



Preparing for the Impending Review of RCM



Paul LaFollette,
Editor

“Ask yourself, ‘Are you better off now than you were four years ago?’”
Ronald Reagan

RCM will be reviewed this spring. Three years ago, this approach to budgeting was rolled out with great enthusiasm by our then newly chosen President. I wish that I could argue either that it has been a resounding success or a dismal failure, but I cannot make those or any other judgments. I have my own impressions. But, even though this system was presented as having the virtue of nearly total transparency, that transparency has not been uniformly forthcoming. While, for some colleges at least, the financial numbers have been more fully shared with faculty groups than in the past, this has not been true in all cases. In addition, there seems to be significant confusion among various faculty groups as to the meaning of the “hold harmless” part of the plan.

At this point, I can only comment upon my impressions of how

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Here’s How Temple Faculty Can Put Open Access Into Action

By Steven J. Bell, Associate University Librarian,
Temple University Libraries



Steven J. Bell

During the week of October 24, Temple University Libraries [hosted a number of activities in celebration of Open Access Week](#), an annual event that promotes the benefits of Open Access (OA) in the academic and research community. Core tenets of OA include free online access to scholarly research and the right to use and re-use those results in your own academic work. The important implications for academia, medicine, science, and society as a whole speak to an overall advancement of scholarship, as OA increases the exposure and use of published research.

In addition to a panel on “Open Access and the Future of Scholarly Publishing” on October 27 that was moderated by Rebecca Kennison of the Open Access Network and featured Temple faculty members Janelle Bailey (Education), Erik Cordes (Biology) and Hector Postigo (Media Studies), the Libraries offered “Pop-Up Open Access Tables” at Ander-

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Statement from Former Provost Hai-Lung Dai, July 21, 2016

By Hai-Lung Dai, former Temple University Provost



Hai-Lung Dai

I am grateful to Temple’s faculty, staff, students and alumni and the larger Temple community who have been concerned about the future of Temple University for the support they have shown me during the last month. I am also grateful to the Board of Trustees for its most recent morally courageous acts.

Changing the presidency is a grave matter for any university. The soul of an institution of higher learning with a mission to discover and disseminate knowledge as truth is and should be embedded in its values and principles. So long as these values and principles are upheld, the institution will become better and stronger. We are grateful that the Board has given the University this opportunity to recover and continue to fulfill its mission.

I have very much appreciated the opportunity to serve Temple University and its mission of ‘access to excellence’ over the last four years in the capacity of Provost. My tenure began in the summer of

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In Memoriam: Nicholas Kripal

By Hester Stinnett, Interim Dean, Tyler School of Art

Dear Colleagues,

It is with great sadness that I write to you with the news that Nicholas Kripal, Ceramics Program head, Tyler Graduate Program Director and chair of the Crafts Department for many years, died on September 30, 2016, from pancreatic cancer. Tyler has lost a great artist, an inspiring teacher, generous colleague, and dynamic leader in and out of the classroom, who cofounded the Crane Arts Building, created and lead a unique summer student residency abroad in Scotland, and was tireless in service to the Tyler and Temple community. His most recent work was just installed at the Philadelphia Convention Center this week. I will always remember his sense of humor and his gardening skills—Nick grew the best heirloom tomatoes!

Professor Kripal received an M.F.A from Southern Illinois University, Edwardsville, and a M.S. Ed. and a B.F.A. from the University of Nebraska, Kearney. He is a recipient of three Pennsylvania Council on the Arts Fellowships, and a 1999 Pew Fellowship in the Arts, and a Pollock-Krasner Foundation Grant, and was Artist-in-Residence, La Napoule Art Foundation, La Napoule, France, sponsored by the Pew Foundation for the Arts. Kripal’s artwork referenced architectural decoration and contemporary disposable culture in conceptually hybrid ceramic sculptures and deeply researched site-specific works. His installations

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In Memoriam: Nicholas Kripal

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have been seen at sites internationally, including The Cathedral Church of St. John the Divine, NYC (2002), Site Projects: Kristus Kirke, Cologne, Germany (2002), Site Projects: Sala Uno, Rome, Italy (2001), Contemplations on the Spiritual Site Projects: Glasgow, Scotland (2001), and, in collaboration with sculptor Jeffrey Mongrain, at Corpus Christ Church, Baltimore, MD (2005), and St. Patrick's Church, Indianapolis, IN (2004). He has had solo shows in New Haven, CT (2008), Museo Casa Principala, Vera Cruz, Mexico (2004), and University of Newcastle, New South Wales, Australia (2003).

As Dean Emeritus Rochelle Toner said, "We have lost a loving, generous and loyal friend, dedicated teacher, and ARTIST."

A scholarship has been created in his honor. True to Nick's generosity, he asked that the scholarship be available to students from all majors at Tyler. Donations may be made online to:

giving.temple.edu/nickkripal

Or via post to:

The Nicholas Kripal Scholarship, Tyler School of Art, Temple University,
2001 N. 13th St., Philadelphia 19122 ♦



Nicholas Kripal (Photograph by Jeff Hurwitz)

Preparing for the Impending Review of RCM

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this process is performing, and my impression is that as schools and colleges scramble to responsibly manage their resources, increasing pressure is brought upon faculty to

- Increase productivity through larger class size, elimination of laboratories, and heavier teaching loads.
- Approve new programs which may or may not be in the best interest prospective students or of Temple's reputation, but which can put "butts in the seats" in order to subsidize our more traditional offerings.
- Encourage the use of ever more contingent faculty, especially adjuncts, in our undergraduate programs.

