

# **Executive Summary: Temple Transformation**

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This document, “Executive Summary: Temple Transformation (12/09/08)” is the culmination of the work of faculty, staff and administrator workgroups and roundtables. The “Executive Summary: Mapping a New Destiny (4/29/09),” a more recent document, evolved from feedback from presentations of the Strategic Plan to schools and colleges as well as to administrative units. Feedback from these meetings was instrumental in the development of the new Academic Strategic Compass.

# Temple Transformation Academic Strategic Plan

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## INTRODUCTION

Temple University is an institution poised at the threshold of a transformative opportunity. During the past several years Temple has enjoyed unprecedented growth in undergraduate enrollment, experienced revitalization of its campus with the construction of three new state-of-the-art buildings, and re-engaged alumni with the success of its current capital campaign. Located in the heart of North Philadelphia, Temple prides itself in being a gateway to higher education and upward mobility for generations of working class families and new wave immigrants. This is reflected in the vibrant and ever-changing diversity that exemplifies the Temple experience and is a hallmark of its heritage.

Under the leadership of President Ann Weaver Hart, a growing sense of confidence permeates the University as an institution of first choice for increasing numbers of talented undergraduate, professional, and graduate students. The President's tenure is distinguished by commitment to: (1) access to excellence; (2) strengthening Temple's partnerships with its neighborhood and community; (3) sustainability; (4) knowledge generation, research innovation, and entrepreneurship; and (5) international presence. Faculty, students, and staff enthusiastically embrace these values and collectively look to the future of this great University.

Temple University has an exciting opportunity to be intentional in shaping its own destiny. Its future lies in its increasing stature as a research university vested in the Greater Philadelphia region, but focused on the global landscape. There is new potential for building competitive academic strengths and for forging unique partnerships with our community neighbors, the City of Philadelphia, and the Commonwealth of Pennsylvania. "We are excited about the opportunities to cultivate and successfully expand our mandate to provide excellence through this academic strategic plan. Our goals are high; our determination is even higher" declared Board of Trustees Chair Daniel H. Polett.

This Temple University Academic Strategic Plan springs from, and reflects, the core values of the faculty, the senior academic leadership of the University, the President, the Board of Trustees, and the entire Temple community. The plan identifies major strategic themes and specific initiatives that will extend the University's trajectory of progress and ensure that Temple continues to be a force of growing vitality and impact, recognized as a leader in higher education across the region, the nation, and the world. The plan builds upon the work of other committees and task forces and will form the basis for a separate campus master planning effort, innovative financial modeling, and the next capital campaign.

## ACADEMIC STRATEGIC PLANNING PROCESS

The Strategic Plan is built upon a broad-based intensive process initiated by Provost Lisa Staiano-Coico at the direction of President Hart in the fall of 2007. A dedicated Steering Committee chaired by the Provost and comprised of faculty thought-leaders, deans, members of the President’s cabinet, senior staff, students, and the Chair of the Academic Affairs Committee of the Board of Trustees guided the planning process throughout the academic year. Three academic planning roundtables with more than 100 members representing a broad sector of the Temple community met in the fall of 2007 to discuss and debate the strengths of and opportunities for Temple University. The process yielded nine workgroups to carry out a rigorous planning activity (**Table 1**).

**Table 1. Academic Strategic Planning Workgroups**

<i>Workgroup Title</i>	<i>Workgroup Leaders</i>
Developing the Academic Community	Nadine Martin, Robert Stroker
Strengthening the Infrastructure for Research and Education;	Hai-Lung Dai; Larry Lemanski
Temple as a Destination Campus	Melissa Coopersmith, Hester Stinnett
Globalizing Temple	Teresa Scott Soufas; Concetta Stewart
Building Temple's Entrepreneurial Culture	John Daly; Moshe Porat
Enabling Temple as an Metro-Engaged University	Carolyn Adams; Fred Murphy
Defining Temple's Student Profiles for the Future	Richard Englert, Robert Reinstein
Strengthening the Environment for Student Success	James Hilty; Theresa Powell
Enabling the Bureaucracy to Serve the Academic Mission	Renee Hobbs; Laura Toran
<i>Common Threads</i>	<i>Thread Leader</i>
Ethics	Joan Shapiro
Diversity	Roland Williams
<b>Technology</b>	Robert Aiken

Steering Committee members were also charged with ensuring that each workgroup discussed common threads of ethics, diversity, and technology (membership and charges for each workgroup can be found in **Appendix A**). The academic plan grew out of the workgroups which met weekly for twelve weeks and presented summary proposals to the Steering Committee in March 2008 (**Appendix B**).

