious performance, when merit-based compensation is a predominant element of salary increases at

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2008-2009 Committee Reports

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Steve Newman, Ph.D.
Associate Professor
Director of Undergraduate Studies
Department of English ■

3. The Committee on Administrative and Trustee Appointments

The Committee on Administrative and Trustee Appointments (CATA) had no requests to recommend faculty members for either administrative or trustee appointments during the fall and spring semesters of the 2008-2009 academic year. On Monday, May 18, 2009, the committee was asked to assist in identifying faculty members who might serve on the search committee for the Vice President for Institutional Advancement. Our search for appropriate faculty members is ongoing as I file this report.

Anthony J. Ranere, Chair ■

4. Faculty Herald Editorial Board of the Temple University Faculty Senate

Submitted by: Frank Friedman, Committee Chairman
David Waldstreicher, Editor
Aaron Sullivan, Assistant to the Editor
Board Members: JoAnna Moore, Linn Washington, SCT, Bill Woodward, Law, Steve Zelnick, CLA
Lewis R. Gordon, CLA (Past Editor), Joan Jasak, CLA (Past Assistant to the Editor)

Note: This report contains much the same material (with some expanded content) and follows the same format as the interim (December 2008, Herald Advisory Board report. Comments and corrections may be sent to Frank Friedman, <mailto:frank.friedman@temple.edu>.)

A. New Herald Stewardship

We are pleased to report that the *Herald* began the year under the very able stewardship of Professor David Waldstreicher of the History Department and Assistant Editor, Aaron Sullivan. David and Aaron continued the fine work of Lewis Gordon and Joan Jasak, providing enhancements, new initiatives and unique flavor of their own, as we continued to work to improve the *Herald*, increase its responsiveness and readership, and increase faculty interest and participation in University and community affairs. The Board is extremely appreciative of the consultation Lewis provided David as well as Joan's efforts in bringing Aaron up to speed (See Joan's summary, below). Their efforts have been instrumental in making the editor transition as seamless as possible. David and Aaron are now, and have been for some time, "their own men." The Advisory Board believes that David and Aaron have accomplished much of what they and we had hoped for with regard to the above goals. We look forward to an even better Herald next year.

B. Position Descriptions – Editor and Assistant to the Editor

At the request of the Faculty Senate officers, position descriptions, vetted by current and immediately past *Herald* Editors and Assistants to the Editor were submitted to Senate President Karen Turner midway through the Fall Semester.

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Looking Back, Looking Forward

Looking Back from page 6

major research universities throughout the United States. The University was told that unions don't like merit.

TAUP repeatedly resorted to public ad hominem attacks on the Temple team and President Hart, which did nothing to hasten a settlement. Tactics such as demonstrating with a pink elephant, wearing oversize lapel pins with trite sayings, attacking the integrity and commitment of University representatives, and purchasing negative and misleading ads may be standard industrial union tactics, but do not reflect positively upon the faculty at a highly-regarded university.

The words spoken across the negotiating table confirmed for us that a primary TAUP aim in the negotiations was to get mandated "fair share" payments to it and its parent union, even if that meant not getting the best deal for the faculty at Temple. There was nothing in the final settlement that the University was not prepared to do in October 2008. The change in date for determining the requisite 70% union membership for imposition of fair share (from 11/1 to 12/1) means only that TAUP will have another month to solicit faculty to join and will be a month further removed from the narrow October 1 to October 15 window when faculty have the right to withdraw from TAUP each year. ▪



From Arthur Hochner,
TAUP President & Associate Professor of Human Resource Management,
Fox School of Business & Management

We Achieved Much in the Past Year

Looking back at the year since the *Herald* last interviewed me is interesting but risky. Does reviewing the past further imperil faculty-administration ties? A year ago, the relationship between the administration and the union had gone from cordial and cooperative to distant and adversarial.

