A New Editor for *The Faculty Herald* and a Grateful Farewell

I am happy to announce that Prof. Paul LaFollette of Computer and Informational Sciences in the College of Science and Technology will become the Editor of *The Faculty Herald* on July 1st. We are very lucky to have landed Paul. As many of you know, he is a past President of the Senate and its current Secretary. All who know him will attest to his dogged commitment to faculty governance, the depth and breadth of his knowledge of and affection for Temple, and his strong sense of fair play. Then there’s the remarkable range of his expertise and intellectual interest: He’s an M.D. who practiced emergency medicine for a decade before becoming a professor in CIS. He’s also a devoted musician, and among those quoted on his webpage are Eisenhower, Gandhi, Blake, Dickinson, Hindemith, and Paul’s own distant relative, the great Progressive Bob LaFollette, Sr. As you might expect from someone who cites such excellent models, he also knows how to put a sentence together.

So I leave *The Herald* knowing that it is in excellent hands under Paul’s direction. Like me, he’ll have the invaluable help of our assistant editor, Steve Newman, Editor

Three Senior Scholars of Color Discuss their Research and Diversity at Temple

By Elizabeth L. Sweet, Geography and Urban Studies, College of Liberal Arts, Karen M. Turner, Journalism, School of Media and Communication, and Kimnakh Williams-Whithorspoon, Theater, Film and Media Arts, Center for the Arts

The Senate Committee on the Status of Faculty of Color (FOC), in collaboration with the Paley Library, held the last “Chat in the Stacks” Faculty of Color speaker’s series for the 2013-14 academic year on Wednesday, April 23, 2014. The “Chat,” which began six years ago, is held four times a year or twice a semester. The purpose of the ongoing series is to highlight the research and creative work of faculty of color and to illuminate the breadth of scholarship interests of this group of Temple faculty. The event is relevant in light of the state of faculty diversity at Temple—a crucial topic made even more timely by recent protests and the preliminary release of statistics by the Provost’s Office. This year’s closing “Chat” was very special. The event recognized three outstanding Senior Scholars from the Temple University community. The distinguished Senior Scholar presenters were Dr. Wilbert J. Roget (College of Liberal Arts—French), Dr. Bettye Collier-Thomas (CLA—History), and Dr. Howard Myrick (School of...
An Interview with the Hon. Theodore Mc Kee

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The Job of a Board Member and Ideas for Improving the Board-Faculty Relationship

SN: Thanks again for making the time for this. The first question I have is how you see your role as the chair of the Academic Affairs Committee. What issues do you feel it’s important you’re informed about? What sort of questions do you find yourself asking more often? When you have felt the need to intervene on an issue, what has tended to trigger that intervention?

TM: A good series of questions. I was thinking about this this morning. Clearly in academic matters there are set policies that are more directly the purview of the administration rather than the Board of Trustees. In terms of overarching academic focus, that’s where the committee has a role to play and as chair of the committee I have a role to play. One of the things I would like to do is that I have not yet done that I think would be helpful is to try and ensure that there is a dialogue, because I’m sure there isn’t one now between faculty and deans and the board. There’s this gulf, and all the years I’ve been on the board, and that’s in excess of ten, that gulf has always been there. There’s a real divide. I don’t have a good handle on what goes on, say, at the Council of Deans. I keep meaning to get to one of those meetings; I really have to do that. I have to pick the right meeting, though, since my sense is that many of them are so god-awful boring that if I go to the wrong one, I’ll never go to another. [Both laugh.] I do think it’s important to get at least to some of them for the deans to see a Board presence, just to know, not that we’re necessarily looking to see what’s going on, but to establish a rapport that simply is lacking.

SN: Your coming to the Faculty Senate Steering Committee impressed a lot of us; it was a really frank and useful discussion.

To follow up on this in terms of process, I know that Mark Rahlert has spoken with President Theobald, and it looks like we have an agreement that at meetings of the full board, the President of the Faculty Senate will get 5 minutes to present on issue.

TM: Right.

SN: That’s certainly progress. This is something that we’d certainly have to discuss with the provost, too, but I’m wondering if you’d be willing to set aside time on the agenda of the Academic Affairs Committee, since Academic Affairs is really where the faculty live, for the faculty. Say one agenda item per meeting would belong to the President of the Senate or his or her designee to say, “Look. This is what’s on our minds.”

TM: That’s an excellent idea. That’s a really good idea. Right now, the committee isn’t set up to be conducive to that sort of exchange, but that can be changed. Mark or his successor should certainly be invited to those meetings. The only exception would be Executive Session for tenure discussions and the like. But outside of instances like that, I don’t see why faculty should not be represented.

How to Measure Academic Success and Good Teaching, and the Limits of Rankings

SN: I think that would be really helpful. One of the other questions I have stems from the global perspective you have on Temple that few others could have. My question is: How should we judge Temple’s success as an academic institution? One way is rankings, of course, in terms of sponsored research. It matters for recruitment and donors, but I don’t think he gives it any credence as a true measure of our academic quality. It’s just a means to an end. Then, of course, we’re often thinking about where we are in relation to Penn. What sort of benchmarks do you have in mind that would tell us whether Temple is improving as an academic institution?

TM: I don’t know if there is any measure or construct out there. The way I measure my own undergraduate education is that I came away from it with a lifelong intellectual curiosity, with a couple of professors, both of whom are deceased now but whom I looked to for generating intellectual rigor and generating that sort of intellectual curiosity. I think that at any good institution, a high percentage of the students should leave that school not with the idea that they’re done learning but that they’re now ready to start learning.

I don’t know how you measure that. In any case, I doubt U.S. News and World Report cares as much either about the academic quality of the schools they are ranking as the consuming public may believe or the finer points of gauging it.

SN: No; it’s tough to measure.

TM: And then there’s the self-fulfilling old boys’ network. I don’t know if this is true or not, but I was on a board some years ago, and one of the people on the board—this is Temple’s board—was a former president of one of the prestigious Main Line colleges. He had been following this for years, and he said he had noticed something very interesting and that was that the top 10 undergraduate schools never changed. They just jumped over each other in this shell game. Who gives a darn if a school is number 7 versus number 8 or number 10? I know law students who make decisions based on rankings. I had this discussion with somebody who went to a private school because it was ranked one point higher than a public school. The kid got into. You’re talking about a difference 35 thousand to 40 thousand dollars in tuition per year. I felt like saying, “Look. If you’re that big of an idiot, go ahead. Spend your money. You deserve it.” [Both laugh.]

SN: That’s what we call the narcissism of little differences.

TM: That’s a good term.

SN: The question of how we measure students’ engagement is difficult. There is the National Survey of Student Engagement or books like Academically Adrift. I’ve been in dialogue with Peter Jones and members of the Student Feedback Form Committee about how to better measure the quality of teaching. But the way you remember your old professors is very instructive. Obviously, there are things that we are trying to get done in a classroom. We have to have objectives. We have to have competencies we’re trying to teach, knowledge and habits of mind we’re initiating students into. But we just don’t know how valuable an educational experience is going to be until many years pass. We just can’t evaluate some very important things at the end of the semester or even at graduation. I hope all faculty with a certain number of years under their belt have had the experience of someone emailing them out of the blue to tell them, “Your course really affected me.”

TM: I did that about three years ago. I sent an email to a professor who gave a practice exam in torts my first year in law school. It wasn’t so much that I got that much out of the course, but having been away from school for a while and having taught myself a bit, I understood how much effort had gone into that practice exam. It was a four question essay exam. There were about 180 or 190 kids in the section, and he graded and put comments on every one of them. It was getting his comments back that really made me

The Hon. Theodore Mc Kee, Chair of the Academic Affairs Committee of the Board of Trustees

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The IRB: A Necessary Good

Professor Jacobs stepped down from the medical intervention IRB after serving for 11 years as its chair and over 30 as a member. The Editor asked him to reflect on what his long (and selfless!) service had taught him.

Call it what you like, the Human Research Protection Program, the Ethics Committee, or the Institutional Review Board (IRB); it is the committee that apparently all clinical researchers across the country love to hate. It doesn’t matter if it is medical or social-behavioral research. Any researcher who has had to deal with this committee will at one time or another face some level of frustration in having to deal with the IRB. But a well-functioning IRB is essential to a robust program for protecting the rights and welfare of human research participants, itself crucial to the good clinical research at the heart of Temple’s mission.

Excellence in research is identified as one of the primary missions of Temple University. A variety of components must be integrated to achieve excellence in any endeavor, and this is particularly true of research. First among these is the commitment of the University to support necessary to achieve excellence. This support can be provided in a number of ways including the recruitment of highly skilled faculty as investigators, creation and maintenance of first-rate research facilities, and providing an infrastructure that accelerates the transition of ideas into concrete investigations. While these elements of support are necessary for both basic science and clinical research, clinical research requires the additional component of ensuring protection of the rights and welfare of human research participants.

Having served as a member of the Temple medical intervention IRB for Call it what you like, the Human Research Protection Program, the Ethics Committee, or the Institutional Review Board (IRB); it is the committee that apparently all clinical researchers across the country love to hate. It doesn’t matter if it is medical or social-behavioral research. Any researcher who has had to deal with this committee will at one time or another face some level of frustration in having to deal with the IRB. But a well-functioning IRB is essential to a robust program for protecting the rights and welfare of human research participants, itself crucial to the good clinical research at the heart of Temple’s mission.

At most universities a single individual, the Institutional Official (IO), assumes ultimate responsibility for the Human Research Protection Program (HRPP). The reporting line for this position closely follows the structure adopted by the university to direct other research-related activities. In some universities this is the Office of the Provost; while in others it may be in the Office of the Vice-President for Research, or a similar position. Temple’s HRPP is centered in the Office of the Provost. The major component of a well-functioning HRPP is the IRB; however, it is not the only component. HRPPs also have responsibilities to educate investigators, oversee research by audits and direct observation, and to facilitate research when possible. During my time on the IRB, individual schools and even departments have suggested the need to constitute their own IRB to review research proposals directly related to their areas of interest. These schemes typically gather some traction when individual researchers or groups of researchers experience delays in approval, or feel that the IRB is making unnecessary or burdensome requests. The reality is that starting an IRB outside of the University structure would lead to diversion of scarce resources, and would possibly create inconsistencies in the application and enforcement of human research regulations. The unavoidable problem of a school or department committee reviewing their own research is a conflict of interest. The potential for a conflict of interest might be better understood when considering the operation of “for profit” IRBs. Payment for review (and approval) is how these organizations stay in business. I am not suggesting that for-profit IRBs are bad. Temple has had a long standing agreement with one of the largest, accredited, for-profit IRBs in the country, which supports our own human research protection program by reviewing certain studies sponsored by the pharmaceutical industry. Conflicts of interest that might occur at the school or department level could be financial but might also be influenced by the position or stature of the investigator whose research is being reviewed. It is unreasonable to believe that any committee functioning below the level of a university committee would be immune from conflicts of interest. In fact, the university, with all of its resources and experience, may find it challenging to protect itself from real or perceived conflicts of interest.

Contrary to the feelings of the investigator who has received a third defer- nal notice for her IRB submission, IRB members do not consider themselves obstructionists with the single-minded intent of derailing the research enterprise. There are situations where receiving approval for a study is more difficult, typically because of the nature of the intervention and the overriding need to ensure the safety of the participant. During my service on the IRB there were a few occasions where studies were rejected because the proposed research was considered unethical. In those situations where research was deferred by the IRB, it was always the result of failure to provide adequate information about the study and how it was to be conducted. More specifically, during the time I served as chair, studies were deferred because of one or more of the following reasons: the background information did not support the need for the research; no testable hypothesis was stated; a primary outcome parameter was not identified; eligibility criteria were vague or non-existent; study procedures were not presented in sufficient detail; methods for monitoring participant safety were not provided; no statistical analysis plan was submitted; the method for determining the sample size was not provided. I am not sure what materials are provided to new faculty members by schools or departments related to the intricacies of developing a protocol for submitting to the Temple IRB, if any. Even seasoned researchers arriving from other universities will run into trouble because once you know how to submit to one IRB, you know how to submit to one IRB. Every institution has its own mechanisms for getting the protocol in. Given the fact that one of Temple’s primary missions is to achieve excellence in research, faculty awareness of Temple research policies and procedures seems too important to be left to chance.

A notable deficiency in the research review process in most departments (at least on the Health Sciences Center) is the failure of the protocol to undergo scientific review. This most directly relates to investigator-initiated studies, but there are still real-world and industry sponsored research typically have had several levels of review prior to being submitted to the IRB. Scientific review is probably best carried out at the department level, although school committees might be preferable in some instances. A strong scientific view would go a long way to help researchers avoid the common reasons for protocol deferral and allow the IRB to focus its attention on the assessment of the risks and benefits to research participants.

As mentioned above, the IRB should assume roles beyond that of reviewing and approving research applications, including education, observation, and facilitation. These activities are important to the research mission, but difficult to implement given the current workload and staffing of the IRB. The IRB website provides access to all of the policies, procedures, work-sheets, checklists, and other documents relevant to conducting research and how research is reviewed at Temple. This is useful information, but the IRB could do more to educate all members of the research team not just about what to do, but how to meet regulatory requirements. Other areas where education is needed include adherence to good clinical practices and systems to maintain confidentiality of participant information. Observation falls under the “police function” of the IRB. It includes everything from examining the qualifications of the researchers, the capabilities of the research site, assessing how data is collected and stored, and how informed consent is obtained. This activity requires significant staff time, but is essential in determining areas where improvement is needed. Finally, with regard to facilitating research, it might be reworded as, “to make it as easy as possible.” It’s a tough job, especially when the IRB needs to ensure adherence to all regula-
Three Senior Scholars of Color Discuss their Research and Diversity at Temple

Media and Communication—Media Studies and Production).

A graduate of the University of Pittsburgh, University of Indiana and Xavier University, Dr. Roget, specializes in French-Caribbean literature with an emphasis on the theory of antillanite developed by Edouard Glissant, with some of his most recent work appearing in World Literature Today and the Encyclopedia of World Literature in the 20th century.


Media specialist and television and film producer, Dr. Howard Myrick teaches media studies and production in the School of Media and Communication. In his earlier life, Myrick spent time as the Director of Research for the Corporation for Public Broadcasting and as a director with the Armed Services Radio and Television Service. He was a member of the now defunct Pennsylvania Public Television Network Commission.

At one point in their Temple careers, all three senior scholars were active in the African/African-American Faculty and Staff Association (AAAA). For a brief time they wrote for its newsletter, contributing articles on the state of diversity at Temple University.

Harkening back to some of their earlier work together, the April “Chat” focused on today’s heightened concerns about diversity at Temple. The contributions of these three senior scholars to the scholarship at Temple and their long standing diversity activism were highlighted and applauded. Not only did they discuss their current research, they also reflected on past and present issues of diversity and inclusion at Temple.

Twenty years since Roget, Collier-Thomas and Myrick talked about Temple University’s history of diversity in several articles in the 1993 and 1994 AAAA Newsletter, the scholars discussed their earlier experiences with alienation, pushback and even what some might consider racial threats in the context of their work at Temple. Despite those challenges, each scholar has thrived at the university and moved beyond those tensions to excel as researchers and as educators. Not only this, but Roget, Collier-Thomas and Myrick have made contributions to the Temple community, while continuing the fight for more equity and equality on campus. By the end of the “Chat” the audience was energized, committed, and inspired to push for more diversity and community engagement in an effort to make Temple a more welcoming and progressive place of learning and scholarship that respects and embraces diversity and community.

So what did we learn from the past writings and “Chat” discussion of the three scholars?

Temple, founded in 1884, admitted Blacks from the beginning. The experience of African Americans, however, was not always welcoming or respectful. Collier-Thomas provided an illuminating history in the 1994 AAAA Newsletter that documents the presence of Blacks but also the contexts of segregation, invisibility, and hard-core racism they experienced. Collier-Thomas’ article also provided a detailed look at the community resistance and organizing in the face of Temple’s expansion in the 1960s, which at that time displaced many North Philadelphia Blacks.