The planning process has taken into account unique conditions within and external to the University: decreasing demographics of adolescents within and around the greater Philadelphia area; the impending retirement of more than 30% of the faculty over the next decade; the rapidly changing, increasingly competitive global environment that affects the University, its programs, and the world its graduates will encounter; and the need to ensure that our faculty are at the cutting edge of both creative expression and research scholarship. Consideration has been given to the challenges of attracting the most promising faculty and students and the intensifying competition for sponsored research. At the same time the planning process has substantiated the University’s most pronounced strengths and capacities. Identifying unique opportunities to build on current strengths, while also pointing to areas in need of further investment have been hallmarks of the analysis.

## ACADEMIC PLAN AREAS OF FOCUS

The workgroups generated a rich array of ideas, initiatives, and goals. The steering committee carefully reviewed each workgroup report and, in combination with feedback from a second set of roundtables, generated a series of themes that coalesced around the workgroups

and were in consonance with the President's and Board of Trustees' stated goals and ambitions for the University. Each of the core ideas expressed in this plan originated with one of the nine working groups, the planning roundtables, or the planning Steering Committee. The Temple University Academic Strategic Plan can be summarized in terms of five principal areas of focus:

- I. Access to Excellence – Opportunities for Success**
- II. Temple as a Top 100 Research University**
- III. Temple as an Urban, Metro-Engaged, University**
- IV. Temple as a University with Global Reach**
- V. Destination Temple**

Each of the strategic themes is described in detail below and is based upon a University commitment to organizational transparency which is customer-focused, user-friendly, cost effective, and dedicated to continuous self improvement.

### **I. Access to Excellence – Opportunities for Success**

*Access to excellence* -Temple University is proud of its tradition of embracing determined students who have a passion for knowledge and the drive to succeed. One in eight Philadelphians with a college degree obtained his/her education at Temple. With over 3,600 students studying medicine, dentistry, podiatry, pharmacy, and law, Temple is also the 5th largest provider of professional education in the country. President Hart summed up Temple's noble mission in her inaugural address statement: "Our core value is to provide access to an intellectual and creative space where academically talented, highly motivated, and prepared students can achieve excellence, regardless of status or station in life."

The pursuit of "*Access to Excellence*" at Temple University has long involved a dual commitment to high standards of academic quality and access for a diverse student body. In a global economy requiring ever-increasing levels of advanced knowledge, skills, and cultural competencies, Temple University serves as a national leader in committing to standards of excellence while simultaneously recruiting and retaining students who, regardless of their personal circumstances, are prepared to invest their considerable talents and energy in pursuit of a Temple education. The University's commitment to diversity specifically includes academically promising students from underserved areas, students who are the first in their family to seek a college education, working adults, as well as highly mobile and competitive students from across the nation and around the world. The university has also engaged in aggressive faculty recruiting strategies to bring diverse scholars, artists, and researchers who are representative of our student population.

Temple will leverage all of its assets in creating novel opportunities for non-traditional students. The Ambler campus, in particular, holds great potential to serve as the region's suburban hub for higher learning and career advancement for returning and working adults in partnership with the schools and colleges across the University. Temple's other regional campuses at Harrisburg and Center City will also play key roles in expanding opportunities for adult students. Temple's historical commitment to multiple points of access and to valuing non-traditional students will give it a competitive advantage over its peers in the face of declining demographics of traditional college age students (17-18 yrs old) in Pennsylvania in the years to come.

Temple will meet the challenge of access to excellence by embarking on a long term enrollment management strategy to: (1) expand recruitment of and financial aid for highly

talented and mobile students from across the U.S. and the world; (2) energize and potentially expand the Honors Program as a tool to recruit academically strong and diverse students; (3) substantially increase adult enrollments by offering imaginative programs, financial aid, support, and convenience (incorporating ideas generated by the Ambler Campus Strategic Planning Task Force); (4) protect and expand its pool of transfer applicants by strengthening and, where necessary, expanding its relationships with community colleges; and (5) proactively increase the number of college-ready graduates of Philadelphia high schools.

