



## **OPPORTUNITIES FOR SUCCESS**

Staying true to the Temple mission of access to excellence and our hallmark diversity, the University will continue to welcome determined students who have the drive to succeed. At the same time, Temple is committed to improving the academic profile of the freshman and transfer classes, and to providing all students with an intellectual and physical environment that nurtures their talents and creativity as well as their cognitive, entrepreneurial, leadership and research skills. In response to changing societal needs, the University is also poised to offer more opportunities for non-traditional students.

### **Initiatives**

- Maintain class size (~4100-4200 1<sup>st</sup> yr students and ~3700 transfer students annually)
- Recruit diverse students of high academic achievement or promise
- Improve academic profile
- Increase number of college-ready students from Philadelphia County
- Recruit international students
- Maintain community college transfer enrollments
- Improve retention and graduation rates
- Enhance University Honors Program
- Improve student support services
- Define/develop strategies and programs for non-traditional students

### **Outcome Measures (AY 08/09 – AY 13/14)**

- Maintain freshman class at ~4100-4200, transfer class at ~3700 annually
- Increase SAT scores by 40 points
- Increase class GPA and percentile ranking by ~10%
- Increase financial aid from 12.5 to 14.5 % of annual tuition generated
- Increase 6-year graduation rate from 59% (AY 07/08) to 70 %
- Reaffirmation of Temple University's Accreditation: Middle States 2009-2010  
<http://www.temple.edu/middlestates/>

### **Progress to date (Highlights as of 4/30/09)**

#### Maintain class size

- Enrollments on track for maintaining class size

### Recruit diverse students of high academic achievement or promise

- Attracted ~700 applications from diverse high-achieving and diverse promising applicants from non-feeder schools utilizing new enrollment management strategy
- Distributed merit aid early in the admissions season (e.g. in November) to encourage high achieving students to accept Temple's offer of admissions
- Established Medical, Dental and Health Scholars programs in AY 07/08: 3 + 4 and 4 + 4 dual professional school degree programs to attract high achieving students
  - 10 students admitted to the 3+4 BS/MD program
  - 2 students admitted to the BS/ Dental 3+4
- Realigned Russell Conwell Center with the Office of the Senior Vice Provost for Undergraduate Studies (SVPUS)
- Completed campus master planning project, which aims to increase campus green space, student housing and recreational facilities
- Awarded tuition and fees scholarships to outstanding graduating seniors from the Philadelphia Public School system under the newly established Temple University Philadelphia School District Scholarships

### Improve academic profile

- Created and hired for the position of Senior Vice Provost of Enrollment Management
- Improved SATs by 10 points since AY 07/08 while maintaining high school percentile rank and GPA
- Established "Honors ReVision Committee" to enhance Temple Honors Programs
- Expanded accelerated and dual-degree programs--introduced dual bachelor's/master's degree programs
- Recalculated GPA for Latin Honors to include top 16% of the class by school/college

### Increase number of college-ready students from Philadelphia County

- Introduced dual enrollment high school programs: articulation with Carver HS (first cohort of 10 students dual enrolled)
- Received planning grant from Woodrow Wilson Foundation for development of an Early College High School in collaboration with the Philadelphia School District

### Recruit international students

- Established seamless articulation agreements with 11 top international universities that allow for degree completion
- Streamlined International Services Office for user-friendly processing
- Promoted opportunities for students from Temple University Japan (TUJ) to study at Main Campus
- Established accelerated (3 + 2 years) BS/MS degrees in sciences and engineering

#### Maintain community college transfer enrollments

- Reviewed articulation agreements to increase ease of transfer
- Provided same day admissions decisions on-site at community colleges (47/50 students signed-up for transfer to Temple)
- Evaluated financial aid strategies and campus housing options for transfer students

#### Improve retention and graduation rates

- Launched new General Education curriculum for incoming first-year students
- Established new course matrix schedule to offer more courses during term
- Approved 9 new hires for advising staff during financially challenging time
- Expanded Honors Program to include transfer and upper division students
- Exploring accelerated 3-year BA/BS for high achievers
- Evaluated curriculum and admissions for transfer students
- Required 8-semester matrices for all majors
- Re-organized student athletic advising to ensure adequate academic progress toward degree completion

#### Enhance University Honors Program

- Established “Honors ReVision Committee” to enhance Temple Honors Programs

#### Improve student support services

- Hired additional counselors for the Tuttleman Counseling Center
- Expanded Career Services in the Division of Student Affairs

#### Define/develop strategies and programs for non-traditional students

- Working with the Council for Adult Experiential Learning (CAEL) to develop strategies for increasing the number of adult-based programs
- Designated Ambler Campus, Temple University Center City (TUCC) and Harrisburg as sites for significant adult learning opportunities



## RESEARCH EXCELLENCE

Temple will move aggressively to increase its sponsored research and promote a climate conducive to excellence in research, entrepreneurial activity and creative expression. We will leverage the unique breadth and scope of the expertise of our faculty to generate multidisciplinary research that will improve people's lives.