None of these effects is necessarily in the best interest of our students, nor the reputation of our schools and colleges, especially those with national reputations for excellence.

However, these are only my impressions, based upon informal discussion with colleagues. I would like to suggest that we, as faculty, need to begin preparing *now* for the upcoming review of RCM. To this end, I would recommend that we do the following:

- Let the Faculty Senate leadership begin negotiating now with the administration about the manner in which this review will be carried out. In particular, we should have input into the amount of direct faculty involvement, the ways in which fact finding will be pursued, the measures of success to be used, the form of the final report and whether minority reports should be included, and the nature of the final report and recommendations.
- Do all that we can to ensure that one of the options on the table is replacing RCM with something else, in the event that simple "tweaking" appears to be inadequate.
- Begin now to develop our (the faculty's) own objective data as to the effectiveness and limitations of RCM as it is currently implemented.

I am not prepared to suggest, at this point, that RCM was a poor decision. I frankly do not know if we are better off than we were three years ago. But I would like to know, and I would like to know based upon the faculty's effort to find measurable answers.

I would very much like to see the Senate take leadership in this endeavor, but if any of you, my colleagues, have other ideas as to how we can proceed to prepare for this spring's review, I would be pleased to hear from you – whether for publication or not. ♦



Image from: <http://quoteaddicts.com/i/33581>

Mobile Technology and Big Data at Temple

By Cindy Leavitt, Vice President for Computer Services and Chief Information Officer

I am excited to be at Temple and have been warmly received by everyone that I have met since arriving at the beginning of August. When I met with the Faculty Senate Representatives, we talked about the trends that are changing the way we need to approach technology at the university. Two key topics that we covered in the discussion were mobile technology and big data.

Mobility is an obvious trend and there is an expectation of ubiquitous wireless access for the many devices that students, faculty, and staff bring to campus every day. At Temple, we are seeing this growth of devices on our network.

Five years ago, 16% of students living on campus did not have a device. Today, every student has at least one device and the 5200 students that moved onto campus wirelessly connected 13,489 devices in their rooms. The challenge we face is how to shift from a wired campus to a fully wireless one. The recharge model that Computer Services has used for years to pay for the network is based on a charge per hardwired device. This model is being challenged as the number of wireless devices grows and the need for hardwired computers and phones declines.

For faculty, there are opportunities to leverage mobile devices for teaching and research. Services like [Poll Everywhere](#) use texting and smartphone apps for interactive surveys replacing the need for clickers and giving greater flexibility in the type of responses that can be gathered in class. Mobile apps are also enhancing the capability to broaden the reach and scope of research as well. In March 2015, Apple released [Research Kit](#), an open mobile development framework with informed consent and surveys that tie into the health information that is being gathered on every Apple phone. Researchers have used this framework to launch large scale research projects and attract thousands of subjects.

The tsunami of data continues to permeate everything that we do. The ability to analyze data is becoming a foundational skill that is required across all disciplines. The increase in computing power and algorithms to analyze vast amounts of unstructured data are opening new avenues of discovery. More and more research opportunities are tied directly to data analysis. Big data is being talked about a lot and there are pockets of faculty and staff around the university who are working in this area. The need to leverage that expertise and the need for interdisciplinary research teams are growing to support this interest.

We also have the opportunity to use the more traditional data to make better decisions. Ensuring that we have the ability to store, manage, share, and protect the growing amounts of data is critical in supporting the research, teaching, and administrative missions of the university.

I look forward to continuing this conversation and further exploring these important opportunities with you. If we can pool our resources and knowledge, we will be well positioned to meet these challenges.

Please feel free to email me your thoughts on these topics at cindy.leavitt@temple.edu. ♦



Cindy Leavitt



Interview with Vicki McGarvey, Vice Provost for University College



Vicki McGarvey

At a recent Faculty Senate meeting, Provost Epps mentioned that she had only just learned that Temple has a joint program with the National Park Service called the ProRanger Program. Since I had never heard of this either, I reached out to Vicki McGarvey, Vice Provost for University College to discuss the ProRanger Program.

Paul LaFollette (PL): So how long have we had this program?

Vicki McGarvey (VM): Well the program started in 2010. It went on hiatus for about 2 years. We just re-started it in 2015.

PL: How did it come about?

VM: I was not involved at the very beginning, but as I understand it, it was started as a partnership between the Criminal Justice Training Programs at Temple and the National Park Service. They created the ProRanger program. After the students came back from their first summer internship, we needed to create an academy. This required a capital investment to start this new academy. For many reasons, the CLA and the Criminal Justice Department declined to make that investment. Dick Englert, who was the Provost at the time, thought this would be a good fit for University College. So I made the capital investment to get the academy started and took over the program, and here we are.