***Opportunities for success*** - Access to Excellence must be coupled with an academic experience that cultivates “*Opportunities for Success.*” Students will succeed if they are properly prepared and motivated, intentional in gaining access to opportunities, able to integrate technology with instruction, able to build personal and social connections, and to genuinely feel part of an inclusive and abiding academic community. Temple is dedicated to providing students with an outstanding intellectual and physical environment that fosters independent thinking and builds upon their talents to enable them to become the next generation of leaders worldwide. The ability of Temple students to productively work with peers and faculty in research and creative expression will stimulate their curiosity; hone their critical thinking skills; and provide the impetus for innovation and entrepreneurial endeavors of the future. Access to state-of-the-art educational and research facilities will enhance Temple’s intellectual climate and rigor. The availability of modern recreational facilities and amenities will provide a social hub for the entire Temple community.

Temple will facilitate opportunities for student success by undertaking a comprehensive strategy to: (1) strengthen the extent and depth of academic advising and mentoring support programs for all students; (2) increase the educational richness and rigor of the undergraduate, graduate, and professional experience; (3) utilize technology to foster greater “connectedness” within Temple; and (4) leverage campus master planning to transform the physical environment into a vibrant living and learning community.

When imagining student success, we envision Temple students becoming and remaining connected to Temple throughout their lives: ***in the beginning***, as prospective and new students who are welcomed and embraced by the Temple community; ***in the middle***, as enrolled students who are engaged at all levels to achieve their maximum academic and personal potential; and ***at the end***, as individuals who are well-rounded and well-prepared to graduate and achieve success in their professional and personal lives, ready to serve their communities as citizens of the world, and filled with a sense of pride and loyalty to Temple, the University that enabled them to succeed and thrive.

## **II. Temple as a Top 100 Research University**

While Temple University has a longstanding tradition of excellence in teaching, it has historically under-invested in building its research capacity. A great research university leverages the breadth and scope of faculty expertise to generate a well-spring of new knowledge that will improve people’s lives. Temple ranks just below the “top tier” 100 research universities with approximately \$134 million annual expenditures for sponsored activities, of which \$80 million is expended annually on sponsored research<sup>1</sup>. Temple aspires to “top tier” ranking by striving to increase its research productivity by 50% over the next five years.

Propelling Temple into the ranking of top 100 research universities in the country will be transformative in many ways. It will: (1) make the university more competitive for the students

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<sup>1</sup> Based upon FY 2006-07 data

it seeks to recruit and retain; (2) provide all students with a superior education that will hone their critical thinking skills and foster life-long learning; (3) enable Temple to recruit world class faculty who view Temple as their “first choice;” (4) significantly increase the strength of the graduate/professional programs upon which Temple’s research legacy and reputation will rest; and (5) generate new sources of revenue so that Temple will be less dependent upon tuition and state appropriations for its operations. To achieve this goal, Temple will build upon and further strengthen its faculty, graduate, and professional programs; invest in the expansion of its research capacity; and create a culture of entrepreneurship that will drive innovation and cutting edge research for years to come.

***Building faculty capacity*** - The best students at all levels (undergraduate, graduate, and professional) are drawn to universities where they can study with, and learn from, faculty who are not only great teachers, but also creative artists and scholars working at the leading edge of discovery. Whether fostering creativity through the visual and performing arts, encouraging students to tackle major social issues such as poverty and violence, or providing students with the critical thinking skills and research experience to explore the basis of diseases such as diabetes and cancer, a great research university must be a place where students are integrated into the fabric of creative and scientific scholarship. This vision can only be achieved with a vibrant faculty. Over the coming decade, the University will need to replace many of its retiring senior faculty – men and women who have strengthened Temple in good times and lean times and who are a vital reservoir of tradition and scholarly engagement. A critical factor in the University’s continued vitality will be its ability to recruit and retain faculty for whom Temple is their “premier choice.” Temple will actively pursue, support, and reward excellence wherever it is found. It will develop recruiting strategies and competitive start-up and compensation packages to attract and hire talented scholars and educators who are fully representative of the diversity that Temple values. Temple will also support longstanding faculty by providing mentoring at all stages of the career life cycle. It will appropriately reward faculty who are actively engaged in the highest levels of research and scholarship.