Now, President Hart and I are again on good speaking terms. Recently, at the Diamond Club, we shared a meal and talked. The administration cooperated in getting the raises in our September paychecks. TAUP and management will soon discuss implementing other new aspects of the agreement.

Still, there are lingering questions about what happened this past year. Let me deal with two of them. (1) Was the struggle over the past year worth it? (2) Is it now possible to go forward together in the spirit of collaboration and joint problem solving?

Was it worth it?

A few have said that the offer we rejected a year ago was better than what we got. Not true. Many key features of the new contract were not on the table from management last fall. Virtually all of management's top priorities at that time were eventually dropped. We have a vastly better deal now.

Economics: In November 2008, management proposed a total of 3.75% a year for 4 years in a combination of across-the-board (ATB), merit, pay-for-performance (PFP), and bonus. What we now have is 1% for year 1 and 3.75% in ATB, merit and bonus for years 2, 3, and 4. Is that worse? Only if you ignore the details.

What we have that was not in management's economic proposal in the fall:

- Decent, steady ATB raises
- Maintenance of the merit system
- Increased minimum salaries
- Increased promotion raises
- Bigger pension contributions for NTTs
- Increased overload pay
- Increased summer research award stipends
- New application procedures for increased compensation awards

What we do not have in the final agreement that management wanted:

PFP, which was supposed to shift focus from merit's "exceptional" and "outstanding" performance to "satisfactory or better" performance. An increasingly large part of raises would have been variable and dependent on administrators' judgments. Management would issue guidelines with minimal input from us.

A fund of \$852,000 for distribution to a select group of faculty not identified to TAUP and based on a salary study that management would not share.

Noneconomic issues: On sabbaticals, NTT procedures and guidelines, promotion and tenure we made major improvements since last fall. The details would take more space than I have here. These provisions directly affect research faculty and teaching faculty alike, not to mention Temple's educational and scholarship missions.

With regard to fair share / agency fee, TAUP negotiated a modest improvement. This issue caused controversy because it was repeatedly said, without foundation, to be the issue holding up a settlement.

Despite some debate, our members stuck with our negotiating strategy. Our membership numbers remain high and our union is strong. We hope to achieve the 70% membership level that will trigger fair share for nonmembers.

Where do we go from here?

Can we work more cooperatively with Temple administration? The signals are mixed. Some contentious issues remain. TAUP filed a charge of unfair bargaining – direct dealing – which was heard by the state Labor Relations Board. It is proceeding, though TU wants it declared moot now that the contract is settled. Administrators took a legalistic stance over a mild resolution in the Senate regarding negotiations and called for a quorum – which has never been required in my recollection. Witnessing faculty debate choked off was deeply disturbing.

On the other hand, the new contract provides a vehicle for problem solving. Some provisions require changes in behavior, for both faculty and administrators. We need to educate everyone about new or revised procedures – including such key provisions as sabbaticals, NTT rights, promotion and tenure procedures and rights.

TAUP and Temple administration need to work together to convince the Commonwealth of Pennsylvania to adequately fund Temple and public higher education institutions. We want Temple education to be the high-quality, low-cost option. Temple must remain an important point of access for students of all socio-economic strata and backgrounds.

There will always be points of disagreement. However, our collective voice is important. Faculty and staff are more than employees; we are the vital lynchpin of this institution. Our working conditions are our students' learning conditions.

I am pleased that in a tough environment we have been able to improve those conditions. But much more work needs to be done. ▪



2008-2009 Committee Reports

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C. Herald Issues for 2008-09

The first issue of the Fall, 2008 *Herald* (Vol 39, No. 1) came out early in October. The *Herald* editorial addressed two key issues related to the contract negotiations (the role of department chairs, and merit), as well as pro and con issues related to the new Gened program. Terry Halbert authored an article on Gened, and Ken Ihrer of University Computer and Information Services wrote about Phishing. We expect to continue to seek out reports on key University initiatives such as the Gened program, and to provide more information on technology. The second Fall, 2008 issue (Vol 39, No. 2) appeared in early December, and contained several extremely evocative Letters to the Editor, an editorial on University-Faculty negotiations, and a main article (by Assistant Editor, Aaron Sullivan) on the new Banner Enterprise System.

