



## Adjunct Instructors and the Faculty Senate



Paul LaFollette, Editor

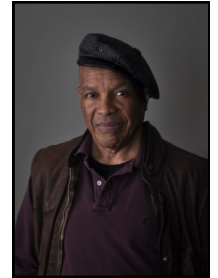
*Three bulls for a long time pastured together. A Lion lay in ambush in the hope of making them his prey, but was afraid to attack them while they kept together. Having at last by guileful speeches succeeded in separating them, he attacked them without fear as they fed alone, and feasted on them one by one at his own leisure.* —Aesop—

Adjunct faculty members compose an increasing proportion of faculty at many universities. This is certainly the case at Temple. It is, I believe, past time for the full-time faculty, through our Senate, to recognize the importance of the role that our part-time faculty play in the education of our students, particularly our undergraduates. It is, in particular, time for us, the Senate, to attempt to formulate some guidelines for best practices in deploying adjuncts and other contingent faculty. This is something that we need to be doing in parallel with the current contractual negotiations, for the Senate can

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## President David Adamany: A Eulogy

By Keith A. Morrison, Professor and Former Dean, Tyler School of Art



Keith A. Morrison

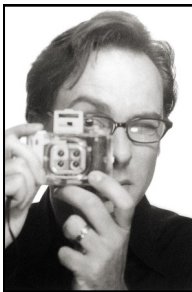
Dr. David Adamany, former President of Temple University, died recently, as President Richard Englert informed us. When I asked President Adamany what he preferred to be called, he explained that he was raised in a small, egalitarian Wisconsin town (the kind I recalled fondly from times spent in that state), where everyone went by first name. So, he said, call me David. And during his presidency and after I called him David. I cannot claim to have known him well, but he was my friend.

David Adamany had an acrimonious relationship with Tyler during much of his presidency. But that was before my time. I can understand why many in Tyler resented him, including friends and colleagues I admire and respect. Some said he was rude and some said he made unilateral decisions about Tyler. The animosity between the president and Tyler was so intense that had I known I would not have come to Temple.

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## Learning to Love Learning

David Orr, a 1985 graduate of the School of Theater, Film & Media Arts has an exhibition, Perfect Vessels, at the Mütter Museum through January 5<sup>th</sup>, 2017. Below is Orr's tale of how Philadelphia, his mother, and an elective class at Temple led him to this exhibition and where he is today.



David Orr

Over the past two years, I found myself in the city of Philadelphia more frequently than in the previous thirty. I'd been awarded two Wood Institute grants to photograph at the Mütter Museum, and as luck would have it, had booked rooms in a hotel next door to what had been my college dorm (The Robert Morris at 17th & Arch). I found myself walking familiar routes, past familiar haunts, buying food from the same Wawa I frequented as a student (several Proustian reveries were launched by meatball hoagies).

Unsurprisingly, I found myself thinking about the city and how my experiences while a student here had shaped me to become the kind of person who would eagerly photograph and research at the Mütter Museum.

Part of the influence came from the inevitable cross-pollination with other students and their passions, both within Temple, and the city's many other schools. I, a film major, might end up in a discussion

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## An Interview with Sarah Powell

Several faculty members have asked me about whether the University has any plans for educating the faculty about safety concerns. A bit of investigation led me to Sarah Powell, Director of Emergency Management. My interview with Sarah Powell is below.

**Paul LaFollette (PL):** I have been approached by some colleagues who are concerned about their safety, and most particularly about not knowing how to respond to various threatening situations in which they may find themselves. These concerns range from the possibility of a shooter on campus, to questions like "how should I respond to the threat of violence within my classroom," or "how can I keep myself safe on campus, especially after dark?" Can you speak to some of those concerns?



Sarah Powell

**Sarah Powell (SP):** It sounds like the anxieties that exist among the faculty are the anxieties that exist among most of the population right now.

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# An Interview with Director of Emergency Management Sarah Powell

*Powell continued from page 1*

**PL:** Yes, I think that what we need right now is a combination of reassurance, recommendations, and knowledge.

**SP:** Absolutely. Just to give you some background about my position, until about two years ago, there was no job at Temple like mine. At that time, I was the project director for the Center for Preparedness Research, Education, and Practice in the Department of Public Health. I was working specifically with behavioral health response. I was recruited into my current position by Jim Creedon (Senior Vice President of Construction, Facilities & Operations) to really address what was at that point a serious lack of coordination. There were people doing a lot of things at Temple in the world of emergency management, but not in any kind of coordinated, university wide fashion.

So, over the last couple of years I have been doing a lot of planning and creating procedures. I have also been working on creating emergency management teams for every building on campus. I am very much committed to making every School or College, Administrative Unit or Department a partner of mine in this process. We all have a role in life and safety concerns.

I very much want our faculty to understand what we are doing and why we are doing it. I also want to provide a conduit for transmitting information to faculty. I do training, which covers evacuation, shelter in place, lockdown and active shooter preparedness. Active Shooter preparedness is really about personal survival. I am working with HR to create a mandatory on-line version of our training. Next semester, at some point, it will be ready to go. That will reach all full-time faculty and staff.

But I also find that in-person training is generally more effective, because people can ask questions. Some schools and colleges have invited me to make presentations to them at their collegial assemblies. I have done that for Fox School of Business and the College of Education. But that only happens when the administration of various schools are motivated to ask me to make presentations.

**PL:** It is not always easy to motivate busy faculty to come to meetings, but I think it is important to develop some sort of communications between our faculty bodies and your office. One thing that I can suggest is that following this interview in which I introduce you and your office to

the faculty, perhaps you and the *Faculty Herald* can work together to create some educational articles over the next few issues of the *Herald*.

**SP:** That would be great. Another thing that I have been thinking about is this: In the recent knife attack at Ohio State, following the attack, the university closed classes for the rest of the afternoon, and was open for business the first thing the next morning. They effectively told their faculty that they expected them to be talking about this in their classes, and they encouraged them to do so. But I don't know whether faculty were given any guidance as to how to do that. There are really specific ways as to how to respond after stressful events. These sorts of conversations need to be facilitated by people who know what they are doing. We wouldn't want people unwittingly ramping up anxiety. At some point, this issue of response in the aftermath needs to become a part of the planning. I definitely want to create teams who know how to provide psychological first aid. Groups like housing or residential life provide an easy audience for this kind of thing. Getting faculty involved would be worthwhile too, if we can find a way to reach them.

People also approach me all the time about a sense of personal safety in their own buildings. It is possible to get panic buttons in offices, or hand out whistles. These are simple things that can contribute to a sense of greater safety.

Any avenue that you can suggest to me that can bring me into conversation with the faculty, I am happy to hear about, whether that might mean meeting with the Senate, or with individual faculty, or holding workshops. All of those are possibilities.

**PL:** Well, I will remain in touch with you about finding ways to increase your visibility among the faculty, and to help us become more aware of the things we can be doing to promote our own safety. May I suggest to faculty that they may, if they have questions, contact you directly?

**SP:** Yes, please do encourage faculty to contact me directly. My email is [sjpowell@temple.edu](mailto:sjpowell@temple.edu).

**PL:** Thank you for your time; I am sure we will be talking again. ♦



Photograph from an active shooter drill on Temple's Campus, June 2, 2016

## Adjunct Instructors and the Faculty Senate

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speak about what *should* be as TAUP negotiates what *can* be.

It would be, however, an act of overweening conceit to think that the Senate can make any sort of meaningful recommendations about our adjunct colleagues without including them in the conversation, for they know better than we what problems they face and what matters to them. What should matter to all of us is the question of what practices are in the best interest of our students and at the same time fair to our teachers.