Temple will move aggressively to increase its sponsored research activity by strategically increasing the number of faculty members in intellectual areas where the opportunity for extramural funding is significant. By leveraging and building upon existing strengths in such areas as sustainability, psychology, biomedical sciences, and translational medicine, Temple will position itself to establish centers of excellence that will lead to unprecedented opportunities to garner substantial external funding from federal, foundation, and corporate sources. Temple will also stimulate novel interdisciplinary research that includes the social sciences, the humanities, and the arts. For example, music faculty can join with physicians to investigate the effects of music on health and well being; neuroscientists can collaborate with communications faculty to explore the influence of video games on brain injured patients; or artists can work in partnership with social scientists and community organizations to give Philadelphia’s youth a voice to express their anguish over the impact of violence on their families and the community. These are just a few of the ways in which Temple’s scholarly breadth is uniquely suited to generate new knowledge by productively aligning multiple disciplines and synergistically leveraging discipline-specific tools and approaches to solve local and global problems.

***Investing in high quality graduate and professional programs*** – Recruitment and retention of a diverse and outstanding faculty will have the added benefit of attracting high caliber students to Temple’s graduate and professional programs which will further increase its reputation as a top research university. Graduate and professional students are engines of

creativity and innovation. As the 5<sup>th</sup> largest provider of professional education in the country, Temple has a long history of fostering leaders and entrepreneurs in many different fields of endeavor. “I always knew I would do something in science, but I had no idea I would be a businessman,” recalls Frank Baldino (PhD Class of ’80) the founder and CEO of Cephalon, Inc. who sits atop one of the most successful biotech companies in the world<sup>2</sup>. Temple will maintain its place as a leader in post-graduate education and professional training by strategically investing in scholarships, stipends, facilities, and services to attract and retain the most competitive graduate/professional students.

***Increasing the research infrastructure***– Recruitment and retention of outstanding faculty and graduate and professional students will be enhanced if they can work side by side with like-minded colleagues in state-of-the-art research and educational facilities which foster the interchange of ideas and encourage innovative approaches to scholarship and pedagogy. State-of-the-art research facilities can only support world class research when they are accompanied by an optimal research infrastructure and environment. Temple is committed to building the research infrastructure, including cutting edge research core facilities to enable its next generation of faculty and students to thrive and to secure its place in the top 100 research universities. Temple will build upon the momentum from the recent additions of its new Medical School building, Tyler Hall and Alter Hall. Every great research university also needs a great library equipped to meet the needs of the 21<sup>st</sup> century researcher and educator. The library is the heart of information management and will play a prominent role in the lives of faculty, students, and members of the community.

***Creating an entrepreneurial culture*** - Universities of the future will also be defined by their capacity to foster an entrepreneurial spirit that is focused on the public good. Temple is committed to sharing the knowledge generated by its artists, humanists, and scientists to enhance the quality of life of people everywhere. An entrepreneurial culture is essential to tapping the creative energies that reside within Temple University. Even during challenging economic periods, universities that consistently and effectively foster a vibrant entrepreneurial environment are able to leverage scarce resources to yield high return. In a university setting, an entrepreneurial culture connotes an ability to act with greater nimbleness and to make the boundaries more permeable between academic disciplines and organizational units (e.g., schools and colleges). Such a culture supports intelligent risk taking and encourages the translation of nascent ideas into high impact opportunities for students, faculty, and the University.

The deans, as a body of academic leaders working individually and collaboratively with senior administration and entrepreneurial faculty, will look at the challenges of working and living in our 21<sup>st</sup> century world. Collectively, these representatives of Temple University’s knowledge capital are in a unique position to define the risks and benefits associated with entrepreneurial activity. M. Moshe Porat, Dean of Temple’s Fox School of Business and Management asserts, “Temple’s spirit of entrepreneurship and innovation, fostered by its founder Russell Conwell, can be significantly enhanced by greater and more strategic collaboration between the University’s various schools and colleges. We envision a vibrant climate for entrepreneurship that includes certification and degree programs as well as entrepreneurial initiatives led by students, faculty, staff, and alumni, resulting in added value to the education, research, and service mission of the University...”

Temple University’s colleges and schools will drive Temple’s entrepreneurial endeavors, and the academic leadership will explore ways to encourage Temple entrepreneurs. Expanding

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<sup>2</sup> Temple Times article Nov. 2004

Temple's network of programs and initiatives that encourage and support scholarly and creative entrepreneurs will enhance the stature and ranking of Temple as a top 100 research university.