PL: So how exactly does it work? Do you borrow existing courses from the college?

VM: Sort of. The certificate is a 15 credit certificate requiring 6 classes. Two of the classes are University College classes. One is a one credit course that I teach. One is a summer distance learning class that they take during their summer internship. Dr. Cheryl Irons from Criminal Justice has been teaching that for us. Of the other four courses, two are taught by the History Department and so I worked with History to create the courses. They have agreed to run them on the schedule that the students need. If the enrollment does not meet a minimum, then the program guarantees to subsidize them. The Criminal Justice Department has created a course that works the same way. The fourth course is still a bit of a work in progress. Once again, we are working with Criminal Justice to get a really special course for the fourth course. I imagine we will run it in the same way.

PL: Who are the students that become interested in this program?

VM: We will take a student from any major, because we are looking for rangers, not police officers. Rangers do a range of things. They do fire fighting, EMS, search and rescue, and many other different things. So we are not just looking for traditional criminal justice students. About half the students do come from Criminal Justice. Another 25% to 30% come from other CLA majors. For the rest, we have had three Horticulture students, we had an education major, a painter, a social worker, and we have an engineer in the program right now.

PL: And there all people who are looking for employment in the Park Ranger Service?

VM: Yes.

PL: Now, when I think of Park Rangers, I think of the rangers standing around the historic buildings near Independence Hall, and riding horses out west in our national parks. Am I thinking about the right things?

VM: Yes. The word ranger applies both to the interpretation rangers and the law enforcement rangers. The interpretation rangers are teaching visitors about our historic sites. The law enforcement so some of that as well, but they have three additional missions: to protect the resources from the people, the people from the resources, and the people from each other.

PL: How many people go through this program every year?

VM: We take in twelve. The number we graduate depends on how many come in as sophomores and how many as juniors. We have 34 alumni right now out working in parks.

PL: One of the things that Provost Epps mentioned was that you not only run these courses, but you also are involved in evaluation of other parts of the program.

VM: Yes. The program is in really close partnership with the National Park Service. We operate under a cooperative agreement. They select the parks our students train in. Once a park enters the program, we want to make sure it is actually giving the students the experience that we want it to. So, in the contract, one of our responsibilities is to evaluate the parks and the experiences. We do site visits, meet with the students and with the student supervisors to make sure that the students are actually having worthwhile experiences.

PL: This sounds like a really neat program. What questions have I forgotten to ask?

VM: The program consists both of the six courses I mentioned above, and a series of required weekend activities. One weekend a month, we do practical training that will help prepare them for being a ranger. We do a leadership camp every May at which they get practical certifications. Last year they did search and rescue. We are really trying to prepare them academically, but also to give them the practical skills they will need.

Our program right now is set up so that we have a direct hiring authority with the National Park Service. When our students graduate they are not guaranteed a job, the fact is that as of now, we have a 100% placement rate for everyone who has successfully completed the program.

PL: What kind of recognition of completing the program do they receive?

VM: They have a certificate on their transcript.

PL: I love doing stories about this kind of thing – programs that we have that I have never heard about. What other secrets do you have in your portfolio?

VM: I think that this program is a natural to expand? I have been working with the History Department and Seth Bruggeman. He is developing a parallel program that he is calling I-Ranger. This is a program to train interpretation rangers. To move into a career as an interpreter requires a master's degree. So we are looking at this as a five plus one program. We are also considering programs in landscape restoration and architectural restoration through Tyler. So, now that the program is back up and running, we will be talking to the Park Service about expanding the program.

PL: Thank you so much for telling us about this program. ♦

Here's How Temple Faculty Can Put Open Access Into Action

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son Hall, Gladfelter Hall and the SERC. After a good conversation about open access at Temple University, Faculty Herald editor Paul LaFollett, asked Temple Libraries to contribute an article about open access. I am pleased to do so on behalf of Temple Libraries, where we are committed to working with faculty colleagues, research libraries, global advocacy organizations and citizens to explore new opportunities to achieve open access – the free, immediate, online access to the results of scholarly research, and the right to use and re-use those results as you need.

Temple University Libraries spends millions of dollars each year to purchase subscriptions to thousands of journals across the disciplines. We do so to support the research and learning needs of our community members who have unfettered access to scholarly research. But consider the student who graduates, moves to the workplace and then seeks to use the research literature. They will likely be blocked from doing so unless willing to spend \$35 or more to acquire or just access online a single article. These prohibitive costs establish a formidable barrier to members of the public who need access to scholarly articles. The result is the [expansion of systems designated for the illegal sharing](#) and downloading of research that is behind paywalls.

Imagine what Temple University Libraries could do with all the money spent on access to scholarship, much of which is authored by university faculty who then freely give it to the commercial publishers that in turn charge us considerable fees to access – not even own – this information. Along with other research libraries Temple University Libraries is looking for ways to support faculty who wish to share their research in open access journals. We recently started a pilot project to assist faculty with Author Processing Charges (APCs) for publication in journals whose primary funding comes from APCs. Our Library Publishing and Scholarly Communications Specialist can assist faculty to identify open access journals, obtain an ORCID number, craft an addendum to an author publishing agreement or provide guidance for depositing articles in open access repositories.