Two *Herald* issues have already come out this Spring and one more is due (probably before this report is completed). The first issue, Volume 39, No. 3, appeared in mid-February and covered the following items: a profile on Beasley School of Law Professor David G. Post and his new book, *In Search of Jefferson's Moose: Notes on the State of Cyberspace*; and an article on the Office of Sustainability by Sandra McDade. It also included an open letter to President Hart by Vallorie Peridier on merit and performance pay in private industry and academia, a letter from Frank Friedman on assessment, values and whether Temple is "doing any good", and a letter Laurence Steinberg on TAUP's new contract proposal.

Volume 39, No. 4 appeared in April, 2009 and included an in-depth interview and discussion with Joe Schwartz, in light of his new book, *The Future of Democratic Equality*; a look inside Alter Hall and its new classroom technologies; guidelines for textbooks and other instructional material from the President's Cost Savings Committee, and letters from Frank Friedman (on the ongoing negotiations), Paul LaFollette, Jr. (on budget cuts and changes in the administrative structure), other letters from Michael Neff, Daniel O'Hara, Shannon Miller, and a letter from a group of 51 faculty in response to Laurence Steinberg's letter from the previous issue

D. Letters to the Editor

This past Fall, The Herald Advisory Board discussed the handling of letters to the editor and ways to ensure that the letters are a) current and accurate and b) that efforts are made, as appropriate, to ensure that members of the University community that may be affected by such letters be informed of their content. We are aware of the ease with which the line between ensuring awareness and censorship can be crossed, but we believe it is better that members of the community who may be impacted by specific letters be informed of their content prior to publication rather than be caught by surprise. Rebuttals to letters, editorials, and articles will continue to be welcome, but only after the original item has been published.

Bill Woodward suggested the possibility of a point-counterpoint forum in the *Herald*, especially concerning controversial issues. It was agreed that the most practical approach to providing a venue for on-going discussion throughout the year was to encourage additional correspondence in the form of Letters to the Editor. The editors of the *Herald* have already begun to do this, by inserting new letters into the most recent *Herald* and calling attention to these letters through an email to the entire Faculty community. The first such announcement of new letters went out in mid-December, and several more have appeared in 2009. We are excited by the increases in interest that these letters have generated (and the increase in readership, too -- yes -- we have numbers to back it up). Bill's suggestion to announce between issue letters new perspectives have stimulated on-going discussions and helped keep important issues in the forefront of debate on the campus. As expected, they have also had the added benefit of increasing "circulation" by drawing readers to recent issues the *Herald*.

E. Support for the Assistant to the Editor

The Board discussed assistantship support (stipend and tuition) for Aaron. Cheryl Mack and the FSSC, working together with Bill Wilkinson in the Provost' Office, found the funds needed to support Aaron. We are now working toward establishing a budget that reflects the new realities of an electronic Faculty paper and an Assistant to the Herald Editor who plays a critical editorial and technical role in the publication of the paper. The Assistant not only provides the usual assistance in gathering, writing, and organizing material for publication, but now also plays a major role in the mechanics of electronic publication of the paper. This work is critical to the timely publication of the paper as well as the appearance and ease of navigation through each issue.



F. The Herald and TAUP

In a correspondence to the Board dated 31 October, Steve Zelnick raised the matter of opening the *Herald* to TAUP matters. At that time, and again in late April, Steve expressed his concerns that the Senate and the *Herald* had at least partly blurred the line between Union and Senate matters.

The Board reviewed Zelnick's comments at its November 5th meeting and again at the April 30th meeting. The Board shares Zelnick's concerns about blurred boundaries. However, we feel strongly that the current contract impasse is about far more than just the contract -- that faculty consultation and governance are also at stake. The Advisory Board agreed that the *Herald* belongs to the entire faculty, and that Union matters (particularly the current contract negotiations) were often of concern to the faculty as a whole.