### **III. Temple as an urban, metro-engaged, university**

Temple University is the nexus for numerous research, educational and outreach programs that positively affect Philadelphia and its surrounding metropolitan region. Its future is inextricably linked to the well-being and prosperity of people and organizations in the Greater Philadelphia region and the Commonwealth of Pennsylvania. Temple's obligations extend beyond the University community and include exercising a stewardship of place that respects, understands, builds upon, and enhances the region's unique historic, physical, economic, cultural, social, and community assets. The University serves multiple communities and organizations by providing them with the knowledge and skills to help them thrive.

Temple can be a national model for the urban university that is actively engaged with its metropolitan area. To achieve this goal, the University will pursue a strategy to: (1) facilitate a culture of metro-engagement among its students and faculty; (2) identify and invest in areas of academic strength which are directly applicable to enhancing the community; and (3) develop a platform to connect and foster metro-engagement and partnership among stakeholders.

***Facilitating a culture of metro-engagement*** - Temple University is deeply committed to educating students to be leaders with a "community conscience." Within days of arriving on campus, freshmen participate in *FreshServe* - a day of gardening, painting, and building with community members, volunteers, faculty, and staff at more than 100 locations around Philadelphia. This annual event gives students the opportunity to be out in the community and to get to know and appreciate our neighbors and the city. Temple will provide more opportunities for students and faculty to become active learners and participants in addressing major societal issues that challenge all metropolitan areas, and in particular, the greater Philadelphia region. Whether it is through serving on community boards, participating in service learning outreach activities, or developing novel research and creative projects in collaboration with faculty, Temple students will be encouraged to become active members of the Philadelphia community. The transformative general education curriculum, which integrates a "Philadelphia Experience" in its foundation courses, will be a springboard for community awareness and engagement among Temple students.

***Identifying and investing in areas of academic strength that address community needs*** - Temple University faculty strive to improve our world for the better through research, scholarship and outreach. They tackle important societal issues such as economic sustainability, resource conservation, and health disparities. For example, the Small Business Development Center (SBDC) at the Fox School of Business provides high quality management consulting and training to help small businesses within the region grow and succeed. The Center for Sustainable Communities promotes new approaches to protect and manage our natural resources for future generations; the Center for Obesity Research and Education works hand-in-hand with the schools and the community to combat the epidemic of childhood obesity; and the Arts & Quality of Life Research Center explores the role played by music and the arts in increasing quality of life. Temple will, wherever possible, focus and build on areas of academic excellence that leverage the talents of faculty across disciplines and schools and colleges and have direct impact on Philadelphia and the surrounding metropolitan region. The University will also be flexible and responsive to emerging issues within and around the surrounding community.

*Developing a “Metro-Collaborative” platform of community engagement and connection* - Temple will seek to solve real-world problems by linking individuals, the community and governmental agencies with the rich resources that Temple has to offer. This “metro-collaborative” platform will allow the University to build a repository for important demographic data using technology and social networking platforms to foster novel and innovative partnerships. Ultimately this will serve as an easily-accessible way for Temple to share and publicize its relevant research, education, and best practices around the world.

Temple is poised to take the lead on metro-engagement and to set a standard of excellence, indeed, a national model for how academic research, education, and outreach can truly serve the public good.

#### **IV. Temple as a University with Global Reach**

A telling index of a university’s vitality is its degree of engagement beyond its own borders. Temple prides itself on being a multicultural community of students and scholars. It has long recognized the importance of globalization, with campuses established in Rome in 1966 and in Tokyo in 1982. As a learning environment and a major contributor to knowledge creation, Temple’s schools, colleges, and faculty have partnerships that extend across Asia, Europe, Africa, and Latin America. Yet the globalization of teaching, learning, scholarship and research is not a completed phenomenon; it is a continuing process that requires Temple to invest deliberately in preparing for a future that is increasingly global, multi-cultural, and competitive.

*Understanding the world* - Heralded as one of the most diverse universities in the nation, Temple students actively seek out the opportunity to learn from classmates and professors who have different perspectives than their own<sup>3</sup>. Their ideals and ethics are honed in an environment where debate is encouraged and where more than one viewpoint is the norm rather than the exception. They learn to respect and value others’ opinions and to critically analyze problems and issues from many different points of view. President Ann Weaver Hart affirms, “As educators, we must confront the simple fact: Globalization changes everything. If we do not internationalize our teaching, our research, and our community outreach, we will be increasingly left behind in a dynamic and changing world...”