It is important to realize that our adjuncts are not a homogeneous collection. For some, part time teaching is a way of imparting their knowledge to students while working full time outside of the academy. This is common, for instance, in Boyer, Tyler, the Law School, and Fox, but is present in most of our schools and colleges. On the other hand, some of our adjuncts are hired in massive numbers to populate things like Mosaic. In these cases, it is more cost effective to hire many part timers without benefits than fewer full-time non-tenure-track professors. These are not comparable states of affair. The former seems similar to hiring a consultant. The latter feels rather like being Walmart. And the situation becomes even more complex once one heads north up Broad Street to the Health Sciences campus.

It is fairly easy to find things to criticize about the way things are currently being done. Adjunct faculty receive, at least in some schools, little to no orientation and little or no office space. If a person is trying to make a living by working part time for several different universities, this means that they will have little time available outside of class to interact with students.

But, in order to really understand the situation, we need to engage our part time faculty members in conversation. I think that the best way to do this is to begin to explore ways in which our adjuncts can begin to participate in our Faculty Senate. How this would eventually work out, I do not know, but I am convinced that we would all benefit from greater conversation leading to a greater understanding. A straightforward first step might be the formation of an *ad hoc* Senate committee, composed of Tenured/tenure-track faculty, non-tenure-track faculty, and part-time faculty, charged with creating a "best principles" document such as I envisioned above. If, in the course of their discussions, they were to come up with some recommendations about exploring integration into the Senate, that could be a good thing too. ♦

## Protect Undocumented Students, Faculty Senate Urges Temple Administration

The Faculty Senate endorsed a letter on Friday, December 9 urging the Temple University administration to commit to protecting undocumented students, as other universities around the region and country already have.

The professors presented [a letter](#) urging Temple President Richard Englert and Provost Joanne Epps to commit to not revealing students' immigration status without a warrant. The letter has been signed by almost 1,000 faculty members, university staffers, administrators, students and community members. The move has also been endorsed by TAUP, the union representing university faculty, as well as TUGSA, the graduate student union.

The letter makes several other requests, including that the university not assist in deportations or raids, not permit immigration authorities on campus without a warrant, offer in-state tuition to all students who meet residency qualifications, regardless of immigration status.

The presidents of the University of Pennsylvania and Swarthmore College have recently committed to such actions. Given Temple's mission to serve North Philadelphia, and the university's large minority population, we feel essential for our university to make this commitment as well.

President Englert has already signed [a letter](#), along with 500 college and university presidents, calling for the government to uphold DACA, the Deferred Action for Childhood Arrivals. This is an important first step; now we are eager for that to be followed by a commitment to protecting our undocumented students.

For more information, contact Jennifer J. Lee, assistant clinical professor of law, at [tuf31380@temple.edu](mailto:tuf31380@temple.edu), or Magda Konieczna at [magda@temple.edu](mailto:magda@temple.edu). ♦

## 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](mailto: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

# Temple's Association for Computing Machinery

*I hope to begin a series of articles documenting some of the student branches of various professional organizations that exist at Temple. This first article discusses our chapter of the ACM. It was written by Colton Howard, an undergraduate who is the president of the Temple Chapter. If you are in any way involved with one of these organizations, please consider writing about it for a future issue of the Herald. – Paul LaFollette, Editor*



**Colton Howard**

*By Colton Howard, CIS '16, President of Temple University ACM*

The Association for Computing Machinery (ACM) is an international learned society for computing. It was founded in 1947 and is the world's largest scientific and educational computing society. It is a not-for-profit professional membership group. ACM has more than 100,000 members and is headquartered in New York. ACM serves as the umbrella organization for all other American academic

and scholarly interests in computing.

On a daily basis, Temple's ACM reflects the high ideals of this national association. Temple's ACM is dedicated to the academic, professional and social growth of each and every student interested in expanding their computing knowledge or interested in a career in technology.

## Professional Development

We have companies from all over knocking on our doors because they recognize the talented people here at Temple. Companies such as Google, IBM, JP Morgan, Protiviti, and Twitter are recognizing the talent that we have here at Temple. More and more companies are giving opportunities to our students and investing in their futures. ACM has been the facilitator for connecting students to these companies. Every Tuesday, ACM hosts presentations from companies in which representatives discuss their companies culture as well as opportunities for the students to intern, get jobs, and network with professionals.

Many of these representatives make clear that the number one thing they look for is extracurricular activity. They want to see that students are active in the technology community, not just in school. Companies are attracted to those involved in ACM because of our commitment to technology, not only in our school's program, but the community as well.

ACM goes beyond just providing opportunities to obtain internships and network with companies. ACM is an organization that is genuinely dedicated not only to students' professional success but their person as well. We are working not only to help Temple's CIS program to grow but to reach out and help the local community.

## Community Service

Last year our chapter focused on a few community service projects, including Computers for Kids and ACM Tech Day. The ACM Tech Day was a continuous effort to expand academic and professional knowledge of computing across all fields of education. To encourage students of Mastery Charter Shoemaker Campus to pursue a career in technology, ACM hosted four workshops including: "National Society of Black Engineers," "Professional Necessities in Tech,"

"Building an Application," and "Programming for the Future." The format was a workshop event which occurred four times during the school year, hosted at the school itself. One of our workshops, for example, involved an officer from ACM giving a speech regarding his work experience and how his education has impacted his job performance. These workshops benefit the attending students by encouraging them to pursue a college degree in technology and giving them a glimpse of the developing aspects in computer science.

While the ACM Tech Day is an event that occurs every semester, we also participated in a year-long fundraising effort to donate computers to underprivileged high school students called "Scholarship for Computers."

We had the opportunity to travel to local high schools around the area and talk to kids interested in computer science about pursuing a college degree. We found there were a lot of talented students, but many did not own their own computers. For many students, not having a computer can dissuade them from pursuing a college degree. To combat this issue, ACM started "Scholarship for Computers" to provide laptops to children who do not own them. We raised enough money to provide three computers for students.

In order to receive a computer, a student had to submit an application and if they meet the requirements, including being a graduating senior, be applying to college or having already been accepted to college, having excellent academic standing, an outstanding character, and at least a 2.5 GPA, they are eligible. The application also consists of a written section where students discuss two high school activities and describe an accomplishment related to one of those activities. Students are also asked to describe what role technology plays their lives, how a computer would benefit their college career, and why they deserve this scholarship.

Temple's ACM chapter is committed not only to student's social, academic and professional life here at Temple but also the community in which we live. It is our vision that if we can provide for at least one student, that is one small step to placing that child on the path to accomplish great things. Instructors integrate the use of laptops more and more into their high school and college curriculum. Laptops help facilitate the ability to learn independently, collaborate with peers to accomplish work, and communicate the conclusions of your work with others.

To extend what we accomplished last year we are also collaborating with the nonprofit "Tech Girlz." A huge issue in the field of technology is the lack of women involved. Some of the greatest influencers in technology have been women, yet there are still significantly fewer women than men in the field. We will be hosting several events along with Tech Girlz this year dedicated to encouraging women not only go to college, but to also pursue an academic career in a technology field.

## Social

Networking is extremely important in computer science and ACM helps members to network. The people in ACM become close friends, study group members, and business partners. From networking events to meet your teacher nights, ACM is an extremely valuable resource for those who want to invest in their social network.

ACM will be hosting many social events this year. We are planning LAN parties, but not the old-fashioned way where you link the computers up. We are going to be hosting a lot of game nights – with pizza of course – where we will play League of Legends, Super Smash Brothers, board games, and much more. We provide free tickets to the reel and host game nights at the game center at the Student Center. We also came out with Temple ACM tee shirts this year. At the end of the semester we host a variety of events where students can gather to study or just take a break through events such as ice cream socials, Jeopardy, and game night.

