



## Still Looking for Answers



Paul LaFollette, Editor

Much of this issue of the *Faculty Herald* is related to the proposed Multipurpose Facility (Stadium). I have written several editorials explaining my objection to this project beginning with Volume 46, academic year 2015-2016. In the intervening years, none of the issues that I have raised has been adequately addressed by the administration. Neither have the concerns of many of our neighbors. Neither have the concerns raised about the failure of such projects at various

similar universities. Rather than writing even more words about the proposed Stadium, I am including some excerpts from what I have already written. I see no way to continue these discussions until the President provides substantive responses to these concerns—responses more compelling than “we are going to spend money anyway and this is the best way to spend it,” or “because many sports may involve concussions, there is no point in discussing the ethical issues of creating a new facility that glorifies football.” I would suggest that a good-faith starting point would be to make public the findings of the feasibility

*Editorial continued on page 3*

## Why a Multipurpose Facility Makes Sense

by Richard M. Englert, President

My job is to listen to all of our constituencies, give their input serious consideration and then to move beyond the interests of any one group or position to do what is in the best long-term interests of the university as a whole and our neighbors. I must do this in the context of an ever-challenging external environment with uncertainties about (a) the prospects for state and federal funding for our core educational, research, community engagement, and healthcare missions, (b) predictable pipelines for future students locally, regionally, nationally, and internationally, and (c) our ability to compete effectively with other institutions, including our peers, for students, faculty, research funding, and philanthropic dollars.



Richard M. Englert

*Multipurpose continued on page 3*

## The Proposed Multiuse Facility and our Neighbors

by Paul LaFollette, Editor Faculty Herald

On March 1, the Stadium Stompers, the Black Clergy of Philadelphia and Vicinity, and the NAACP hosted a town hall meeting at George Washington Carver High School to discuss Temple’s plans for a new stadium in North Philadelphia. An estimated 400 people including residents of the neighborhood, Temple students, and Temple faculty joined the hosts. Absent were any representatives of Temple’s administration, in spite of invitations issued to President Richard Englert and Patrick O’Connor, the Chairman of the university’s the Board of Trustees.



Paul LaFollette, Editor

The speakers were uniformly opposed to the creation of a stadium. Much of the commentary from neighbors and community leaders was centered on their sense that Temple has made no meaningful effort to have dialogue with the community. While there have been some small meetings with selected members of the community, there has thus far been no attempt by the administration to have conversation with all of those whose neighborhood and lives will be affected by this

*Community Meeting continued on page 2*

## Faculty Senate Passes Resolution about Stadium Plans

*On Thursday, Feb. 21, 2018 the Temple University Faculty Senate passed the following resolution with one dissenting vote.*

### A Resolution on the Decision to Seek Planning Commission Approval for an On-Campus Football Stadium/Multi-Purpose Facility

WHEREAS, as a publicly funded university, Temple’s commitment must be to the education and wellbeing of its students as well as its own long-term financial stability,

And whereas the proposed football stadium places all of these values in jeopardy,

Whereas the decision to proceed with the stadium illustrates Temple’s disregard for the many unmet needs of the surrounding North Philadelphia neighborhood, none of which will be addressed by a stadium,

Whereas we understand that the Philadelphia Eagles are charging Temple an extortionate fee to use Lincoln Financial Field and whereas we understand that this makes a stadium of our own look more attractive but believe that better options have not been sufficiently considered and that the problems with building our own stadium have not been given sufficient weight,

Whereas there is a great deal of evidence showing that college football stadiums are poor investments and that dreams of profitable football programs most often turn out to be mirages,

*Resolution continued on page 2*

## The Proposed Multiuse Facility and our Neighbors

*Community Meeting continued from page 1*

proposed stadium. Pastor Jay B. Broadnax, President of the Black Clergy of Philadelphia and Vicinity expressed a view that was echoed by many of the other speakers when he decried the “disempowerment of people in our community and the lack of inclusion in the process” and the “spirit of arrogance that suggests that powerful institutions can just assert political and economic will by encroaching on communities.”

On March 3, Temple issued invitations to a meeting to be held March 6. The March 6 meeting began with President Englert attempting to read a multi-page statement. His statement was quickly interrupted by protesters who began chanting “no new stadium,” drowning out Englert’s voice and resulting in his leaving the meeting. Leaders of the Stadium Stompers group attempted to quiet the crowd unsuccessfully. Some of those present later suggested that the disruption was a measure of how many people were upset because they believed that this would be an opportunity for dialogue, and they interpreted the prepared statement as one more interaction in which Temple was telling them what would happen rather than listening to their concerns and negotiating. One person who attended the March 6 meeting pointed out that the neighborhood meeting on March 1 was the third such meeting over the past three years, and that representatives of Temple’s administration have attended none of them. President Englert expressed disappointment after the aborted meeting, but vowed to “continue talking to our neighbors.” ♦



## Faculty Senate Passes Resolution about Stadium Plans

*Resolution continued from page 1*

Whereas Temple’s students struggle with food and housing insecurity, as well as tremendous debt loads, and would be much better recipients of the money being diverted to a stadium, which we believe will in part be taken out of Temple’s operating funds, if only through debt service,

Whereas it should be paramount for Temple University to refrain from any program or practice that can create health risks to Temple students and whereas evidence from research increasingly indicates that football is an inherently dangerous sport currently without adequate ability to protect students from grievous potential long-term harm,

Whereas the financial short-term potential benefits of a stadium should never be given higher priority than the health interests of our students,

Whereas a sufficient discussion about the health related risks of football have not taken place among Temple leadership at the Board or administrative leadership levels with appropriate faculty involvement,

Whereas the number of lawsuits against those who profit from football is rising sharply and will continue to rise, possibly leading to a significant financial judgment against Temple,

Whereas many colleges and schools at Temple are operating under austerity budgets,

Whereas Temple has been turning increasingly to cheaper, part-time instructors rather than increasing the full-time and especially tenure-track faculty as a percentage of the whole, diminishing Temple’s role in the production of knowledge to benefit society in the future, and whereas we feel that part of the money diverted to the stadium could be better spent on recruiting, compensating and retaining full-time faculty,

Whereas Temple’s North Philadelphia neighbors have expressed anger over Temple’s infringement on their communities, and have demonstrated their strong disapproval of the disruption a stadium would have to their daily lives,

RESOLVED that the Faculty Senate:

- 1) urges the Board of Trustees to reverse its decision to apply to the Philadelphia Planning Commission to approve an on-campus football stadium/multi-purpose facility, and
- 2) urges the Board and Administration to provide a detailed account to the Temple community, including its neighbors, of the current and projected state of this project, including:
  - responses to the concerns expressed in this resolution
  - the feasibility study or studies it has commissioned
  - the amount of money raised thus far and the amount and projected sources of money still to be raised
  - the number of tickets that must be sold for the stadium to reach fiscal projections of savings and/or profit
  - the amount projected from parking, concessions, and other sources of revenue generated by the stadium to reach fiscal projections of savings and/or profit
  - plans should the cost of the stadium run over its projections.
- 3) urges the creation of a joint faculty/administration task force to review potential health harms to our football athletes.