G. Report from Joan Jasak on Summer Work re Faculty Herald (by Joan Jasak)

Chairman's Note: In Spring of 2008, Joan Jasak, Lewis Gordon, and the Herald Advisory Board agreed on a statement of work to be performed by Joan over the Summer, 2008. Below is Joan's summary (from Fall, 2008) of this work. The work was supported from funding agreed to by the then President of the Faculty Senate, Dr. Robert Aiken.

Project 1: Digital Archive of Issues

- Time frame: continuous throughout June 2008 – August 2008
- Status: ongoing
Spent first portion troubleshooting how to / the best way to get the archived issues up:
- Locate copies:
 - contacted George Miller at Evergreen to see if they have digital copies of issues published at their site (sales response)
 - contacted Joyce Joyce (response, but no follow-up)
 - contacted History editor (no response)
- Scanning the issues:
 - realized that I'd have to scan in each issue, began planning best way to do this, lots of trial and error
 - contacted Johanna, Curator of the Visual Resources Library at Tyler, for help
 - each scanned issue is memory-heavy and incredibly time-consuming to scan, so I decided to scan in the first issue of each volume
 - spent the rest of the summer scanning in issues piecemeal, while completing the following two projects

Project 2: Redesign Site Structure

- Time frame: continuous throughout June 2008 – August 2008
- Status: completed in August 2008
This involved re-organizing the site to ac-

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commodate multiple volumes for the purpose of ease of access by the user. I began researching how other sites accommodate multiple volume publications and started to lay out the architecture conceptually. I incorporated the redesign into Aaron's training, which leads to Project 3.

Project 3: Train the new GA, Aaron Sullivan

- Time frame: Mid-July 2008 – August 2008
- Status: completed in August 2008
- Aaron's training consisted of four incremental parts:
 - an introduction to the fundamentals of the process (an overview of the pre-publication tasks and of the steps in the publication process)
 - a hands-on look at site editing in Adobe Contribute (here is where Aaron and I updated the site design to accommodate multiple volumes)
 - training to create the PDF publication

in Microsoft Publisher (the preparation of a mock-issue)

- training to edit the site with the content from the PDF publication

H. Faculty Listservs

The Board has been concerned about the electronic distribution of the *Herald*, and whether the paper was reaching all Temple University Faculty, including NTTs and adjuncts. At the time of this report, it appears as though separate NTT and adjunct email lists have been made available to the Senate and are being used for *Herald* distribution. The Board welcomes additional suggestions for expanding the electronic reach of the *Herald* beyond the Faculty to other University community groups. Of particular interest might be readership among graduate students, faculty emeriti, the Board of Trustees, and oversees faculty not normally members of the U.S. (Pennsylvania) campus faculty. It does seem as though the *Herald* is reaching faculty at other campuses although it is

not clear at this point if non-Philadelphia employees are receiving the Editor's email announcements.

I. Shortage of Board Members

The Board remains concerned about the shortage of active members.

NOTE TO FSSC:

Four additional Board members are needed to fulfill the member count mandated by the Senate rules. We would appreciate some help in this regard. If the FSSC wants suggestions from the Board, we would be happy to try to provide some.

J. Next Meetings

As of April 30th, 2009, no additional meetings of the Faculty Herald Advisory Board are planned for this Spring. •

Representative Faculty Senate Minutes, Sept. 14, 2009

Representative Faculty Senate Minutes Sept. 14, 2009

1. Call to Order:

The meeting was called to order at 1:50 P.M. by President, Karen Turner. (The Senate meeting is being video-conferenced to Ambler Campus via Apresso.)

2. President Ann Weaver Hart:

The President gave an update of current accomplishments and concerns.