## Academic

Lastly we are committed to providing other opportunities within the computer science department where students will be able to connect with their favorite teachers as well as get help with assignments that they have been struggling with. We have an office in the department and the door is always open if any student wants to come by to get help with anything related to technology or just want to stop by to talk and hang out. want to stop by to talk and hang out. ♦

## President David Adamany: A Eulogy

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Perhaps by the time I came the war between the president and Tyler had diminished to a smolder, with each weary side hoping for a truce. But whatever the reason for what some said was his mellowing, I found no animus in David Adamany's treatment of me. And I take people as I find them.

One of the things that attracted me to Tyler, in addition to admiration for the school's enviable reputation, was that the president, David Adamany, had made an art school a top priority and had obtained funding from the state legislature to build the new Tyler building. I was impressed, for it was highly unusual to find a president of a university who made art a top priority.

Following a search for dean that lasted several years, during which President Adamany fought with Tyler, even rejecting recommended candidates I was told, the president appointed me. But at no time while I was dean did David Adamany and I have friction. Some of my colleagues in administration complained that he micromanaged, was mean spirited, intruded and criticized their operation; but I never suffered those experiences. At no time did he intrude in my administration of Tyler.

President Adamany made promises to me to improve the budget, faculty and staff in Tyler and he kept all of his promises. He informed me soon after I became dean that he had requested and received from the state legislature an increase in the budget for the new Tyler building. He promised me the addition of many faculty and staff positions and an increase in the Tyler budget, which he did over two years. He appointed all 12 new tenure track faculty candidates I recommended and all 10 new technical staff appointments I proposed. He funded all of these new faculty and staff appointments at salaries I requested, and did so without question. He approved all faculty promotions and retentions I sent forwarded. He approved requests I made to raise salaries of some faculty and staff that I found to be underpaid. He approved my request that the university allocate to Tyler student lab fees the university received, which, I was told, was unprecedented. He raised the overall budget for Tyler significantly while I was dean. President Adamany gave Tyler everything I asked of him and more.

President Adamany was kind to me even when I was no longer dean. In 2005 Tyler's national (graduate) rank was 23rd (tied with Columbia

University, as I recall). In 2008 the Tyler national rank had improved to 14th, then said to be the best rank in the history of Tyler -- or of any school or college in the history of Temple University for that matter. I was on leave and out of the country when the new national rankings were published. David, having retired and become a trustee, contacted me. He told me the good news and thanked me, saying that it was my vision and addition of many talented faculty and staff members that was to be credited for Tyler's new rank. I appreciated that coming from him.

Although President Adamany did not intrude in my administration he sometimes called to ask how things were going. Occasionally the conversation would turn to his personal taste in art: painting and prints were his passion. He loved painting, but said he didn't have enough money to buy the ones he wanted, so he purchased prints, which he thought were no less beautiful but more affordable. Off campus at lunch or over a drink, we talked about one artist or another whose work interested him. At administrative gatherings in the Rittenhouse Square apartment Temple provided him I saw his collection of prints on the walls. I recall it being a large collection of American modern and contemporary prints of the highest caliber. And I remember seeing some large prints from his collection in an exhibition of important contemporary prints at the Philadelphia Art Alliance.

As I recall, he may have had in his collection prints by or of the stature of artists such as Roy Lichtenstein, Robert Rauschenberg, Ellsworth Kelly, Andy Warhol, Frank Stella, Alex Katz, and Ben Shahn. He had prints by African American artists too, such as Jacob Lawrence, Romare Bearden and perhaps John Biggers, if I recall correctly. He told me he began to collect African American prints when he was President of Wayne State University, where he became more conscious of African American art because of his concern for African American students, and even more so working with the wider African American community as CEO of the Detroit Public Schools. He said that as president he wanted his art collection to reflect the diversity of the students in the university he served. He asked if I knew where he could buy a Charles White print and I gave him some leads. I introduced him to prints by Elizabeth Catlett, an American-born Mexican artist (in part because of the coincidence that she was previously married to Charles White). He said that looking at his African Amer

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David Adamany, Temple's Eighth President

## Adamany Eulogy

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ican prints in solitude had given him insight to African American points of view that he may not have known without art. I imagine that all of his collection inspired his understanding of art's importance to humanity and education. I think he believed that the personal experience, imagination and intuition to be found in art were indispensable parts of the highest human intelligence.

I have known many university presidents across the land and abroad, some of whom are personal friends, but none of them, including ones who love and support the arts in their universities, and others who moved from university presidencies to high profile art museum presidencies — none of them — have impressed me as having the passion for art that David Adamany did. He was a private person and I suspect many may not be aware of his passion for art and his belief in its importance in a university, so I state it here.

The reason we have the new Tyler building is because of President Adamany's passion for art. If he offended some, I hope you can forgive him. Perhaps, as some say, he was autocratic and stubborn; but he meant well and thought he was doing the best for Tyler and art. We all have faults. If you disliked David Adamany for his faults I hope you can recognize his virtues, for some of those virtues served Tyler well. When David Adamany resigned some administrators in other areas of the university suggested that he may have made Tyler too high a priority, and that some of his agenda should be reconsidered. Others who had seemed supportive of Adamany's agenda were said to have become critical of it. I acknowledged to the new president that some may not have liked David Adamany, but that I was not one of them. My comments seemed not to have been met with approval. But I am not a fair-weather friend.

President David Adamany aspired to the highest standards for Tyler and Temple, even if others may have had good reason to disagree with some of his methods and decisions. He also demonstrated a commitment to social justice. I was impressed that his administration appointed racially diverse contractors. When I came the contractor and planning staff for the new Tyler building were African Americans. These minority workers disappeared from construction of the new Tyler building with the coming of a new administration. As President, David Adamany was mindful of the challenges of the surrounding community to retain their real estate, in face of lucrative new development as the main campus expanded. He told me that while he was president Temple would not seek to purchase real estate that neighborhood people wanted to keep. I admired that ethic.

David, I have many faults, but ingratitude is not one of them. Thank you for the many good things you did for Tyler. And thank you for the good things you did for me. I shall not forget you or your great accomplishments. Goodbye, my friend. ♦

## Spring Faculty Senate Meetings

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

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

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

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

## Learning to Love Learning

*Orr continued from page 1*

with an economics major and learn how factors I might have previously considered bean-counter minutia would in fact have enormous impact on the distribution platform for a film, and its eventual success or failure. Or I might fall into conversation with a philosophy major, stumbling upon themes that still resonate with me to this day. The Philadelphia College of Art (now University of the Arts) was my first contact with men and women preparing for the "Art Life," and opened my eyes to myriad disciplines. It quickly became a primary hangout for me.

But there were other ways the city shaped me. At the time I attended Temple, and in the immediate years after, Philadelphia was in decline. Mayor Wilson Goode bombed his own city in an ill-advised attempt to dislocate MOVE members from a house in West Philadelphia. Two prolific serial killers, Gary Heidnik and Harrison "Marty" Graham were avidly working the city. Dr. Martin Spector was arrested after body parts (including a human head) were found rotting in boxes on his doorstep. (A journalist I met years later in New York had written for the *Philadelphia Daily News* at the time and told me that so many bizarre things were happening — and so often — that "every morning felt like Christmas!")

Abandoned buildings could be seen throughout the city, and there was a powerful sense of industrial dread that permeated everything. (David Lynch, who attended Pennsylvania Academy of Fine Arts, referred to his disturbing cult film *Eraserhead* as the "Philadelphia of the mind.") I spent a lot of time venturing into abandoned, evocative spaces (the "Kelly" swimming pool under the Fairmount Waterworks; Eastern State Penitentiary; the Domino Sugar Factory; nooks and crannies of the Northern Liberties neighborhood I later lived in). Many of these became filming locations for my projects, during and after my college years.