By the end of the 1960s, community activism and resistance led to the implementation of what was first called the Afro-Asian Institute, which included curricula in Afro-Asian Studies. To accommodate that initiative, additional Black faculty and staff were hired. According to the history, the Steering Committee for Black Students was a pivotal actor in improving conditions not only for Temple staff, students and faculty, but also for more equitable and serious engagement with the North Philadelphia community. In her 1994 newsletter article, Collier-Thomas also discussed a report about racism at Temple compiled in 1976 by Temple history professor Dr. Lawrence D. Reddick. As a result of that report, the Temple administration created two committees to review diversity and racial discrimination on campus. Then in 1999, in response to racial tensions on campus, the president appointed a 25 member University Affirmative Action Committee (UAAC) that advised him and his cabinet on affirmative action policies, practices and procedures. In addition to recommendations for the need to have diversity among administrators and advisors to the cabinet, the Activity Report from the Faculty Affirmative Action Committee (FAAC) also recommended “departments to consider hiring [Future Faculty Fellows - graduate students from underrepresented groups from a variety of disciplines] at Temple” as a way to address the lack of diversity among faculty and administrators.

The UAAC compiled a report looking at Asian, Black, Hispanic, Native American and White full time faculty including administrators between 1989 and 1999. They found Asian, Black, Hispanic and Native Americans were disproportionately under-represented in comparison to whites who never went below 80% of the full time faculty during those ten years. By 2012 the percent of White faculty had decreased to 75 percent, but it was only the Asian and non-resident alien faculty that saw increases. Traditionally underrepresented minority faculty representation has stagnated or even decreased in some ranks. (Report to the President of the Temple University Committees on Affirmative Action 1999-2000, compiled by Tom Anderson, chairperson and National Center for Education Statistics 2012 data).

In that same 1994 AAAA Newsletter, Myrick presented statistics comparing the number of Black faculty and staff in the 1980s to the early 1990s. Even today, while the percentage of African American staff in the lower pay scales is significant, by the 1990’s the number of Black faculty only represented 6.6 percent of the total faculty and only 5.7 percent of the tenured faculty. According to National Center for Education Statistics data, by 2012 that number
For Lewis Katz

Lewis Katz, ’63, ’14
Temple Trustee

On behalf of the Temple Faculty, the Faculty Senate Steering Committee extends its deepest condolences to the family of Lewis Katz, B.S. ’63, L.H.D. ’14, long-time member of Temple’s Board of Trustees, and extraordinarily generous benefactor of Temple University. The example Mr. Katz set as an alumnus of Temple University embodies the Conwellian Mission we hold dear. From humble roots, he put his Temple education to the best use imaginable, not only as a remarkably-skilled litigator, entrepreneur, and investor but also as a philanthropist, dedicated to using his wealth, his expertise, and his time to making both the cities where he lived and the world a better place. He has left his mark on countless charities and institutions, not least of which is Temple. He was also a real friend to many faculty and helped out many students in need of support, financial and otherwise. We are proud to call him an alumnus and trustee of Temple and, like every member of the Temple community, deeply mourn his passing.

Three Senior Scholars of Color Discuss their Research and Diversity at Temple

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“...by the 1990’s the number of Black faculty only represented 6.6 percent of the total faculty and only 5.7 percent of the tenured faculty. According to National Center for Education Statistics data, by 2012 that number.”

remained the same—5.7 of tenured faculty—but the total number of African American full time faculty at Temple has fallen to only 4.8 percent. In line with the growing numbers of residential students here at Temple, while the overall numbers of full time faculty have increased from 1648 in 1993 to 1998 in 2012, the numbers of traditionally underrepresented groups--specifically African American, Hispanic and Native Americans have not. As of November 1, 2012, there were only six African American, five Latinos and no Native Americans in the ranks of the group 233 faculty on the tenure track. In his 1993 AAAA Newsletter article, Roget describes his experiences of not being appointed as the chair of his department even though he won the vote of his colleagues. Roget also remembers some of the overt racism he experienced in his department at one time from other senior faculty. One colleague even suggested that “he run for chair at [the historically Black] Howard University.”

The combination of these three accounts, one historical, one statistical, and one narrative of some of the African American experiences at Temple, along with the contemporary data on diversity among faculty, staff and administrators just does not bode well for the future of a university that is positioning itself to be in the forefront of educating and training work ready global citizens. And yet, there has been renewed energy and hope that through activism and academics, Temple can become a place in the Conwellian Tradition where diversity is expected and embraced as an all encompassing value.

To encourage a continuing dialogue, a Diversity Symposium is being organized for Fall 2014. What is planned to be an annual event is being co-sponsored by the Faculty Senate, the Senate Committee on the Status of Faculty of Color, the Faculty Herald and the Academic Center on Research in Diversity (ACCORD) with support from the Office of the Provost. The goal of this upcoming symposium is to develop clear action items aimed at defining diversity at Temple and implementation strategies for improving the numbers of and work climate for diverse faculty, students and staff.

Listening to the three seasoned senior scholars talking about the breadth of their experiences in the academy has helped focus attention to the rich legacy of African Americans on Temple’s campus. The other element that has to be part of the discussion as we move forward has to be the community. Temple stakeholders must continue to maintain caring and respectful relationships with the broader North Philadelphia community. As Roget, Collier-Thomas and Myrick remind us, while we remember and applaud the past, there is still much work to be done for Temple’s future.

Profs. Sweet and Williams-Witherspoon are the co-chairs and Prof. Turner is a member of the FOC. All three are also members of ACCORD.

(Authors’ note: In late April the Provost’s Office released faculty diversity data for 2011 - 2013 to the Faculty Senate Steering Committee. The information is by School and College. It was presented by faculty status, gender and race; however, it was not cross-tabulated. One of the key issues to be discussed at the upcoming Diversity Symposium will no doubt be this data. A request has been made so we expect by the fall to have additional statistical diversity information by rank.)


Roget, Wilbert (1993) CAS Dean Rejects Appointment of AAAA Member as Department Chair, African/African-American Faculty and Staff Association Newsletter 1(1): 2-3
believe that I could not only do this work but excel in it. And I realized, “God, that was an incredible effort on his part.” I wanted to write to thank him. He sent me back a nice response.

SN: I’m sure he appreciated it.

TM: He did. 35 years after the fact. The two professors I mentioned were incredibly rigorous.

SN: This was at SUNY-Cortland.

TM: One of them, nobody would take his classes because he was so damn tough. The other one was pretty close to that. He was a history professor. He warned wanted students how hard he was. But I got so much out of those classes it lasted, as I said, a lifetime.

“[One] issue that we took up not so much in terms of debating it but in terms of having it presented to us was the Fly in Four…. I had some concerns that I expressed to the President, and I still have some concerns about due process if a course has not been provided that a student needs, how will the student be compensated. As a lawyer and a judge I may be more concerned about due process and fairness than some academicians. I still think it’s an issue.” - The Hon. Theodore McKee

I guess those rankings are set to measure alumni giving, which builds in a bias for the kind of school it is. If you can afford to go to a Penn, you’re probably going to be able to afford to give more money back to Penn than if you went to a Temple. It’s ridiculous. If you have to work while you’re in school, that’s going to impact how long it takes you to graduate, may impact the kinds of jobs you get afterwards. you don’t have the old boys’ network while you’re in school. You have less chance of being friends with somebody who can call his dad and offer you a job. I don’t know how to filter all that junk out. It would be nice if guidance counselors in high schools were to educate students about the significance of rankings and steer them toward more pertinent rankings, but they don’t seem to do that.

Diversity and Access Among Students and Faculty

SN: I have some questions about access. I know that you were the director of minority recruitment at SUNY-Binghamton many years ago. How do you think the undergraduate median GPA at Harvard is an A+.* So if you make it to class and don’t kill the professor, you’re going to get an A.

TM: They’re also more grounded, I think. They’re not professional test-takers. They haven’t gone through middle school to graduate school learning how to take tests. Although pass-fail can be abused, one of the big advantages is that it lets the kid who is a chemistry major take a philosophy course and lets a philosophy major take a course in quantum physics.

SN: To get back to the question of diversity in the faculty, this is something I know we’re trying to get a handle on. We’re told by the Provost Office that the statistics are on their way.

TM: We have received an assurance that it’s coming?

SN: Yes. They just want to make sure the data is correct, and I know it will be coming to you, too. For a lot of us who are invested in the Conwellian mission, making sure we have a diverse student body and faculty really matters us.

TM: From the numbers I saw, some weeks ago, the numbers among the undergraduates were on target. I did not see that with the graduate schools or the med school, dental, or law.

SN: This is a real problem.

TM: It’s a national problem.

SN: This leads to another question I wanted to ask you, about the state of graduate education at Temple. This has always been one of Temple’s main challenges. When people ask me what things are like at Temple, I say it’s like any other university only more so. All of the challenges tend to be more intense. One of the chief challenges is that we’re trying to be a research university without the endowment typical of such an institution. This means we can’t offer the funding packages to graduate students as others do, which means that many of them come unfunded. In the humanities, this strikes me as a bonkers proposition. When I have had undergraduates who have gotten into grad school at Temple but without funding, I all but forbid them to go. I beg them not to go. And then those who do get funding are hit with teaching loads considerably heavier than typically seen at wealthier schools. Does that match your sense of graduate education?

I don’t know nearly as much about the situation in the professional schools or, say, in the College of Science and Technology, where there’s a great deal more in the way of grants. But to limit myself mostly to Liberal Arts, I worry that we’re going to return to the model of graduate education that reigned prior to the GI Bill, where it was a place almost exclusively for people already wealthy.

TM: I know the law school best. I am on the Board of Visitors there and my daughter goes there.

SN: And your sense is that in the law school we’re doing well in terms of

* “I can answer the question, if you want me to.” [Harvard Dean of Undergraduate Education Jay M.] Harris said. “The median grade in Harvard College is indeed an A-. The most frequently awarded grade in Harvard College is actually a straight A.” (http://www.washingtonpost.com/blogs/answersheet/wp/2013/12/04/harvard-colleges-median-grade-is-an-a-dean-admits/)
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socioeconomic diversity.

**TM:** I think so. But the numbers I saw on minority students in the law school disappointed me. I don’t remember what the numbers were for medical or dental.

**SN:** To follow up on the question of diversity in undergraduate education, as you know one of the Provost’s major initiatives is to expand the Honors Program. We discussed this in an interview that will be coming out soon—and he’s been very generous with his time; we’ve had three interviews in my 18 months as editor—he says that by the end of four years, Temple will contain a Haverford and a Swarthmore in terms of the number of students with comparable academic records. One of the things that concerned some of us is that given that President Theobald has projected relatively flat enrollment over the next decade, which makes sense in the context of a demographic dip in the number of college-aged students—

**TM:** How do the numbers work?

**SN:** Right. If you start reserving more spaces for kids in the honors program, and if admission to the honors program is based significantly on SAT scores, and if SAT scores correlate strongly with socioeconomic status…you see where this might tend. Is this something that the Board has discussed?

**TM:** No. But I’d like to begin that discussion. This is admittedly just a layperson’s view, but to base the Honors Program on SAT scores is to go down a problematic road rather than looking at the entire individual, his GPA, whether she could afford to take fancy prep courses, whether he’s having to work while in high school. When I was on the board of the Edna McConnell Clark Foundation, one of the things they did for one of the programs when I was there was that they focused on kids putting together a portfolio. In theory, that sounds great; practically, I wasn’t sure it was so workable. But if there was a way of getting some of that, of looking at a kid’s overall body of work, that would be good. Tyler can do that because that’s their thing. They do artwork through portfolio and SATs aren’t such a big deal. In the humanities, I don’t know how that would work.

**SN:** It is challenging, though I know our First Year Writing program uses portfolios to evaluate students. At a recent Faculty Senate meeting, Joe Schwartz from Political Science asked Provost Dai if we could look more at GPA and acknowledge what schools they’re coming from, and I think the Provost is open to this. Part of the problem is that one of the reasons to expand the Honors Program is to raise the SAT scores is that raises our overall SAT score which helps us out with US News and World Report. That’s the hamster wheel we get stuck on.

**TM:** Then there’s the problem of yield, whether we can get these high-scoring students to come. Maybe the dollars will get us those students.

**SN:** That’s part of it, I think. They also now have these summer research experiences. The top third of the honors students, the Presidential Scholars, get $4000 for three summers to pursue research or study abroad, and the other 2/3rds get one of those grants.

To be fair, Temple’s Honors program has been pretty accessible as Honors programs go. If you’re not accepted at the beginning, a professor can contact Ruth Ost and can tell the student to look into the Honors program. Even if you didn’t have the test scores coming in, if you have done work that shows that you’re an excellent and inquisitive student….

**TM:** That’s important. If a professor really knows a kid, better than the College Board could, if a professor can single a kid out and tell him you really need to look at this and write a really strong letter, that mitigates the concern a bit about keeping overall enrollment flat and increasing the number of Honors students.

Facility On and Off the Tenure-Track: Increasing Job Security and Faculty Governance

**SN:** One of the other questions I have has to do with the composition of the faculty. We’ve talked a bit about diversity, but I also want to talk about track. One of the things that has many faculty at Temple concerned is the decline in tenure-track faculty and the concomitant increase in the number of non-tenure track faculty, both full-time and part-time. This has been happening all across the country as well as at Temple. Is this something your committee has been discussing?

**TM:** Before my visit to the Senate Steering Committee, I had not even heard the term NTT.

**SN:** It’s the term of art, but it bothers me because it defines someone by what they’re not.

**TM:** That would be worth an in-depth look. My guess is that it is driven by economics. But what is the impact on the university?

**SN:** The Provost has just announced an initiative to ensure that at least 60% of the NTTs across colleges be given multi-year contracts, which is a very welcome shift. I know someone in CST for something like 20 years and she has had 18 one-year contracts.

**TM:** Wow.

**SN:** Right. On one hand, if you think about this at jobs outside the academy you’re almost certainly an at-will employee. You could be fired at any time. But it’s not quite the same thing as knowing you have to come up for renewal every year. It hurts morale. And these are some of the best teachers we have, to be honest. And many of them do a fair bit of publishing, especially in the humanities. It’s harder to do in the sciences because you need a lab.

More job security for NTTs is something the union has been pushing for a long time, and a lot of us are very happy at the Provost’s initiative. There are still a lot of outstanding questions. You put your finger on one of the key issues, which is economics. Tenure-track faculty are more expensive than non-tenure track faculty. But it also has effects on faculty governance. If you have somebody who—

**TM:** -- Has no skin in the game. They probably won’t be around at Temple for as long.

**SN:** Right. Or has too much skin in the game in that they feel more vulnerable. A lot of faculty shy away from asking hard questions of administrators even when they are tenured. Geez, I think, you’re tenured.

**TM:** Even tenured faculty have that problem?

**SN:** Yeah. Even tenured faculty can be overly deferential. I think it has something to do with the tenure process, which is infantilizing. You’ve been in graduate school for years and years and you frequently get reminded there that you’re a student and not a faculty member even if you’re teaching your own classes. And then if you get hired on the tenure-track, you’re a junior faculty member and it is often made clear to you that you are not yet in the club, even by well-meaning colleagues who do treat you as an equal but are worried if you’re doing the things you need to in order to get tenured, which includes not stirring up trouble. And then when many faculty members do get tenure, they’ve been socialized into being deferential or tentative.

**TM:** Interesting.

**SN:** Of course, a few others go violently in the opposite direction, thinking that as tenured faculty they can do no wrong or at least can’t be held to account for it. But at least if you’re tenured, you can feel licensed to take a risk, to say, “Hey, we’re the faculty of this institution. We deserve a seat at
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the table. We have something to say.” But if you’re not tenured and have a
one-year contract, it’s harder to do that. It’s also true that NTTs are teaching
so much that asking them to do a bunch of committee work doesn’t seem
fair. In any case, I do feel as if I have more skin in the game, as you say. I
feel as if getting involved in faculty governance is part of my role, part of my
obligation to do service.

Other Key Topics This Year and The Challenges of Responsibility Centered Management

SN: What have been the major topics that your committee has taken up this
last year? And do they differ from what you were discussing before Presi-
dent Theobald and Provost Dai came into office?

TM: Not really. Well, one issue that we took up not so much in terms of
debating it but in terms of having it presented to us was the Fly in Four. As
I say, this was more of a presentation than something we needed to give our
approval to. I had some concerns that I expressed to the President, and I still
have some concerns about due process if a course has not been provided that
a student needs, how will the student be compensated. As a lawyer and a
judge I may be more concerned about due process and fairness than some
academicians. I still think it’s an issue. Sooner or later, it’s going to pop up.
And I would just hope that whatever way it is dealt with is fair to the students
so that they don’t think that the university has wronged them. That’s the
biggest topic we’ve tackled recently.

Others I can’t talk about because they’re privileged matters such as those
dealing with tenure cases.

There have been ongoing discussions about rankings though not that much.
As I mentioned before, diversity among undergraduates and graduate
schools.