Globalization will start from the day students are admitted to Temple University. Students will be able to “touch the world” through Temple. Temple will explore ways to utilize social networking tools to connect students from Philadelphia, Japan, and elsewhere with their peers and alumni around the world. The University’s curriculum will be infused with diverse perspectives and a global world view. Temple graduates will be educated to comprehend the global dimensions of their major fields of study; to effectively and sensitively communicate across cultures and national borders, including, but not limited to, competency in a foreign language; and to have an intellectual framework to analyze contemporary political, economic, and scientific events and understand their impact at the local, national, and global levels.

*Experiencing the world* - Temple will invest new energies and a greater sense of purpose in its already extensive international programs and commitments. Working with deans and faculty leaders who have contributed directly to international programs, Temple will establish a network of interconnected global studies programs; as part of this effort it will draw upon the expertise and experience of Temple University Japan (TUI) and its study abroad campus in Rome. It will develop innovative approaches to internationalizing education and will create incentives to increase the integration of global perspectives in research, education, and creative scholarship,

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<sup>3</sup> Princeton Review 2007/2008, 2008/2009

including strengthening research exchange programs for faculty and graduate students. The University will facilitate international experiences for its students and will actively encourage the international exchange of faculty and students.

To maintain its relevance and global impact as an educational institution in the 21<sup>st</sup> century, to keep its promise to provide its graduates with the education they deserve, and to expand its commitment to diversity, Temple University will continue to enhance globalization of teaching, research, and community outreach as an integral part of its mission, vision, and academic strategic plan. Temple seeks to become an intellectual destination for scholars and students from around the world.

## **V. Destination Temple**

Temple is a destination for students, faculty, staff, alumni, and visitors from the Greater Philadelphia region and around the world. Temple is one university with many locations; its multiple campuses reflect shared Temple values, yet possess unique identities and their own aspirations to excellence. Every day, across the world, thousands of people come to a Temple campus. The University is a welcoming place, a destination for life. For students, it 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 the basis of their intellectual and emotional identity. For business, government, and cultural representatives, Temple is a place for collaboration and growth. For visitors, it is a place for entertainment, enlightenment, and discovery.

To strengthen Temple as a destination for life, the University will simultaneously and aggressively pursue a number of strategies to: (1) cultivate Temple as a an integrated arts and culture community accessible to all Philadelphians; (2) create a destination for world-class intellectual centers; (3) cultivate university life; (4) create a vibrant and welcoming “campus within a city” with permeable boundaries, state-of-the-art research, educational, and performance venues, and recreational and social spaces that support a sense of community among students, faculty, alumni, and community members; and (5) actively celebrate, promote, and market Temple University's accomplishments as a great urban research university.

***Cultivating an integrated center of arts, culture, and entertainment*** - As Philadelphia continues to develop the Avenue of the Arts (South Broad St.) northward and to invest in and attract people to the arts, Temple University will become an arts hub for the city. Temple's standing in the arts – including national rankings, awards, and programs encompassing the visual arts, theater, dance, music, opera, film, and poetry – clearly supports this strength. With the move of the Tyler School of Art to the main campus, and the renovation of the Baptist Temple, this is an opportune time to coordinate, support, and aggressively promote Temple as a regional and national center of excellence for arts, culture, and entertainment.

***Creating a destination for world-class intellectual centers*** – As Temple creates more opportunities to share its renowned programs in the arts, it must also consider its well-known scientists, clinicians, philosophers, journalists, and educators. The quality of a university's faculty and programs attract students to its campus just as the quality of a university's students attract faculty. This dynamic fuels increased creativity and scholarship. The synergy between the professor and student creates a desire in both to contribute to the rich academic life at Temple and throughout the academic, artistic, and business worlds. By building upon unique combinations of faculty expertise, research, and academic programs, scholarship, and reputation, Temple will strategically position its faculty recruitment to develop a knowledge base for an

array of research and academic programs that are the best of their kind in the world. An outstanding faculty engaging productively in knowledge discovery will allow Temple to recruit and provide international excellence to its students.

***Cultivating university life*** – With more than 10,000 students living on or near campus, Temple has become a more balanced commuter and residential campus. Using both its cultural resources as well as its development of new physical spaces, Temple will bolster a sense of university life. Its new academic and living spaces encourage a living-learning environment by featuring group study spaces and gathering areas where students of all kinds, undergraduate and graduate, residential and commuter, traditional and adult, will have opportunities to interact and learn from one another. Temple will make the boundary between the classroom, library, and the living and social spaces on and around campus more permeable.