The aesthetic of the Quay Brothers makes complete sense to anyone who lived in Philadelphia in the '80s.

Despite being somewhat depressed (or perhaps because of it), Philadelphia had a thriving alternative music/club/art scene. I witnessed conversations in dive bars lead to rehearsals, which would then lead to performances. In front of paying audiences(!) This was revelatory: I saw that I could initiate and realize my own projects, without awaiting permission. I can trace those experiences to my founding a design practice in New York (*x2 Design*, with clients ranging from Chase Manhattan Bank to Revlon to Knitting Factory Records), my current directing career in Los Angeles, and my visual art career.

There was, clearly, much unstructured influence to soak up in the city at the time.

One of the best *structured* aspects of my college life was the elective course. Among the scramble for prerequisites and credit requirements, here was a chance to learn simply for the pleasure of learning. My mother had instilled the beginnings of this in me at a young age. Whenever I didn't know the meaning of a word, she would light up: "Let's look it up!" and head for our massive dictionary (with considerably more enthusiasm than me). The practice took — albeit somewhat in spite of itself — and I began to open to the subtle pleasures of learning things.

One such class was *American Photography*, taught by Miles Orvell. A group of fellow film students and I had joined en masse, primarily seeing the class as an opportunity to socialize (a reason I doubt Orvell remembers us fondly). And yet. When I speak to a good friend from that time, we both remember that class well, and with great appreciation. We remark on the worlds it opened to us, and the lasting impact of them. When giving talks on my photography, I often employ quotes I learned of via Orvell (Garry Winogrand: "*I photograph to see what the world looks like photographed*;" Susan Sontag: "*All Photographs are Memento Mori*").

This exposure to a diverse range of American artists and photographers—all with their own discrete worldviews, approaches and aesthetics—proved to instigate a sea change within me. In a single "serving" I learned of a wide artistic world. And I picked up a valuable lesson: there is no single, "right" way to approach an artistic problem. Seeing disciplines as diverse as those of Berenice Abbott, Diane Arbus, Robert Frank, Dorothea Lange, Gordon Parks, Alfred Stieglitz, Paul Strand, Edward Weston, Garry Winogrand, etc., quickly impressed upon me the myriad ways in which photography and art practices can manifest themselves successfully. And how these individual

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## Learning to Love Learning

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paths taken informed and shaped those bodies of work.

This has served me well in my endeavors, and has been reinforced by my membership in the Directors Guild of America, where members are given the rare opportunity to hear other directors speak about the craft to peers. I've never heard two directors describe their arrival at the solution via precisely the same path. Each approach taken is radically different from — even in opposition to — another. And yet, to be on that stage discussing a project, they have clearly found some success in that path. The message reinforces what I learned long ago: there is no “correct” way to a creative solution, only yours.

Which leads me to what brought me to the Mütter in the first place.

In my art, I often explore symmetry, both formal and conceptual. I've long been fascinated by the way repeating a form creates a newer, balanced whole (discovering, as Brian Eno put it, that “repetition is change”). I'd applied this to several subjects (books, power lines, symbology), and discovered that this work dovetailed with ways we create systems to make sense of the world. On an aesthetic level, we are hard-wired to find symmetry attractive: we are, ourselves, symmetrical. This, and the fact that structural symmetry has thrived through centuries of evolution, is why central principles of classic architecture and industrial design begin with symmetry.

During this, I'd learned that if one photographed then mirrored half a human skull facing camera, it balanced perfectly without signaling that it had been manipulated (as we immediately notice in a human face so altered). I began to look for subjects to photograph. You'd be surprised at how many skulls will turn up if you ask around, particularly in Los Angeles, where one quickly learns that skulls are where the interests of physicians, medical illustrators, students, artists, and rock & rollers intersect. After exhausting those avenues, I began to seek a larger collection. A colleague, knowing my connection to Philadelphia, recommended the Mütter Museum. It's worth mentioning here that, even in the weird Philadelphia of my youth, the Mütter's reputation was formidable. Pre-internet, one heard only tales of a lady whose corpse had turned to soap; a skeleton where the bones had fused together; the world's largest colon; slices of Einstein's brain; etc. It sounded like a place to go on a dare, or to avoid altogether. Now, it just seemed fascinating.

At first I was reluctant, as I knew the museum to be full of specimens that are dramatically asymmetrical to begin with (Museum director Robert Hicks had told me that to a physician “asymmetry seen from the foot of the bed” is immediate evidence that something is drastically wrong with a patient). But I liked that the histories of these skulls were known (if the history is murky, you probably don't want to know where they came from—see “Dr. Martin Spector,” above). And then I had a

realization: there was a counterintuitive beauty in photographing something “misshapen” and rendering it balanced — by repeating “mistakes,” I was coming closer to perfection.

The idea of a skull as a container was something I began exploring almost as soon as the project began. Obviously, it is a jar for our brains. But I was also thinking of facial symmetry, then the classic image of the Rubin Vase (that is also two faces in profile). I began to think of vessels one sees displayed in museums: exquisitely crafted utilitarian objects now regarded as art. I saw how skulls are vessels for our consciousness (they are where we process the sensory information we collect, then build



“Syphillis” from Orr's Exhibition, *Perfect Vessels*, at the Mütter Museum through January 5<sup>th</sup>, 2017.

our unique model of the world). There were also linguistic links: words for “head,” “skull,” and “bowl” were often identical, or coming

from the same root. It turns out that skulls have been used as drinking cups as long as man has existed. Victors often drank from the skulls of the vanquished. For centuries, Tibetan monks have sipped from *Kapalas*, cups formed from skulls that are meant to reinforce the idea of impermanence. Lord Byron drank from one, and wrote a poem about it, *Lines Inscribed Upon a Cup Formed from a Skull*.

As you've probably picked up from reading the above paragraph, one of my favorite aspects of making art, easily equal to the aesthetic execution, is the research aspect. Besides being a handy impulse when one needs to create catalogs and give talks, it makes the experience infinitely richer. And my interest and excitement in learning these things can be traced back to the sense instilled in me that there is joy in learning. Some of it comes from Mom, and that once-dreaded, now beloved, dictionary. Some of it comes from those long, meandering conversations I learned to love in school. And some of it comes from the world opened up to me by an elective class taken three decades ago.

Thanks, Mom; thanks, Philadelphia. And thanks, Miles. ♦

# University Faculty Senate Minutes, April 21, 2016

## Attendance:

Representative senators and officers: 16  
 Ex-officios: 0  
 Faculty, Administrators and guests: 26  
 WebEx: 10

## Call to Order:

President Jones called the meeting to order at 1:50 p.m.

## Agenda approved unanimously.

## Approval of December 4, 2015 Minutes

The minutes from December 4, 2015 were approved unanimously.

## Guest: Ken Kaiser, Chief Financial Officer

Presentation on On-Campus Stadium Financial Review and Rationale  
 PowerPoint attached (see below). Basic summary:

Rent asked for by Eagles increased dramatically from previous agreement. Assumptions presented (see PP). Faced with growing deficits for the program. If we build, debit service would be a bit larger than rent, but game day expenses would decrease and we would get 100% of concession revenues, parking revenues, and suite revenues.

Funding plan. \$56 million for debt service, \$50 million philanthropy, \$20 million Commonwealth grant – total estimated cost of \$126 million.