Respectfully Submitted,

Tricia Jones

Past President, Faculty Senate

Department of Communication and Social Influence

Lew Klein College of Media and Communication

Paul LaFollette

Past President, Faculty Senate

Department of Computer and Information Science

College of Science and Technology

Steve Newman

Department of English

College of Liberal Arts ♦

## Still Looking for Answers

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study that Temple paid for.

[From Volume 46, No. 3:](#)

Neuro-pathologist Ann McKee, a respected expert in Alzheimer's disease and repetitive brain injury was asked in an interview with Susan Lampert Smith whether she believes that the current emphasis on concussions will prevent CTE, she responded,

No. Despite our emphasis on concussion and managing concussion, it's probably not concussions that are giving rise to this disease. In fact, all our studies indicate that the number of concussions does not correlate with the severity of the CTE. It's the amount of exposure, the number of years playing sports. We know football players get 1,000 to 1,500 sub-concussive hits per season, even in high school—that's tens of thousands of hits if they play 10 years. The sub-concussive injury, the asymptomatic injury, is probably very important in developing this disease. CTE has only been found in individuals who sustained repetitive, cumulative traumas.

This means that it is unlikely that our best attempts to protect our student football players are effective. We know too little about how many sub-concussive episodes are dangerous nor what other factors may pre-dispose a player to be more sensitive to those events.

In other words, we are effectively using our student athletes as experimental subjects, trying to apply protective strategies which may or not be effective. Do they give informed consent? Should not some sort of disinterested Institutional Review Board evaluate this process? Should not somebody be looking at the risk/benefit ratio? How can this be ethical?

For myself, I find this state of affairs deeply disturbing. Operating in ignorance, we are encouraging our student athletes to engage in what may be a game of encephalopathic roulette. We may be paying those on football scholarship to expose themselves to risks that I would not expose myself or my children to.

Before we engage in a discussion of whether we should build a stadium, Temple needs to have a serious discussion as to whether we dare enable our students to enter at all into this game of roulette. I suspect that neither our administration nor our board have any interest in pursuing such ethical questions, but we the faculty aspire to be scholars, and as scholars we must embrace the highest ethical standards. I would call upon the Faculty Senate to begin a discussion of these questions at its earliest convenience. For myself, at the very least I do not plan to attend any more football matches anywhere.

[From Volume 48 No. 1:](#)

It is always interesting, when returning to campus in the fall, to see

what changes have been made over the summer. The most disappointing non-change was that we are still discussing the possibility of building a football stadium here in North Philadelphia.

This is an idea that should have been abandoned long since, and that for at least two reasons. First, the mere discussion of this project has damaged an already tenuous relationship with our neighbors. To actually build it would have terrible consequences for those who live near our campus. Our students already provide too much rowdy interference in residents' day to day existence. The increased traffic, parking problems, and exaggerated bad behavior that football engenders would only make this worse. Our neighbors deserve better from us.

Second, there is the matter of the game itself. Football is an intrinsically violent game. It has much more to do with that nasty new owl than with the scholarship and temperate discussion symbolized by the old one. Which is to say that it has never been a sport that fits well with the mission of an institution of higher learning.

Furthermore, we now know that it contributes, in at least some cases, to permanent brain damage. Worse still, we do not know how to protect against that damage. The latest studies indicate that much of the damage is done by sub-concussive collisions. We don't know how to quantify these, nor how to assess which are damaging and which are not. This means that, at the moment, we cannot even pretend to protect our athletes. [...]

I cannot justify being entertained by players, at least some of whom are, even as I watch, doing permanent damage to their brains. And we who are Temple University cannot justify this either. We who spend our lives teaching students to use their brains well and wisely have no business supporting this "sport" that destroys its athletes in slow motion.

[From Volume 48, No. 2:](#)

I would like to propose three endeavors in which Temple could, if it had the courage, provide real leadership to American higher education.

The first of these I have written about before. It is time for us, all of us, at all levels, to put football behind us. Current research continues to show that football (along with other contact sports) causes irreparable brain damage which we do not know how to prevent. We now know that it is not sufficient to detect and respond to concussive events, because the damage is caused by undetectable sub-concussive events. As long as we can in no way prevent this damage, it is unconscionable to support and encourage this activity which provides no real benefit beyond entertainment. It is time for some forward-looking institution to lead the charge to change the culture to one which regards football as the unthinkable pastime that it is. I would be proud if that institution were Temple. ♦

## Why a Multipurpose Facility Makes Sense

*Multipurpose continued from page 1*

As I indicated in my earlier correspondence with the university community, I had concluded that it made sense for us to begin the process with the City Planning Commission and to have full discussion with university constituencies and our neighbors. I continue to talk with multiple university and community groups and individuals. I am open to having my views shaped by this dialogue. My purpose in this article is to set forth my current thinking on why a multipurpose facility makes sense and deserves serious consideration by all of us. I continue to welcome your comments and input.

There are a number of strong points in favor of the proposed multipurpose facility, which would include a stadium, classrooms, research and event space and retail on North Broad and which would be built on university-owned property (along with the closing of a half block of 15<sup>th</sup> Street); it would not include displacement of anyone's home.

- Financially, the costs to stay in Lincoln Financial Field are not sustainable. The economic benefits of having an on-campus facility are

overwhelmingly favorable to Temple (to the tune of a minimum of \$2 million per year based on conservative projections).