Of course, a lot of it is paper-shuffling, about the renaming of this or that
degree program. Things of that sort.

SN: I think one thing that is coming down the pike with the start of RCM is
a host of new masters programs. According to the Provost, we’re short by
2000 masters students compared to our peers. The concern there is —

TM: How do you do that in the right way?

SN: Right! There are some that seem tailor-made for this, like the Masters
in Engineering Management.

To start a master’s program of real quality requires an investment of real
faculty resources. You can’t just say bobbity-bobbity-boo and a master’s
program appears. And before you leap into it, you have to try and figure out
as best you can whether there is a market for it. And you need resources for
marketing it. It also seems the case that when you start a new academic
program, as with new businesses, that you expect to operate at a loss for the
first few years even if you are ultimately successful. These are some of the
concerns that have been raised on the college budget committee I’m serving
on. Has your committee taken up these concerns?

TM: We haven’t. The Board as a whole did raise questions along these
lines when we were looking for a successor for President Hart. It is a con-
cern but we haven’t started dotting the i’s and crossing the t’s, but we will.

SN: And it also is too early to tell to see what the effects will be. Lots of
faculty are nervous about class sizes going up, since that’s an easy way to
generate revenue quickly. In my college, we have departments like Psychol-
ogy that bring in millions of dollars a year in grants, Geography and Urban
Studies and Criminal Justice bring in large grants, too. But still 95% of our
revenue comes from undergraduate tuition. You can see the temptation
there. Well, if we just add 20 more students to this class of 100, or six more
to this writing-intensive course of 120.

Then there’s the problem of every college poaching from everybody else.
If we’re not going to add undergraduates, how do we add revenue not at the
expense of some other college or school?

Promotion and Tenure

SN: Another question, if you don’t mind: I’d feel remiss if I didn’t ask
about tenure and promotion. I know you can’t talk about particular cases or
privileged communications. But if there have been any significant changes
in promotion and tenure standards, what are they and what’s your view of
them? Do you have any concerns or do you think that whatever changes
have been made are the right ones?

TM: I think it’s been a good change, though I have only gotten one side of
this argument. My understanding is that the change in the number of letters
from outside reviewers has been a positive change. This has led to an in-
crease in quality and therefore who gets tenure. My concern—and I don’t
know if I expressed it at a committee meeting or directly to the President or
the Provost is that in some fields the number of experts qualified to write
letters is very small. So to require some tenure prospects to get 5 letters for
tenure is not a good idea.

SN: They’re now asking for 8.

TM: Is it 8?

SN: Yes. One of the things that concerns colleagues at Tyler is the insist-
ence that a letter writer be a tenured member at a Research I institution.
Well, you could have a world-famous ceramicist without a faculty position or
at an institution that isn’t Research I. Shouldn’t that person be qualified to
judge?

[N. B. At a recent Faculty Senate meeting, Provost Dai said that he would
consider exceptions to this rule.]

Another concern: If you have 7 letters that are very positive, but 1 is only
lukewarm, what happens? Do all 8 have to say that this person is superla-
tive? And then you have the problem that academics are, after all, people;
and some of them aren’t very good at it. They may be motivated by profes-
sional jealousies. They may have hated the candidate’s advisor for 25 years.
I think the third concern I’ve heard from my colleagues is that the tenure
procedure as written puts a fair bit of weight on the departmental and collegi-
ial decisions. These are the people closest to the discipline. Of course, the
letter writers are also close to the discipline. But there’s some concern is that
local expertise is being gainsaid by emphasizing the letters, especially
further along in the process. Now, if there are departments or colleges that
are being lax, they should be brought to book.

TM: But how do you do that in a university-wide process?

SN: I think that the Provost or the University Tenure and Promotion Com-
mittee can send a message to a dean saying that we are seeing a pattern of
marginal cases here. Y’all need to tighten up.

TM: This did come up with the Provost: If we’re judging as to whether the
publications for a particular candidate had to be at a certain level and if that’s
not your area, how the hell can you judge that journal? In the area of law,
especially. I don’t know how well this is known outside of the law, but law
journals are run by law students. But the fact that a person has published in x
law journal vs. y law journal, I don’t know what means. It may not mean
anything at all. So across disciplines, I don’t know how you make those
judgments. And then the area of law is such a different cat, since it isn’t
technically real peer-reviewed.

Then the timing of when you ask for the letters can be a problem, because
despite the prepublication of a particular candidate had to be at a certain level and if that’s
not your area, how the hell can you judge that journal? In the area of law,
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judgments. And then the area of law is such a different cat, since it isn’t
 really peer-reviewed.

The performing arts situation poses another problem. You’ve already men-
tioned Tyler, but it might be the same in the performing arts.

SN: Right. If somebody is a famous director without being attached to a
university, shouldn’t he or she be qualified to be an outside reviewer? Part of

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(SN) the concern is that the natural sciences have something closer to a cut-and-dried way of evaluating—acceptance rate and impact factors—that give you something closer to an objective standard of evaluation. But it may not hold in the law or in other spheres of academic work.

Then there’s the problem—and I think it speaks to your concern about fair procedures—if we’re going to shift standards, let’s not change them not just in the middle of the game but near the finish line. You’ve been doing stuff for six years and thought you were doing everything right, and then, “No. Sorry.” I’m sure the President and Provost are concerned about this.

TM: But then if you grandfather folks in, you are building in a six- or seven-year delay. It’s really tough. Appreciating the problem is a step in the right direction. It’s easy not to appreciate the problem. If people appreciate the nature of that problem you have a better chance at fairness. Folks have to recognize that that’s an issue.

SN: It has to be in the mix.

TM: Yes.

“One of the things about our PR campaign, “Temple Made”: I am concerned about a slogan that is somewhat ambiguous and that does not draw appropriate attention to the fact that Temple’s programs are international in scope and reach.” - The Hon. Theodore McKee

Comparing the Boards at Temple and Syracuse, Athletics at Temple

SN: I also know you’re on the board at Syracuse. Could you, without divulging trade secrets, give us a sense of how different it is there?

TM: At Syracuse, we meet only twice a year, but when we meet it’s a very intense process. The committee meetings are staggered on Fridays. The Board meetings are on Saturday usually from about 8:30 to 1, unless there is a big time football or lacrosse game and it ends a bit earlier. The meetings are longer than Temple’s but much less frequent, an effect, I think, of the fact that Syracuse’s Board is more dispersed geographically. Syracuse has also recently added a two-day mid-winter retreat to make sure we have the time we need to work well together and air the issues at hand properly.

Ironically, some of the things discussed there are identical to what’s being discussed at Temple. Should a stadium be built downtown? The Carrier Dome has outlived its useful life. There are problems with the ceiling. Do you build a new stadium downtown? The difference there is that the community would like a stadium downtown, which would also be very close to campus. Here, I’m not sure that the community would feel as warm about having a stadium next door. Up there, you wouldn’t have to worry about displacing people. Here, you would have to worry about that and about closing streets. That issue is basically the same, though.

I was there when the whole thing came up with the Big East. That happened pretty much as it did at Temple. There’s probably a little bit more time spent discussing athletics at the Board meetings there because there’s so much more at stake there. The history and the tradition is so different at Syracuse, especially in basketball and football and even lacrosse. There really is a concern, “Are we slipping?” Not in lacrosse or basketball but in football, there’s a commitment to returning to national prominence.

At Temple, when we discussed cutting the teams, we certainly talked about the importance of athletics. And people have in their heads that our football team can get to national prominence. I hope it can, but that’s a difficult road.

SN: My dad was on the faculty at the University of Miami and my granddad played for a couple of years at the University of Michigan. I’ve grown up around big-time football, and I’m very leery of it.

TM: So am I, so am I.

SN: What many faculty I’ve talked to think is: Temple has a tradition in basketball. Let’s focus on that. Could we not drop down to what used to be called I-AA and join a more local conference? Then you’d be spending less on scholarships while still fielding a football team that could also support a marching band. And our student-athletes wouldn’t have to travel to Tampa, Cincinnati, and Dallas, as they do in the American Athletic Conference.

TM: And the kids would probably enjoy it more. I played Division III football. The difference is that while there’s pressure to win, it’s a different kind of pressure. You’re playing because you want to. I didn’t play football in high school. I played sandlot ball growing up. It’s such a different thing now for kids in Division I football. It’s a 365-day-a-year thing.

Faculty Misperceptions of the Board

SN: I think sometimes the faculty think that the Board has this position or that position or that things are really happening at Temple because of the Board. Because the Board and faculty talk so rarely, I wonder if we are even clear what our misperceptions are. But what don’t faculty know about the Board that they should know?

TM: I have not seen that at all. If anything, I’ve seen some concerns that percolate around and then come up, but these things are always fiscally driven. How we’re going to set tuition, those sort of things. And even those are brought to us pretty much by the financial people in the administration. I can’t think of anything the Board got in front of and ran with.

SN: So it’s the administration that frames things for you.

TM: Right. At Syracuse it’s the same way.

SN: That’s interesting. Because the faculty really do sometimes have the sense that at least there are a few people on the board who are the prime movers. For example, when contract negotiations come up with the union, it’s really the Board that’s calling the shots there.

TM: During contract negotiations, we are told the state of the negotiations, any kind of prognosis for success. But that’s it. We’re not saying, “Draw the line here.” We know what the priorities are, the kind of things we’ve agreed that we have to hold the line on. But even those things are given to us by the administration, saying, “This is where we think we need to hold the line.” And we say, “Fine.”

SN: You’re not coming up with specific proposals like, “They should get a 1% raise.”

TM: I don’t think you’d get any agreement on the board on a percentage like that. We’d be all over the place.

SN: One assumes a board shouldn’t be mucking around in details like that. They’re there to set policy and to chart a broader course.

TM: Right.

The Challenges Posed by Temple University Health System

SN: This brings up another issue. I don’t know how much it bears on your work on Academic Affairs, but I know that when I interviewed President Theobald last year, he identified as a very high priority issue something that everybody at Temple knows is a crucial matter, which is what to do about the
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Health System.

TM: Oh, yeah. [laughs]

SN: What I’ve heard from people who know much more than I do on this, is that one way to solve the problems besetting the Health System is to grow it, since we don’t enjoy the economies of scale that would make us more efficient in generating revenue and cutting expenses by throwing our weight around when it comes to purchasing the way that Penn or Jeff can. Although, again, this doesn’t probably bear directly on Academic Affairs, but you are a member of the Board, so….  

TM: It’s come up on the Board, certainly. There are discussions ongoing. This is just me speaking, but the concern about growing it, as an unaffiliated institution—and I used to be on the board of Fox Chase before Temple acquired it, and we faced the same issue—how you could grow big enough to enjoy an economy of scale without merging with someone else.

I just don’t know how we get that sort of economy of scale. The other thing that is a problem that everyone acknowledges is all the uncompensated care we have to provide. Penn kind of has that problem, and I’m not quite sure how they deal with it, but they don’t provide as much as we do. We have some pretty advanced units, heart transplant and lung transplant, some really sophisticated stuff on one hand while we’re doing uncompensated care on the other.

SN: We seem to be the de facto Municipal Hospital of Philadelphia.

TM: Yeah. We’re basically the Philadelphia Trauma Center. Years ago, I was talking to a homicide detective, and the statistics were being flaunted about the declining homicide rate. And he said, “Wait a minute. Before you start doing a dance about fewer people dying, you’ll find out that Temple just opened up a new trauma center. People are getting shot; they’re just not dying.”

SN: This is like the casualties from the Iraq War; people are surviving traumas they would have died from in earlier wars thanks to improvements in battlefield medicine. But they come back with serious health challenges.

TM: Right, right.

SN: One of the questions I had is that if we are going to grow through mergers and the like, where is the capital going to come from to do that? And wouldn’t it cost a great deal to borrow that money, given the Health System’s low bond rating? It’s just not clear how that is going to work, though this is certainly not my area of expertise. It’s hard to imagine anything else taking Temple down. That’s the worry everybody has. If some genius doesn’t find some solution to this….  

TM: I couldn’t disagree with that. That’s a real issue. I don’t know what the answer is. I can’t tell you how much time and how many resources we’re putting in to come up with options we can pursue so that does not happen. I’m pretty convinced that it won’t happen, though.

SN: As you think about your time on the board and as you look ahead, what is your vision of Temple? If I’m not mistaken, you route to the Board came by practicing at a firm where Howard Gittis was a partner.

TM: That’s correct.

Perceptions of Temple Then and Now and The Problem with “Temple Made”

SN: I’m wondering what your perceptions of Temple were before you joined the Board and what your perceptions are now.

TM: I really didn’t have that much of a perception of Temple before I joined the Board. I didn’t grow up in Philadelphia; I grew up in upstate New York (TM) and came to Philadelphia when I got my first job out of law school in 1975. I didn’t know much about Temple except the basketball team. Then, when I got on the Board, I was blown away by the quality of the education and the value of the education. It’s an incredibly well-kept secret.

One of the things about our PR campaign, “Temple Made”: I am concerned about a slogan that is somewhat ambiguous and that does not draw appropriate attention to the fact that Temple’s programs are international in scope and reach.

SN: It’s funny—the editorial I have coming out tomorrow in The Herald discusses how I and every other faculty member I’ve talked to prefer “Philadelphia’s Public University” to “Temple Made” as a slogan. For many faculty, it’s an improvement because it emphasizes the importance of the public, of being oriented toward a public mission and also being of the city.

TM: I have the same concerns about “Philadelphia’s Public University” since we recruit nationally and internationally for all of our programs. But I really do not understand what “Temple Made” means or how it makes us unique, as any institution anywhere could adopt that slogan as its own and just replace Temple with a different name. But it seems to have caught on; not sure I understand why.

The New Policy for Reviewing Deans

SN: One last question: One of the things started this year, and it’s a happy confluence of what the Senate wanted to see, and what President Theobald and Provost Dai wanted to see was Dean’s reviews. Our Deans are now getting reviewed with what we’ve been promised is serious faculty input. Has there been any discussion of that process?

TM: As long as the people involved in the review are aware of the pettiness and the politics and the bullshit that may go on in a school so that individual faculty members can’t get on their horse and stick their lance in the Dean, I think it’s a good idea, since I don’t know who would know the Dean better than the faculty members.

SN: I think President Theobald’s rule was “confidential but not anonymous.” The question is which faculty members are being picked to be on the committee, how wide a net is cast, since it would be possible to end up with the opposite of what you suggested. Instead of a few malcontents besmirching an effective, good dean, you could also pick only insiders who would be happy to give a falsely positive impression of an ineffective one.

Well, I again want to thank you for taking the time to talk to me and for your candor and insight. I’ve really enjoyed this discussion and learned a lot from it. ♦

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[Image: Temple University logo]
The Complex Relationship Between Temple and The Surrounding Community: an Interview with Kenneth Scott

Interview with Scott continued from page 1

Introducing The Beech Companies: History and Mission

SN: Faculty members who have been at Temple for a while have seen profound transformations on campus and in the neighborhood. We’re also concerned about whether the people in the neighborhood are really being listened to, that Temple is really engaged in partnerships rather than issuing flats. We know that there may never be complete agreement on issues having to do with development, but it matters to a lot of us that we’re in real partnership with the community, that we’re listening to their concerns rather than throwing up a bunch of new buildings and asking, “When are you going to thanks us for it?” Rebecca Alpert suggested that you would be a great person to go to for some perspective on the Temple-neighborhood relationship.

KS: So how much do you know about Beech?

SN: I’ve been doing some research, and to be honest my eyes have been bugging out as I’ve been reading about all the stuff you’ve been doing. For my thirty years at Temple, I’ve been walking by some of the projects you’ve funded or are funding, and I didn’t know. And I suspect that a fair number of my colleagues have little idea, since we live in our own world sometimes, about how many different things and how much Beech has done for some decades now.

KS: We’re coming up on our 25th anniversary.

SN: For the benefit of our readers, you could give an overview of your mission and some of the projects you’ve been involved in, that would be great.

KS: Beech started in 1990; we were a subsidiary of the William Penn Foundation. The whole mission was originally to use it as a model of community redevelopment efforts. The pocket around the university to the West, which came to be known as the Cecil B. Moore community, had the highest poverty and crime rates in the city when we started. John Haas and Dr. Bernard Watson, the President of William Penn at the time, looked at it and decided by happenstance. I was involved in trying to interest kids in engineering. I bumped into Floyd in the hallway of the school district, and he invited me to help. I came as a volunteer, looking at the early projects, like this building, which he wanted to restore as a symbol of the redevelopment efforts. Also, housing: The City would do one block here but nothing in the ten blocks around it. Nothing was being done in order so that you could see it make a difference. We organized that to make it proceed in a strategic pattern West, and then on the East side, with tearing down the big projects and putting up single family homes.

