

Fox School of Business Rankings

Over the summer, it was discovered that the Fox School of Business Management had knowingly submitted incorrect information to the US News rankings. The following documents are the various messages sent to the university community by the President and the Provost informing us of the steps taken in response to these findings.

July 9, 2018

Dear Temple community,

Earlier in the year, I informed you that we had engaged the nationally respected law firm Jones Day to conduct a comprehensive review of rankings data and processes within the Fox School of Business. As you may recall, the data originally submitted to U.S. News & World Report for the 2018 rankings were inaccurate regarding the percentage of incoming Fox Online MBA students who provided GMAT scores as part of the enrollment process.

That review is now complete, and it is my duty to report that the Fox School, under the leadership of Dean Moshe Porat, knowingly provided false information to at least one rankings organization about the Online MBA. In addition to the misreporting of the number of students who took the GMAT from 2015 to 2018, the average undergraduate GPA was overstated, and there were inaccuracies in the number of offers of admission as well as in the degree of student indebtedness.

It was the dean's initiative to disband a longstanding committee charged with ensuring the accuracy of rankings data. This absence of checks and balances, together with an undue focus on rankings, enabled such misreporting. While we are committed to determining the nature and extent of possible incorrect data reporting regarding other academic programs at Fox, one thing is clear: This is contrary to the fundamental value of integrity that is at the heart of our academic mission.

Today, Executive Vice President and Provost JoAnne A. Epps and I asked Dean Porat to step down effective immediately as dean. An interim dean will be identified, and we will begin a national search for a permanent dean as soon as possible.

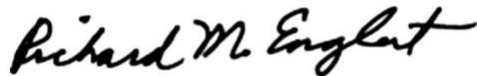
Temple's values and culture have guided us successfully since 1884. They are guiding me now in today's decision. While I am deeply saddened by these developments, I am confident we are taking the right steps to address this issue. Our message here is simple: What happened at the Fox School cannot be allowed to happen again at Temple.

I remain firm in my belief that our Online MBA program, and the Fox School as a whole, is one of the best in the nation and an excellent choice for students who want an exceptional management education in a vibrant urban environment. Today's action should not detract from the tremendous accomplishments of the school's faculty, staff, students and alumni.

Provost Epps will share additional information on a series of measures, including a new university-wide policy regarding rankings, more robust checks and balances for rankings data collection and reporting, and new data analytics staff. We are also sharing information with our various accrediting bodies, as well as the U.S. Department of Education.

[An FAQ](#) and the findings and recommendations of the Jones Day investigation are all available [here](#).

Sincerely,



Richard M. Englert
President

July 11, 2018

To the Temple community:

On Monday, President Englert announced [the results of the Jones Day review](#) of the Fox School of Business. As a result of the issues uncovered by this review, it is clear that the university needs to implement new processes to ensure the highest degree of data integrity. Therefore, the university is implementing a variety of measures at Fox, all other schools and colleges, and other university offices that are responsible for data submissions.

Fox School of Business initiatives

First, I want to outline for you the actions that have been initiated by the Fox School of Business to ensure data integrity. Fox created a new performance analytics unit reporting to Senior Associate Dean Aubrey Kent. The executive director of the new unit is Dr. Barbara Manaka, previously Fox's director of curriculum management, assessment, teaching and learning. As the executive director of performance analytics, Dr. Manaka now has responsibility for rankings (including data assurance, student surveys, and coordination with internal and external ranking entities), AACSB accreditation and academic quality. In this role, Dr. Manaka will continue to work

directly with Senior Associate Dean Kent and with Senior Vice Dean Debbie Campbell on completing survey responses using a team approach.

Fox intends that the workflow for the new performance analytics unit entail:

Step 1 – Data Aggregation: The following four elements will be aggregated, collected and organized by Dr. Manaka with the aid of an assistant director.

- Program, graduate and faculty data, and financial services or debt data
- Enrollment and cohort data
- Job data from the Center for Student Professional Development and the placement team
- Other required information not specifically captured above

Step 2 – Data Inspection: Dr. Manaka will verify the accuracy of the data, with input and assistance from relevant program directors and Fox School staff.

Step 3 – Data Verification: Dr. Manaka will review the data with Senior Associate Dean Kent and Senior Vice Dean Campbell.

Step 4 – Data Submission: Following approval by Institutional Research and Assessment (IRA), Dr. Manaka will submit the data and be the liaison with external publications.

Where possible, a copy of the submission will be provided to the dean for post-submission review.

In addition, through IRA, my office will assist the Fox School in developing processes for data compilation, aggregation, inspection, verification and submission processes to ensure reliability and veracity.

As noted in the president’s memorandum yesterday, we are looking to appoint an interim dean of the Fox School. I look forward to working with the interim dean to identify structural or leadership changes as needed.