- It would provide an important venue for better engaging students and alumni; serve as an anchor for showcasing Temple's academic excellence to peers, prospective students, their families and the general public; enhance our opportunities to attract philanthropy across the university; and be a means for better national exposure and name recognition for attracting students and faculty and for competing more effectively with our peer institutions (i.e., highly-ranked public research universities).
- It would serve our North Philadelphia neighbors in terms of better quality of life (through the creation of a special services district), retail services and potential jobs and provide a venue for community-friendly events.

*Multipurpose continued on page 4*



## Why a Multipurpose Facility Makes Sense

*Multipurpose continued from page 3*

A little history is in order.

Lincoln Financial Field (the Linc) is an impressive space for the world champion Philadelphia Eagles and serves our city's professional football team well. Temple had a 15-year lease to play football at the Linc. That lease ended in 2017. Temple's projected costs to play there during its two-year lease extension (2018-2019) are substantially higher than during the original term of the lease. Assuming any further extension is possible, costs would only continue to escalate.

In any operation as large as Temple, we must make every effort to control our costs across the university enterprise. The leasing arrangement does not allow us to do so.

The owners of the Linc have a fine facility, and it has a certain value on the rental market. But the fact is that as a tenant at the Linc, Temple receives little in the way of revenue from games, other than ticket sales and a small percentage of concessions sales. We miss out on the economic benefits from multiple stadium-related sources: parking, naming rights, in-stadium advertising signage, suite leases, seat licenses, on-campus tailgating/catering, philanthropy and other elements of owning the building. After all, Temple students, staff, alumni, donors, friends and other game attendees generate these revenues. More importantly, Temple would be able to reduce game-day costs if we played at Main Campus. In short, Temple would have the ability to control its operating costs, and at the same time have predictable debt or mortgage costs for an extended period. The only way we can do all of this is by owning a facility where we play.

Two years ago, the Board of Trustees authorized a resolution to pursue a stadium with a seating capacity of up to 35,000 and a construction budget of \$130 million. We would pay for this facility through bonds and philanthropy, without impacting student tuition.

Temple would issue bonds to cover most of the construction costs for the facility. The dollars that we currently pay to the Linc would be used to pay debt service on these bonds. In addition, leadership gifts, naming rights and other opportunities have been—and will continue to be—aggressively pursued to defray costs. A number of individuals and corporations have shown a high level of interest in supporting the facility. Our minimum goal for this purpose is \$50 million, and I will be disappointed if we don't exceed that figure. Revenues from game days, donor support and a reduction in game-day costs will play a major role in making the facility affordable and an excellent long-term investment.

Incidentally, if we were not to build a facility on campus, leasing costs would continue to escalate, as they always do. The question I often get is why we don't take the money we would use to build the stadium and devote those dollars to other university purposes. The answer is the difference between capital dollars (supported by bonds and philanthropy) and operating dollars (which would be going to pay the lease arrangement with the Linc). Having an on-campus facility actually increases net operating dollars that could be used for other purposes.

That only accounts for the costs of constructing the facility. What too often is overlooked is the positive impact that the facility will have on the life of the university and the quality of life of our neighbors.

I am excited about the impact that would come from providing our students with the on-campus game day experience and regularly bringing alumni and friends back to Main Campus. Having 35,000 people on campus would enable us to build a greater sense of spirit and institutional allegiance, as well as memories that will last for a lifetime. As someone who has the perspective of more than 40 years at Temple, I am increasingly in awe of the dramatic transformation of Main Campus and the continued renaissance of North Broad. Alumni who never see this transformation when they go to the Linc would have pre- and post-game celebration opportunities on campus, hosted by the schools and colleges that want to show off what's new.

I know many of our faculty keep in touch with their students after graduation and often correspond for years. Having college game days on Main Campus would give faculty and alumni opportunities to reconnect in person and build stronger bonds as Temple Owls. I am also certain that, over time, the growing pride that would come from seeing our campus and re-engaging

with our faculty would result in higher levels of giving by our alumni and other donors. Philanthropy is critical to the long-term success of our university, as securing government dollars becomes more challenging.

With a multipurpose facility, we would be able to control our costs, reap more game-day revenues, draw alumni back to campus and promote higher levels of alumni giving. We would also be able to add sorely-needed classrooms (about 30,000 sq.ft.) and research space within the facility. It is presently contemplated that the facility would include a center for research on concussions, especially in sports.

At the same time, there would be multiple benefits for our neighbors near Main Campus. The facility could be a site for community friendly activities and events, such as youth sports camps and public league championship games. The retail complex that would accompany the multipurpose facility would provide services to both the broader community and the university. There would be jobs generated by construction and by stadium operations, as well as by the businesses that would be brought to our campus because of the attractiveness of being near a stadium. We have already received overtures from some prominent retailers who would want to be part of the action the facility would create.

The multipurpose facility would also be the anchor for a special services district that would better address day-to-day trash management, parking, traffic flow, guaranteed game day parking for residents and other services, as well as an extended presence by Temple police in the adjoining neighborhoods. This special services district would be governed by a community board and would be funded by contributions from the university and other partners. There would be no costs, fees or taxes for residents to fund the district.

We must be better neighbors overall, and this project would be the catalyst and generate the resources for doing so. After all, the long-term successes of our adjacent neighborhoods and the university are closely intertwined.

One additional thought: As some of you who were here at the time will recall, there were many questions raised about the financial and community impact of the Liacouras Center more than 20 years ago. Since its completion, the Liacouras Center has sparked more than three dozen businesses and an economic boom at Cecil B. Moore Avenue and North Broad Street. A multipurpose facility just one block north of the Liacouras Center could be another catalyst for economic development that will benefit the university and our neighbors.

In conclusion, here is my bottom-line analysis of the potential of a multipurpose facility on campus: Investing in someone else's facility through a leasing arrangement is not the wisest course of action. Instead, an investment in our own facility would have the potential to get us the following: (1) a retail complex attracting new businesses to North Philadelphia providing services to our neighbors and the Temple family, (2) construction, retail and stadium jobs for North Philadelphia, (3) a special services district that contributes to the quality of life of our neighbors, (4) equity in our own stadium, classrooms, research and event space, (5) a net annual, favorable financial impact of a minimum of \$2 million and the ability to control costs, (6) more engaged students, alumni and donors, (7) a venue to attract to campus people who currently don't know Temple's excellence, including the general public, potential students, and persons from peer universities, (8) the ability to display Temple's name and logo around the stadium for wide-spread exposure via national and regional TV coverage and (9) a place our 130 student-athletes in football, who continue to do well academically, can call home.