While we encourage faculty to work with us to achieve open access, there is much that faculty can do on their own or with colleagues to promote the advance of open access. This year's Open Access Week theme was "Commit to Putting Open in Action", and it encourages action at the personal level. Nick Shockey, Director of Programs & Engagement for SPARC and founding Director of the Right to Research Coalition, compiled a list of actions individual faculty members could take to in order to promote open access in their department, institution or discipline. Because Nick assigned a Creative Commons License to his article, we are able to freely share his ideas simply by agreeing to provide attribution.

Make a list of Open Access journals in my discipline I would consider publishing in and share it with colleagues. The [Directory of Open Access Journals](#) (DOAJ) is a community-curated online directory that indexes and provides access to high quality, open access, peer-reviewed journals. The DOAJ is a great starting point that allows you to browse open access journals by discipline and discover open publications which might be a good fit for your work. You can also use resources like [Think. Check. Submit.](#) to evaluate journals before deciding to submit a manuscript.

Start a conversation about Open Access during a research group meeting, journal club, or staff meeting. Find opportunities to start a discussion with those in your department, lab, or research group about Open Access and how sharing research openly can increase the visibility and impact of their work. Use videos such as [Open Access Explained](#) from PhD Comics to help start the conversation.

Send at least one manuscript to an open-access journal within the next year. Once you have a list of open access journals that are a suitable venue for your work, commit to sending one of your publications to an open access journal over the next year. You can use [WhyOpenResearch](#) to find no-cost or low-cost open access options as well as tips for reducing the cost of publishing in journals that do charge fees and finding funding to cover related costs.

Deposit at least one of my articles into an open-access repository within the next year and encourage colleagues to do the same. A [growing number of studies](#) show a strong correlation between making an article publicly accessible online and a significant increase in views, downloads,

and ultimately citations for that article. Using tools such as Sherpa-Romeo or Dissemin, you can determine what rights you have to make already-published work publicly accessible ([an estimated 80% of publishers](#) allow authors to make some form of their article publicly accessible), and the Directory of Open Access Repositories lists more than 2,600 repositories—both institutional and discipline-specific—among which you can find a good fit for your work.

Use the [SPARC author addendum](#) on your next publication to reserve rights to make a copy of your work publicly accessible. When you sign a copyright transfer form, you can decide which rights you want to keep, and which you want to give away. The SPARC author addendum is a legal instrument that you can use to modify your copyright transfer agreements with non-open access journal publishers. It allows you to select which individual rights out of the bundle of copyrights you want to keep, such as distributing copies in the course of teaching and research, posting the article on a personal or institutional Web site, or creating derivative works.

Contribute to a conversation on campus about institutional support for Open Access. Increasingly, colleges and universities are supporting faculty in making their research and scholarship open—from institutional open access policies to expressing support for Open Access in promotion and tenure guidelines. Using [ROARMAP](#), you can explore which institutions and funders already have policies requiring research results to be made publicly accessible. If your institution already has supportive policies in place, work with colleagues to help make them more effective. If not, start a conversation about the importance of Open Access, how OA can benefit both faculty and the institution, and the various policies institutions are using to support faculty in making their research and scholarship open.

[Sign the San Francisco Declaration on Research Assessment](#) (DORA) and commit to not using journal-based metrics in evaluation. Moving away from flawed, journal-based metrics of evaluation is an important step to help enable a larger shift toward Open Access. Now signed by more than 12,000 individuals and 900 organizations, DORA is a commitment not to use journal-based metrics, such as Journal Impact Factors, as a surrogate measure of the quality of individual research articles, to assess an individual scientist's contributions, or in hiring, promotion, or funding decisions.

Sign up for Impactstory to discover your #OA score and get an ORCID. [Impactstory](#) is an open-source website that helps researchers explore and share the online impact of their research. In addition to many other metrics, Impactstory provides a badge that tracks what percentage of your articles are accessible online—your OA score—and will measure progress in opening up your work. Impactstory uses ORCID, a persistent digital identifier that distinguishes you from every other researcher and supports automated linkages between you and your professional activities ensuring that your work is recognized.

As you can see there are many options an individual faculty member can choose from to support open access. I would like to add one more: **Partner with Temple University Libraries to support global open access.** Invite us to visit you personally or join your department for a discussion about open access. Ask us how we can help you to retain your author rights or recommend quality journals that offer author-friendly publishing agreements. Let us assist you to identify Open Educational Resources or open textbooks that your students can access openly in order to avoid paying for costly textbooks. Work with us to develop policies and procedures for depositing research articles into open repositories. Let us assist you with the creation of an ORCID identification. There are many ways every Temple faculty member can work with us to contribute to open access. We are asking you, our faculty, to be open to the possibilities for creating change in scholarly communication. Together, we can accomplish something great.