Athletic competition is another arena where students and faculty come together as a community. Community spirit is enhanced by a vibrant and competitive intercollegiate athletics program that instills “Owl Pride” in students, faculty staff, alumni, and fans. Competitive Division I athletics teams provide a magnet to attract students, faculty, and fans to the Temple campus. Nationally respected coaches lead approximately 600 student-athletes who compete annually as members of the 21 Division I Athletics teams at Temple. Temple is committed to investing in its intercollegiate student athletes, programs, and facilities. It will continue to recruit talented coaches and to attract student athletes who personify excellence on and off the field and will provide them with the support, encouragement, and preparation to be successful in life beyond athletics. As stated by Men’s Basketball Coach Fran Dunphy, “We not only coach our student athletes to compete and to win, we create memories, experiences, and dreams that will travel with our young men and women throughout their lives. As their athletic careers come to a close, we hope that they will look back at their Temple experience as having shaped their dreams and their lives. We want every student athlete to be warmed by lifelong friendships, comforted by shared memories of joys and sorrows, of competitions lost or won, and inspired to share their hopes and dreams with their friends, family and the communities in which they live.” By weaving Temple athletics into the fabric of university life, the entire community will be energized with renewed excitement and allegiance to this great university.

***Creating a vibrant and welcoming “Campus within a City”*** - Temple’s front door is located on the spine of the city, Broad Street, where each day thousands pass through or visit our main campus and health sciences campus. Temple is also situated in a historically diverse residential neighborhood. The University aspires to be a part of a vibrant and welcoming neighborhood that is fully integrated within these existing communities. A lively campus in which students, faculty, staff, and community members come together while dining, shopping, and performing other activities of everyday life will be an enriching experience for all.

With its easy access to mass transportation and its proximity to Center City, Temple University’s main campus has great potential to become an exciting destination. Strategic master planning will be critical in improving the overall physical impression and street-level experience of Temple and will lend cohesion and identity to the University’s main campus, health sciences campus, and the surrounding neighborhoods. Responding to the needs of the residential and commuter students, the community, Temple employees, and neighborhood residents, Temple will provide a clean, safe environment with permeable boundaries, public art, green spaces, outdoor performance areas, and a central, identifiable gathering space or “hub.” It will accomplish this with an emphasis on sustainability, serving as a research and pilot site and a model for the community, city, and region. By attracting more visitors to its cultural,

intellectual, and athletics activities, Temple will encourage further development of complementary amenities, such as supermarkets, restaurants, and hotels, thereby supporting the long term economic and civic viability of the area. Temple will lead in this effort, which will have a positive impact well beyond its own buildings and spaces, creating a “campus within the city” that showcases Temple as a diverse, urban university campus with strong neighborhood connections.

***Celebrating, promoting, and marketing the achievements of Temple as a great urban university*** - Temple University will take advantage of this unique time in its history to build the infrastructure to capitalize on the transformation that will occur as a result of this academic strategic plan and the associated strategic campus master and financial plans. It will actively pursue innovative ways to promote and celebrate its achievements in support of its efforts to attract world-class faculty and students. The University will develop an overall “brand” which will unite the schools and colleges while enabling them to build their own distinctive niches..

## **ACHIEVING THE VISION**

Temple is at a pivotal point in its history. It has an unprecedented opportunity to shape its own destiny and to launch a new era of exceptional impact. To achieve this vision, the University will: (1) build its academic strategic plan on a platform of organizational transparency which is customer-focused, user-friendly, cost efficient, and committed to continuous self-improvement; (2) explore novel financial and budget models to empower and incentivize schools and colleges to create new streams of revenue and to be excellent stewards of their funds; (3) utilize the goals of academic plan as the basis for a fundraising feasibility study in preparation for the next capital campaign; and (4) develop a campus master plan which supports the goals of the academic strategic plan. Finally, Temple will be nimble and flexible in responding to changes in the internal and external environment by annually assessing the progress made toward completion of the academic strategic plan (based upon a set of defined metrics) and making modifications where necessary.