Thank you for your attention in reading this article. The following is a link to additional information: <https://www.temple.edu/about/campus-development/multipurpose-facilitystadium>. I welcome your ideas, comments and questions. You can send them to me at [president@temple.edu](mailto:president@temple.edu). I also want to thank you for all you do for our students, our neighbors and the entire university.

Finally, I want to thank Paul LaFollette, the *Faculty Herald* editor, for the opportunity to contribute this article. ♦

## Letter to the Editor

*We have received a letter to the editor from the Feminist Majority Leadership Alliance. Per their mission statement: Temple's Feminist Majority Leadership Alliance is an organization that works to further the values of intersectional feminism within ourselves, within Temple, and within Philadelphia. We stand firmly against oppressive systems such as patriarchy, white supremacy, and capitalism, and support movements for LGBTQIA+, disability, environmental, and immigrant justice. We fight these systems with education, action, and community events. We strive to create an accountable space where people can connect with other feminists and discuss their experiences with these systems.*

Trigger warning: sexual assault

One out of every five women who attend college will be sexually assaulted. That number is one in four for trans and nonbinary people, and one in sixteen for cis men. Rape is an epidemic on college campuses, and many universities are at least starting to take initiative to protect their students. Even though we have far to go, we are seeing rapists face more and more consequences every day. So why is Temple building monuments honoring the people who support rapists?

In 2005, Andrea Constand filed a civil lawsuit against Bill Cosby for sexually assaulting her. At the time of the sexual assault in 2004, Constand was the director of operations for the Temple's women's basketball team and Cosby was on the Board of Trustees. Constand said in the trial that she saw Cosby as a friend and mentor to her prior to the assault. In January of 2004, Constand visited Cosby's home in Elkins Park to get advice from her mentor. Cosby told her that she needed to relax and gave her some pills, telling her that they were an herbal remedy. Later, Constand awoke to Cosby assaulting her. Since Constand's accusation, dozens of women have accused Cosby of drugging and raping them.

In 2005, Patrick O'Connor represented Bill Cosby in the trial against Andrea Constand. At the time, both O'Connor and Cosby were on the Board of Trustees, in a trial against a Temple employee. O'Connor has also publicly defended Cosby's actions by stating, "[the] defendant admitted to nothing more than being one of the many people who introduced Quaaludes into their consensual sex life in the 1970s," despite the fact that Cosby testified to obtaining the drugs specifically to have sex with young women. (See <http://fortune.com/2015/07/22/bill-cosby-lawyer-patrick-oconnor-temple/>) Since then, people have begun distancing themselves from the disgraced Bill Cosby. Twenty-five colleges and universities have rescinded his honorary degrees, and television networks have stopped airing Cosby's shows. However, Temple still has relics of his time here, including Patrick O'Connor. O'Connor remains on the Board of Trustees, currently serving as the chair. Despite his connection to the Cosby case, he has not resigned or been removed from the board, showing to Temple students and faculty that defending rapists is okay as long as you have enough money to donate.

For the Temple Feminist Majority Leadership Alliance, the celebration of O'Connor is problematic for a number of reasons. On a very basic level, rape apologists should not be supported or applauded. Everyone deserves a defense attorney, and Cosby is no exception. However, O'Connor chose to take the case, even though it was against a Temple faculty member, an obvious conflict of interest. The fact that a member of the Board of Trustees chose to defend a fellow member against a charge leveled by a Temple faculty member does not suggest to the faculty or to students that if they report being assaulted, they will be supported by the university. Bill Cosby could have afforded any lawyer, but both he and O'Connor chose to let O'Connor

defend him. In an [article in Fortune](#), Temple history professor David Watt is quoted as saying, "It's tough for us in the faculty and for the students to tell when he's speaking as a representative of Temple ... or when he's speaking as a zealous advocate for Bill Cosby or when he's speaking just as a private citizen. ... I'm afraid it's made it harder for Temple to send this very clear message ... that giving a person a drug and having sexual relations without her consent is a very serious crime." It is Temple's responsibility to show its students that it has zero tolerance for sexual assault, and celebrating a rape apologist on campus does not do that.

Beyond this insult to survivors of sexual assault, it is also problematic that Patrick O'Connor remains on the Board of Trustees because his position gives him power over the allocation of resources to support survivors of sexual assault. The university lacks the resources, and the coordination of resources, to support survivors. FMLA has been conducting a survey of people's experiences with the resources provided to survivors at Temple, and

the responses clearly show a public perception of lack of communication between the different offices and departments. Many people said the resources were not comprehensive, and many more said even when the resources are helpful, they do not coordinate well with each other and it is difficult to access some of them because of long wait times.

In 2014, president Neil Theobald commissioned the Presidential Committee on Campus Sexual Misconduct to recommend ways to make the university more accountable and proactive on sexual assault issues. The committee recommended a stand-alone office where students could access resources to help with their sexual assaults, or what

FMLA often refers to as a

"sexual assault crisis center." Those recommendations have yet to be implemented. Temple has been under investigation for Title IX violations a few times, and is not listening to the recommendations made by students and faculty. It is made especially difficult when resources are not allocated to organizations that support survivors, like Tuttleman Counseling and the Title IX Coordinator. This is all under control of the Board of Trustees. While Patrick O'Connor's presence on the Board is a metaphorical insult to survivors, it also realistically prevents survivors from getting resources.

Temple needs to show survivors of sexual assault that they are prioritized, and the university can start by listening to the Presidential Committee on Campus Sexual Misconduct's recommendation for resources. It is also vital that Temple shows students that survivors are supported by not honoring rape apologists. Temple FMLA is committed to supporting survivors of sexual assault and holding the university accountable to its students. We are calling for the university to create more resources for victims of sexual assault, including a centralized sexual assault crisis center. We also demand that Temple remove Patrick O'Connor from the Board of Trustees and his name from O'Connor Plaza. We will take action to ensure these demands are met and the university is accountable to its students and faculty. If you would like to get involved in the campaign, please email [templefmla@gmail.com](mailto:templefmla@gmail.com). ♦



## You Are Welcome Here

*A few days ago, while waiting in the lobby Beury Hall, your editor watched a compelling video produced by the Office of International Affairs. The following is the impressive story of its creation, provided by Lisa Meritz, Director of Communications, Office of International Affairs.*

Following expressions of apprehension by some international students about studying in the U.S., in November 2017, Temple University sparked a national marketing and social media campaign, #YouAreWelcomeHere, to ensure that international students at U.S. universities and colleges feel welcome in the United States. After Study Group created the first compilation video featuring several different universities, Temple created the first individual [video](#). Since then over 330 colleges and universities have joined Temple. You can follow the campaign on the website that Temple maintains, [youarewelcomehere.org](http://youarewelcomehere.org) (which includes a toolkit for materials you can use to promote #YouAreWelcomeHere in your school or college).