- Faculty Contract: She was pleased that the negotiations were successful;
- State Funding for Temple: She thanked the faculty and students for their support and for emailing the legislators; in fact, she was told to "call Temple students off" by the legislators;
- PHEAA Grants: Unfortunately, they may not come through;
- Health System: In some danger as patients are being treated with no reimbursements;
- Strong Incoming Class: Good size, higher test scores, record size Honors Program;
- Tuition: Increase has been kept low;
- Faculty Growth: 160 new faculty; 100 tenure track searches in the wings;
- Trustees: New Chair of Temple University's Board of Trustees, Patrick J. O'Connor, wants to support faculty; Dan Polett will stay on the board. There will be a wine and cheese reception for Dan Polett, Past Chair;
- Research Administration and Graduate Education: Hai-Lung Dai, Dean of the College of Science and Technology, headed a committee that reviewed research and graduate administration. His committee recommended combining the two areas. Currently, a search is beginning to find a Senior Vice Provost for Research Administration and Graduate Education with the help of an advisory committee;

Some questions from the faculty followed:

- Bernie Newman (CHPSW) asked about Pay for Performance for AFSCME employees that was no longer part of the TAUP contract. President Hart indicated that similar provisions to the TAUP contract were on the table for AFSCME.
- Scott Gratson (SCT) wanted to know about our international campuses and how they are doing. President Hart said she was not seeing a down-

turn in Japan or Rome. Agreements have also been reached with eleven universities in Taiwan, and Temple students in the U.S. will continue to be encouraged to go to Japan for a year.

- Elaine Mackowiak (Pharm.) wanted to know what was happening with faculty evaluating administrators. President Hart took some time at this point to mention the need to do an institutional audit. In particular, she felt there was a need to review dysfunctional rules. She is pulling together a taskforce to try to deal with this issue. In particular, the rule of having to go through certain travel agents needs to be reviewed, as well as the need to fax work-study time sheets.
- Roberta Sloan (SCT) was concerned that the messages from the Enhancing Bureaucracy Working Committee from Academic Planning were not reaching everyone, particularly those in the mid-point of the organization. President Hart agreed with Sloan, and she also added that in difficult financial times, many people are fearful. She said that sometimes they become even more rigid than usual in an effort to impose certainty in an uncertain environment.
- Joseph Schwartz (CLA) spoke about the need for justice for AFSCME who have suffered for two and a half years without a raise. President Hart felt that there was a very good offer on the table, and that the negotiations would continue.

3. Richard Englert, Deputy Provost

Deputy Provost Englert spoke for Provost Lisa who was out of town.

- Dean Hai-Lung Dai (CST) headed a committee in the spring regarding graduate education and research. Bob Zemsky, Consultant, offered recommendations but they were merely a start of planning not an end. A search committee is being developed by the Provost, chaired by John Daly, Dean of the Medical School, to search for a Vice Provost for Research Administration and Graduate Education. Names from the Faculty Senate for the committee are being finalized. In the interim, in consultation with the Graduate Board and the Faculty Senate Steering Committee, some functions will be centralized and others decentralized.
- Marina Angel (Law) was concerned that there was no one from the Research Programs and Policies Committee (RPPC), which is the research arm of the university, on the search committee. She felt that there was not enough faculty representation on a search that pulled together two massive portfolios. She also mentioned a worry about the

Representative Faculty Senate Minutes, Sept. 14, 2009

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lack of staff for the RPPC Committee. Karen Turner indicated that the RPPC and the University Invention and Patent Committee should be represented on the search committee and that she would look into the staffing problem of the RPPC.

4. Minutes:

The May 8, 2009 University Senate minutes were unanimously approved with one amendment.

5. New Business:

Joyce Lindorff (BCMD) announced that the Committee on the Status of Women will hold a conference on Wednesday, October 21st, at 8:15 A.M. in SAC, 200C. It is entitled: "The Balancing Act: Combining Responsibilities for Work and Family." A highlight of the conference will be a panel of women in Temple's leadership, including President Hart, Provost Lisa, Human Resources Director Debbie Hartnett, Senior Vice Provost for Faculty Diane Maleson, Rhonda Brown and Sandra Foehl from Multicultural Affairs, and Theresa Powell from Student Affairs.