During Open Access Week 2016, colleagues at SUNY offered several webinars related to open access, author publishing rights and Open Educational Resources. These webinars were recorded and can now be viewed from this page: <http://commons.suny.edu/openaccess/webinars/>

Faculty interested in learning more about these topics will find these webinar recordings highly informative. ♦

Library Survey

Librarian Nancy Turner asked us publish the following request. I would strongly suggest that you participate in this survey. I so often feel that the faculty opinions are not sought until after decisions are made, and I want to enthusiastically support those occasions where we are given an opportunity to weigh in advance of decisions. ♦

Dear colleagues:

Temple University Libraries recently launched a faculty survey inviting us to help them shape the future of library resources and services, while supporting our scholarship and teaching.

Please consider completing this survey, which gives us voice to tell the Libraries how we use library resources and how they can best support us.

The survey should take approximately 20 minutes to complete.

To complete the survey, you will need to retrieve the unique link in emails sent by Joe Lucia, Dean of Libraries. There was an invitation email sent October 18 (titled "Temple University Faculty Survey: Participate to shape future resources and services) and a reminder email sent October 27 (titled "Faculty Survey needs your input").

You can contact Assessment Librarian Nancy Turner at nancy.turner@temple.edu with any questions.



Nancy Turner
Assessment
and
Organizational
Performance
Librarian

Faculty Senate Meeting Schedule for the Remainder of Academic Year 2016-2017

Fall 2016:

Wednesday, November 16
1:45-3:15 pm
Representative Faculty Senate
Walk Auditorium
Ritter Hall Annex
1301 C B Moore Ave
HSC: location not available
Ambler: 201 ALC

Friday, December 9
1:45-3:15 pm
University Faculty Senate
Kiva Auditorium
Ritter Hall Annex
1301 C B Moore Ave
HSC: location not available
Ambler: 201 ALC

Spring 2017:

Tuesday, January 24
1:45-3:15 pm
Representative Faculty Senate
Kiva Auditorium
Ritter Hall Annex
1301 C B Moore Ave
HSC: MERB 342
Ambler: 201 ALC

Friday, February 24
1:45-3:15 pm
Representative Faculty Senate
Kiva Auditorium
Ritter Hall Annex
1301 C B Moore Ave
HSC: MERB 119D
Ambler: 201 ALC

Statement from Former Provost Hai-Lung Dai, July 21, 2016

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2012 when then acting President Richard Englert appointed me interim provost. Over this period of time Temple University has seen enormous change and growth in its academics including:

- Tremendous increase of undergraduate applications by 80% at a time the national and state applicant pools have been declining
- Steady increase of undergraduate enrollment with notable improvement in diversity and quality (e.g. average SAT increased from 1110 to 1170)
- Improvement of the USNWR ranking from 134 to 115
- Doubling of international students on the Philadelphia campus
- 30% increase in the enrollment of new masters students
- Real tuition revenue growth due to increased enrollment
- Hiring of world class faculty that combined with existing faculty strength has led to a 29th world ranking in the *Webometrics* measure of faculty publication quality based on *Google Citation*
- Increased receipt in research grants and expenditure that prompted a top 100 ranking in the National Science Foundation listing and the R1 Carnegie classification of research universities
- Investment and improvement in services to students in advising, counseling, and career services
- Much improved faculty-administration relations that resulted in the most cordial union contract negotiation in recent history
- Tripling of the number of students participating in annual gift giving to the University
- Hiring of many excellent deans and the establishment of a dean review system

This phenomenal progress is the result of the continuous effort of the deans, faculty, staff and even students and alums working hand in hand with the Office of the Provost. The enrollment strategy, including the concept that later became the 'Temple Option', that led to the recruitment success we have seen was first conceived during the summer of 2012. The goals and strategies for improving ranking were initiated in a Council of Deans meeting (chaired by the Provost) in July of 2012. The Fly-in-4 program for student success was devised jointly by the Provost Staff and the deans with the Study Grant component modelled after a program previously implemented in the College of Science and Technology. A major resource for hiring faculty was provided by the Board of Trustees by special action in the spring of 2012. And the significant progress made by the Temple health enterprise, including the acquisition of the Fox Chase Cancer Center, has contributed to the success in research. I want to express my personal gratitude to all those who contributed so much to raise Temple's academic profile during my term as its Provost. I am confident the mission of 'access to excellence' will continue to flourish in the able hands of my colleague JoAnne Epps.

Though I am no longer the Provost, I am proud as one among many who care about Temple and have contributed selflessly to its success. I will continue to assist in whatever way possible to ensure the University's wellbeing and its continuing mission of access and excellence. ♦

Wednesday, March 22
1:45-3:15 pm
Representative Faculty Senate
Kiva Auditorium
Ritter Hall Annex
1301 C B Moore Ave
HSC: location not available
Ambler: 201 ALC

Thursday, April 20
1:45-3:15 pm
University Faculty Senate
Kiva Auditorium
Ritter Hall Annex
1301 C B Moore Ave
HSC: MERB 342
ALC: 201

Fund-raising benefit Concert for Haiti in Haiti

Temple University alum Patrick Desrosiers has returned to Philadelphia to join with his former chamber music coach Jeffrey Solow, professor of cello, and pianist Yoni Levyatov, a Boyer artist-in-residence who received his DMA as a student of Harvey Wedeen, to prepare for a gala chamber music recital that will take place in Haiti on Nov 25th. Patrick received his BA, MBA and Professional Studies diploma at the Boyer College of Music, where he studied with Jascha Brodsky. The gala concert will raise funds for humanitarian aid for the Rotary Club de Petion-Ville, which is actively involved in providing disaster relief aid to the victims of the 2010 Earthquake and, more recently, from Hurricane Matthew.