In recognition of its leadership efforts, the university has received several national awards. In 2017, for Temple's efforts in leading this nationwide campaign, *The Chronicle of Higher Education* included International Admis-

sions Director Jessica Sandberg on its prestigious 2017 Influence List. In 2018, the ACPA—College Student Educators International acknowledged the campaign as an Outstanding International Education Initiative; and CUPRAP (College and University Public Relations and Associated Professionals) awarded Temple with a CUPPIE (Gold) Award for Best Social Media Campaign.

This month, beginning Monday, March 26, the campaign is celebrating Temple's international students with a weeklong series of globally theme You Are Welcome Here events including a kickoff event, a networking night (featuring an international alumni panel), an international tea time, a Global Gala and more. All students, faculty and staff are welcome to participate. For more information, please see the Temple calendar <https://events.temple.edu/you-are-welcome-here-week>. ♦

### #YouAreWelcomeHere Campaign Grows Exponentially

- 2016** - Temple University spearheads a national #YouAreWelcomeHere campaign for international students.
- 2017** - *The Chronicle of Higher Education* salutes Temple's Director of International Admissions.
- 2018** - ACPA recognizes the campaign as an Outstanding International Education Initiative.
- CUPRAP (College and University Public Relations and Associated Professionals) acknowledges #YouAreWelcomeHere with a CUPPIE Award (Gold) for Best Social Media Campaign.



“More than 250 colleges and universities have joined the national #YouAreWelcomeHere campaign, which is being coordinated out of Temple University...”

- INSIDE HIGHER ED

Increasing Number of Participants

**330+**

Higher Education Institutions

**60+**

International Education Companies & Organizations

**20+**

High Schools

“A number of colleges have mounted a social media campaign, #YouAreWelcomeHere, posting videos and messages to let prospective students know that American campuses remain open and hospitable.”

THE CHRONICLE OF HIGHER EDUCATION

“...celebrating immigrants and international students and reaffirming that our diversity makes us stronger.”

- FORTUNE

Positive Student Response

**91%**

of international students who saw the campaign reported a more positive impression of the U.S.

Hot Courses Survey





## The Ryerss Museum: A Hidden Jewel of Global Philadelphia



by Carol Harris-Shapiro, Associate Professor, Intellectual Heritage

In the middle of Burholme Park in Northeast Philadelphia, adjacent to Fox Chase Cancer Center and Jeanes Hospital, sits an ornate Italianate mansion on top of a hill. Inside visitors can discover the fascinating story of an old Philadelphia family, (complete with scandal!) and two galleries stocked with remarkable artifacts gathered by Robert Waln Ryerss and his wife, Mary Ann Ryerss, indefatigable travelers and collectors from Asia, Europe and the Middle East.

The story of the Ryerss family is a story of economic and social changes in the Philadelphia area, from the first Waln's entrance into the colony as a friend of William Penn (and a Friend!) to the family's foray into railroads at the end of the nineteenth century.

Nicholas Waln (1650-1721), a Quaker, came to Pennsylvania with William Penn in 1682 on the ship *Welcome* to start a new life, purchased 1000 acres of land and became known as "the first [white] settler of Bucks County." His descendants played important roles in Philadelphia politics and business. Robert Waln, Nicholas's great-grandson (1765-1836), invested his time and fortunes in the early China trade, and led the way for more family



**Carol Harris-Shapiro**

members to take part. In the early 1800s, out of 75 male Waln descendants, 17 were engaged in the China trade, a risky but profitable enterprise.

At this time, it is estimated that up to one third of all American trade with China originated from Philadelphia entrepreneurs such as the Waln family. The family itself encapsulates the contradictions inherent in such endeavors; while Robert Waln's son, Robert Jr., lived in China for a time and authored a history (written in 1823) which sympathetically portrayed Chinese society, another Waln, William (in partnership with R. H. Wilcocks), began to smuggle opium from Smyrna, Turkey to China, to better compete with Britain in this lucrative but deadly trade. Some of the finest artifacts in the Asian gallery come from these earlier Waln excursions into China.

A later descendant, Joseph Waln Ryerss (1803-1868) married his cousin, Susan Waln and moved from the China trade to railroads, becoming president of the Tioga Railroad Company in 1852. He and his second wife built the country mansion of "Burholme" in 1859.



**Burholme**

*Ryerss continued on page 7*

## The Ryerss Museum: A Hidden Jewel of Global Philadelphia

*Ryerss continued on from 6*

His son, Robert Ryerss (1832-1896) was educated as a lawyer, continued to look after his family's investments, and was one of the founders of the Society for the Prevention of Cruelty to Animals. He also traveled and collected antiques and artifacts. Ryerss was a bachelor for most of his life, but shortly before his death he married his longtime housekeeper, Mary Ann Reed, which scandalized his family and friends. When he died six months after the wedding, his widow inherited the estate for her lifetime (after her death his will proscribed that the estate be turned over to the City of Philadelphia to be used as a park, library and museum free to the people forever). After Ryerss' death, Reed married Rev. John G. Bawn for "reasons of company and economy," and together they traveled and added to the museum's collections. It is estimated that eighty percent of the collection came from these later travels. Rev. Bawn later catalogued these items. After Reed died, the home and the collections were deeded to the City of Philadelphia and became the Ryerss Museum.

The museum has preserved several rooms of the Ryerss residence, so that visitors can better understand how this wealthy industrialist family lived. The museum also has two extensive galleries added by the city in 1923, one with European and Middle Eastern artifacts, and the other Asian artifacts.

The Asian gallery, in which I worked during my sabbatical project, has a wonderful mix of treasures and what can only be described as "tourist curiosities." Among these treasures are the contents of a thirteenth-century Japanese Buddhist temple, magnificent gilt Buddhas and scowling "guardians," large Chinese wooden carvings of eccentric Taoist immortals, fantastic brass depictions of the fearsome and erotic deities of Tibetan Buddhism, incense burners and statuary, and delicate ivory and porcelain representations of many other deities (all of which Rev. Bawn referred to as "heathen idols!"). Items also come from Nepal, India, Java, and Myanmar, and include important images of deities from Confucian, Buddhist, Hindu, Shinto, and Taoist origins. My work helped to identify these objects and provide the religious context for them, which helps visitor to understand these artifacts.