The Results. Start producing a positive margin in year six, but numerous non-football benefits to stadium (enhanced alumni engagement, increased marketing opportunities, improved interactions with Temple supporters, overall positive economic impact, etc.). Game day expenses decrease dramatically over time.

Kevin Delaney – 30-year bond service. Terms of two one-year extensions – rent is less but we have to pay a great deal to be a marketing partner with them. \$126 million is just the stadium, but a retail plaza paid for by third party developer. There is an academic building for football/College of Public Health separate from stadium. If we play Penn State or Notre Dame could rent game out to Lincoln Financial Field and would still make financial sense.

Paul LaFollette – who will manage stadium? Business Services would do so. What would happen if eliminated football? Board has decided to keep football. Financial impact would be negative – revenue football program brings in and potential revenue in future – this would all be eliminated. No major financial windfall.

CLA Faculty – what about a decrease in attendance (assumptions don't include increase). Feel pretty secure attendance won't decrease. 70% of revenue connected to attendance, 30% to concessions.

Jim Korsh (SCT) – what will average cost of ticket? Students get free tickets (although pay for tickets through fees). Graded scale – up to \$50 down to \$25/\$30.

## President's Report:

Committee on Status of Women Faculty Luncheon, 4/25, guest – Valerie Harrison

LGBTQIA Committee meeting – 4/25 as well as Community networking event (sponsored by IDEAL and Faculty Senate LGBTQIA Committee) on 4/25

Thank you to guests of Steering Committee and Faculty Senate over the course of this past year.

Jones addressed numerous accomplishments, including creation of new committees, Planning for Diversity Symposium in Spring 2017, Task Force on Stadium Uses, Revised design of Faculty Senate website, and Initial planning for teaching for Diversity Certificate pilot. Kudos to Temple Student Government as well on working with Faculty Senate on issues of mutual interest.

## Vice-President's Report:

Committee Appointments:

This year the Faculty Senate has made approximately 100 appointments to senate committees. Nearly all of these changes are reflected on the senate web page, and the remaining updates will be posted shortly. Thank you to everyone for your willingness to serve.

## Committee Reports:

Reminders are being sent to Chairs of all senate committees that annual reports of committee activity are due.

## Elections:

The returns for senate elections are in, and we are pleased to announce the elected officers and senate committee members.

Thanks to all who agreed to appear on the ballot.

Congratulations to all those elected.

Thanks to all who voted.

Senate Ballot Votes: 123

## Officers:

### President

Michael Sachs (College of Public Health): 106

### Vice President

Elvis Wagner (College of Education): 107

### Secretary

Susan Dickey (College of Public Health): 105

## Elected Committees

### Senate Personnel Committee

Harold Klein (Fox School Business & Management): 85

Tricia S. Jones (Media and Communication): 101

### Educational Programs and Policies

Robin Mitchell-Boyask (College of Liberal Arts): 102

### University Honors Program Oversight Committee

Vallorie Peridier (College of Engineering): 102

Matthew Wray (College of Liberal Arts): 104

Claudia Pine-Simon (College of Science and Technology): 99

### University Tenure and Promotion Committee

Humanities and The Arts (Committee A)

Fred Duer (Theater, Film and Media Arts): 98

### Social Sciences and Business (Committee C)

Cornelius Pratt (School of Media and Communication): 106

## Old Business:

No old business presented.

Karen Turner (SMC) – rumor whether Temple is reconsidering keeping race/diversity requirement in Gen Ed. Preliminary discussions on how Gen Ed will look going forward. Some discussions on intercultural sensitivity/inclusion – potentially expand. Preliminary discussions over summer - committee will continue to discuss. Would go to Provost, then faculty for discussion. FS will definitely be part of this process. Not removing it but reframing it/expanding what it means. Gen Ed competency area larger than just race in terms of diversity.

Scott Gratson – Intercultural competency should include sexuality.

## New Business

Core Questions – Adjunct Negotiation Process:

Sharon Boyle, Art Hochner, and Kevin Delaney

Question 1 – will upcoming negotiation

SB – about 1500 adjuncts now part of union and about 1500 full-time faculty in union. Difficult to say will not be any overlap. Assignments on workload, classes taught, support all connected. Depends what topics come up.

AH – agree issues somewhat linked. Have an existing contract until 2018 covering FT faculty. TAUP intends negotiation is to have negotiation focusing on adjuncts, NOT to reopen existing contract. TAUP doesn't intend to open up current contract – pay increases, merit pools, etc. Inform faculty if this does come up (reopen contract).



# University Faculty Senate Minutes, April 21, 2016

Minutes continued from page 8

- SB - want to keep people informed as well. Question for FS – start negotiations in summer. Faculty not necessarily fully engaged during summer. What’s best mechanism to keep people informed. Would love feedback on this.
- AH - will start negotiations by early May. Not unusual to negotiate during summer. Can only not ratify contract during summer – can only do so in fall or spring. Will continue to meet with people during summer. Will continue to communicate through e-mail and web site.
- KD – mapped variety of positions – have done so – needed to do so for initial petition. Somewhat diverse group of people – 1500 adjuncts. Different kinds of adjuncts across University – some clinical work, performing arts, etc. Want to be sure different roles are captured.
- AH – look forward to finding out more from Administration. Talked with every single adjunct we could identify more than once. Don’t know how many people in each of different types.
- Processes used to confer
- AH – talked with individual adjuncts, have a bargaining committee with quite a few adjuncts on it. But we need to know a lot more.
- SB – won’t agree to anything that would inhibit flexibility of faculty/students to get instruction needed. Have been talking with Dean’s offices, faculty, etc. Evaluate consequences carefully. Communicate with stakeholders.
- When will non dues paying members be informed?
- AH – talked with hundreds of members individually and in town hall meetings. Sent out today summary of proposed changes. Asked members for poll for potential support for these changes. Proposed changes of constitution and bylaws. Now 3 officers elected at large and 15 executive committee members elected at large. 18-member Executive Committee. Proposing very different structure. Still 3 officers – but have representatives of different constituency groups – 1 TT, 1 NTT, 1 Adjunct, 1 librarian, 1 academic professional plus retiring chapter president with restricted voting rights. At most 12 members of Executive Committee. Elected from constituency councils – TT elect their people, etc. Equal numbers of representatives. Members have been given information. One member one vote – if member in good standing they have a vote. In accordance with American Federation of Teachers constitution.
- SB – people should know contract applies even if you don’t pay dues.
- AH – obligated by law to represent everyone equally. Represent same as if were members. Inform non-members with most e-bulletins except for ones specifically for members. Solicit feedback from non-members as well.
- TAUP legal responsibility to be transparent
- AH – have legal responsibility to represent everyone equally and fairly. Over 30 years we have communicated on negotiations. Members first to get tentative agreements to review.
- SB - TAUP representative of full-time faculty covered by contract. Temple administration assumes responsibility for everyone at Temple students, faculty, etc. – would love to hear from faculty. But we are restricted from complete communication on some issues. Would help to hear from faculty on concerns. How best to get feedback/communicate? We don’t want to annoy faculty with too many e-mails.
- AH – administration is restricted in ways they can influence members in negotiation process. But they can certainly communicate information. But can’t go around union representatives.
- SB – we’re restricted, faculty are not. Tell us if you have things to say.
- Communication:
- AH – negotiated many times. Number of communications during the process. Good reasons not to negotiate in public. That can stifle effective negotiation. Process will not be fully transparent at times. But will be some reports.
- Shared governance.
- KB – FS feeling left out perhaps. Part of KD job to talk with faculty about

how changes will impact faculty.