### Initiatives

- Strengthen graduate education
- Recruit, invest in and support faculty research and creative expression
- Expand the number of endowed and named professorships for outstanding faculty
- Enhance clinical and translational research on the Health Sciences campus
- Expand opportunities for undergraduate research
- Increase the ranking of Temple University from Carnegie Research Universities RU/H (high research activity) to Carnegie Research Universities RU/VH (very high research activity)
- Promote an entrepreneurial culture

### Outcome Measures (AY 08/09 – AY 13/14)

- Increase sponsored research by 50%
- Increase the number of clinical/translational trials conducted on the Health Sciences campus
- Establish 20 new named and endowed professorships
- Increase interdisciplinary entrepreneurial enterprises
- Achieve Carnegie Research Universities RU/VH (very high activity) classification

### Progress to date (Highlights as of 4/30/09)

#### Strengthen graduate education

- Supported electronic system for graduate school admissions process
- Set up an agreement with Academic Analytics Inc. for a tool to evaluate and improve graduate programs
- Established a Task Force on Research Administration and Graduate Education to provide recommendations regarding the structure and function of Research Administration and the Graduate School

- Received NIH MARC-USTAR grant to increase the pipeline of diverse students pursuing graduate education in science, technology, engineering and mathematics (STEM) disciplines

Recruit, invest in, and support faculty research and creative expression

- Recruited 148 new tenure-track/tenured faculty since AY 07/08
- Funded >\$1,000,000 in pilot seed awards for interdisciplinary and translational (applied) research
- Introduced Provost's Art Collection to showcase student and faculty artistic and creative projects

Expand the number of endowed and named professorships for outstanding faculty

- Established 12 new endowed and named professorships
- Appointed 5 faculty to Laura Carnell Professorships
- Appointed 1 faculty member to Distinguished University Professorship

Enhance clinical and translational research on the Health Sciences campus

- Established Keystone Institute for Translational Medicine (KITM) to support clinical translational research (consortium of Temple University School of Medicine, Fox Chase Cancer Center and Geisinger Health System)
- Established Office of Clinical Research Administration (OCRA) at the Health Sciences campus
  - Hired Director for OCRA who is a clinician scientist
  - Expanded program to educate faculty regarding establishing clinical trials
  - Recruited coordinator for research organization-supported clinical trials

Expand opportunities for undergraduate research and creativity

- Established the Creative Arts, Research and Scholarship Program (CARAS) to provide students grants of up to \$3,000 for work under the supervision of a faculty mentor
- Established Provost's Art Collection to highlight students/faculty work

Increase the ranking of Temple University from Research Universities RU/H (High Research Activity) to Carnegie Research Universities RU/VH (Very High Research Activity)

- Coordinated collection and dissemination of data to ranking agencies-through Office of the Senior Vice Provost for Enrollment Management
- Strategies to increase ranking through newly appointed committee

Create entrepreneurial culture

- Established Tuition and Budget Task Force to foster greater entrepreneurial culture at Temple University
- Recruited Director of the Office of Technology Transfer



## METRO-ENGAGEMENT

Temple is dedicated and inextricably linked to the well-being and prosperity of Philadelphia and its surrounding region. The University will continue to provide a stewardship of place that respects, understands, builds upon and enhances the region's unique historic, physical, cultural and community assets.