Patrick has established a GOFUND account to further help the victims of Hurricane Matthew. <https://www.gofundme.com/PianoTrioHaiti>

The program is:

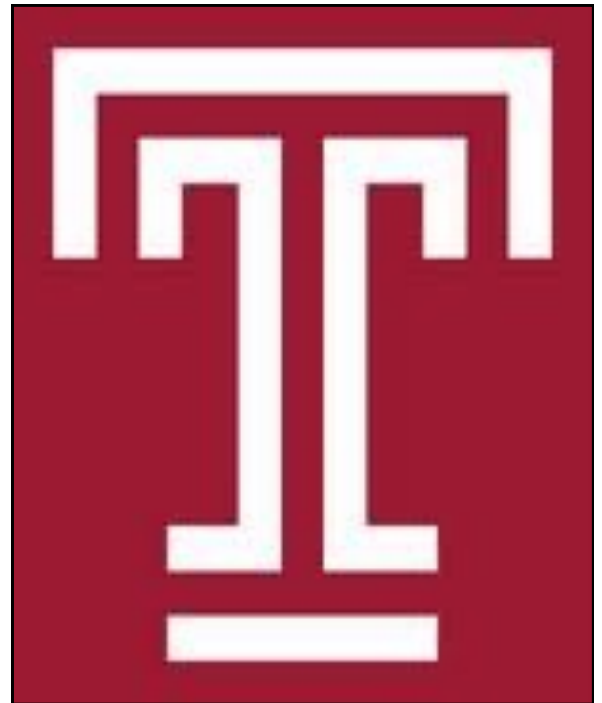
- Beethoven Sonata in C minor, op. 30, no. 2 for violin and piano
- Chopin Variations, op. 12 for piano
- Max Bruch *Kol Nidre*, op. 47 for cello and piano
- Mendelssohn Trio #1 in D minor, op. 49 ♦



Old Issues of the *Faculty Herald*?

Do you have old issues of the *Faculty Herald* taking up space in your home or office? The *Faculty Herald* editorial board is looking to complete our collection of back issues of the *Herald* and may be very interested in your old issues! After cataloging back issues available in Paley Library, online, and in the *Herald*'s archive, we are looking for the issues listed below. If you have any of them, please contact *Faculty Herald* assistant editor, Seth Tannenbaum at seth.tannenbaum@temple.edu. ♦

Vol.	No.	Date
15	4	May 1986
24	5	March 1995
27	1	September (or October) 1997
28	3	May 1999
29	2	November 1999
29	9	December 2000
30	6	December 2001
31	4	May 2002
32	3	December 2002
33	4	May 2003
34	2	October (or November) 2003
36	All	We have no issues between September 2005 and February 2007



Representative Faculty Senate Minutes, March 23, 2016

Representative Faculty Senate Meeting
Wednesday, March 23, 2016 – 1:45 PM
Kiva Auditorium

Minutes

Attendance:

Representative senators and officers: 26
 Ex-officios: 1
 Faculty, Administrators and guests: 20
 WebEx: 16

Call to Order:

President Jones called the meeting to order at 1:52 p.m.

Approval of Agenda:

Agenda approved unanimously.

Approval of Minutes:

The minutes from February 26, 2016 were approved unanimously.

Guest: President Theobald:

Governor Tom Wolf announced a pocket veto of budget. That means our funding becomes available – a 5% increase over last year. \$175 million appropriation (including hospital). Now 2016-2017 budget negotiations start.

State holding on capital budget until this passed – we get \$20 million a year. Hopefully that will pass/get approved and this will be helpful as well.

\$140 - \$147 million to 5% more for next year. 9 months late but finally here

Stadium – happy to answer any questions. We have a 15-year lease with Eagles to play at the Linc – 2 years left. Eagles suggested 5 years extension for \$30 million – \$6 million a year! A million dollars a game – far beyond revenue we generate. 6 games a year.

Four options – one, pay Eagles. Two, cease playing football. Theobald thinks it would be a poor decision to do that. Three, Penn willing to let us play at Franklin Field – but we would have to renovate stadium. In long run less expensive than Eagles. Fourth option – build our own stadium. Cost – about \$125 million - include three blocks of retail space – Pearson-McGonigle up to Norris then over to 16th – clothing stores/bookstores/coffee shops - \$20 million from State. Cost not down to \$105 - \$70 million bond for 30 years equals what we would pay the Eagles. Have shops/retail center for community and shopping for students. Cost would come 1/3 city, 1/3 state, 1/3 us.

Need \$35 million and have raised \$29 million to date.

Benefits – alumni back on campus 6 times a year. Easier for students to go to games.

Community – traffic. 6 days a year. Have 2 subway stations, train station. Concerns about student behavior west of campus – ongoing issue. Neighbors and I share that concern. Follow up with properties that are problematic.