SN: –a bunch of peasants.

KS: Right. So what’s going on? That was the whole idea. What can you do to bring the community together, to rebuild it and eventually to try and break down the walls between the university and the community and really work together? That was the original mission. We’ve given out about $25 million in grants over the years to rebuild the community. Some of the grants went to Temple to support health care initiatives. In fact, I just sent a letter to mark our 25th anniversary and I mention there that we have supported the university to the tune of about $10 million over the 25 years. That’s very unusual for a community organization to be giving funding to a university.

SN: Especially at a place like Temple, which has never had a large endowment. That makes the funds you’ve provided matter all the more.

KS: One of our biggest initiatives was to bring together a consortium of Cecil B. Moore organizations—government, universities, lots of community organizations so that we could figure out what’s going on. A lot of people were thinking of targeting the same blocks. A community group would be looking to develop affordable housing and the university might want that same space for a classroom building or dorms. It was clear that we needed to sit down make sure that all the players were communicating, that they weren’t stuck in their own silos. That has been one of Beech’s biggest accomplishments.

So we started out as a subsidiary of a foundation giving out grants and providing technical support.

My background is in engineering and science. I came later on, after Floyd Alston, the first president of Beech Interplex. He had started the whole process. He was the president of the Board of Education and had connections throughout the city. He was also a banker in his own right, a retired Senior VP of the old First Pennsylvania Bank. That was the process, giving out grants and technical support and doing advocacy to leverage other dollars to come into the community after people had written it off, saying, “We’re not putting any money there.” We were a voice saying, “It makes sense to redevelop here.”

We went from that to saying that we’re going to have to do our own projects. That’s when I came along by happenstance. I was involved in trying to interest kids in engineering. I bumped into Floyd in the hallway of the school district, and he invited me to help. I came as a volunteer, looking at the early projects, like this building, which he wanted to restore as a symbol of the redevelopment efforts. Also, housing: The City would do one block here but nothing in the ten blocks around it. Nothing was being done in order so that you could see it make a difference. We organized that to make it proceed in a strategic pattern West, and then on the East side, with tearing down the big projects and putting up single family homes.

The only time we went out of order was when there was an emergency. Like at 19th Street, we had to stop what we were doing to address issues—they had drugs and crime. They had a mass murderer on the West side, with tearing down the big projects and putting up single family homes.

We expanded each operation to include housing. We’re up to 1200 family homes throughout North Central Philly.

SN: Are you the owner of these houses?

KS: No. These are for-sale houses. They are sold to lower- to moderate-income families. By the way, I had a discussion with people from the university, and we were talking about student housing. I told them moderate income for a family of 4 at the time it was about $74,000. One of the comments came— you see the insensitivity we have to deal with sometimes—from one of the would-be developers: “Beech, you are just...
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holding this neighborhood down. You are holding it back. Basically you’re blocking my opportunity to make money even though I live in New York.” This led to a discussion of $74,000 which, by the way, is as much as about 75% of what Temple’s employees make.

SN: Including many of the professors.

KS: I guess if you’re considering that a bad thing—75% of the university’s own employees. That’s the population we’re targeting.

Commercial development is always very hard to do. The city has lots of housing programs, but if you’re trying to build up businesses and jobs, you have to have commercial development. So we started up a loan program to encourage people to develop their businesses and relocate them here.

We also have Beech Community Services, which is our direct community outreach organization. It sends out the newsletter, works with the local school programs, senior housing, and those sorts of things....

SN: Does your work extend as far north as the Health Sciences Center?

KS: No. Basically we go up to Diamond. Sometimes we’ll jump around a little bit if we’re really needed. But primarily we’ll stop at Diamond, go down to Girard, and west to 20th and cut along Ridge Avenue.

One example of our work is The Avenue North project, which includes The Edge and the movie theater. We’re involved in the retail/commercial piece. The developer is Tower Developments, headed by Bart Blatstein. He wanted to do a student housing tower because Temple needed some off-campus housing. We actually own the land, and then pay rent back which we put into the foundation and give grants and scholarships. He then sold the high-rise tower to another company. But we’re still partners in the retail, the movie theater, and Temple is a tenant with the gym on the second floor.

The Relationship With Temple: Past Challenges and Opportunities

SN: You’ve been working with Temple for 25 years and have invested $10 million. We have a new president, a new provost, a relatively new Chair of the Board. How would you assess how well Temple is partnering with your group in particular and the community in general?

KS: So, some history here. In the beginning, Temple was walled off and isolated. We have a film online called The Beech Experiment. You can go take a look at that; it has some good interviews. That’s the short version online. The full thing ran on PBS around the country back in 2010 during our 20th anniversary. In the film, Floyd Alston talks about the history of the neighborhood.

He was describing Broad Street, and he never mentioned Temple. He’s like, “Oh, yeah, it was just the church across the street.” Then the neighborhood fell apart—a lot of people don’t know that there were two riots in the 60s, racially-based. After that, people began to move out and abandon their properties, and it allowed Temple to expand because there were now a lot of abandoned properties. If it wasn’t for that, there would have been nowhere to go. They probably would have ended up in Ambler. I remember Peter Liacouras threatening that, “We’ll just move to Ambler.”

SN: We still don’t know what to do with Ambler.

KS: Which is interesting. The perception of Temple is that the city at-large sees it as an economic driver. That is true, Temple is an economic driver and benefits the city. For the people who live around Temple, it’s often a nuisance; or it’s perceived as a headache for the most part.

I forget how old this survey is, but they asked the people in the neighborhood if they had ever taken a course at Temple. Less than 2% at the time. And how many people in the community who had ever been employed by Temple. It was less than 2%, too. The Health Sciences are regularly used by the people in the community. That’s different. But if you’re just talking about attending a class, it just doesn’t happen. So for the people who were living in the neighborhood, if you threaten to leave, great. Good riddance, but that’s very common among people who live near universities. They had a recent conflict out at Villanova about all the students moving out to the community. They threatened the university with a class action lawsuit. “How can you accept these students if you don’t have a place for them to live?”

SN: People in Villanova actually have money to spend on lawyers.

KS: Exactly. That’s a huge difference. And many of them are lawyers. Villanova started putting up two new dorms real fast, on campus.

So, Temple was really isolated, really walled off, in the beginning. People in the university community wouldn’t cross Broad Street and said, “Don’t go too far east or west. It’s too dangerous.” But Temple was still known in Philadelphia in general as a community university. They graduate a lot of people who live locally. They would commute; they would go to night school. That was how the university got started.

Jim White was key. I forget the year Jim came to Temple as the Senior VP. He really built on his relationships through his work for the city. He said, “We’re going to do some things differently.” He really started the process of doing more community engagement. Cy Rosenthal ran an office called Social Policy or something. It wasn’t called Community Affairs. We did a lot of grant work with him and supported some initiatives. And then they had a Community Affairs person, Tom Anderson, you’d contact if you wanted to use the basketball courts for a summer program or something like that. Tom was a great person, but the infrastructure wasn’t there that would have allowed him to do much direct outreach to the community. Jim really brought that aspect to the whole relationship. That was a real turning point.

Then things started to get better. Temple even took on the initiative of partnering with the local schools, and that generated a lot of good will in the community along with actual educational improvement. Many of them started saying, “I know people at Temple. I feel like they’re a part of the community.” Things started to improve.

Then all that good work fell off a cliff in 2011 and 2012. The city was hurting for money, and all these lots had been cleared out for affordable housing west of 17th Street. The campus officially stopped at 16th Street. The new mayor comes in, Michael Nutter, and the city administration says, “We’re not going to hold this for affordable housing. We’re going to sell it off to the highest bidder.” Temple, at the same time, whom Marty Dorph was CFO and David Adamany was President, had decided they were going to start recruiting out-of-state students to pay higher tuition. But they don’t have the housing for them. But they’ll get private developers to build it because they can make money and this will work out. The private developers saw it like a gold rush.

More than 50% of the developers, the last time we did research from this, were from out of town, mostly New Yorkers. Very arrogant. Oftentimes racist.

I’m sitting at a meeting at the City Commerce Office; a bunch of landlords were there, and some city representatives were there. And one of the landlords said to me, “Ken, those people oughta be glad we’re building anything. They don’t care about their neighborhood; they’re just throwing chicken bones out of their windows.”

SN: Whoa!

KS: That was an actual comment! That blew the whole meeting up.

SN: There were some curse words—

KS: Holy mackerel!

KS: That was the attitude: “We’re here to make money, and you don’t stand in the way of our making money.” The city would say, “This is good development. It takes a long time to get affordable housing done, and this is instant money, it’s income for the city.” Yeah, it’s true, the city needs money, but we have to keep it in balance, and in perspective.

Here’s the other thing going on in the local community. Again, when you’re poor, people think they can walk over you. Imagine if you took any community and you took 2000 19-year-olds—that’s the average age of a Temple under-
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Interview with Scott continued from page 12

graduate—and you throw them into the community completely unsupervised. “That’s a good thing for your neighborhood. What are you complaining about?”

SN: “It’s going to class up the place.”

KS: Right. “They’re brand new buildings. They look good. You should feel good about this.”

It was getting very, very tense. To the point where people I’d call reasonable community people would come to meetings and say, “You know what? I’ve had it!” I was at a meeting one day, I was afraid a riot was going to breakout. Kids were partying and making all this noise. The police came to break up the parties, which is a whole other issue, that people felt there was a double standard.

SN: They were too permissive toward the students.

KS: Right. “They’re just students.” But anybody else would be treated more harshly. We just had an example of this two years ago, at the peak of the tensions between Temple and the community. We had a group of students throwing a party on Willington Street right down from the police station. The police broke it up. The kids got upset and started banging on the neighbors’ doors and windows, saying, “If you don’t like it, why don’t you move?” Well, one of the neighbors, who is a senior citizen, called her son, and her son raced down there. Fortunately, the police were still out there. He said to me, “Ken, I had my gun and I was going to unload my chamber on all of them.” That’s how serious this was getting. People literally could have been killed in the street.

I remember an official from Temple Police telling me how out of control it was getting. They would go on patrols with the Temple Police and they would pull kids over and ask them, “Where do you live?” And they would say, “Lower Merion.” “Would you do be doing this in Lower Merion?” “This ain’t Lower Merion. This is the ‘hood, we can get away with anything. It doesn’t matter.” And when these kids would get arrested, they’d say, “It’s just the Temple police. Don’t worry about it. They’ll let you out later.”

So we started having community meetings. We actually went to the Roundhouse to have a meeting with the Deputy Commissioners. What are you doing, we’d ask. The ministers were all upset. We had cases of people doing illegal construction on Sundays and blocking the streets so that the parishioners couldn’t get into their churches. We actually had one of the developers, a New Yorker, storming into the church during services, yelling, “Who are you all to be stopping my construction into the church during services, yelling, ‘Is this 15 standard.’

KS: This was in 2011 through the beginning of 2013. 2012 was the peak of the tension. You had all these students coming in, and you had people coming to our offices, crying about being forced out. They were renting in the neighborhood and all of a sudden the landlord says a few hundred dollars isn’t enough, and he could get a lot more from these students. These were solid community people, in the Home-School association. And all of a sudden, they’re treated like a cancer on the neighborhood.

The last point of tension goes back to the Liacouras Walk now, she would go on about everything is about Temple and we have this master plan. This reminds me of a story that goes way back to Peter Clayton used to be Superintendent of schools—who where you see Liacouras Walk now, she would say, “That’s where my house used to be.” People who work at Beech, they would say, “That’s where my house used to be.” People who work at Beech, they would say, “That’s where my house used to be.”

SN: And they never pursued it because these were just neighborhood kids getting beaten up.

KS: Exactly. All of a sudden, now, a Temple student gets beaten up, and all of a sudden here’s the police helicopter. Here come the extra patrols. What is this about? What are you to think? My daughter gets beat up, and there’s no response from the police.

SN: Your daughter’s life will be seen as worth less than a Temple student’s.

KS: I remember a clear example of this from a few years ago. I jumped on the subway one day, and I think it was the day of the Penn State game. Kids were around there getting high, lots of marijuana smoke, kids openly drinking. Ok, we all went to college.

If you or I try to get on the subway smoking a joint or drinking a beer, our face is slammed on the platform. Right? But for some reason it’s acceptable for Temple students. We’re not going to bother. We’re not going to make any arrests.

SN: So what years were these tensions at their highest point?

KS: I remember meeting with Ann Hart one day, and she keeps saying that we’d like to see this or that “in our community.” And some point I stopped her and said, “Wait. I just have to remind you. Temple University is located in North Philadelphia. North Philadelphia is not located in Temple.”

She kept going on about everything is about Temple and we have this master plan. This reminds me of a story that goes way back to Peter Liacouras and the attempt to build the Apollo Temple, now called The Liacouras Center. They had a big map done, and I was sitting with people who had businesses nearby, and one of the guys had a corner store called Bill and Jean’s. He’s looking at the drawing and can’t find his store. “Is this 15 and Cecil B. Moore?” They did a whole rendering and erased him without even talking to him. That kind of thing generates grudges.

Another reason why the community is skeptical toward Temple is that a lot of places where Temple stands now used to be their homes. Connie Clayton used to be Superintendent of schools—where you see Liacouras Walk now, she would show me, “That’s where my house used to be.” People who work at Beech, they would say,
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“Where the parking garage is now, that’s where I used to jump rope. We lived across the street.” At one time there was a real connection to these places.

The Relationship with Temple: Present Challenges and Opportunities

SN: Things were bad in 2011 and 2012. Things have apparently cooled down a bit. What was responsible for that? Have you seen any outreach from President Theobald and others who are part of the new administration?

KS: We were stuck because Temple would say, “These are Temple students, but it is privately owned property.” And the Philly police would say, “We already have our hands full.” But then we had a meeting with the Chair of the Board, Patrick O’Connor. Ann Hart was about to leave, so she wasn’t there. We had a meeting with him and members of the Community Affairs Office.

That reminds me, the new Community Affairs office came over one day and she said, “Here’s the new Temple neighborhood plan.” And I told her, “That’s going to go over like a lead balloon. I’m telling you right now.” We work with the university when we can, but our mission is with the community, and when we feel the need to oppose things, we will. “I’m just telling you right now, that’s not going to fly. Why would you think that would fly? Why would you do a neighborhood plan? Are you suggesting that you’re in charge of the neighborhood? That sends a bad message right off the bat, a big book in Temple colors with a title like, ‘Temple’s Plan for North Central Philadelphia.’” You do that in partnership. You don’t tell us, “Here’s our plan for you.” I did warn them that there was going to be trouble, and I was correct.

So back to the meeting with Chairman O’Connor: We told him about the issues, the zoning issues, and others. He asked, “What should we be doing?” We told him, one, we’re going to try to get the Philadelphia police more engaged. We’re putting a lot of pressure on them. The Philadelphia police say something like: “We know that things are crazy on Thirsty Thursdays, they call it, from then till Saturday. But we don’t have the resources; if you pay the overtime, you that it’s going to take you at least three months if you don’t pay that fee. It’s the same thing if you go to Licenses and Inspection. If you want a zoning permit, you can go through the regular process. But if you want it expedited you have to pay extra. I can guarantee you that it’s going to take you at least three months if you don’t pay that fee.”

KS: Apparently, that’s how they man South Street with extra police. The South Street Business Association pays for it.

SN: This is a service you have supposedly already purchased by being a citizen.

KS: The university paid for it.

SN: Well, I’m glad they made the effort, but it is from one perspective a little shocking.

KS: Yes. Right.

SN: This is a service you have supposedly already purchased by being a citizen.

KS: So the policing helped?

SN: Not to mention the danger of having drunk kids falling off the roof.

KS: Which has happened several times. Unfortunately, one of them was killed. But we come to find out that it happened many times. But they didn’t die and were just injured. So they didn’t make as much of a big deal. So we got the police to crack down on this and L and I to come down, only because of community pressure. The city’s response was, “Oh, we don’t have the resources.” But behind the scenes we know that a lot of people were saying, “This is good development. We want to spur development because that means money for the city. We don’t have any other construction going on.” This was during the recession. That’s really what was going on behind the scenes.

SN: I have to say, I have never heard of a police department, as it were, renting out the services of its officers except for a parade or something like that. It sounds like you were paying for extra policing.

KS: The university paid for it.