## Faculty Senate Resolution on HB2 and 1523:

Being brought from FSSC with their approval and brought forward for a vote

Scott Gratson presented information on two recent laws – HB 2 in North Carolina and HB 1523 in Mississippi – talked about effects on social justice. Why now? Social justice do as soon as possible. End of semester. Not certain how much of a negative effect from this continuing. And join others in making our voice heard. The voice of FS can and should be heard. Hope send to Governors of NC and MS and to wider communities. We have an ethical responsibility to act.

Approved unanimously.

CARE Team – Rachael Stark

Will post and send out PowerPoint.

Assistant Dean of Students at Temple. Behavioral intervention team.

AH – Thank you to Trish Jones. Applause.

Jones- Thanks to Deb Howe, Adam Davey, Michael Sachs, and FSSC.

## Call to Adjourn - 3:21 pm, unanimously approved.

Respectfully submitted,

Michael Sachs, Secretary



## Temple University Faculty Senate

### On-Campus Stadium Financial Review and Rationale

April 21, 2016



## Lincoln Financial Field Lease Then and Now

	Current		Proposed
	(2009)	(2017)	(2018-2022)
Term (Years)	15	-	5
Rent Per Year	\$1,000,000	\$1,000,000	\$3,000,000
Avg Game Day Exp	\$195,000	\$1,730,000	\$2,025,000
Total	\$1,195,000	\$2,730,000	\$5,025,000

The cost to play football at the Linc. gets more expensive annually and would more than double under the proposed lease extension. There are further risks associated with the unknown around the economics of the next extension after 2022.

Note: This presentation excludes the financial impact of the two one year lease extensions for the 2018 and 2019 football seasons.

# University Faculty Senate Minutes, April 21, 2016

Minutes continued from page 9



## Assumptions

- **Rent (Lincoln Financial Field)**
  - Rent of \$3 million
  - Game day expenses of \$2.7 million inflating at 16.9% annually
  - No increase in attendance
  - 10% of concession revenues
  - No parking revenues
  - No suite revenues
  - Growing deficits
- **Buy (On-campus Stadium)**
  - Debt service of \$3.6 million (based on \$60 million principle)
  - Game day expenses of \$872,000 inflating at 5% annually
  - No increase in attendance
  - 100% of concession revenues
  - 100% parking revenues
  - 100% suite revenues
  - Financial Sustainability

Note: This presentation excludes the financial impact of the two one year lease extensions for the 2018 and 2019 football seasons.

4



## Funding Plan

- Relies heavily on contributions and will not require any increase in tuition
  - \$56 million *(Debt Service in place of current rent payment supplemented by enhanced stadium revenues and cost savings)*
  - \$50 million *(Philanthropy including sponsorships, private gifts and seat licenses)*
  - \$20 million *(Commonwealth Grant committed by the state)*
  - **\$126 million** *(Total estimated cost)*

5



## The Results

- Even with no increase in attendance, revenues will increase between \$2 and \$3 million annually
- Game day expenses initially decrease by two-thirds and by nearly \$4 million by 2024
- Over a seven year period (2018-2024), including the two one year extensions, building an on-campus stadium will save Temple more than \$21 million compared to leasing Lincoln Financial Field
- Other non-football benefits to an on-campus stadium include enhanced alumni engagement, opportunities for increased marketing and messaging, improved experience and interactions with Temple supporters and an overall positive economic impact

6



# Representative Faculty Senate Minutes, September 12, 2016

### Attendance:

Representative senators and officers: 36  
Ex-officio: 2  
Faculty, administrators and guests: 23  
WebEx: 19

**Guests:** Acting President Dick Englert and Provost Joanne Epps

### Call to order:

Meeting called to order at 1:45 p.m. in Kiva Auditorium. Minutes approved as read. Meeting called to order by Dr. Sachs. Agenda reordered so that Acting President Dick Englert & Provost Joanne Epps could speak first. Minutes of March 23, 2016.

### Guests: Acting President Dick Englert & Provost Joanne Epps

Acting President Dick Englert's Report: State of the U. address to be given on 9/29/16 at which I will say some of the same things about the matters & direction of the u. Now that the new year is off & running, I'm delighted to meet with you. Thank-you for inviting me. Faculty Senate is very important to TU. I urge you to remain actively engaged in the FS. We want to hear from you. Very aware of the great things at TU, & its tremendous momentum comes from you, our med school faculty, our faculty, our researchers, faculty, librarians, who meet with clients, patients & community members. You provide the vital services that our u & community need. At core of TU are our teaching, scholarship & vital services that you do. I am delighted to take on this role since I get to take it on with an outstanding Provost, Joanne Epps. It's a delight to be able to work very closely with Joanne. We did a joint letter back in July in which we said that we want to listen to you & we want to collaborate with you. You come up with the ideas... We are willing to come to any faculty forums across the schools & colleges. Even as the higher ed environment continues to change over the years, one of the reasons that we're doing so well in comparison to other institutions is r/t the work that you do. Some things to report:

- Enrollment: final figures not in. Phenomenal # of undergrad applications: 34,500. Shows that TU continues to be hot & that students want to come to TU. 1<sup>st</sup> year enrollment: 5,100. Transfer enrollments: 2,500. Both robust, healthy figures. In news, many stories about institutions struggling with enrollment. Total student enrollment will probably be ~39,000; a very robust # itself.
  - Important priority from my vantage point: getting off to good start: landscaping; move-in smooth – it went extremely well thanks to our staff in residence halls across the u & our campus police. A highlight of the year. Very moving experience.
  - Successful new student convocation. Thanks to any of you who were there... it was wonderful! Students turned out. About 5000 in attendance. Everyone came! BBQ afterwards.
  - We continue with a number of campus improvements: sidewalks, landscape, number of other projects on the docket including the biggie: NEW LIBRARY.
  - It's late to say, "Welcome back, b/c you've been here! Some throughout the summer."
  - If you see me walking around campus, walk up & say hi. Those of you sitting in front of me are who make TU great. I will take questions:
- Q: SN (CLA): Thank-u for taking on such important leadership rolls. 1<sup>st</sup> Q: What is the plan for RCM review process? 2<sup>nd</sup> Q: What is the status of the Presidential search & how will faculty & students be involved in that search?
- A: Presidential search: BOT very aware of the interest, & there will be faculty & student involvement. Doing it very deliberately & thoughtfully. I will pass that on to the BOT that this is one of the 1<sup>st</sup> 2 questions asked by the FS.

Minutes continued on page 11

# Representative Faculty Senate Minutes, September 12, 2016

*Minutes continued from page 10*

A: RCM. Indeed, there will be a review in the spring for Decentralized Budgeting. It has all of the value of trying to encourage innovation & thoughtfulness at the local levels, but at a big institution, it always gets more complicated. Some units are better able than others to generate funds. Variability of departments. Must be sensitive to local invention & initiative. How do you do that so that best interests of all are met? We pride ourselves on being fair about budgeting. We used to be more 'top down' with budgeting. Now, RCM is bringing incentives & action more to the local level.

SN: Some of promises of RCM thus far are not realized in the execution, so glad to hear that this review will be going forward in the spring.

Q: Mayor JS: As most of you know, I live in 1400 block of 13<sup>th</sup> St. Thank-you, first for the new field. People trying to get used to it. It is such an improvement to us. Better lighting in our block. I've not heard anybody complain about that field. I do have one small concern. Can the community use this facility? I got the answer that the community is fully invited to come. Concern is that I don't think people know it. We at this U do so many great things, but we are awful about telling people about it! Putting it in TU news is "not good enough!" We need to tell people how they can use the center. 2. What about the stadium? Update on all of that would be useful.