Question and answer period:

Jenny Shanker (Tyler) – stadium planners at meeting Theobald attended. Can we include faculty in process? Jeremy Jordan – chairing task force on stadium. What else can do with stadium (don't want to just use it 6 times a year) – how else use stadium throughout year.

What we have done – Architect hired. Community meetings. Task Force. To get community and faculty involved. Use it year round.

Mary Conran (FSBM) – difference of cost of capital versus cost to operate. Capital money financed differently. How supported? Annual operating. \$126 million is construction costs – 5% for overage. Stadium will make money. Football in average year generates \$400,000 in profit. Will generate \$300,000 towards stadium. Put towards tuition scholarships?

Dieter Forster (CST) – Save \$300,000 a year. Construction comes from a different pot of money. Encourage people to give money. Give money for stadium or other (physics/chemistry building). Part of our job to direct money to buildings rather than stadium. Theobald – if be-

lieved could shift from stadium to other I would agree. My experience is need to create a culture of philanthropy – I think stadium will generate more philanthropy – folks give to stadium and they will give for a chemistry building, etc. Modeling behavior we want at Temple. We will test theory. \$29 million will not be pledged to other uses.

Elvis Wagner (COE) – why Eagles doing this? They don't really want us there. Pressure originally to have us. And they think we can't build a stadium and they, if right, would make their money from us.

President Jones – clarify decision making process. Approved preliminary process. Feasibility study. When will final decision be made? Now a city decision. Need to close 15th between Norris and Montgomery - if we get City Council approval. Financially decision works if finances are correct - \$125 million. And if sizable share of community was still against it this could be problematic.

Art Hochner (FSBM). One, two big games this year – sold out the Linc. Where play game – interim agreement with Eagles – doubtful have it in 2018. Have two one year options with Eagles. Part of agreement if we want to rent Linc for stadium we could do so at a price to be determined. Two, one of football traditions – tailgating. Take place on campus? Montgomery Garage? Theobald visited Tulane and SMU in Dallas – tailgating centers around schools – Fox has sidewalk area, rather than individuals at cars. It works there. School putting on an event – as part of their alumni relations. Will need police presence for regulating traffic on Broad at these times. Three, construction cost more than planned, but even with on campus stadiums teams don't keep winning, attendance goes down, losing proposition at school. Experience discouraging from Akron, Houston, etc. Some models are focused on generating economic growth in area. Short term for construction jobs and 6 days a year events. Retail space where economic growth. We're going to spend money on football anyway and have our own stadium and fix our costs. No guarantee of future bowl games. We're not doing this for economic growth.

Students want more retail /shopping available to them. Coffee shop/bookstore/clothing – seems high demand. On Broad Street now not meeting demand.

Safe space for on campus day care center. Theobald – we have purchased land on Diamond Street for that purpose. Montgomery Early Learning Center. Initiative out of COE. Know within next 6 months. TAUP/Senate have committee/proposal – no response. Theobald hasn't seen this. COE has proposal.

Jim Korsh (CST) – lot of cynicism about actual cost, about football, etc. Lots of warring ideas about this. Would help to have detailed financial report on cost/revenue – cost of stadium, football, etc. We can see whether will really generate money. Revenue from stadium – ticket sales, parking, concessions. What is calculations average attendance, cost, etc.?

Michael Jackson (STHM). Not sure two block area. Broad to 16th and Norris to Montgomery. Building student recreation building runs to west of Pearson-McGonigle along Montgomery. South end of area. Northeast corner – retail space. Northwest – retail on Norris and stadium, a bit south. Northwest football stadium. Rec center \$20 million plus CPH \$800,000 for Kinesiology, PT. Move to outsource management component like with Liacouras Center? Decision hasn't been made yet.

Not sure will be able to use for concerts. Open air – could be multipurpose. Current plan playing surface 30-35 feet below ground level. So stadium same height as surrounding buildings and so light footprint not great.

Will we be LEAD compliant? Yes.

Will more people on campus and tailgating – increased alcohol consumption. From students and other clientele. Alcohol an ongoing issue. Not sure if have alcohol sales in stadium. To be determined but Theobald not in favor of this.

Architects chosen. Did SMU stadium. Largest minority owned

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architecture firm in America. Beautiful stadium.

No displacement of any residents – no impact on pool or community center.

Debt service – how offset cost. What's happening at William Penn? Spend less on debt service than pay in rent. Way to lower subsidy. Debit \$350,000 a year. Currently spend \$400,000. William Penn – play soccer and field hockey in fall.

Potential for red field with diamonds in end zone? Theobald noted this decision was above his pay grade.

Task Force for alternate uses of stadium. Jones - Thanks for asking Senate for names for that committee. Report will be released generally. Jeremy Jordan (STHM – chairing committee) indicated yes - task force represents diverse constituencies on campus. Perhaps report as launching pad for additional stadium uses.

Architect will take input over next 5-6 months and put into plans.

Dissatisfaction expressed by community. Lot of faculty work with community. Question on ongoing process of community in decision making. What's their lived reality? Theobald meeting with ministers next week. Ward leaders, ministers, etc. – meeting with different groups. This is a political process for the city. They need to go through their people. Starting with architect and community groups – probably further refining once model presented.