SN: This shows how much I don’t know about how the city works.

KS: It’s the same thing if you go to Licenses and Inspection. If you want a zoning permit, you can go through the regular process. But if you want it expedited you have to pay extra. I can guarantee you that it’s going to take you at least three months if you don’t pay that fee.

SN: So the policing helped?

KS: The policing really helped. It cut down on the noise. We actually had some students arrested and taken to the real police station. Word gets back to their friends that this isn’t just a game. That really calmed it down a lot. We still have lots of issues. I’ll send you an email showing the trash that comes when students move out. We finally got the city sanitation to come around. I drove around to see that they really were going to follow through. I talked to one worker, and he told me, “This is like Christmas. I’ve already written 350 citations.” To really appreciate it, you have to see some of the photos I took last year after the first summer session ended and the leases were up [see below]. It’s all piled up in the street. Where is the private landlord with the dumpster? With the trash collection? Temple told me on the east side of campus, that they had so many complaints that they had to send their own trash trucks. Why should you have to do that? Where are the landlords? Again, this is about making money. There are some responsible landlords, but many of them act like college slumlords. The buildings look good right now, but I guarantee you that in 5 or 6 years they’ll be a wreck. There’s no maintenance going on.

KS: There are still issues, but it’s quieted down. Parties have gotten more under control. The neighbors understand that they’re college students. They’ll willing to cut them a little slack. But if it’s a weekday our residents have to go to work the next day. Let’s keep the music down. It has improved. Now there’s also starting to be an oversaturation of student housing in the community. That’s our next concern: What’s going to happen to these buildings if they’re mostly empty?

The neighbors want more housing built on campus. Broad Street is a perfect opportunity. It brings good commerce on the first floor, and if
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the kids want to stay up all night, that’s fine. It’s a commercial district. You can also have more surveil- lance if things get out of control. It could work for everyone.

SN: So you’d like to see the university build more housing on Broad Street.

KS: With some retail on the first floor that everybody could benefit from. That’s a real community benefit. And it’s a win-win for the university. The university seems to agree. They’re making more of an effort to have housing right there on campus.

SN: That agrees with what I’ve heard about the Master Plan from President Theobald, that we’re looking less to expand our footprint than repurposing the space we already have. Have you had a chance to meet with President Theobald?

KS: Oh, yes. I actually met with his wife first. She came over to visit me very early on to talk about community issues. They’re very good people. She used to be a police officer in Chicago.

SN: I didn’t know that.

KS: Yeah, Chicago and Philly are very much alike. I was in Chicago and they were talking about closing the schools, last May. I thought, “I might as well just be in Philadelphia.”

SN: Though they have a better basketball team.

My sense is that you have some kind of relationship with President Theobald and you’ve met with Chair- man O’Connor. But what is the vehicle for regular communication between you and Temple?

KS: What do I do is talk to the Community Affairs person. They come to our community meetings. But sometimes we feel we have to talk directly to the Board of Trustees if it’s not within the purview of the Community Affairs office. We know many of the trustees and they tell us, “We were unaware of this.” I warned them back in 2012, “This is getting very scary.” You don’t want to wait until someone gets seriously injured or even killed.

Every time there’s a home invasion, the police say, “99% of the time it’s about drugs.” The kids are buying drugs or selling their own drugs or competing with other drug dealers. We had a scary situation earlier in the year where one of the kids had a meth lab.

SN: A Temple student had a meth lab?

KS: We had a Temple student 5 or 6 years ago who was a major drug dealer involved in a shootout in Progress Plaza.

I would say we are communicating our concerns and things are improving. We want to get back to where things were trending before these problems, back to some real community outreach and partnerships, as with the schools. We partner with Temple on lots of things. We actually do own some of the student housing—Oxford Village and Beech International for international students. That was all part of the plan to be on campus up to 16th Street, for community and economic development and then west of that build single-family homes.

Looking Toward the Future and Possible Roles for Faculty

SN: If you had a wish list of things Temple could do to improve its relationship with the community, what would be on it?

KS: They could put some more pressure on some of the landlords to rein them in. When we met with the Chairman, he said, “These are private developers. We don’t have anything to do with it.” I said, “You do have something to do with it. You allow them all to come to Temple Housing Fairs.”

SN: You’re giving them an in.

KS: Exactly, to come and rent. You’re basically saying to the students, “This is where you should go rent housing.” Then to turn around say, “We don’t have anything to do with it?” So we’d like to see more of an attempt to rein them in, to make them better citizens. I do know that Temple has been stressing to students that they have to be respectful and more sensitive to the community when they’re living off-campus.

SN: There has been something of a concerted effort that way.

KS: But we were driving around one night, and there was a girl who didn’t have pants on. Her friends were carrying her. She couldn’t even walk she was so drunk. I know they’re young people....

I don’t care where you’re at 2:00 in the morn- ing, why would you want to be that drunk in any neighborhood, no matter how good or bad it is? You could get run over by a car or sexually as- saulted. Why would you put your life at risk like that?

We’re doing some more community housing programs. The city has pretty much cut off the sale of publicly owned land to be used for apartments. You’ll see more construction of family-oriented housing, which is what we want. Yorktown got an ordinance saying that you have to live in a house if you want to rent to someone else. People were starting to buy up homes and dump students in it. We still get peo- ple who buy a house and just stick their kids in there as a placeholder. But they’re not dominat- ing blocks with that sort of thing.

SN: Is there any sharing of the expertise our faculty has on some of these issues? What can the faculty to do to help? I want to stay away from the White Knight Syndrome, where we ride in and think we have the answers. I’m imagining something along the lines of the business incubator in this building. Temple does have intellectual capital that might be useful.

KS: We’re always interested in job creators. I’ve been spending a lot of time going back and forth to the West Coast, and I’m going to be setting up technology incubators, like the business incubators, to develop apps and the like. Just yesterday, we announced an initiative to teach kids how to code; we’ll be doing that downstairs in this building. We’re always inter- ested in people willing to share their expertise, and we’d love to have someone from the biosciences come to work with our kids.

One nice thing I want to tell you about: The Philadelphia Orchestra came to Temple to per- form. We’re very proud of two students from Meade School, which was at the bottom and threatened with closure, and like other schools didn’t have music anymore. We sponsor some music programs like Musicoopia and for the first time we had two kids from Meade accepted to Girard’s Academic and Music program. If you’re familiar with that program, you know it’s very hard to get into. So we’re proud of that.

The Orchestra was coming up and so I asked if they could provide tickets to members of the community who had never seen the orchestra before. And they did. We had several families come up; they were so happy to learn about the background to the music and the orchestra and to see a live performance. Simple things like that matter. Little things.

SN: It’s about keeping the community in mind.

KS: Right. For instance, a lot of people in the community didn’t realize that before we had a public movie theater here on Broad, Temple had its own movie theater as well as a food court. We know it’s for students primarily; we’re not trying to overwhelm it. Of course, you’re likely to be quizzed if you’re from the neighborhood and you walk across campus. We realize there are security issues and understand it. But there are other things that could be done. Like I said, when Temple was working with the schools, they had that direct involvement which was really helpful, and I was sorry to see that end.

SN: I recently interviewed Greg Anderson, the new Dean of the College of Education. Have you had a chance to talk with him?

KS: I haven’t had a chance to talk with him, but I did recently talk with Bernie Watson, who has an endowed chair in his name at the College of Education, and he wants to set something up so that I can meet the new Dean.

SN: I want to share with you a part of the conversa- tion I had with him. A few years back, Mi-
chael Smith, who is now an associate dean in the College of Ed and an emi-

nent scholar, had an idea for an early college high school. You’re familiar

with these schools.

KS: Yes.

SN: This is a great Temple story in its way. Way back when Temple first
got the partnership schools, President Adamany decided to manage it out of
his office rather than the College of Ed. So as is true of a lot of school re-
form these days, those in charge of Temple’s initiative did not have a back-
ground in education. The Gates Foundation in partnership with the Wood-
row Wilson Foundation, came to the people administering the partnership
schools and said, “We’d like to work with you to found an Early College
High School.” And Temple turned them down flat.

They came back once President Hart was in office, figuring that the envi-

ronment may have changed. After all, her home college was Education.
They went to Michael Smith and he got around 70 faculty, including me, to
help design a curriculum. The School Reform Commission had given us
space in an existing school. We had a theme, civic engagement. People
were doing site visits. And then it sat on Ann Hart’s desk for 18 months, and
she didn’t give us the courtesy of a “no.” It’s just not clear why it was left to
wither on the vine.

So in my conversations with Dean Anderson and President Theobald, I’ve
been asking whether they would want to revive this idea. My sense is that
Dean Anderson is concerned with projects funded by foundations, since
when the money dries up, we are left to say, as the song goes, “I tried my
best, but I guess my best wasn’t good enough.” He wants to avoid that. I do
have a sense, though, that he is deeply invested in helping the schools in the
neighborhood, that that’s a priority for him. When I pushed President Theo-
bald on this issue, my sense is that he doesn’t want to start some entirely new
initiative like the Early College High Schools when we have a history of
already working with the schools.

KS: I remember when William Penn High School was still open, I remember
a prior dean of the College of Education had said, “I’d like to maybe have
some college connection with William Penn.” Or maybe something modeled
on the Alexander School at Penn. That would be great.

SN: The great thing about the Early College High School is that it would
have been a school for the kids in the neighborhood, not a boutique school.
My sense is that Penn Alexander is wonderful but it’s populated to a signifi-
cant extent by faculty kids, and you just don’t have many Temple faculty
living near Temple.

KS: But the Alexander School really has great support and resources. It’d
be great for Temple to bring some more brainpower to these issues, setting
up advisory committees and the like.

SN: One of the problems that Temple has had recently is that a few years
ago the administration recently pulled the rug out from under Community
Based Learning. That would be a way for the faculty to partner with the
surrounding community. Many faculty members are involved in this way.
But I want to send a message to the faculty through The Faculty Herald—if
you think it’s the right message—that if you’re interested in business incuba-
tion, life sciences, and literacy, that would be welcome to the community and
that Beech might be the right vehicle for that sort of work.

KS: We have all sorts of opportunities and kids ready to participate. Does
the Law School still operate the Clinic?

SN: I believe so.

KS: If they do, then we’ll let people know through our newsletter. Then
there’s the services provided by the Dental School, which is great. But did
you know how the system used to work? People would line up at 5 o’clock
in the morning and they’d take only 25 people. It was great to get free dental
care. But you’d have to get up at 4 to stand in line to see if you were chosen.
They couldn’t have a phone number of a lottery system? I asked the trustees
as to why they do this. The trustees hadn’t ever heard of it. But that’s what
they did for 10 to 12 years. You might have to come back for another ap-
pointment and then you have to go back in line. You might not be chosen.
There must be a better way to do this. Maybe we could raise money for a
dental van. That’s something Beech could help with.

That’s how our programs get started. Because we heard there was a need.
We started up a television station to respond to the community’s sense that
there all this bad news about North Philadelphia. We know that TV news is
a business. You’re arriving here with no problem isn’t news, but if you had
been killed, unfortunately, it would be. It costs more money to find good
news, and the news programs are lazy. So we film it. If you’re here giving a
speech, or if you’re here as part of the faculty working with the community,
we’ll film it and provide context for it and air it. We also do documentary
films. In fact, we have a new one coming up about the Barnes and their
relationship with Lincoln University and everything involved with changing
the will. It belongs to the Barnes and we’re the Executive Producers. It’ll be
in some film festivals and air on PBS next year. It’s very good; it was a real
learning experience watching it made.

SN: Well, I’ve taken up an hour of your time, which I know is very valuable.
Thanks so much!

KS: You’re welcome.
A New Editor for The Faculty Herald and a Grateful Farewell

Editorial continued from page 1

Kim Laweson, a grad student in History; the assistance of the wonderful Cheryl Mack in the Faculty Senate office; and the sage counsel of our Editorial Board, chaired by the estimable Rebecca Alpert. I am deeply grateful to all of them.

Having greatly enjoyed my time as Editor, I considered running for a second term. But I have instead committed to serving as Vice President of TAUP, the union representing full-time faculty from the great majority of Temple’s schools and colleges, as well as librarians and academic professionals. Once I decided to accept the invitation to run for VP, I immediately let the Editorial Board know. As the Board agreed, even if I were somehow to find the time to do both jobs, I would be risking a conflict of interest. While I believe that TAUP and the Senate share many interests, they are not identical institutions. A more pressing problem was that I might be put in the untenable position of covering the upcoming contract negotiations fairly while being a member of one side’s negotiating team.

As I end my term, I also want to thank all of the contributors, many of them from the Faculty Senate Steering Committee, who have taken time out of their busy schedules to share their insights with their colleagues and other readers. I want particularly to single out the two Senate Presidents I’ve been lucky to serve under, Joan Shapiro and Mark Rahdert. Those inclined to undervalue Faculty Senates should get a glimpse of how hard its officers work and how much good they do. I also want to express my gratitude to the many administrators who have engaged in what I hope our readers have found frank and productive discussions. There are bound to be disputes between faculty and administrators, even if the latter have come from and remain in many key respects members of the faculty. Those conflicts are an effect of structural antagonisms, of scarce resources, and of differences in temperament and in worldview. But my dialogues with President Theobald, Provost Dai, and others have bolstered my confidence that we can bridge our differences for the shared good of the university we serve.

A final thank you to you, the readers of The Herald. It has been a privilege and a pleasure to break out of the more restricted audience of scholarly writing in order to address issues of wider concern. I look forward to doing the same in different ways as I continue my service at Temple. I wish you all a restful and productive summer.

The Way-Back Machine:
Putting Diversity at Temple in Historical Perspective

While there are many interesting issues of The Faculty Herald deserving of a second look, I’ve decided in this issue to reprint the second (and, unfortunately, last) issue of another publication—the African-American/African Faculty and Staff Association Newsletter. To see why, consider the ongoing conflicts over the place of faculty of color at Temple, featured here and to a lesser degree here, and the relationship between our university and the largely African American neighborhoods we are a part of. The purpose of The Wayback Machine is to put important issues facing us in historical perspective, and there is no question in my mind that the long and vexed history of racial and ethnic diversity at Temple remains central (as do the overlapping histories of gender, class, sexuality, and disability). My hope is that these articles and interviews and next year’s Symposium on Diversity, co-sponsored by the Faculty Senate, will cast light on these topics and point a way forward to a Temple where diversity is not only celebrated—as it should be—but truly honored by making sure that when we hire, teach, research, serve, and make policy, that the questions of knowledge, identity, and value raised by what we call “diversity” play a crucial role.

The IRB: A Necessary Good

Jacobs continued from page 3

tory requirements. It can be done with regular communications among the faculty, the IRB, and research administration.

This brings me to what individual faculty members can do to create and maintain a culture of research compliance. First, if you are unsure about how to go about conducting any aspect of your research, ask someone on the IRB staff that can provide the correct answer. Too often an investigator comes to a decision based on what “seems right” to him or her or a consensus is developed with colleagues. If you aren’t sure, ask the IRB. Second, do what you can to ensure that those currently involved in research are following the regulations. If you become aware of an issue of noncompliance with research policies and procedures discuss it with the individual directly and help to get the problem resolved. Situations related to research noncompliance can get ugly, and many are aware of problems encountered at other institutions. To a lesser extent they have happened at Temple, too. One individual’s violation of the regulations becomes a reflection on all of Temple. Lastly, faculty members should consider actively participating in the research review process, whether at the level of scientific review or through service on the IRB.

One thing I have learned in my years of service on the Temple University IRB is that adherence to the institution’s policies and procedures and federal regulations as they relate to human subject research are essential. I have also learned that everyone has a stake in creating a culture of research compli-
Representative Faculty Senate Minutes, March 21, 2014

Representative Faculty Senate Meeting
March 21, 2014
Minutes

Attendance:
Representative senators and officers: 45
Ex-officio: 1
Faculty, administrators, and guests: 8

Call to Order
The meeting was called to order at 1:50 PM.

Approval of Minutes
The secretary announced that normally the practice is to identify those who speak at Senate meetings. This makes sense since anyone can go to the audio capture web site and hear who said what. For these minutes, however, he omitted the names of speakers because he did not want to discourage the kind of open and frank discussion that had taken place at our last meeting. He stated that if there is any objection to this, anyone is free to move that the names be included.

Dieter Forster (CST) made the motion that the speakers be identified in the minutes. This motion carried. The minutes were then approved as corrected.