School and college initiatives

In addition to the above, I will require the dean of every school and college and applicable unit heads to submit a report that:

- Describes the data collection, verification and submission process in the school/college/unit, and
- Proposes any process changes going forward. At a minimum, procedures going forward should include:
 - Identification of definitive sources of data;
 - Individuals, by name and title, with responsibility for gathering data;
 - Individuals, by name and title, with responsibility for reviewing and verifying data;
 - The process for ensuring the accuracy of the submitted data;
 - The certification of data accuracy by the dean or applicable unit head;
 - Procedures for maintaining an audit trail of backup data for all submissions; and
 - Procedures for identifying and notifying IRA of anticipated or actual significant changes in rankings.
- Job data from the Center for Student Professional Development and the placement team
- Other required information not specifically captured above

University-wide initiatives

Additionally, working with the university, I will:

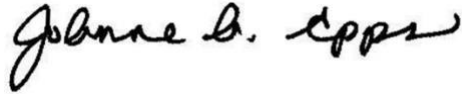
- Hire at least two new staff members in IRA to assist the schools and colleges with appropriate data processes and practices. One of these new staff members will be dedicated to working with Fox.
- Work on identifying reliable communication among existing data systems, and pursue the implementation of new systems as appropriate.
- Assist in designing and implementing appropriate policies specific to external data reporting by schools, colleges and applicable units. These policies will include:
 - Temple’s commitment to ethics and compliance, including the integrity and accuracy of all the information it maintains and shares;
 - Standards for collecting and verifying all data;
 - Standards for verifying and cross-checking all data;
 - Procedures for submitting all data, including required reviews and approvals;
 - Certification by deans, or applicable unit heads, of integrity and accuracy of all data, both prior to and after submission; and
 - Mechanisms for questioning or raising concerns, directly or anonymously, about the integrity or accuracy of data.
- Assist in designing and implementing training for all employees, and the supervisors of employees, involved in collecting and submitting rankings data to ensure a clear understanding of the importance of integrity, accuracy and accountability.
- Require each school, college and applicable unit to create a data repository for archiving and retaining an auditable backup for all data submitted externally.

- Retain an external auditor for at least 3 years to review all Fox rankings submissions and spot-check those of other schools, colleges and applicable units. Thereafter, I will ensure the inclusion of rankings survey data on the regular internal audit schedule.

The above actions represent a substantial commitment of effort and resources. As an institution, we must continually test our established practices and implement additional measures in the future as appropriate.

Temple is an exceptional university. In a world of ever-expanding data, our challenge is to facilitate the creation, recording and reporting of that data, so we are always confident that we accurately and honestly represent Temple to the outside world.

Sincerely,



JoAnne A. Epps
Executive Vice President and Provost

July 25, 2018

Dear Temple community,

Today we would like to provide two rankings updates related to U.S. News & World Report.

Fox School of Business rankings

As you know, the university hired the nationally respected law firm Jones Day to review data and processes in the Fox School of Business for rankings survey submissions to U.S. News & World Report. The university shared the [findings and recommendations](#) from that review on July 9 and indicated that one finding of the review was evidence that the Fox School provided U.S. News with erroneous information relating to programs beyond the Online MBA.

The university has been carefully scrutinizing rankings data submissions to identify misreporting for other Fox programs. Although the review is ongoing, we have concluded that misreporting similar to that involving the Online MBA also occurred with respect to the Executive MBA, Global MBA, Part-Time MBA, Master of Science in Human Resource Management and Master of Science in Digital Innovation in Marketing. These programs all had issues related to the reporting of one or more metrics, including the number of new entrants providing GRE/GMAT scores, student indebtedness and applicants' undergraduate GPAs. For the Online Bachelor of Business Administration, misreporting related to student indebtedness was found. As a result, we have reported to U.S. News that we cannot verify data related to these programs, and we are not participating in or submitting business school surveys at this time.

We want all the members of the university community to know that, with respect to the misreporting of information at the Fox School, you had a right to expect this information would be accurate and honest. We deeply regret that this did not happen. We will do more than own this problem. We will fix it. And none of this takes away from the quality education that our Fox School students receive, or from the excellent teaching and research of its faculty.

Temple University rankings

In a related update, U.S. News asked Temple to provide a letter verifying the accuracy of our data submissions for the 2018 and 2019 Best Colleges rankings. The university conducted a painstaking review of the voluminous data contained in these submissions. On July 20, Temple provided U.S. News with the requested letter, in which we verified the accuracy of our submissions for both the 2018 and 2019 rankings. We also made three corrections: one inadvertent transposition and two typographical errors. Additionally, we updated originally reported endowment information to ensure consistency in survey responses. U.S. News also had requested information on additional programs, and that review is underway.

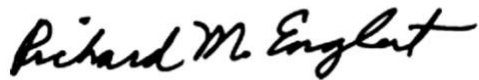
In addition to verifying the data provided to U.S. News, we are also responding to ongoing inquiries from the U.S. Department of Education and the Pennsylvania Attorney General's Office.