### Initiatives

- Foster metro-collaborative partnerships in research, teaching, service and outreach
- Create metro-engagement opportunities for students through the curriculum and other student activities
- Seek *Carnegie Community Engagement* classification (Curricular and Outreach and Partnerships)
- Build a comprehensive database of faculty scholarship and activity related to metro-engagement
- Support efforts to promote sustainability on Temple University campuses and throughout the community

### Outcome Measures (AY 08/09 – AY 13/14)

- Increase new research and educational initiatives with community engagement component by 20%
- Expand Gen Ed offerings that include a component of metro-engagement from 32% (AY 07/08) to 60%
- Achieve Carnegie Community Engagement classification

### Progress to date (Highlights as of 4/30/09)

#### Foster metro-collaborative partnerships in research, teaching, service and outreach

- Funded a series of “seed grants” that involved significant metro-engagement (see below)
  - Assessing The Impact of Inductive Versus Deductive Instruction in High School Spanish Class
  - Training The ADHD Brain: Does A Lab-Informed Working Memory Training Intervention Translate to Real-World Benefits in the Classroom
  - The Center for Community-Based Learning and Collaboration.
  - The Relationship between Periodontitis, Hypertension and Immune/Inflammatory Dysfunction in African Americans
  - Reliability and Validity of the Y Balance Test in Dancers
  - Interdisciplinary Collaboration of Teacher Preparation in Arts Education

- Design of Novel Interventions to Enhance Adherence to Medication Therapy in Patients with HIV
- Documenting the Vibrant and Fast-Changing Urban History of North Philadelphia
- Increasing the Exchange Value of Social Capital in Low Income Communities: The Role of Institutions, Individuals and Research
- The Influence of Music Therapy on Stress Risk Factors Associated with Cardiovascular Disease in Latino Women
- In Memory of: A Multidisciplinary Community Arts Program to Bring Awareness of the Impact of Violence on North Philadelphia
- Spatial Components of Homelessness: Etiology, Supports and Outcomes
- Received an award from the Woodrow Wilson Foundation to support the planning of an Early College High School in collaboration with the School District of Philadelphia
- Established articulation agreements for dual enrollment programs with local high schools
- Received grant to establish TU-Teach (collaboration between Colleges of Science and Technology and Education) to train science majors to become middle school and high school science teachers
- Established the Keystone Institute for Translational Medicine – aimed at addressing health issues in underserved and vulnerable populations
- Continued engagement with Philadelphia’s youth and communities through the Temple University Community Collaborative of Philadelphia (UCCP)

Create metro-engagement opportunities for students through the curriculum and other student activities

- Utilized the General Education curriculum to create opportunities for metro-engagement among students
  - Launched “Philadelphia Experience (PEX),” as integral part of GenEd with ~32% of all GenEd courses including a PEX component
  - Organized a Philadelphia Experience Conference for faculty in and around the region
  - Established a “Capitol Semester” program for students interested in participating in state government internships in Harrisburg, PA
  - Created “Grit and Beauty” contest, which encourages students to explore the city and post their entries on a Temple website
- Continued strong commitment to student community engagement
  - FreshServe – a day of service for all incoming 1<sup>st</sup> year students and faculty and staff
  - Hosted the largest Martin Luther King Day of Service event in the nation
  - Temple North Philly Community Projects: showing appreciation for neighbors through beautification projects
  - The Service Marathon for Penrose Park (organized through UCCP in partnership Arthur Ashe Youth Tennis and Education, and the Greater Philadelphia Federation of Settlements Teens 4 Good program)

Seek Carnegie Community Engagement classification (Curricular and Outreach and Partnerships)

- Surveyed faculty community service participation in anticipation of application for Carnegie Community Engagement Designation

Support efforts to promote sustainability on the Temple University campus and throughout the community

- Established the Temple University Office of Sustainability
- Signed American College and University Presidents' Climate Commitment
- Completed Greenhouse Gas Inventory
- Instituted the Temple University Energy Conservation Policy



## **GLOBAL COMMITMENT**

Integral to our mission is the globalization of teaching, research and community outreach. Temple faculty will increasingly engage in research and teaching related to global issues. Temple graduates will be globally competent: able to comprehend the global dimension of their fields and sensitive to communication across cultures, many through competency in a foreign language. The ability to analyze contemporary political, economic and scientific events and comprehend their impact at local, national and global levels will enable graduates to compete successfully in the new marketplace.