President’s Report – Mark Rahdert
The FSSC will be jointly sponsoring a symposium with the Committee on the Status of Faculty of Color and the Academic Center on Research in Diversity. This symposium will explore issues related to diversity at Temple University. If you are interested in helping plan this symposium, get in touch with Kimmi Williams-Witherspoon.

FSSC has made a request to the Provost’s office for data about diversity at Temple. The Provost’s office has agreed to provide this information, and it should be available to us by the end of March.

The Alumni Affairs office is interested in engaging faculty in alumni relations. They have created a short survey which the FSSC has distributed to the faculty via the listserv.

The FSSC has set up a sub-committee to seek information from the administration and faculty about the tenure and promotion guidelines that will be used in evaluating T&P cases. We are trying to assure that there is full transparency as to what those procedures are.

The FSSC met with Jim Creedon for an update about the master plan. The consultants’ report is scheduled to go to the Board in April and will shortly thereafter be presented to the faculty. Creedon has been invited to present the report to the Senate. This is a proposed plan; there will be an opportunity for comment and feedback.

Rahdert has also been in touch with Ken Lawrence, our Vice President for Government Relations. Each year Temple has sessions with members of the Pennsylvania Legislature. Lawrence is interested in having faculty participate in this. April 29 will be Owls on the Hill Day. Prior to that there will be several training sessions to prepare people to go. He would like some faculty volunteers who would be willing to go to Harrisburg on April 29. If you are interested, please let Rahdert know.

Vice President’s Report – Tricia Jones
Jones introduced Joan Shapiro, chairperson of the FSSC nominating committee who announced that the ballot for officers consists of:

President – Tricia Jones
Vice President – Marina Angel
Secretary – Charles Jungreis

Voting will begin Monday morning, March 31 and proceed through 5:00PM Monday April 7, 2014.

Jones then announced the nominees for elected committees.

EPPC
William Miller
Personnel Committee
Mark Rahdert

RPPC
Mahmut Safak
Erik Cordes
Timothy McDonald
Steven Gross
Rebecca Alpert
David Pryluck
Therese Dolan
Mahmut Safak
Tricia Jones
Paul Swann

Honors Oversight

UTPAC

Mark Rahdert

Personnel Committee

RPPC
Mahmut Safak
Erik Cordes
Timothy McDonald
Steven Gross
Rebecca Alpert
David Pryluck
Mahmut Safak
Paul Swann

Dolan

Paul Swann

UTPAC

Mark Rahdert

Personnel Committee

RPPC
Mahmut Safak
Erik Cordes
Timothy McDonald
Steven Gross
Rebecca Alpert
David Pryluck
Mahmut Safak
Paul Swann

Honors Oversight

Paul LaFollette (CST) commented that over the past several contracts, we have put on hold discussions of intellectual property. With the increasing interest in online and distance learning, I would want to have this issue settled before I began developing any such courses. Will this happen?

Answer: This will be settled within one half year.

Art Hochner (FSBM) is pleased to hear about the initiative to increase the number of NTT’s on multi-year contracts. He has just looked at the statistics for NTT’s in the TAUP schools and colleges. At this time 37.5% are on multi-year contracts, 62.5% are on one year contracts. This varies greatly between colleges. FSBM has 51% on multi-year contracts. CLA has 18%. Tyler has 0%. There is a long way to go.

The Provost responded by first clarifying that his goal only includes teaching NTT’s. This year he will do a college by college survey to make sure that each school or college is approaching the specified percentage.

Marina Angel (LAW) asked how the Provost decided which schools would maintain their own research offices within the school and which will be served by a central office? Also, were the deans of the schools put into the pool consulted, and did they agree to it? How much will this centralization
slow down the process? Are there limits as to how much seed money each of the schools in the pool can get?

Provost Dai responded that when he first came to Temple he had to work both with the university’s research office and with his college’s business office. He found this very burdensome as a faculty member. So, at that time CST created a college based research administration office. In such an office, you need a grant specialist, a human resources specialist, and you need accounting expertise. But these three people require about $300,000.00 per year. This must come from indirect cost recovery. This means at least $5,000,000.00 in funding in order to hire these three people. CST’s current funding is around $20,000,000.00 so this is not a problem for them. But COE, for instance, does not have enough overhead cost recovery to fund such an office. This is true of many colleges. We created this model and then asked each dean if they were willing to participate. If they were, then we calculated what each participating college would be taxed for these pooled services.

Angel: So if a college does not want to participate, it doesn’t have to? Provost: It does not have to. This is completely voluntary.

The Provost also noted that the new hires in the Research Office are mostly involved with compliance, an area where we had previously had some problems.

Joe Schwartz (CLA) asked whether the problems with the IRB are being addressed. The Provost responded that these are being addressed. Response times are improving.

Schwartz also commented that the Honors Program is important, but it is not representative of the economic and racial distribution of our students. How should we address this? It could be that an under-advantaged high school student with a lower SAT may have more potential than a better advantaged student with a higher SAT.

Answer: This is an excellent point that we should look at. Maybe we should look at factors other than academic factors in admitting students to the Honors Program.

Dieter Forster (CST) agreed with Professor Schwartz’s comments. He also wanted to point out that the best way for a student to get into the Honors Program is for a professor to identify and recommend the student to the Honors Program.

Peter Jones commented that students can be admitted to the Honors Program any time during the freshman or sophomore years. We also admit transfer students.

Steve Newman (CLA and Editor of the Faculty Herald) reminded us that some months ago the Faculty Senate endorsed the guidelines for distance learning that Vicki McGarvey and Catherine Schifter developed as part of a committee. Will those guidelines become part of our policy?

Answer: Yes

Newman also asked about the Fly in Four program. While it is desirable to clear away roadblocks to timely graduation, there is also logic about the way in which we sequence our majors’ courses through prerequisites. There is logic about requiring certain GPAs in some prerequisite courses. There is some concern that the pressures to increase four year graduation may compete with pressures to maintain quality and likelihood of success in the major. APAC serves as a watchdog for cannibalization under RCM. Have we given any thought to creating a structure to help deal with the kind of competing goals that I just outlined between Fly in Four and maintaining the quality of programs.
University Faculty Senate Minutes, December 6, 2013

Attendance:
Representative senators and officers: 42
Ex-officio: 1
Faculty, administrators, and guests: 45

Call to Order:
The meeting was called to order at 1:50 PM

After calling the meeting to order, President Rahdert reminded us of the difference between the Faculty Senate and the Representative Senate.

Approval of Minutes:
The minutes of the May 23, 2013 Faculty Senate meeting were approved.

President’s Report:
President Rahdert reported on the activities of the FSSC. They have met weekly and recently passed three resolutions. This semester’s guests of the FSSC include:

- President Theobald
- Provost Dai
- CFO Ken Kaiser who presented more information about RCM
- Vice Provost Peter Jones with whom we discussed eSFF’s
- Vice Provost Laugrabren who explained the new Academic Programs Advisory Committee
- Robert Lux, CFO of the Temple Health System
- Senior Vice Provost Maleson
- Director of Athletics Kevin Clark

The FSSC also participated in a retreat with the Provost and the Council of Deans, and sponsored this year’s Service Awards Brunch.

Next semester, the FSSC plans to coordinate with Temple Student Government and continue their efforts to strengthen shared governance.

Vice President’s Report:
Vice President Jones reminded us that our faculty are very active in service. Eighteen percent of our faculty sit on various Senate committees. She discussed plans to improve communications between our various committees and the FSSC. She finished by noting the passing of Nelson Mandela and reminding us that what we do matters, what we have is only dreamt of in other parts of the world.

Guest – President Theobald
President Theobald began by saying that on his arrival here, he discovered several issues in the Athletics Department:

- There was imbalance in Title IX
- Baseball and Women’s Soccer practice at Ambler as there are no appropriate facilities for them near main campus
- Our rowing team uses a tent on Kelly drive
- Track and Field has no place to practice javelin and discuss

He accordingly asked Kevin Clark to do a review of the Title IX issues, the 90 minute commute between Ambler and main campus, and our lack of infrastructure to support rowing and field events.

The following recommendations arose from this review:
We must either increase our athletics budget or re-allocate spending. We already have the third highest spending in our conference. Sport by sport, however, we are below average in every sport because we have 29 different sports. The median in our conference is 19.

Clark recommended eliminating 5 men’s sports, baseball, crew, gymnastics, and indoor and outdoor track and field. He also recommended ending women’s softball and rowing. All student athletes in these programs will keep their scholarships and continue to have access to academic support. We will also create a soccer field near main campus and, where possible, convert these sports to “club sports.”

Q: What will happen to the land at Ambler?
A: This will be a major part of the Academic Planning report

Q: Temple was not included in the USA Today survey of spending on athletic programs because Temple did not comply with their request for information. Will there be more information forthcoming about our athletics budget?
A: President Theobald has no objection to more transparency. Our budget is 44.2 million dollars. Rutgers charges a $500.00 student fee to support athletics. President Theobald does not favor doing this at Temple.

Q: How much subsidy does Temple give to our athletics programs?
A: Six to eight million dollars. The average in our conference is closer to 10 million dollars.

Q: There is concern about interdisciplinary work and how RCM will affect that. There are funds that could go to faculty hires. Please talk about how these funds will be applied in ways that encourage the sharing of faculty, students, and research.
A: If we do not take action to deal with interdisciplinary issues, we will have serious problems. We need to take specific actions. We will have seven million dollars each year allocated in the budget conference to “common good” programs. Also, the 50 million dollars is a one time deal and will not be used for hiring.

Q: We all share the goals of increasing our excellence and also fulfilling our traditional mission. We seem to be increasing our merit based aid for undergraduates. How will this affect our need based aid?
A: The president is a proponent of merit based aid. He believes there should be some benefit for doing well in high school. It is very difficult to have an excellent faculty without a strong student body. We are very close to developing a strategy to shorten the time to degree for our undergraduates.

Q: What about football? Why not get rid of that?
A: The Board of Trustees has voted not to get rid of football.

Q: Why?
A: It is important to our alumni, it keeps our alums connected, it is an important marketing tool, and it makes money.

Q: Basketball is also good marketing, and it is cheap.
A: We are already maxed out in our support of basketball.

Q: What are our plans for dealing with the outflow of money from main campus to the health system at a rate of 50 million dollars/year? How will Obama care affect our health system?
A: The state gives 140 million dollars to Temple. Of that, 70 million goes to the health system, and 70 million goes to main campus. The School of Medicine is 20% of the university. Also, money flows from the hospital to the HSC. We are not subsidizing the Medical School, nor are we subsidizing the hospital.

The Affordable Care Act will decrease funding for Medicaid and increase insurance for the working poor. Fifty-three percent of our patients are Medicaid patients so we will lose.

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The Affordable Care Act will decrease funding for Medicaid and increase insurance for the working poor. Fifty-three percent of our patients are Medicaid patients so we will lose.

Comment: Temple could do a better job of publicizing the accomplishments of our faculty. Our bookstore has way too few non-textbooks. A visitor to the bookstore would have no way of knowing that we have a university press.

A: We are already trying to refocus a part of our book store. The current model is to outsource university bookstores. Last month we turned over negotiations with the bookstore and with the dining facilities to Kevin Clark.

Comment: Eliminating football would do serious damage to the Boyer Col-

Minutes continued on page 21
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 Paul LaFollette at paul.lafollette@temple.edu.
The Committee on Administrative and Trustee Appointments

The Committee on Administrative and Trustee Appointments consists of the following faculty members (along with email addresses) listed below. There have been no structural changes or changes in the faculty composition of the CATA during the 2013-2014 academic year.

Parsaoran Hutapea, hutapea@temple.edu
Jeff Solow, solowcello@gmail.com
Joel G Maxcy, tue39543@temple.edu
Rafael A. Porrata-Doria, porratal@temple.edu
Michael A. E. McIntosh, cramrus@temple.edu
Harold E. Klein, klein@temple.edu

The sole activity of the CATA occurred during December 2013. On very short notice the Committee was required to conduct a call announcement to the TU faculty and review of prospective nominees to be provided to the Provost for Consultative Review Committees for Performance and Evaluation Review of Academic Deans of the Schools of Law and Dentistry. A copy of the CATA report in this matter sent to the Faculty Senate is forwarded to you separately.

The CATA met twice in this regard, mainly to select the nominees to be forwarded to the Provost. As has been the case in most all previous CATA activity, the main body of work in reviewing candidate dossiers is done by the respective committee members on their own time prior to committee meetings. The Committee responded to the Faculty Senate's candidate request in a timely manner, always within the deadlines set.

I do not believe that that would have been possible without the great cooperation, diligence and responsiveness of the Committee's members. This group performed its task more often than not within very confined time frames--and on short notice. I was and am most impressed with their conscientiousness and fairness to all candidates.

Thanks,
Harold E. Klein
Chair, CATA ♦

Student Award Selection Committee Report

In 2013-2014, the Student Award Selection Committee comprised the following members: Sayed Ali, Maia Cucchiara, Alexander Davies (student member), Elizabeth Groff, Edward Latham and Rick Ridall. We did not create any subcommittees this year, nor were there any other structural changes to the committee. The committee met twice, once in February and once in March. Prof. Ali was not able to attend the latter meeting, due to a scheduling conflict created by an out-of-town conference.

At the February meeting, we interviewed and auditioned five candidates for 2014 Student Commencement Speaker. Minutes were not recorded at this meeting. When the voting ended in a tie, we scheduled a follow-up run-off between the finalists, attended by Alexander Davies, Edward Latham, and Rick Ridall. The run-off was captured on video by Dean Ives, and sent to the remaining members of the committee; a final selection—Katie Johantgen—was made via email ballot. The selected candidate was then formally recommended to the Board of Trustees via a written report prepared by the committee chair and presented by Dean of Students Stephanie Ives at the next Board meeting. The Board unanimously accepted the committee’s recommendation.

At the March meeting, we evaluated dozens of files for the six Memorial Awards, and selected candidates for each award. Although minutes were not recorded at this meeting, a number of committee members voiced concerns about the efficiency and time-intensive nature of the selection process. Subsequent to this meeting, the committee chair met twice with members of a student team under the direction of the Dean Ives that was in the process of preparing an online portal for submission of Memorial Award applications that will address the concerns voiced by the committee. This portal should be available before the 2015 cycle.

In addition to the initiative to streamline the Memorial Award application and evaluation process, the committee considered ways to streamline or clarify the Commencement Speaker application process. The committee was made aware, through the office of the Dean of Students, that several Commencement Speaker applications were not successfully received this year, due to a technological glitch. If the Commencement Speaker applications cannot be folded into the Memorial Awards portal, then the committee and the Dean of Students have place a special emphasis on making its process more transparent and seamless next year, with multiple levels of follow-up to ensure thoroughness.

Respectfully submitted,

Dr. Edward D. Latham
Assoc. Prof. of Music Studies
Boyer College of Music and Dance
Chair, Student Award Selection Committee ♦

Presidential Advisory Committee on Intercollegiate Athletics

The President put this committee on hiatus until he felt a need for it again. It has not met.

Eleanor

Prof. Eleanor W. Myers
Committee Chair
Temple University Beasley School of Law
1719 N. Broad St.
Phila. PA 19122 ♦
Faculty Senate Committee on the Status of Faculty of Color (FOC)

Current Members:
- David Organ, Geography and Urban Studies; Donna Marie Peters, Sociology
- Karen Turner, Journalism; Former Mayor John F. Street, consultant
- Political Science; Wilbert Roget, French; Marie Amey Taylor, Department of Education; Rickie Sanders, Geography and Urban Studies; Latanya Jenkins, Librarian; Lee Kenneth Richardson, Theater; Elizabeth Sweet, Geography and Urban Studies; Kimmika Williams-Witherspoon, Theater.
- David Waldstreicher, History, rotated off this year.

For our sixth year, FOC continued its collaboration with the Temple Libraries and presented yet another stimulating year of our Chat-in-the-Stacks speakers series.

On September 26, 2013, we presented Trayvon Martin, Stand Your Ground and Self Defense: Could It Happen Here in Pennsylvania with guest presenters D. A. Seth Williams. Daily News editor Michael Days and Professor Anthony Monterio from African American Studies.

On November 7, 2013 we sponsored a Chat on American Unions with Dr. Joseph Schwartz, former Temple grad and Federation of Teachers spokesperson Rosalind Jones-Johnson and Micah Kleit from the Temple Press.