***Commitment to organizational transparency which is customer-focused, user-friendly, efficient, cost effective, and dedicated to continuous self-improvement*** – Temple University is a large and complex organization. Fulfilling the vision of this academic strategic plan will require schools, colleges, and administrative units to work together in more integrative ways and to engage deliberately in the broader vision of the University. Temple will examine its academic and administrative organizational structures to assure that they support these goals. In addition, the ongoing implementation of a university-wide common database for all financial, human resource and student records, known as “Project Enterprise,” will play an important role in upgrading all of Temple’s administrative systems and in providing a common infrastructure platform to increase organizational transparency and efficiency.

A second component for success will be to build a more intentional and integrative commitment to service within the University. An organizational culture committed to effective support and service necessarily embraces the values of excellence, innovation, accountability, and transparency in both academic and operational practices and processes. To achieve an environment of user-friendly and organizationally transparent administrative support, Temple will require procedures that allow given functions to be evaluated by common agreed-upon criteria. The University will: (1) launch a coordinated change management initiative to direct a process improvement plan across the entire scope of academic and operational processes; and (2) establish and implement a system to manage, and evaluate the quality of current practices and

processes across the organization. These reviews will consider the criteria that were outlined by the planning group (see the report of workgroup 9 in **Appendix B** for full descriptions). Temple will strive to create policies and procedures that support faculty, students, and staff in their academic endeavors; assure that decisions are made at the lowest level feasible; make use of technology where appropriate; provide clear and easily accessible guidelines; present the ability for users to track their progress through a process; contain feedback mechanisms; and promote flexibility.

***Campus master planning, financial modeling, and fundraising feasibility in support the Academic Plan*** – The Academic Strategic Plan will inform a campus master planning process which will support the goals of the plan and seek to create “Destination Temple” through the revitalization and beautification of the physical environment and spaces. Given the exciting and ambitious nature of the academic plan, it is critical that a more entrepreneurial approach be developed for schools and colleges to create new and alternative sources of revenue and to provide excellent stewardship over those funds. A complete and thorough evaluation of the current budget policies and resource allocation methodology will result in the ability to better promote the academic strategic plan and to facilitate “Project Enterprise” implementation. Strategies for providing schools, colleges and administrative units with more autonomy and control, while establishing mechanisms for accountability, are necessary to maximize Temple’s ability to generate and responsibly use and leverage resources. Additionally, as the University successfully concludes its university-wide capital campaign of “Access to Excellence,” the Office of Institutional Advancement will work collaboratively with Finance and the academic leadership to form the basis of the University’s next capital campaign.

***Measuring progress*** - The values and goals outlined in this academic strategic plan represent a milestone in the planning process begun in fall 2007 under the direction of Provost Lisa Staiano-Coico. While the publication of this plan concludes a season of intensive engagement among members of the University community in considering Temple’s future, the plan itself is only a first step in fulfilling these visions. The next step is to charge the university’s leadership with responsibility for achieving the goals. In particular, the deans of Temple’s schools and colleges, working in conjunction with faculty thought leaders throughout the university, will be charged with achieving academic goals appropriate to the units they oversee.

The planning process included specific initiatives and metrics to gauge the University’s progress in attaining each of its academic goals in five or ten years (**See Appendix C**). While each initiative included in this plan will require its own, detailed set of metrics, there are also metrics that will signal the success of this strategic plan for the University as a whole. These general outcomes will include specific measures and targets to ensure that Temple accomplishes strategic goals such as: 1) ensuring a student body that maintains Temple’s hallmark diversity; 2) attracting students of promise, including high school graduates, transfer students, graduate students, and working adults; 3) improving retention and graduation rates of undergraduate students; 4) achieving *very high* research activity status through substantial investment in research infrastructure and a 50% increase in sponsored research funding from external sources; 5) substantially increasing the number of students and faculty who study and conduct research outside the United States as well as increases in the number of students and faculty recruited from abroad; 6) significantly increasing the number of artistic and creative performances and exhibitions on campus matched by a substantial increase in the number of students, faculty, staff and community members who attend Temple events of all kinds; and 7) increasing Temple’s

presence in national and international media. The progress the University makes each year will be viewed in the context of these longer-range targets.

### **TEMPLE TRANSFORMATION**

The Temple of tomorrow will be a vibrant international research university that holds close its core values of today, is vested in the community, and is alive with superb faculty and students who are enriching the world. This plan identifies actions that will transform Temple University by extending its trajectory of progress and ensuring that Temple becomes a force of growing vitality and impact, recognized as a leader in higher education across the region, the nation, and the world.