**Mary Ann Reed Ryerss Bawn**



**Robert Waln Ryerss**

Secular items in the Asian collection are no less beautiful and interesting, including Japanese Satsuma pottery said to have been purchased at the United States Centennial Exhibition in Philadelphia in 1876, suits of samurai armor, official garb of Chinese officials, and (perhaps quite fittingly!) opium cabinets and opium pipes.



The European and Middle Eastern gallery, which includes everything from enormous vases, stuffed animals and a depiction of Jesus's crucifixion in a bottle (!) is also well worth visiting.



The museum welcomes visitors. It is free and open to the public Friday, Saturday, and Sunday from 10 AM to 4 pm. The Ryerss' train station (now on the Fox Chase line) is very close to the museum, and there is always free parking. It is a wonderful field trip for undergraduates, graduates and faculty studying American history, Asian history, Asian languages, museum studies, art history and religious studies, among other topics. It is truly a testament to Philadelphia as a nexus of global trade and global interest.

In addition, there are a number of research and service projects that could help the museum which could be tailored for undergraduates, graduate students, and faculty, from serving as docents, increasing our knowledge of the Waln and Ryerss family history, finding out more about the objects and their makers, and helping with publicizing the museum and its offerings through social media, grant writing, and planning exhibitions.

For more information about the museum, please visit the website at [ryerssmuseum.org](http://ryerssmuseum.org).

Please feel free to contact Martha Moffat, Site Director, at [ryerssmuseum@gmail.com](mailto:ryerssmuseum@gmail.com) or (215) 685-0599 if you would like more information. I would also be happy to help with any questions about the Asian Gallery.

Carol Harris-Shapiro  
Associate Professor of Instruction  
Intellectual Heritage Program  
[carolh@temple.edu](mailto:carolh@temple.edu) ♦





# Representative Faculty Senate Minutes, November 16, 2017

## Attendance:

Representative Senators and officers: 27

Ex-officio: 0

Faculty, administrators and guests: 9

## Guests:

Ken Kaiser, Chief Financial Officer, Temple University & Katie D'Angelo, Assistant VP for Finance Administration

## Call to order

Meeting called to order at 1:47 p.m. in Kiva Auditorium. Meeting called to order by Dr. Sachs.

## President's Report

President Sachs made a motion to approve minutes of 10-11-17. They were seconded. Approved with one abstention.

President Sachs' report was deferred & then presented the following report after the guests were done speaking:

Ken Kaiser is here to speak with you. He reported on RCM to the Faculty Senate Steering Committee on 11-7-17. He indicated that the deans don't generally want their [budgetary] work reviewed but are occasionally willing to accept some advice. He also indicated that things are being implemented very inconsistently among the schools & colleges. We suggest that the Provost's office must make sure that there is a functioning budgetary advisory committee in each school or college.

Walter Hsiu got a communication in the spring about a concern about a faculty member from Kutztown who had been harassed by trolls (for lack of a better word) on social media. What kind of advice have we given our grad students about how to respond to this kind of social media? We will try to explore this within our faculty... looking at standards for communications about advisable communications on social media. One that generates responses either from the far left or far right; things like that.

As for the Questionnaire on Faculty Disability: There were 93 responses that we will follow up with a focus group on what to do about it.

Are there any questions?

Jim Korsh (CST): Dean review committee processes being formed. I'm hoping that we will get the makeup of those committees as soon as they're selected.

President Sachs: CATA & the provost's office will be making those recommendations soon. Part of the review process includes the concept of faculty governance and the degree to which it is being implemented within their college. We will make that recommendation next week as well.

## Vice President's Report

President Sachs: I would like to give a shout out to Dr. Michael Jackson & Cheryl Mack (Senate Coordinator) about the highly successful Faculty Awards Brunch. President Englert & six Board of Trustee (BOT) members came over. It was a wonderful affair. I introduce Dr. Jackson:

MJ (VP): I am trying to get people to get to volunteer to serve on committees. In your packets, there is a list of people who have come forward consenting to serve. The list of committee vacancies is gradually dwindling. I hope to have it filled by next month when someone else will take over for me.

Tenure & Promotion will no longer have vacancies & Sabbatical Committee will be down to none.

I would like to take a moment to recognize Kimmika Williams Witherspoon (KWW) for organizing the 2nd Temple University Diversity Symposium. It was outstanding! I'm looking to #3.

KWW (TFMA): There is no proposed date yet.

MJ (VP): As for University facilities: There is no change of plans yet, except delay on the library opening by one year.

MS (Pres): The library will now be called a multi-purpose facility.

## Guests: Ken Kaiser, CFO & Katie D'Angelo, Assistant VP for Finance Administration

President Sachs introduced Mr. Kaiser first, who was accompanied by Ms. D'Angelo, prior to his report.

KK: I am presenting on the RCM Budget Review of AY 2016-17. Please see attached slides below.

Thank you for inviting me. This information is Important for all who work at Temple University. It is most important for students. The purpose of the review and general discussion about it included:

that a third year review was planned from the implementation, beginning in 2014.

its purpose was to identify any unintended consequences & perverse incentives.

Process began in 2012.

Deloit was the firm selected for the review process & John Curry was selected to lead the review process so that people would feel very comfortable speaking about it. Curry has 40+ years in RCM at USC, Chicago & Indiana. He literally wrote the book, which we purchased & read before we hired him.

One of the issues is how to reach out to faculty.

We had open lunches throughout the year in 2013. This time, the all faculty survey was the best way to reach out. There was a 46% response rate that was both positive & critical about the budget.

We met with each dean individually & others.

Based on all of this, there are two sets of reccs:

Model alignment. Finance of model. Overhead, financing subventions.

Budget Operations: Would do either in RCM or on an expenditure based model.

These are all best practices items. We heard about Leadership & Governance. There is an aligned message from the President & the Provost.

When (former) President Theobald arrived, they thought it was he who implemented RCM, but we were talking about it in (current) President Dick Englert's previous Temple University presidency.