A: 1<sup>st</sup> you mentioned new sports complex just south of TU. If you haven't been there yet, please go! Fields are really wonderful. (Described them). Go! Go & see your students perform. Thank-you for mentioning that, Mayor. Point heard loud & clear about how can we project ourselves? Your point is well taken. We will continue to think about how we can take a look at that. STADIUM: We have set in motion a careful study about the feasibility. The projected locality is at Broad & Norris. Continuing to go forward with the study. Multiple meetings going on with community & government leaders. There are public, parking, trash, lighting & other implications. BOT has asked that when all these conversations are completed that we go to the BOT with the analysis. Does it have potential for benefits to the U? Without a doubt, when you think of the cut in cost about having it on campus v. going down to the Linc. But to bring people to the campus & to see it first hand is very exciting. The opportunities to bring people on campus & see the greatness of TU. When the analysis matures, we will be going back to the BOT. One other question (with humor): THE RAISES: are dramatic, immediate & will be reported on by the Provost.

Q: JM (Fox) with a 2-part question. Huge influx of foreign students at Fox. Rumor is that head-hunters find students in China who pay for all 4 years up front. Is this true? 2. Is there a plan at the U. level to provide more support for these students? We don't want to compromise the integrity of a Fox degree.

A: I don't know the facts. I understand that we have had recruiting agents there, but I'm getting out of my league. International allure is very important & attractive as we go forward. Answer 2: This is definitely on our radar screen. We definitely want access, but we also have to have success. (With humor) I think I'll stop taking questions now....

Q: AH (Fox) – Where did the budget cuts come from? And... what about the pending dean searches... CLA has been without a dean for 1.5 years. This is a big & important college.

A: I was under the assumption that it wasn't canceled. Both the Provosts have both been dealing with that.

Q: MA (CLA): I've been here since the 19x0's. We have a premier Dept. of African American studies. We've lost 8 people over the past 5 years. 2 positions were replaced with NTTs. At the national level as well as the local level, people are watching this very carefully. We've produced 170 PhD's & our dept. is premier in the nation; yet we only have 4 TT faculty.

A: It would be inappropriate for me to jump in where the Provost & the Dean should be involved in the conversation. Those are the kinds of matters that take careful & thoughtful consideration. Core of our operation is academics. That's what we're about. We must ask ourselves what we want to be great in. We need to hear from you, but also from

others in the room as we discuss those things.

Q: SG (SMAC): President NT was the 1<sup>st</sup> TU president to visit a Collegial Assembly since 2002. Do you plan to attend the different schools & colleges Collegial Assemblies if you are invited?

A: AP Dick Englert: Yes for me.

A: Provost Joanne Epps: Yes for me except for one school with which I have a structural conflict, so that I could never go.

## Provost Joanne Epps's Report:

TY for opportunity to be here. I want to thank this organization for the very delicate way in which you separated the person from the process in which you handled my role & appointment.

I felt that when someone asks you to serve, you ought to unless there are good reasons for not doing so. I am very grateful to you. What I really hope is that some of you will understand the philosophy that guides me. This is a really great place. I love this place. There are four things I wanted to talk about:

1. RCM. Pres. Englert has already discussed that, so I will move on. But RCM was already in place for this semester anyway, so we're not losing any time by starting the review in the spring. There are probably things that aren't working right in this extremely complex milieu. There may be tweaking & changes that can take place by next fall (soonest).

2. Dean reviews that weren't conducted last year which will be now.

-Two dean searches not completed from last year: Tyler most importantly. I absolutely think it's an important process, as someone who was subjected to it (a review) in my 1<sup>st</sup> year as a dean. Pres Englert & I have only had about 3.5 weeks this year in which we've actually worked together. For 31 years, I've called this home. I understand that there is so much to TU, despite that, how much I don't know. Unbelievable to absorb this U in its wholesomeness! Met the parents & the new students during move in. I visited Johnson-Hardwick & other locations. Vicki McGarvey has 82 people reporting to her. What does she do? I'm finding out. I didn't know that TU has a Park Ranger Program here. They graduate with a 100% placement rate! I have so much to learn... when one fact goes in the front, 3 spill out the back.

3. Obvious immediate financial role that we had to fulfill from last year. We filled that not happily, but not easily. It did require that we had to take money from entities who thought that they had it. The way we will attract students next fall will be different. Glad problem was \$22 million; not \$50 million. Important to give credit where credit was due... THAT PROGRAM WORKED! Too well. Dean's task force will try to figure out how we can stay within our financial structure. This was a place where we've prided ourselves in changing lives. Their life would have been different, but for us. The BOT has stated how much that mattered to them. But nevertheless, moving up in the rankings is not a bad thing. Input from you about how to do that & I will try to get here as often as possible.

4. Improving the orientation -There is a task force co-chaired by someone who is in Student Affairs & someone from CPH to streamline orientation & settling in from an academic point of view. There is the notion that we might want to do more, get kids registered sooner & improve orientation.

I am excited to be here & blessed to be in this position. I'm going to try to be the very best Provost I can!

Q1: JS (Boyer): I'm taking this good opportunity to mention: There is a lot of online (OL) training for faculty. Why not incoming students? There should be OL orientation for students, particularly for foreign students, regarding plagiarism.

A: Students of today don't really understand plagiarism well. The students believe that they can use things, saying things like, "Hey it's on the internet."

Q2: JS (Boyer): In RCM review... there are rumors that this may be abandoned with a return to the previous model. Is this a possibility?

A: I'm not in this process, but I would have to think that everything's on the table. I would think that everyone would have chance to be heard.... It feels to me that RCM needs tweaking in a variety of places

*Minutes continued on page 12*

# Representative Faculty Senate Minutes, September 12, 2016

Minutes continued from page 11

but this is easy to say. It may not be easy to do. The Big Picture: Is concept working? How can we make it better responsive to the Schools & Colleges? We are attracting highly qualified honors students who are promised small classes. There is a disincentive for small classes with RCM. I have never manipulated an RCM System. How do we get the \$ to fit that? These are my questions that have yet to be considered.

JS: Schools like Boyer & Tyler have a lot of small, even 1:1 classes, which RCM doesn't address in a meaningful way.

Q: Mayor Street: Establishment Republicans thought that the R nominee would melt away & not survive, but that didn't happen. I think somebody & I think U's are probably more poised to do this. My question is, has TU considered the possibility of doing some serious research on 'all of this.' Politicians just can't do this kind of work, e.g. the whole question of race being addressed in a huge & comprehensive way. Some U's someplace should adopt a major goal to try to figure out what's going on out there. It's not good for us/the country. U's can play roles that others can't. Somebody needs to look into this & start saying something about it! Is it possible for Temple to do something like this? Will TU just mark time over the next couple of years waiting for another president to come in instead of making a really important statement about this?

A: IDK for the following reasons. My short period of time in this job. We can stimulate thought, but I don't know the answer for your question to ask if we can actually take on something big? Wouldn't it be wonderful if we were actually thought leaders in this area? Are there people who would do this?

A: Rep. Senator, \_\_\_\_\_, reported that she is a Political Communication & Public Opinion Scholar. She & colleagues are addressing that! I just wanted everyone to know.

A: There is a person who does that right here in this room. The two of you ought to talk.

I won't see you at the October meeting, but I hope to make this the first of many.

## President's Report – Dr. Michael Sachs

To clarify a question for Pres. Englert, the FS Leadership sent a letter to Mr. O'Connor, Pres of TU BOT, requesting that we have 4 – 5 faculty represented on the Presidential search committee. We got a very nice, tactful response that they would be in touch. We have no word about what the BOT is thinking. We will be asking CATA to put together lists of people who COULD serve on this just in case we get notice. We will be prepared for any eventuality.