Our February 13, 2014 Chat on Black Philadelphians was canceled because of a snowstorm that closed the university. But on March 27, 2014 we presented a Chat on Violence Against Women with Dr. Elizabeth Sweet, from the Department of Geography and Urban Studies, Carmen Guerrero a community organizer in Montgomery and Norristown PA since 2003 and Kate Scheffler, Program Coordinator for Alcohol & Other Drugs, Interpersonal Violence, and Mental Health with the Temple University Wellness Resource Center.

On April 23, FOC and the Temple Libraries cosponsored our final Chat-in-the-Stacks program for the 2013-14 school year by honoring three senior scholars Dr. Wilbert Roget, Department of French, Dr. Howard Myrick, Communications and Media Studies and Dr. Bettye Collier-Thomas, Department of History in a special panel discussion and awards ceremony. As always, all of our Chat-in-the-Stacks speakers’ series talks are taped by TUTV and are broadcast on the Temple University television station and are available for streaming on their website.

In addition to our bi-monthly meetings, FOC also cosponsored an event with Moonstone Inc. and the African American Studies Department on Charlotte Forten; suggested a symposium to the larger Faculty Senate steering committee, and organized 5 planning meetings for the upcoming Diversity Symposium for October 28, 2014. Members of the FOC committee will be working over the summer to facilitate that upcoming symposium.

FOC members Rickie Sanders, Donna Marie Peters, Karen Turner, Kimmika Williams-Witherspoon and Elizabeth L. Sweet formed a Women of Color writing on race group. To date the group has written and submitted a book chapter regarding their experiences teaching race at Temple. The group is in the process of developing a broader research agenda, has submitted and IRB application, and is applying for grants to fund their research.

FOC Co-Chairs Kimmika Williams-Witherspoon and Elizabeth L. Sweet along with ACCORD President and FOC member Karen Turner wrote an article for the Faculty Harold regarding the final chat for the academic year and provided primary data regarding the state of diversity within the faculty at Temple.

On December 4, 2013 FOC facilitated a meeting with the committee of the status of women chair in an effort to develop collaborative projects. We will continue to pursue joint activities and work.

On March 17, 2014 the FOC wrote and sent a letter to Senator Robert P. Casey, JR. regarding the National Park Services’ closure of the Mary McLeod-Bethune House. We urged the senator to spearhead an effort to reopen this extremely important museum.

Submitted by Dr. Kimmika Williams-Witherspoon, Co-Chair & Dr. Elizabeth Sweet, Co-Chair ♦

General Education Executive Committee (GEEC)

Members: Istvan Varkonyi (Chair), Julie Phillips (Co-Chair), Gerard Brown, Michael Hesson, Deborah Stull, Valforie Perider, Mary Conran, Peshe Kuriloff, Thomas Wright, Anar Khandvala (Advising Rep.) Jill Swavely (EPPC rep.), Michael Puppolo (grad. student), Kevin Kuruc (Honors undergrad.), Andrew Simmers (TSG undergrad. rep.)

The GenEd Executive Committee met for a total of 15 meetings over the course of the academic year, roughly once every two weeks.

A Curriculum Working Group (a subcommittee consisting of two GEEC members, two Area Coordinators, along with the Director and Assoc. Director and the SVP for Undergraduate Affairs) was formed to study ways in which the GenEd curriculum can be made more flexible.

Issues Addressed/Discussed by the Committee during the Year:
- The Committee and Provost Dai discussed ways in which we might improve upon the GenEd Program based on recommendations made in the external review report.
- The role of GEEC in the context of the newly-formed Academic Program Advisory Committee (APAC)
- RCM and the proliferation of existing GenEd courses. Professional Schools, e.g. Law School, are free to teach General Education courses.
- Re-evaluation of procedures concerning the evaluation of existing courses to be taught by new departments.

Decisions and Actions Taken:
- GG (World Society) waiver granted for short-term study abroad programs which have a minimum of 28 days in host country.
- GG waiver also granted to all international students holding student visas and matriculated in an undergraduate college/school.
- Creation of new document “Summary of Procedures for Adding, Recertifying, and Removing Courses in the GenEd Inventory.”
- GEEC has also been actively engaged with the continuation of the GenEd Course Re-certification process. For the academic year under review there were 30 courses evaluated for re-certification. With the assistance of the GenEd area coordinators, GEEC continues to play a central role in maintaining the integrity of the General Education Program.
- Among some of the other points of discussion and areas of focus for the committee have been:
  - Communicating the central role of undergraduate education to university community.
  - Moving GenEd courses to the online learning environment.
  - The future role of GEEC in an RCM environment.

Respectfully submitted by,
Istvan Varkonyi ♦

Committee Reports continued on page 24
**Committee for International Programs**

A. Members:

Jessie B. Iwata <jiwata@temple.edu>, Xuebin Qin <tu29396@temple.edu>, Latanya N. Jenkins <tu34962@temple.edu>, Yasuko Kanno <ykanno@temple.edu>, Chih-Chien Chen <ccchen@temple.edu>, Joel G Maxcy <tu39543@temple.edu>, Kenneth M. Dossar <kdossar01@temple.edu>, Mary Conran <mconran@temple.edu>, Patrick Murphy <murphy.p@temple.edu>, Ronald W Webb <rwebb@temple.edu>, Srimati Mukherjee <smukherji@temple.edu>, Wilbert J. Roget <wilbert@temple.edu>, Howard Spodek <spodek@temple.edu>, Chair

GLOBAL TEMPLE: The Faculty Senate Committee on International Programs conducted, once again the annual Global Temple Conference, on November 20, 2013. Faculty and students presented a total of 110 talks, roundtables, poster sessions, and films demonstrating their ongoing engagement with international study. The next conference is scheduled for November 12, 2014.

B. Subcommittees:

We have created three subcommittees:

1. One on the issues of students going overseas, guided by Denise Connerty.

Denise Connerty, Assistant Vice President for International Affairs, has organized the Education Abroad subcommittee to deal with issues concerning our students who are planning on studying overseas. Their principal task is to identify appropriate programs for our students going overseas, that is, preparing general guidelines, preparing lists of known programs that we already approve and in which our students already participate, evaluating additional programs that may serve our students' general needs, and evaluating incoming requests by students for approval of programs that may serve individual needs. As increasing numbers of students study overseas, we need to be alert to programs that will serve them and us -- and to programs that won't. The subcommittee has drafted a statement of criteria. It will go to the provost, but we are asking relevant members of the faculty senate to take a look at it before we send it forward. I will forward that statement by separate email.

Members include: Wil Roget, Ron Webb, Mary Conran, Patrick Murphy, and Srimati Mukherjee.

2. One on students (and faculty) coming to Temple from overseas, guided by Brooke Walker.

Brooke Walker, Assistant Vice President for International Affairs, is organizing a committee to deal with issues concerning our students coming from abroad. They are looking into the academic programming and resources that we currently provide -- especially academic advising and writing center support -- and seeking ways in which to improve and augment them for a constantly increasing number of international students. They are similarly looking into ways of improving and augmenting support services, such as orientation, housing, and emergencies. They are also discussing the budget needs for these services. They are meeting also with HR and TLC to create guidelines and training materials to increase the sensitivity of faculty members to the sensibilities of international students.

Members include: Yasuko Kanno, Jessie Iwata, Xuebin Qin, Cherie Lisa Vaz, and Latanya Jenkins.

3. One, a committee of three, which I chair, which turns mostly to Denise for guidance, deals with faculty needs in internationalizing the curriculum. This third subcommittee is concerned with helping faculty who wish to initiate or expand their research and teaching overseas. We are seeking to improve the communication of the availability of opportunities by improving existing campus websites and by convening a workshop featuring Fulbright representatives and including faculty who have received Fulbrights, now scheduled for December 9. We have also been discussing the need for liaison with Writing Center personnel to help faculty who are working with international students with writing problems. We have met with Michele Masucci, Interim Vice Provost for Research, who deals with government grants, and will also meet with personnel in the Development Office, who deal with foundation grants. We are also examining possibilities for expanding and updating existing campus websites that provide information on overseas opportunities.

Members include Ken Dossar and Joel Maxcy.

C. Committee meetings were scheduled around the work that we were doing. In the fall, when the Global Temple program took up so much time and energy, as did clearance of Fulbright applications, the committees met less frequently. Through the spring semester, we created the three subcommittees. Each met at least twice. Part of each committee's work was defining programming and tasks for the fall semester.

The subcommittee working with Denise has drafted a statement of criteria. It will go to the provost, but we are asking relevant members of the faculty senate to take a look at it before we send it forward. I am sending it to you separately.

D & E. I think that these issues are addressed in the materials above.

Submitted by Howard Spodek, Committee Chair

The **Faculty Herald** Advisory Board

Members:

Terry Halbert (Fox School of Business)
Deborah Howe (School of Environmental Design)
Will Jordan (College of Education)
Andrea Monroe (Beasley School of Law)
Anna Peak (CLA, NTT rep)
Michael Sirovitz (School of Medicine)
Gregory Urwin (CLA)
Phil Yannello (CLA)

Rebecca Alpert (CLA), Chair

The **Faculty Herald** Advisory Board met three times each semester with the editor and staff (Steve Newman and Kime Lawson) to discuss plans for articles and editorials for upcoming issues of the Herald and to review the past issue and reader responses. We worked closely with the staff to identify issues of community concern, and identify writers and interview subjects.

This year the **Herald** focused on creating a conversation about teaching, including a dialogue on good and bad teaching with the staff of the **Temple News**, an interview with Dean Anderson of the College of Education, and articles on universal design, athletics, international students, online learning and textbooks, the Honors Program, Student Feedback Forms, and faculty safety in the classroom.

Our most popular articles were letters to the editor, interviews with Provost Dai, and articles on budgetary, athletics, and disability issues. **Readership data** is attached.

Much to our regret, Steve Newman resigned his position as editor effective June 30, anticipating a conflict of interest with his new responsibilities as Vice President of TAUP. Steve distinguished himself as editor, bringing both bold ideas and a strong editorial presence to the task, and we are grateful for his service. After a lengthy search we were most fortunate to be able to recruit Paul LaFollette as the new editor of the **Herald** and we eagerly await his contribution in the coming year.
Senate Lectures and Forums Committee

Committee members:
Noa Kaumeheiwa, Law, 1-5865, noa@temple.edu, ’16; Jan Krzywicki. (Acting Chr)  BCMD. 1-8309, jan.krzywicki@temple.edu, ’15; Eran Preis (Chr.), TFMA, 1-6991, epreis@temple.edu, ’14** (on sabbatical)

At the end of the 13-14 academic year the committee will have 6 vacancies.

The Senate Lectures and Forums Committee has an annual budget of $5000. The committee has awarded all its funding for the year to the following.

Submitted by Jan Krzywicki, Acting Chair
Boyer College of Music and Dance

<table>
<thead>
<tr>
<th>Proposer</th>
<th>Lecturer</th>
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<tr>
<td><strong>Fall 2013</strong></td>
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<tr>
<td>Robert Blackson, Tyler School of Art</td>
<td>Suzanne Lacy</td>
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<tr>
<td>Marcia Hall, Tyler School of Art</td>
<td>Prof. Brian Curran</td>
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<tr>
<td>Susanna Gold Tyler School of Art</td>
<td>Elizabeth Milroy</td>
<td>$400.00</td>
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<tr>
<td>Aneta Pavlenko &amp; Michael Hesson College of Education</td>
<td>Dr. David Harrison</td>
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<tr>
<td>Gerald Silk, Tyler School of Art</td>
<td>Dr. Matthew Affron</td>
<td>$400.00</td>
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<tr>
<td><strong>Spring 2014</strong></td>
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<tr>
<td>Elizabeth Bolman, Tyler School of Art</td>
<td>Prof. Warren Woodfin</td>
<td>$300.00</td>
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<tr>
<td>Drew Brown, College of Liberal Arts</td>
<td>Harry Edwards and John Carlos</td>
<td>$500.00</td>
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<tr>
<td>Jayasinghji Jhala, College of Liberal Arts</td>
<td>Prof. Krista Harper and Prof. Matt Durington</td>
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<tr>
<td>Theresa Dolan, Tyler School of Art</td>
<td>Prof. catherine Soussloff</td>
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<td>Gerald Silk, Tyler School of Art</td>
<td>Dr. Esther Da Costa Meyer</td>
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<td>Dr. Cheryl Krause Knight</td>
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<tr>
<td>Paul Garrett, College of Liberal Arts</td>
<td>Prof. Bambi S. Schieffelin</td>
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<tr>
<td>Julie McGinnis Flanagan Tyler School of Art</td>
<td>Cara Zimmerman</td>
<td>$200.00</td>
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Total amount of funds awarded for academic year 2013-14 $5,000.00
Committee on the Status of Women Faculty

“Woman of the Month” 2013 nomination from the Status of Women Committee:

Ellen Tedaldi, MD  
Amy J. Goldberg, MD, FACS  
Elizabeth Pfeiffer, Ph.D., OTR/L, BCP

On behalf of the Committee on Status of Women Faculty at Temple University, we want to acknowledge and nominate three wonderful faculties from Temple University Medical School and Main Campus as a “Woman of the Month-2013”: Dr. Tedaldi, and Dr. Goldberg, who are also 2012 recipients of the Best Doctors Award, and Dr. Pfeiffer who earned a B.A. in Psychology, an M.S. in Occupational Therapy with a specialization in pediatrics, and a Ph.D. in Occupational Therapy, and currently is teaching pediatric courses. Our congratulations to all thirty-two Temple University physicians who were included in Philadelphia magazine's 2012 "Top Doctors" list, although there were only 3 women among those 32 doctors. We are very proud and happy to introduce them in our next report.

We asked all three recipients to answer to 11 questions survey so their thoughts and suggestions will be shared. We appreciate very much their time, and thank them for being such a great example for female faculties and students!

Ellen Tedaldi, MD  
Professor, Medicine  
Director, HIV Program  
Department of Medicine, Section of General Internal Medicine

Questions from the Status of Women Committee:

1. What classes have you taught over the past 2 years (if applicable)?  
I am a clinical preceptor in the HIV ambulatory elective, course director for the Women’s Health elective and precept in the inpatient third year medicine rotation.

2. What is your research focus (if applicable)? HIV/AIDS with a focus on antiretroviral treatment trials, observational database analyses and now neurologic aspects of HIV as part of the temple Comprehensive NeuroAIDS center.

3. What do you enjoy most about being a faculty member at Temple? Working in an exciting clinical practice caring for vulnerable populations while educating medical residents and students.

4. What do you do for fun? Travel and garden (scuba diving when I can)

5. What do you hope to be doing in the next 10 years? Getting my MPH! thinking about the next phase of my medical career.

6. What does this award mean to you? It is a wonderful recognition by colleagues-I do think, however, that many equally worthy clinicians go unrecognized in the surveys.

7. In what ways can and/or has this award inspire(d) young female faculty members and students? Not sure that it has actually.

8. What advice do you have for young female faculty members at Temple? Take every opportunity to learn about leadership, hospital/medical school financing—and be ready for new opportunities.

9. How can the status of women at Temple University be improved? There is an absolute dearth of women in leadership here-clinically, administratively. There is no institutional commitment to the retention and development of women faculty.

10. What was your most memorable teaching moment? There is not one in clinical teaching. I am fortunate to have many—with students and with patients.

11. What suggestions would you have to the Committee of Women? There is some mentoring and orientation that can be done by the committee but there needs to be a significant push to get women into leadership roles—supporting development programs, working on search committees etc.

Amy J. Goldberg, MD, FACS  
Section Chief, Trauma and Surgical Critical Care  
Professor, Surgery  
General Surgery Residency Program Director  
Department of Surgery, Sections of Trauma/Critical Care and General Surgery

Questions from the Status of Women Committee:

1. What classes have you taught over the past 2 years (if applicable)?  
I am a College Director of the Babcock College in the Doctoring course. I also give a lecture for the yearly Sophomore Pathophysiology course. I work with the students during their third and fourth year rotations on the Trauma Service, The Acute Care Surgery Service and the SICU.

2. What is your research focus (if applicable)?  
My research is focused in two areas, Trauma and Surgical Education. The Trauma program has two violence prevention/intervention programs. Cradle to Grave is our violence prevention program and Turning Point is our violence intervention program. With the amount of gun violence we see in North Philadelphia we have developed these two programs to try to decrease the numbers of patients we see and to assist the patients after they are injured and at the time of discharge. We are also trying to determine the best way to resuscitate the trauma patient prior to their arrival at our hospital. We believe the patient who has sustained a penetrating injury should be transported immediately to the Trauma Center with less focus on airway management and fluid re-
Committee on the Status of Women Faculty, cont.

suscitation. The second focus of my research is regarding Surgery Education. The care of surgical patients can be very stressful during certain situations. We are developing a curriculum for the surgery residents which implements stress reduction techniques that would result in optimum performance.