With model alignment, we aim at making sure that schools & colleges are getting what they are paying for. This is more transparent in this model.

Facilities reports detail what you get in overhead & what you may have to pay for in the model. For ex: office renovations cost extra.

Key performance indicators (KPIs): For these, we are not charging for anything extra, but the question is, 'are we doing a good job?' The data are our report cards.

Benchmarking against other universities is very important. Schools & colleges will say that we're overpaying for these services. There are no good benchmarking tools evident, but we found that the first group against whom we were benchmarked (ABC with ~23 other school members) wasn't particularly working so well. We want to get to 40, to compare ourselves more broadly. The University of Delaware is in our new tool. Others included are Rutgers & other Eastern Seaboard universities.

Data collection & reporting require a ton of training & classroom work.

There are templates, dashboards, etc. This is ongoing. The next review will occur within 3 - 5 years. There will be a committee of deans that will govern the set structure to look at systemic issues with the model that require addressing.

The 2nd set of recommendations are about: 'How does the model work?'

This is all tied back to the guiding principles. We want to reduce the number of moving parts in the model so that they don't have to call the budget office to ask about how to implement. Other universities had a much simpler model than we did at Temple University. We needed to learn that we need a simpler model for ourselves.

See slide called "Cost Buckets." There are bundles of administrative departments that behave separately. There are 8 metrics that we use as a proxy for behavior. Among them are alumni who can be solicited, major donors, square footage, moving parts, full time equivalents

# Representative Faculty Senate Minutes, November 16, 2017

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- among faculty & staff. This is colorful, yet complicated. We've moved from 15 cost buckets down to 3. They are: Students-General-Space. We can easily calculate what we're paying for that service.
- Student costs and inputs are generated on the total academic year's credit hours. We used to calculate credit hours based only in the fall. This didn't work for allocating expenses for programs that begin only in the spring & go through summer. Whenever RCM equals taxes that you want to minimize, there is concern. That's why we're looking at the entire year. At one time, construction projects would not have been included.
- There is a change of 2 planned phases leading up to FY2019. Example: training. More data may need to be provided to help people to generate these reports. Preparing schools & colleges, as well as whomever wants to implement the new model on July 1st. This is so that we're not here 3 years from now saying that something should have been fixed.
- Deloit made this point: Temple University is still in its infancy with RCM. A lot of work to be done on this. It's a cultural thing.
- Touching on ROME, AMBLER, HONORS, GEN-ED & TUCC... Some things aren't supposed to be built in a formulaic manner on an excel spreadsheet. If Rome is a priority, we make a budget allocation & we pay for it with the allocated cost. If everyone shaves off revenue (sending credit hours to Rome) to pay for Rome, we have unintended costs. We heard from every dean. The deans said that they would stop sending students to Rome if they lost credit hours. Their budget is allocated for everybody. If they send students to Rome, the money comes back to the schools & colleges. We can't program that in here. Some decisions must be done with shared governance with the deans & the Provost; then built in.
- FY 2019 planning cycle: This started much earlier. I will reach out to Rafael [(Porrata- Doria), who is on the committee] if you have an interest in the budget with RCM. It will be ultimately approved by the BOT in July. We got our allocation from the Commonwealth of Pennsylvania legislature this year & will probably get it in July of 2018, but after that.... This is unknown.
- Are there any questions?
- J. Solow (BCMD): Please explain more what 'level playing field between s & c's' means.
- KK (CFO): When we implemented RCM, we had a 'hold harmless' provision so that some schools' subsidies would not be harmed or benefitted. Several schools are really sophisticated with modeling that is really good. We are providing all schools & colleges with the same templates & training on downloading canned reports so that their decisions are made from the same perspective.
- S. Newman (CLA; TAUP): Is the hold harmless model permanent? TAUP did a member survey. Results indicated that RCM is not particularly well liked. There are questions about transparency. One thing that is not clear about our own colleges, but also the overall budget? What percentage goes to the Law School or Public Health? There are lots of curricular & programmatic decisions in the schools and colleges that are heavily labor intensive. When Theobald was here, we knew that Boyer was a jewel in the crown. We have questions about equity. Is it being driven now by credit hour generation? Also the administrative units – how are they being financed? There are questions about equity, transparency & what's driving this.
- KK (CFO): With the 'hold harmless' in Boyer? We are aware that there are differing costs of delivering education. With Boyer, there are classes with 1 student. Subvention shifts yearly with the strategic fund. We sweep out \$7 million/ year & that shifts every year. Not elimination, but with an increase in students, that could change things, not by RCM. About transparency, with the administrative & budget units? Contact Rafael Porrata-Doria. In these conferences, there are a ton of metrics presented. They are report cards on the unit. There is an opportunity for faculty to make comments. Deans are involved in that as well.
- S. Newman (CLA;TAUP): In the debate over the stadium? How much are athletics subsidized? This is very hard for faculty to know, due to the way the budget is presented. Also, the relationship between schools & colleges: There is CREDIT POACHING & COMPETITION even within the colleges! Even there, competition within & among colleges is similar to the Temple-Rome problem. If I'm in college X & I don't know the budget of other colleges, I wonder, 'What are the incentives?' Is it your sense that this can be fixed within the model or will it have to be fixed outside of the model?
- KK (CFO): The data are a year old, so you're not getting current information. You can go to the line items. I'm happy to sit with folks & go over the budget. We're not trying to hide or support unit costs. Intra-college transparency is up to the deans. We're not going to take that data & show people a drill down on that.
- S. Newman (CLA; TAUP) This leads to perverse competition.
- KK (CFO): This is something to be refined. It's not in my bailiwick. I'm not an academic. It's natural to have that tension when you have RCM. I think that we will mature out of that, and Deloit said that we were doing well with that. I would want to engage the Provost in that discussion.
- KWW (TFMA): I'm glad to hear that the subvention is going to stay. Our budget to produce theater is constantly going up. The cost of living doesn't stay the same.
- KK (CFO): This is the essence & reason that Temple University had to go to RCM. State made decision to hold TU's appropriation flat or decline. I know nothing about film & media arts, so how could I help you make that decision? This puts power in the hands of the deans. We hope that they reach out to you. There is nothing in RCM that accounts for the cost of living.
- KWW (TFMA): So subvention stays the same?
- KK (CFO): Nobody will receive money back from the fund because they need money for cost of living. The Dean, leadership & hopefully the faculty need to figure out the day to day operations.
- KWW (TFMA): We are held to the numbers of students & are at capacity.
- KK (CFO): This is something your dean has to manage. It's a college issue.
- KWW (TFMA): Thank-you.
- KK (CFO): For any more questions, feel free to reach out to me or Katie & we can arrange to come out & have a conversation.
- Guest: Dr. Dan Berman, incoming VP for Undergraduate Studies (VPUS)**
- Greetings: I have a few opening remarks & then I will take Q & A. I have no Powerpoint & no particular agenda other than to introduce myself to you. I want to tell you about undergraduate (UG) studies.
- I just started in July, following my predecessor in CLA. I am the former Intellectual Heritage Program Director. I come from Greek & Roman Classics and have been at Temple University since 2009. I was at Penn State before. I have a Yale grad degree & did my undergraduate at Michigan.
- Last year was the 2nd time I had directed Intellectual Heritage. Gen Ed is important to me and is a crucial & key part of what we do here at Temple University. I won't take long. Classics is a good background for this role. Myth & ancient Greek literature are really about studying the breadth of ancient civilization. All fields are represented in this room, including stems, and this gives a broad disciplinary perspective. Even though I was buried in my ancient Greek texts for many years, there is relevance, creating access to many of the other fields.
- In UG Studies now, we have our hands in a lot of different things. As for Gen Ed, we need a new director. We're in the process of searching, with a few finalists. There are second round interviews going on now. I'm optimistic of putting someone in that post by next calendar year. Once that person is in place, the question is what to do about Gen Ed.