We will be asking them in October or November whether they have given this any further thought. Credit where credit is due: meetings with both Dick Englert & Joanne Epps. They are both proactive & receptive re: faculty governance. On Friday, I will be making a presentation to the BOT re: Role of Faculty Governance.

Pres. Dick Englert & Provost Joanne Epps covered most of the things on my list. Here are the other points:

- Faculty ombudsman: We will be bringing this up. Formerly, the V. Provost for Faculty Affairs covered this, but this is not an independent role.
- Re-examining the tenure process. There are contractual considerations with the TAUP, which we will discuss with them. There are things that might be changed to improve the process re: things known to be problems for the past couple of years.

## Vice President's Report:

Introduction & thank-yous, & explanation of his role. Increases the input for Faculty Governance through participation on these committees. Former FS VP, Adam Davey got these very well staffed last spring, but there are still just a couple of openings. Of the 20 Senate Committees, Lectures & Forums is very much open. The Provost's committees are more open at this time. We want to streamline the process, as well.

20 Faculty Senate committees & 7 Provost Committees with some members appointed by Faculty Senate.

Consider: Serving on one (or more) of these committees & Nominating someone from your school or college for these committees

For more information, go to <http://www.temple.edu/Senate/committees.html>

Email Elvis Wagner ([elviswag@temple.edu](mailto:elviswag@temple.edu)) with nominations.

<u>Faculty Senate Committee</u>	<u># of Openings</u>
Committee for Administrative and Trustee Appointments (CATA)	1
Educational Programs and Policies Committee (EPPC)	1
Faculty Herald Editorial Board	3
Lectures and Forums Committee	5
Library Committee	1
Oversight Committee	1
Committee for International Programs	1
<u>Provost Committee</u>	<u># of Openings</u>
Student Award Selection Committee	9
University Invention and Patents Committee	5
University Press Board of Review	3
University Research and Creative Awards Committee	3

## Q & A for VP Elvis Wagner

Q: AH (Fox) Wondering about T & P Committee.

A: UTPAC (T & P) filled. CATA had a retirement so one spot open which I will work hard to fill.

Q: JS (Boyer): Service not valued at Temple anymore. Used to have a tri-pod of service that was very valued; now not. Junior faculty now prohibited from service. Plus, with PLRB removing chairs from bargaining unit, so few people to fill these positions.

A: I think that we can make a case that service is valuable for junior faculty.

## Old Business

None

## New Business

None

## Adjournment

Adjourned at 3:15 p.m.

Next meeting: Representative Faculty Senate, Monday, October 10, 2016

Respectfully submitted,  
Sue Dickey, PhD, RN,  
Associate Professor  
Faculty Senate Secretary, 2016-17

# Representative Faculty Senate Minutes, October 10, 2016

## Attendance:

Representative senators and officers: 30  
 Ex-officio: 0  
 Faculty, administrators and guests: 13  
 WebEx: 9

## Call to order

Meeting called to order at 1:53 p.m. in Kiva Auditorium. Meeting called to order by Dr. Sachs.

## President's Report – Dr. Sachs

Motion to approve minutes of 9/12/16 carried. Motion to approve minutes approved & seconded. Corrections: 0 Deletions: 0 President Sach's report deferred in honor of guest speakers. This meeting is available on WebEx & is listed as a training session in email to Rep Faculty Senators.

-FSSC busy with visitors. Jeremy Jordan (Assoc. Prof., Tourism & Hosp; Sports Management & Lei) & Cindy Leavitt (VP Computer Services & CIO), came last week. We have invited for later this semester: Justin Miller, Director of the Resnick Center for athletes in Pearson-McGonigle Hall, Ken Kaiser (Vice President, CFO and Treasurer), Patrick O'Connor (Chair of Board of Trustees).

-The FSSC has been asked to provide names for faculty willing to serve on the Law Dean Search Committee & other things.

## Vice President's Report – Dr. Wagner

My report will be very short & similar to the one that I presented in September.

-There are 20 Faculty Senate Committees. It is my role to push, ask & beg for a # of openings. Please take these requests back to your Schools, Collegial Assemblies & Departments! The current openings are: CATA, EPPC, Faculty Herald, L & F, Library Committee & Oversight. Provost's Committees: Student Awards (intensive in Feb.), U Inventions & Patents, Research & Creative Awards,

Please ask people in your Collegial Assemblies & other venues to serve.

That's all.

Q: SN: Student Affairs Committee – I have a question about the SA Committee. Is that still choosing student Commencement speakers?

A: Yes.

## Guest: Betsy Leebron Tutelman, Senior Vice-Provost & Brent

On behalf of VP Betsy Leebron Tutelman, this presentation was delivered "Disability Inclusion & Accessibility at Temple University" by Brent \_\_\_\_\_ in behalf of the TU Accessible Technology Initiative to be rolled out in November

- In 2013, the University adopted an accessibility committee (ATTC) charge: accessibility & communication; global awareness by in which all faculty & staff must participate. There are similar hazardous materials & sexual abuse trainings by which we must abide by as an institution to remain within the law. There are many TU Faculty success stories: Jeremy Jordan, \_\_\_\_\_ & Catherine Schifter will share their stories online.

The trainings will be deployed in November, 2016. What do I have to do with my content? What has to be accessible? We are not quite there yet to get you all to full accessibility.

Some examples of the things that must be done for all to become compliant:

-Every course syllabus is provided with standard disability disclosure statement & link to the TU page.

-Any course to be re-used that presents a situation with an unknown, possibly disabled audience must have closed captioning.

We are actively pursuing tools that will make this easier for faculty. These are not magic & won't fix all. The use of a screen-reader for students will be able to digest the info, however. This initiative's launching point will be training at the end of month. We will come around to the schools & colleges to make sure everyone is up to speed.

We're here at the Senate meeting today to tell you that this training is

coming. Audio descriptions won't be currently required, but closed captioning will. Transcripts will be required.

Q: SN (CLA/Eng): I have one question: When a student says s/he requires closed captioning it requires people, money & personal & departmental resources. Under RCM, who will bear the expense?

A: The answer to this is not entirely in my purview. The schools & colleges are currently responsible. At the moment the responsibility lies with the individual faculty member & the department.

Q: SN: There are ethical & legal issues involved.

A: Some grant funding might be available.:

A: Betsy Leebron Tutelman: We have some encoders available on campus. There are a couple of services that we have used. We are also considering hiring students & training them. For classroom content that includes videos, we can capture them. Don't use YouTube to capture this, though.

A: Brent: for live events & live transcription, they are harder to capture.

Q: Secretary missed the exact question but the answer is straightforward:

A: There is a legal threshold (98-99%) of (required) accuracy (in transcription). YouTube won't get you all the way there with their built-in editor, (which is why we say not to use it).

Q: If you are showing a YouTube video in class, how can you capture them accurately?

A: If the student is physically present in the classroom with a hearing accommodation, that person would have someone sitting with him or her to interpret (by signing, caption & sitting at front of the classroom).

A: Faculty could interject the corrections in that case.

## Old Business

None

## New Business

Q: A.H. (Fox) - TAUP's & the Faculty Senate's joint committee on Childcare at Temple put forth a proposal to administration last spring. The TU Administration won't comment on this until the adjunct contract is settled. The Child Care Committee will reconvene this fall. Anyone who wants to join this committee please contact me (Arthur Hochner) or Michael Sachs (President, Faculty Senate).

No other new business.

## Adjournment

Adjourned at 2:15 p.m. President Sachs: Enjoy your found hour.

Next meeting: Representative Faculty Senate, Wednesday, November 16, 2016 @ 1:45 p.m.

Respectfully submitted,  
 Sue Dickey, PhD, RN,  
 Associate Professor  
 Faculty Senate Secretary, 2016-17



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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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