3. What do you enjoy most about being a faculty member at Temple?
I think it has to be working with the students and residents. They push us every day to be better at what we do. They keep us on our toes and continue to make it stimulating and challenging.

4. What do you do for fun?
I love sports…baseball, golf….I like to exercise and stay in shape……running, rowing etc. I also enjoy the arts……music, the museums.

5. What do you hope to be doing in the next 10 years?
I hope to continue doing all those things I love to do now, working with the residents and students while taking care of patients in all phases of their care. Continuing my research and being creative in developing new practices

6. What does this award mean to you?
I am honored to be recognized and to receive this award. It is such a humbling experience taking care of patients.

7. In what ways can and/or has this award inspire(d) young female faculty members and students?
We all should strive every day to be the best we can be and to improve on the previous day.

8. What advice do you have for young female faculty members at Temple?
Do what you love and be open to opportunities that arise. What you think you are setting out to do or become on your career path, may not be what you ultimately find yourself doing. Be passionate and don’t be afraid to take chances.

9. How can the status of women at Temple University be improved?
It would be great to see women in more leadership positions, such as Section Chiefs and Chairs.

10. What was your most memorable teaching moment?
I really can’t think of one moment. The entire process that we, as educators, are privileged to participate in is just amazing. We see first year students become highly competent fourth year medical students ready to take on their internship. We see these very same interns grow into chief surgical residents who are now fully trained exceedingly qualified physicians and surgeons, taking care of some of the sickest patients in the hospital. There is nothing more remarkable and memorable.

11. What suggestions would you have to the Committee of Women?
The Committee has done an excellent job supporting women faculty at Temple by providing resources and education. The Committee has kept important issues at the forefront and has really made significant impact on the status of women at Temple.

Dr. Elizabeth Pfeiffer, Ph.D., OTR/L, BCP
Department of Rehabilitation Sciences Temple University
Program Coordinator of Clinical Doctorate in Occupational Therapy:

Questions from the Status of Women Committee:

1. What classes have you taught over the past 2 years (if applicable)?
I teach in the Doctorate and Masters of Occupational Therapy programs (DOT and MOT) in the Department of Rehabilitation Sciences with my primary teaching responsibilities in the DOT. The doctoral classes are taught in a blended learning format where students attend a weekend of classes at the beginning and the end of the semester with distance learning in between. I developed and launched the DOT program in January of 2008 and served as the DOT coordinator from its inception until August of 2012. Over the past two years, I have taught Evidence Based Practice and Clinical Research, Leadership, Field Study, Capstone Project, and Outcome Measures in the DOT program and Applied Research and Pediatric Assessment and Intervention in the MOT program.

2. What is your research focus (if applicable)?
I conduct research in the area of sensory processing and Autism, ADHD, and mental health with an emphasis on the effectiveness of interventions and more recently in the development of outcome measures. Last year, I had the opportunity to serve as the Visiting Scientist at the Boston Rehabilitation Outcomes Center, a federally funded grant center focused on the development and advancement of health profession measurement tools and training. We are in the beginning stages of developing an outcome measure to assess the impact of the sensory environment on participation in daily activity for young children with Autism Spectrum Disorders and their families.

3. What do you enjoy most about being a faculty member at Temple?
It is an amazing supportive environment with so many unique resources. I most enjoy the collaboration with my colleagues in both teaching and research. There are good people here at Temple doing good things for people. It is exciting to see all of the changes happening right now and the potential for Temple faculty to be at the forefront of these changes.

4. What do you do for fun?
I really enjoy spending time with my husband and my two little boys, Wyatt (5) and Shane (2). I am also an avid ultimate Frisbee player and enjoy doing Cross Fit, running races, and an occasional triathlon.

5. What do you hope to be doing in the next 10 years?
I hope that I can be a leader in research on measurement and interventions for individuals with Autism Spectrum Disorders (ASD) across the life span in order to help people understand the unique strengths and attributes of the condition, while also promoting participation in everyday environments and activities for individuals with ASD. Along with this, I hope I can serve as a faculty leader and mentor in best teaching practices, especially in the area of distance education.

6. What does this award mean to you?
An award honoring women is one that I highly value. I have had a few awards across my career but this nomination is especially special as I have had amazing women mentors and role models throughout my life who have had a powerful impact on both my career and personal life. To know that I could have that same impact on another woman in their profession means a great deal.

7. In what ways can and/or has this award inspire(d) young female faculty members and students?
I think that learning about the experiences and successes of other women can certainly serve as an inspiration. More importantly, the award demonstrates the value of women and their potential to influence the University community and their professions.

8. What advice do you have for young female faculty members at Temple?
There are so many resources and potential female faculty mentors and support systems at Temple. I would definitely advise young female faculty to utilize the resources and most importantly take the initiative to find a mentor and connect with other female faculty members. There are many unique roles professional and personally that women fill across their life, and Temple has a rich environment of women who balance these roles while being very successful in their professions.

9. How can the status of women at Temple University be improved?
There is always a need, as in most places, to strive for equity among all members of a work community in terms of salaries and opportunities. I think support for work – life balance is essential for women faculty.

10. What was your most memorable teaching moment?
There are certainly those moments in the classroom where you see a student who has an “aha” moment, but I think my most memorable moments are those times where I get to see my students apply what they have learned in the clinical or professional setting. I think about one situation in which a doctoral student was explaining the results of her final research project to a therapist in a clinical setting. This therapist then modified her practice to better help her clients. The translation of teaching into practice has always been the most important and memorable aspect of teaching for me.

11. What suggestions would you have to the Committee of Women?
A female faculty mentoring program might serve as an additional resource to women working at Temple. Continuing the current work in advocating for women in the Temple community is also extremely important.

Current Committee members:
Mary Barbe, TUSM, 2-6422, mbarbe@temple.edu, '15
Laura Katz Rizzo, BCMD, lkatz@temple.edu, '15
Brianna Clark, STHM, brianna.clark@temple.edu, '15
Nune Darbinyan-Sarkissian, TUSM, 2-4998, nsarkiss@temple.edu, '14
Dominique Kliger, Univ. Coll, 1-3154, dominiq@temple.edu, (consultant)
Dr. Nilgun Anadolu-Okur (Chair, Personnel Committee, Founder, Underground Railroad Conference, Editor, International Journal of Black Drama) is joining to work as a Chair again.

It is my great pleasure to serve Committee on Status of Women as a Chair and to work with all you. As my rotation time is due in 2014, I suggest Dr. Anadolu-Okur to continue as a Chair, as she has demonstrated previously and over past years her passion and love toward our Committee while was a Chair. I would like particularly acknowledge our talented and enthusiastic members, Brianna Clark from STHM, Dominique Kliger, Univ. Coll, and Nilgun for their help, Mary and Laura for interesting suggestions, and Mark, Tricia and Joan for continuous support.

We had very efficient meetings in 2013 and 2014, including meetings with Dr. Clark in December 2013, and with Dr. Nilgun Anadolu-Okur (previous Chair of the Committee on Status of Women before me) in 2014 regarding our Committee and future plans.

2014 plans are:

- to organize Committee's Open House (from 10 AM -12 PM, with 1-2 inviting speakers) twice a year: Spring and Fall; the theme of our conference as we agree can be "Women and Technology" or "Power of Knowledge"
- to post all our plans, announcements and events on Committee's website
- to establish a Fund for Woman of the Month nomination (4 times a year) for a small Temple-associated gifts - watch or other memorable thing to propose a Free Coffee Day for all women at Temple on March 8th (Women Day) - in appreciation of their hard work of all women
- to continue collaboration with other committees - with joint meetings
- To set meetings for each third Thursdays at noon.

I had an opportunity to talk for few minutes with the Temple University's president, Dr. Neil D. Theobald, same day with Committee's meeting in December, about a main goal of our Committee – “A Happy Woman at Temple”, agreed that if a woman will be happy - than her work will be very productive and efficient and everyone will be happy as well. To reach our goal, our Committee expects a big support from the President to collaborate with the Committee on the Status of a Woman. The President agreed that our goal is very important for Temple community and will be support us.

I was invited by Dr. Kimmika Williams-Witherspoon, a co-chair, of the Faculty Senate Committee on the Status of Color, to meet with the Committee members last Thursday, December 5th at 2-4 PM, to explore ways in which we might collaborate moving forward to promote hiring, retention and professional development for women and faculty of color, in the Faculty Senate office. It was a very good meeting. We shared our achievements and major goals, communications with Faculty Herald, and other women faculties, as the most important goals of our Committee on Status of Woman are:

- “A Happy Woman”
  “Finding of a perfect balance between work and family to become a Happy Woman”
  “Finding best examples among Temple Female Faculties who had succeeded in the finding a right balance between career and family"

  Things to do:
  a) It is important to have a limited financial support on the level of Provosts or Deans for all previous recipients of our Woman of a Month nomination (there were 5 recipients for 2012 and 2013 (can be a watch with Temple symbolic)
  b) We propose to nominate 4 times per year so for 2014 Woman of the Month we will have: Winter / Spring / Summer / and Fall nominators
  c) We can organize open voting system so all Temple members can have their opinion; we should discuss whether it is only for ladies to vote or gentlemen can vote too
  d) We will organize joint Committee meetings monthly
  e) We can have every second meeting joint with other Committee, so we will know better each other, can share each other’s experience and goals

Committee Reports continued on page 29
Committee on the Status of Women Faculty, cont.

f) We can invite every time to our meetings one member from Administrative Offices (Deans, Provosts, President) – new administrator, to hear them and to help to hear us.

One of goals of the Committee is to set a close collaboration between female faculties of Medical School and other schools within Temple, and to recruit more faculties from Medical School into Committee on Status of Women, and to organize joint meetings with the Committee on Status of Women in Medicine from Medical School, and to build bridges between Medical School and Main Campus. There are only 3 Committee Chairs from Medical School, only one female Chair (Committee on Status of Women) from Medical School. This Committee has important goals for Temple community, as so many wonderful women work at Temple.

As a Chair of Committee, I was invited to give a talk “Power of Knowledge” at brown bag lunch series on October 18th 2012, organized by American College of Education (ACE) to share our thoughts about finding a right balance in women life between their family and career. We live in a great country of opportunities for women, and work in a great place of education for hundreds of women, and we should be able to use these opportunities to constantly educate ourselves and help younger generation - students and our children - to be educated.

Next, I was invited to the Medical School Committee’s meeting on November 15th at 12:00 in MERB, to talk about our work and to set a tight collaboration with this Committee.

Our Committee was also invited to closely communicate with a Committee on the Status of Faculty of Color.

2013 goals of the Committee were:
1. To acknowledge wonderful women at Temple University who inspire students and faculties
2. To nominate a ‘Woman of the Month’ who is doing remarkable work every day (similar as it was done for 2011- 2012 Great Teachers Award nominees Dr. Joan Poliner Shapiro, Dr. Shohreh Amini and Dr. Sarah Bauerle Bass). In charge: Dr. Brianna S. Clark, (PhD)
3. To collaborate with Faculty Senate (Sheryl Mack) in organization of a webpage for the Committee on Status of Women. In charge: Dr. Mary Barbe, (Ph.D.)
4. To collaborate with Committees on Status of Woman from different Schools, including School of Medicine; an establishment of a tight collaboration with any other similar committees at Temple, related to a status of women, including a Committee on status of women at Medical School. In charge: Dr. Laura Katz Rizzo
5. To encourage senior administrators and faculties from different Departments and Schools to participate in the Committee’s work, as it is important to build good connections between two our committees.
6. To establish a partnership between Committee on Status of Women and Knowledge is Power Program (KIPP) to recruit KIPP female students, cover their financial aid costs, and provide support services while they’re on campus. Our Committee, Temple Senate and Temple University can become partners with KIPP, to support few female students. In charge: Dominique Kliger, Ph.D. (advisor)
7. To announce monthly Committee’s news and reports on the Committee’s WEBSITE
8. To collaborate with Faculty Herald to send brief reports from monthly Committee’s meetings. In charge: Nune Darbinian(PhD)
9. To consider areas such as salaries, retirement funds and promotion policies where women are thought to be treated inequitably and to recommend changes in policies to correct inequalities where they exist. In charge: Chair and each member in the Committee

Finally, in 2014 we had wonderful news to share: our Committee member and a very good friend Brianna had a precious daughter, Virginia Audrey Nuffer, born in January 2014: CONGRATULATIONS!

Thank you all, for such an important work you all did in 2012-2014.

Sincerely,

Nune Darbinian, PhD
Chair of the Committee on Status of Women Faculty,
Shriners Hospitals Pediatric Research Center
Temple University School of Medicine
E-mail: nsarkiss@temple.edu
Faculty Senate Library Committee

The purpose of the Library Committee is to establish a joint forum at which librarians and faculty meet. It is therefore important, on the faculty side, to have members represent as many schools and colleges as possible. For the past year, and continuing into 2014-15, we have maintained this goal: The committee consists of 10 professors, representing 9 different schools or programs. Meetings have been held once or twice a semester that have been attended by members of the library staff, usually four senior members, and always including Joe Lucia, the new Dean of University Libraries. Meetings this past year were held on September 25th, December 11th, 2013, and April 10th 2014. Meetings have been focused on the programming, planning, and conceptual design of the new Main Library. Members of the Library Committee have also participated in some of the visioning and goal setting meetings conducted by Snøhetta (architects for the new library), and Brightspot Strategies (programming consultant for the new library). Other topics such as the library budget, collection development, scholarly communication, and the Library Symposium (held 11.18.13 as part of the inauguration of president Theobold), have also been discussed. Committee members were asked to think about library related issues arising within their own units and bring those issues forward for the committee’s agenda as well as reporting back to their units on developments within the University Library. One ongoing concern from all units seems to be the make-up of a reduced on-site browsing collection that appears to be a given for the new library. For the coming year, the process of designing the new University Library will likely continue to occupy the Committee’s meetings.

Robert Shuman
Professor of Architecture
Chair 2013/14

2014/15 members of the Senate Library Committee:
• 2013 Shenid Bhayroo - SMC – Journalism
• 2015 Chih-Chien Chen, Tourism/Hospitality
• 2015 David Elesh, CLA - Sociology
• 2016 Dieter Forster - CST – Physics
• 2015 Robert Shuman jr. - Center for the Arts – Architecture (Chair 2013/14)
• 2016 Donna M. Snow - Center for the Arts - Theater
• 2015 Paul Swann - Center for the Arts - Film
• 2016 Elvis Wagner -- Education – Teaching and Learning
• 2015 Jacqueline Volkman Wise - Fox School – Risk, Insurance
• 2015 Krupa Viswanathan - Fox School – Business and Management

Honoring Our Retirees

In recognition of their service and in appreciation of their many contributions to Temple University, we record here the names of those who have or will be retiring during the 2012–2013 academic year.

Richard Bernstein, CLA, Associate Professor of Economics
Judith Goode, CLA, Professor of Anthropology
Earl Henderson, School of Medicine, Professor of Microbiology and Immunology
Boris Iglewicz, Fox School of Business and Management, Professor of Statistics
Kenneth Mangan, School of Medicine, Professor of Medicine
Patricio Silva, School of Medicine, Professor of Medicine
Richard Stewart, CLA, Associate Professor of Anthropology
Faculty Senate Steering Committee 2013–2014
Mark C. Rahdert, President, Beasley School of Law
Tricia S. Jones, Vice President, College of Education
Paul LaFollette, Secretary, College of Science and Technology
Joan P. Shapiro, Past-President, College of Education
Stephanie Knopp, Tyler School of Art
Forrest Huffman, Fox School of Business and Management
Kenneth Boberick, Kornsberg School of Dentistry
Charles Jungreis, School of Medicine
Catherine Schifter, College of Education
Kurosh Darvish, College of Engineering
Deborah Howe, School of Environmental Design
Michael Sachs, College of Health Professions
Robert Reinstein, Beasley School of Law
Joseph Schwartz, College of Liberal Arts (sabbatical)
Karen M. Turner, Theater, Film, and Media Arts
Cheri Carter, School of Social Work
Jeffrey Solow, Boyer College of Music and Dance
Michael Jackson, School of Tourism and Hospitality Management
Michael Jacobs, School of Pharmacy
Matthew Miller, Theater, Film, and Media Arts
Jim Korsh, College of Science and Technology
Li Bai (Alternate), College of Engineering
Steve Newman, Editor, Faculty Herald

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