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Should we talk about wholesale making changes or restructuring? I will be working on this with the new director & General Education Evaluation (GEEC). I do think the changes are in order for Gen Ed. That Ken Kaiser (CFO) is placing Gen Ed in same financial RCM bucket as the Honors Program is good to hear.

I'm not sure to what extent we will want to change Gen Ed. At this point, with the new director coming in & a new VPUS, there will be discussions, rather than taking up a newer proposal that had already been put forward. I don't think they were really in a position to do that last year.

As for the Honors Program, there is a lot of procedure & policy. There are issues with advising. We hope to bring them together with their deans, as well as career services. I really see my office as ideally fulfilling a facilitating role with regard to these programs. These are controlled essentially by the deans, but are something that is constantly negotiated. We hope to be facilitating operational consistency that allows us to serve students best. Advising and career planning & placement facilitating.

What kinds of services? Some have nothing others have a lot. Issues similar with advising & Honors. One significant & serious important point of this structure are the faculty committees: GEEC, EPPC & Honors Oversight committees. If we are going to make significant improvements, RCM does come up. The Provost has made revising a priority part of her portfolio this year. That's an important message I want to bring to you. I've been attending EPPC meetings about ways in which they can contribute. The GEEC is functioning as usual & will be an important part of this directorship. For the Honors Oversight Committee, I haven't visited them yet, but will soon.

This is a basic overview of the landscape from where I see it. Are there any questions? Don't ask me about RCM!

J. Korsh (CST): These concerns have been ongoing for decades. How can we get more full time faculty teaching in these programs?

Dr. Berman: Like Gen Ed & Honors? There must be a way to incentivize it. Some of our best teachers are not necessarily the full time or tenured. There is a slightly different category than full time or tenured. It's great if we're going to be living in this budget model & that is how to incentivize. If it is the case that some of our full-time, or tenured ARE our best teachers, what should we do? Our tenured people DO teach Gen Ed quite often. They get excited about the classics & come & take another course in our department. Unfortunately, this budget model does encourage the use of cheap teaching to generate funds.

One thing I can do is try to convince the deans of the value of the value of putting their best people on their front lines. There has to be commitment from central authority from the Provost's & the President's office that these things are valuable. We have to use powerful rhetoric. That is a tough question!

S. Dickey (Sen. Secretary; CPH): I have a simple question... What is number of students in undergraduate honors courses?

Dr. Berman: In the courses I teach, 10 would be fabulous. Mostly low 20s, if there is a specific number. I believe that's what Ruth (Dr. Ost, Senior Director, Temple University Honors Program) encourages.

## Old Business

President Sachs: The Committee on Disabilities Survey response included 90+ respondents. There is a focus group pending; and there will be a Senate budget cost of \$200.00 for lunch reimbursement for conducting the focus group.

## New Business

The TAUP recommendation to include adjuncts in this body & the Faculty Senate Steering Committee (FSSC). We don't have current recommendations from FSSC, but we have 2 tenured (Paul LaFollette & Jim Korsh), one NTT (Angela Beal) & Adjunct Faculty member, Jennie Shanker, serving on an ad hoc committee. They have met once and we are hoping for recommendations by our last 2017 FSSC meeting that we will report back to you.

Cheryl Mack put out a call for nominations for 2018-19. If there is any interest among you to serve, please let Trish Jones know.

## Adjournment

Adjourned at 3:15 p.m.

Respectfully submitted,

Sue Dickey

Sue Dickey, PhD, RN, Associate Professor & Faculty Senate Secretary, 2016-18

Next meeting: Representative Faculty Senate: January 22, 2018; Full Faculty Senate, December 8, 2017 ♦

## Remaining 2018 Faculty Senate Meetings

Tuesday, March 20, 1:45-3:15 pm

Representative Faculty Senate

Kiva Auditorium

Ritter Hall Annex, 1<sup>st</sup> Floor

1301 Cecil B. Moore Ave

HSC: MERB 119-D

Ambler: LC202

Thursday, April 19, 1:45-3:15 pm

University Faculty Senate

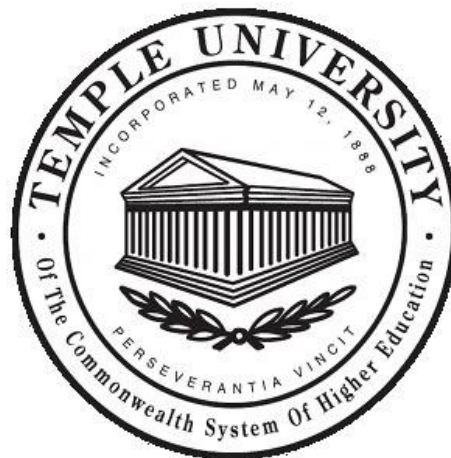
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Ritter Hall Annex, 1<sup>st</sup> Floor

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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](mailto:paul.lafollette@temple.edu).



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