Dick Englert mentioned that Zeb Kendrick (CHPSW) and Jackie Tanaka (CST) organized a successful conference for graduate fellows on September 12th.

6. President's Report:

Karen Turner discussed the following:

- She thanked the negotiation teams on both sides, who worked so hard on the new faculty contract, and she hopes that dialogue will continue on important issues through the Faculty Senate;
- She went over the Steering Committee agenda which included a review of the Senate Constitution and Bylaws; a review of the colleges and schools' bylaws; a look into the review of chairs and deans; the development of a faculty data base to contain faculty interests in regards to taskforces, search and senate committees; and the work with the provost on mentorship for associate professors, academic freedom, and the renewal of the Handbook Committee.
- Turner discussed future guests:
- The Provost will be at the meeting next month; Larry Alford, Dean of Libraries, will be invited; the athletic coaches will visit in November; Sandra McDade, Director of the Office of Sustainability, will join us; and Tony Wagner, Vice President, CFO and Treasurer, will present an update of budget information. Next month we will have a Health and Security program. If you have other themes in mind, Turner asked that you contact her or a representative from the Senate Steering Committee.

7. Vice President's Report:

Paul LaFollette said how gratifying the number of responses had been for volunteers for diverse committees. He still is concerned about the Personnel, Study Leave and Promotion and Tenure Committees (the latter two are elected committees). He asked that everyone go to www.temple.edu/senate, review all committees and continue to volunteer for them.

8. Unfinished Business

There was none.

9. New Business – Amendments to the Bylaws

Roberta Sloan (SCT) put forth the motion for amendments to Article V-Meetings, Section 1 and to Article VI, Section 4, and she read them in their entirety. Luke Kahlich (BCMD) seconded the motion. Art Hochner (FSBM) asked for clarification about a written ballot. It was explained that this was a secret paper ballot. Scott Gratson (SCT) felt that it was archaic to send notification through the University post office. A vote was taken and the amendments to the bylaws passed unanimously.

They now read:

Article V – Meetings, Section 1: The Secretary shall send notification to every member at least one week before the prescribed day. The December and May meetings shall be meetings of the University Faculty Senate. The Representative Faculty Senate shall meet monthly in between those sessions.

Article VI, Section 4: The Steering Committee, either in preparing the agenda or in the meeting, may at its discretion determine that a written ballot, a mail ballot, or an electronic ballot shall be taken on any matter. For any vote taken on any matter during a meeting, a written ballot must be taken if requested by any senator. In the event of a mail or electronic ballot, a short statement summarizing critical arguments for and against the matter shall ordinarily be included..

10. Adjournment: The meeting ended at 2:55 PM.

Joan P. Shapiro
Secretary •

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

Faculty Herald Staff

Faculty Senate Editorial Board 2009–2010

David Waldstreicher, Editor, College of Liberal Arts
Aaron Sullivan, Assistant Editor, College of Liberal Arts
Frank Friedman, Chair, College of Science and Technology
Jo-Anna Moore, Tyler School of Art
Linn Washington, School of Communications and Theater
William Woodward, School of Law
Stephen Zelnick, College of Liberal Arts

Faculty Senate Steering Committee 2009–2010

Karen M. Turner, President, School of Communications and Theater
Paul LaFollette, Vice President, College of Science and Technology
Joan P. Shapiro, Secretary, College of Education
Robert M. Aiken, Past-President, College of Science and Technology
Stephanie Knopp, Tyler School of Art
Indrajit (Jay) Sinha, Fox School of Business and Management
Roberta Sloan, School of Communications and Theater
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Z. Joan Delalic, College of Engineering
Adam Davey, College of Health Professions and Social Work
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