### **Initiatives**

- Increase internationalization and global competency of students
- Expand education and study abroad opportunities
- Enhance faculty opportunities for global engagement
- Increase faculty opportunities for international experience
- Advance collaborative educational and research opportunities between Main Campus and TUJ

### **Outcome Measures (AY 08/09 – AY 13/14)**

- Number of courses that integrate globalization into the curriculum
- Number and types of study abroad opportunities
- Number of students participating in study abroad opportunities
- Number of international students studying at Temple University

## **Progress to date (Highlights as of 4/30/09)**

### Increase internationalization and global competency of students

- Participating in American Council on Higher Education (ACE) Internationalization Laboratory – aimed at developing strategies to increase globalization at Temple
- Introduced globalization theme as part of General Education curriculum
  - Students are required to take at least one Gen Ed course focused on global issues
  - ~37% of Gen Ed courses feature some aspect of globalization
- Temple University Japan (TUJ) drafted Academic Strategic Plan, which includes increased partnerships with other international universities. Two new majors aimed at increasing global competency are:
  - BA in Japanese Language
  - BA in International Business
- Expanded the space occupied by Temple University Rome to provide better study abroad opportunities
- Established 11 articulation agreements with international universities
- Established university-wide (3 years + 2 years) dual bachelor's/master's program
  - Seven students currently enrolled from China
  - One student currently enrolled from Taiwan
- Attended student recruiting fair in China to attract outstanding undergraduate and graduate students

### Expand education and study abroad opportunities

- Pay the first-time passport application fee for Temple students (through the generosity of President Ann Weaver Hart and Mr. Randy Hart)
- Established Diamond Ambassador Scholarships to facilitate study abroad opportunities for outstanding, financially needy students
  - Fifty-seven Diamond Ambassador Scholarships awarded since AY 07/08
- Facilitating application process for Fulbright Scholarships for international study
  - Five students received Fulbright Scholarships to study abroad in AY 09/10

### Enhance faculty opportunities for global engagement

- Recruited 55 international scholars and artists to join outstanding faculty since (AY 07/08)
- Introduced the Global Teaching Circle through the Teaching and Learning Center
- Established articulation agreements for faculty exchange with universities in Asia
- Established the College of Pharmacy's Quality Assurance/Regulatory Assurance (QA/RA) program in Singapore
- Established a series of Executive MBA (EMBA) programs in Europe, Asia, and Latin America



## **DESTINATION TEMPLE**

Every day across the world, thousands of people come to a Temple campus. The University's multiple campuses reflect shared Temple values, yet possess their own unique identities. Every University campus is a welcoming place, a destination for life. For students, Temple is life-changing. For faculty, it is a place to build a life's work. For staff, it is a place where every interaction makes a difference. For alumni, it is an intellectual and emotional home. For business, government and cultural representatives, it is a place for collaboration and growth. For visitors of all kinds, it is a place for discovery. Important opportunities exist for vesting Temple University more completely in the communities of which it is part.

### **Initiatives**

- Create a vibrant and diverse "campus within the city"
- Cultivate an integrated arts, culture and entertainment community
- Establish integrated marketing and communications for Destination Temple

### **Outcome Measures (AY 08/09 – AY 13/14)**

- Expand arts performances on campus to new Tyler School, Baptist Temple
- Attract new businesses within and around the Temple community
- Implement Phase I of campus master plan to revitalize the physical presence of Temple University

### **Progress to date (highlights as of 4/30/09)**

#### Create a vibrant and diverse "campus within a city"

- Completed Campus Master Plan to improve the academic, recreational, and social spaces of Temple University by 2020
- Tyler School of Art opened to anchor Avenue of the Arts North on March 25, 2009
- Alter Hall of the Fox School of Business ribbon cutting occurred on April 20, 2009
- The new Medical School Building under construction – to be opened in Fall 2009
- Presser Hall of the Boyer College of Music and Dance under construction

### Cultivate an arts, culture and entertainment community

- Put on more than 300 arts and culture performances per year
- Tyler of School of Art relocation to North Broad St. integrates the arts of Temple University
  - Gallery space used for public exhibits
  - Tyler students integrated into the Temple community
- School of Communications and Theater
  - License application submitted to city for digital cable Educational Access Channel to be called TUTV
  - Increase Temple's reputation by original plays such as "In Conflict" – Fringe Arts Festival Award Winner and capped by Off Broadway run.
- Boyer College of Music and Dance –
  - Grammy Award winning faculty
  - Student orchestra and jazz band – performances at the Kimmel Center, Carnegie Hall and other world-class venues
- The Baptist Temple – under renovation – to become major cultural performance venue
  - Executive director of the Baptist Temple recruited to integrate cultural activities
- Paley Library
  - Houses some of the most outstanding digital and other media archives of Philadelphia's history
  - Hosts arts and cultures lectures and performances

### Establish integrated marketing and messaging to create Destination Temple

- New messaging campaign for enrollment management underway
- Communications strategies under discussion