Our commitment

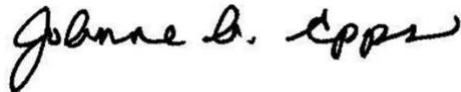
Integrity in the way we conduct and represent ourselves to the world is a fundamental value at Temple. The university is committed to the highest standards of accuracy in its data submissions to rankings organizations and has implemented [rigorous new university-wide procedures](#) to ensure this. As we said earlier this month, Temple is in contact with a number of agencies that have an interest in this matter. We are updating them as new information develops. We continue to diligently pursue the review of rankings data and will share additional updates.

We would also like to take this opportunity to thank the university staff who have been working so diligently in carefully reviewing thousands upon thousands of data elements in the Fox School and university-wide. It is through their tireless efforts that we are able to ensure we report proper information going forward, and can be open and transparent with all of you.

Sincerely,



Richard M. Englert
President



JoAnne A. Epps
Executive Vice President and Provost

August 10, 2018

To the Temple community,

Today, we have several updates for you regarding data integrity at Temple University. This update, and all of our information regarding this topic, can be found at Temple's data integrity website: www.temple.edu/about/data-integrity. In the future, this site will be the primary source for updates regarding past reporting and other developments related to data integrity at Fox and the university.

Since the initial discovery and self-reporting of inaccurate data earlier this year, we have received requests from regulators, accreditors and ranking agencies to supply information about data reported by the Fox School of Business and, in some cases, other areas of the university. We continue to make progress in responding to those requests.

U.S. News & World Report

In July, U.S. News & World Report asked that we verify the most recently submitted data for the university overall, and for programs in several schools and colleges at Temple, including the Fox School of Business. We verified the accuracy of submissions for both the 2018 and 2019 Best Colleges rankings and subsequently responded to U.S. News' inquiry about data specific to the Fox School. The announcement regarding the Fox program data can be found [here](#).

In addition, U.S. News asked Temple to verify data for professional and graduate programs that have most recently submitted survey information, namely the College of Engineering, College of Education, James E. Beasley School of Law and Lewis Katz School of Medicine. That work has been completed and, while errors were found in two of the reports, the errors were few in number and there was no indication of deliberate misreporting. This information has been reported to U.S. News. Additional details can be found in the [FAQ](#) and the [data integrity site](#).

Association to Advance Collegiate Schools of Business (AACSB)

The Fox School of Business has been accredited by the AACSB since 1934. AACSB contacted Temple July 10 asking for details regarding the misreporting of data and remediation efforts.

We have been providing regular updates to the AACSB, and this week we formally responded to the July 10 letter, noting that the submission of inaccurate rankings data included multiple programs, as was reported July 25. We also updated the AACSB on our remediation and corrective measures.

The AACSB has moved up its re-accreditation review for the Fox School from Spring 2020 to early 2019. Temple will continue to keep the agency up to date on Fox's compliance with the AACSB's standards.

Other Ranking and Rating Surveys

We are also in the process of reviewing Fox survey responses to other ranking and rating agencies, including The Princeton Review.

Today we notified The Princeton Review that a review of data submitted to it shows that at least one inaccurate data point reported to U.S. News was also used in reports to The Princeton Review. Please check back with the [FAQ](#) and the data integrity site for updated information regarding those reviews.

Governmental Agencies

The university continues to keep the U.S. Department of Education updated on our progress in analyzing past Fox School reports and the procedures that are being put into place to ensure greater data integrity. In addition, the university is working with the Pennsylvania Attorney General's office to provide the information that it is seeking.

Moving forward at the Fox School of Business

Interim Dean Ron Anderson, [appointed two weeks ago](#), has committed to transparency and accountability and already has begun taking actions in furtherance of these goals. Dean Anderson has:

- publicly acknowledged the Fox School's past reporting errors and issued apologies to stakeholders;
- restructured key administrative functions (i.e., enrollment management and marketing, finance and human resources);
- examined and adjusted responsibilities of management personnel;

- appointed a business/finance manager and is preparing to appoint a director of human resources;
- met and will continue to meet with various stakeholders, including students, faculty and staff, to address concerns and answer questions; and
- committed to continuing conversations with faculty and staff to establish a positive culture that focuses on outcomes for Fox students.

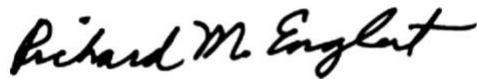
In addition, the university and Dean Anderson have committed to working with an external auditing firm to review all Fox rankings submissions and spot-check those of other schools, colleges and applicable units.

We have been impressed with Dean Anderson's progress in such a short period of time and pledge to him our full support as we all prepare for the start of the academic year.

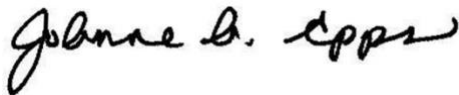
Conclusion

We want to thank everyone who has been involved in this process. As we have pledged in the past, Temple remains dedicated to being open about our findings in this matter. Once again, we encourage you to use the [Temple data integrity](#) website, which will be your primary source for updates.

Sincerely,



Richard M. Englert
President



JoAnne A. Epps
Executive Vice President and Provost