John Street (Former Mayor) – since 1980 lived in this area. Now at 13th and Jefferson. Graduated Temple Law, sister Ed.D. from Temple. Son master's, son BA, daughter tenured professor in architecture. In City Council represented area for 20 years, then Mayor. Worked with Temple often. Lived right across from field. We can't wait for that field to be built. William Penn was a disaster for community. Eagles worth \$350 million, city/state helped build stadium, then worth a billion dollars. Wouldn't believe Lurie would have done this to Temple as cash cow. Problems with community whether build stadium or not. Need stadium where people can go play, huge recruitment tool for us. Spend a lot and best to spend it on facility that we own/cater to our students. Provide amenities we want to have. We should build it. Good thing for University and for neighborhood. "I'll be brief no matter how long it takes." Lot of capital benefits for people in neighborhood. Think Administration is doing a good job. People are being constructively engaged.

Additional issues: Dieter Forster (CST) – political climate. Kenney neither for nor against. Will favor if community does.

Budget – in Harrisburg hearings – clarify statement about job placement rates after people leave. All over board – engineering easy to get jobs, in liberal arts other issues. Said related to funding – moving funding around. Differences across and within schools. In budget model we have funding follows enrollment. Natural reallocation with varying enrollment. Funding not based on job placement success. Students and families do look at job placement in choosing majors, though.

Second year into RCM – monitor how going and then reassess. What are plans (President Jones) and what sense of what is working well and what is not. Review will start this summer – starts from scratch. Could decide this is a disaster and we go back to old model – one possibility. Could do even more and do by department. Review then put on five-year cycle. Summer of 2016 through summer of 2021. Jan. 1 2017 review – faculty, Theobald, staff. RCM has gone well. Major concern: don't replicate similar courses in different schools. Intra-school financial decision making evolved as desirable??

Jeffrey Solow (BCMD) – Dean Stroker information – subvention amount (difference between tuition and costs) – costs continuing to rise – Boyer has a money crunch. Only way is to increase enrollment but level of students admitting dropped way down. Not intended by RCM. Theobald hasn't seen individual school budgets. Subvention will go up 5% (state budget). Literally tracks state (no increase last two years because no increase). Not just number of students, but tuition paid.

Theobald - Hospital has strong need for insured patients.

Stephanie Knopp (Tyler) – thanks for candor on all these topics. Dept. chair for 10 years (not any more). Budget info over years virtually nonexistent. Even with RCM don't have full information. Department budget never increased. Incredibly competitive environment among departments which is really quite toxic. Competitiveness is a huge problem. In certain departments we could increase dramatically majors but not enough jobs out there for graduates, so we intentionally limit enrollment. Other programs are not doing that. Pressure on responsible programs – this lowers success of graduates. Worry when just funding programs according to popularity – recipe for disaster. How to keep standards high and students successful and students get general education (can write, etc.)? Like to see more actual support at specific department chair level. Theobald – a primary topic of review – 6-8 months – don't want students taking easier/fun classes. Review must answer as see student movement across subject areas what is driving this? If increase in superfluous academic work that's the last thing we want. If so, we will need to make dramatic changes. We have had a very good year. Great momentum – caused by quality faculty. Lots more to come. We are the blocks on which University is built.

Jones – Task Force, pointing to Jeremy Jordan, interested in any and all input.

President's Report:

Meeting with Valerie Harrison

Minutes available on website

Gathering questions about ongoing process of contract negotiations.

Will discuss at April meeting.

Election slate – good news and not so good news. One person for EPPC, one for Personnel, 3 for Honors, vacancies on UTPAC. FSSC appoints people if nobody elected, but prefer to have election process work. Anyone interested please let Adam Davey know.

Biggest issue. Only Sachs for President, no one for Vice President, Secretary. Ongoing discussion with Provost on support for leadership positions. First time Jones has seen this happen. If you know of someone who would like to be considered, please come forward. Second, conversation with Provost about level of disincentive for faculty service in University – Vice President and Secretary don't get load, merit, recognition. Average many hours per week and during summer. Invite Provost to April meeting. Response is faculty should want to serve. But system is such that junior faculty are discouraged from serving, middle level won't get promoted, and senior faculty shouldn't expect rewards for service. Research rules the day, teaching far second, service way behind.

Will need FSSC appointment if no candidates. Would like all these filled.

Vice-President's Report:

No report presented.

Old Business:

No old business presented.

New Business:

No new business presented.

Call to Adjourn:

3:14. Unanimously approved.

The next Faculty Senate meeting is Thursday, April 21st, in Kiva Auditorium.

Respectfully submitted,
Michael Sachs
Secretary ♦

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The Faculty Herald *tries to address the concerns and interests of all of our faculty, including tenured, tenure track, and all of the various kinds of non-tenure track and adjunct faculty employed by our various schools and colleges. If you are a faculty member, we would value your contribution to the Herald either by means of a letter to the editor, or the submission of an article for publication. Requests that the author's name be withheld will be considered on a case by case basis.*

Letters to the editor should be emailed to Paul LaFollette at paul.lafollette@temple.edu.



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