

## **Bunker Mentality**

Ever since Ann Weaver Hart's arrival on campus last summer, she and I have met regularly. When we were introduced last spring, we agreed that it made sense for there to be an ongoing dialogue between the administration and TAUP. At our meetings there has been no set agenda; instead, we have discussed those topics relating to Temple that were of concern to either one of us at the time. Our conversations have ranged widely, touching on specific matters like the transition to retirement plan and general concerns such as university leadership, finances, and academic policy. We have talked as well about such things as the work climate at Tem-

## **A Message From the President William W. Cutler, III**

ple. At our most recent meeting, I asked her to characterize that. "Wounded," she said, because so many people have been treated with disrespect. The result, she added, is a lack of trust and sometimes even a negative attitude.

President Hart is probably right about the current mood at Temple. There is a sense of vulnerability among many people at this university. Despite the change at the top, they are wary, fearful that they will be disappointed again. Others are very hopeful, ready to believe that a

*Continued on page 7)*

### **ANALYSIS**

## **The Contract & Nontenure Track Faculty**

The Temple University – TAUP collective bargaining agreement signed in February 2005 contained an entirely new article, specifically devoted to nontenure track faculty. Among other provisions, Article 15 changed the titles for the largest proportion of the nontenure track faculty -- those engaged principally in teaching, who are called Lecturer, rather than assistant, associate, or full professor. In addition, and more importantly, Article 15 called for processes for "appointment, reappointment and promotion" for each academic level of nontenure track faculty.

Temple administration responded slowly to the requirements of the new contract. Although both sides ratified the agreement in February 2005, only in July did the Provost notify the deans that new nontenure track titles, existed and should be used. In the following academic year (2005-2006), however, 217 nontenure track faculty retained their old titles, either as dean's appointments or visiting professors. By contrast, there were 73 lecturers and one

research faculty member. Only in the current academic year, two and one half years after ratification, were the titles for almost all nontenure track faculty changed to reflect the provisions of Article 15.

On a deeper structural level, however, Temple administrators continue to drag their feet. In a significant shift of policy, the 2004 – 2008 agreement lifts the seven-year limit on a nontenure track faculty member's term of employment at the university. As a result, TAUP negotiated for management to set up safeguards for nontenure track faculty. First, the contract specifically allows multi-year contracts. Second, and most crucial, it requires written guidelines for the appointment, reappointment, and promotion of nontenured track faculty.

The specifics of these guidelines were not delineated in the contract; instead it called upon deans to work with department chairs, departmental

*(Continued on page 10)*

## Inside This Issue

1	Bunker Mentality: President's Message The Contract & Nontenure Track Faculty
3	TAUP Meets With President Ann Hart
4	Letters to Editor
6	Get to Know the EC's Newest Members
8	Transition to Retirement
12	Revaluing Service and Shared Governance



*Snowy Day on Berks Mall (Photo: Terry Kilpatrick)*

# T A U P Members: It's time for Annual Elections Watch your e-mail for your TAUP e-Ballot Coming April 16

### TAUP EXECUTIVE COMMITTEE

PRESIDENT	William W. Cutler, III	All Officers' Terms Expire on 4/30/07	
VICE-PRESIDENT	Elaine Mackowick		
TREASURER	Al Findeisen		
			Delegates
Terms Expire 4/30/2007	Terms Expire 4/30/2008	Terms Expire 4/30/2009	Terms Expire 4/30/2007
Nilgun Anadolu-Okur	Tom Getzen	Mark Darby	Art Hochner
Art Hochner	Joyce Lindorff	Laurita Hack	Joyce Lindorff
Patricia Hansell	Jeff Solow	Nikki Keach	Karen Palter
Anthony Ranere	Billie Stevens	Jim Korsh	John Sorrentino
Joseph Schwartz	Kathy Walker	Karen Palter	Billie Stevens

### OFFICE STAFF

John DiBenedetto <i>Executive Director</i>	Terry Kilpatrick <i>Member Services Coordinator</i>	Dolly Hamilton <i>Secretary</i>
---	--	------------------------------------

Temple Association of  
University Professionals

## T A U P

1900 North 13th Street  
Barton Hall Room A-231  
Philadelphia, PA 19122

Phone: 215-763-2287

Fax: 215-204-7645

Email: [taupaft@aol.com](mailto:taupaft@aol.com)

Web: [taup.org](http://taup.org)

TAUP represents librarians, academic professionals and the full-time faculty in all Temple University schools and colleges except Law, Medicine, Dentistry, Podiatry, and Optometry.

## TAUP Executive Committee Meets with President Ann Hart

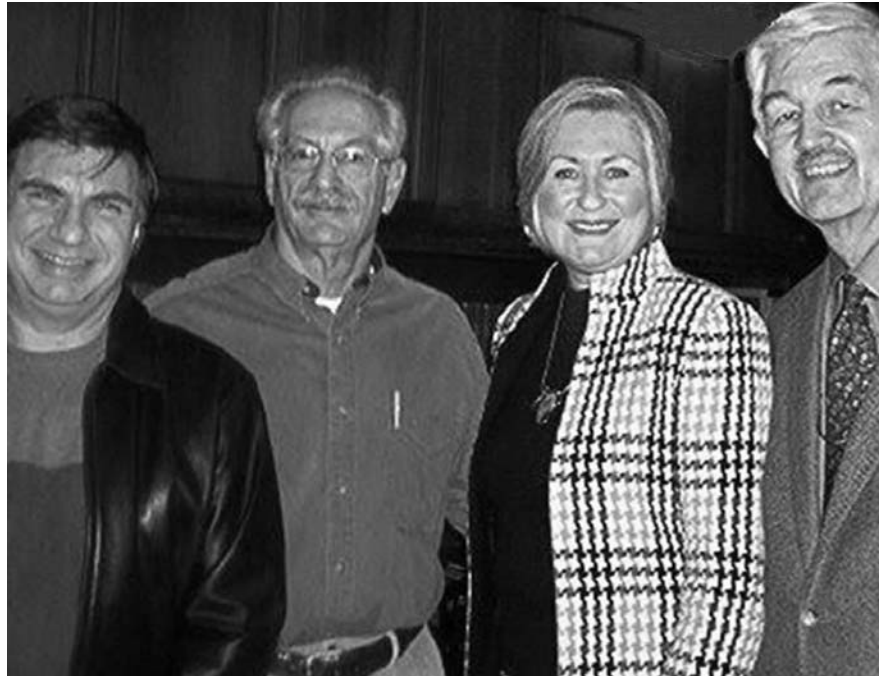
On Wednesday, January 24, the officers, Executive Committee, and staff of TAUP met with President Ann Weaver Hart in Sullivan Hall. Such a meeting was so unprecedented that some TAUP attendees had to ask the way to the president's office.

Since her arrival last August, President Hart has scheduled regular monthly meetings with TAUP president William Cutler. This meeting with the Executive Committee, the other officers, and the staff provided an opportunity to broaden the contact between the union and Temple's chief executive.

TAUP asked about President Hart's vision for Temple. Her answer focused on success. First, she said, this means a commitment to the "Acres of Diamonds" ideal of creating a great urban institution that can provide a quality education to less privileged students. Temple, she vowed, will be dedicated to quality while preserving the "soul" of access.

President Hart devoted her second point to the success of Temple's students. The overarching goal of course is to help students be successful, to graduate with a quality degree. The university must look at outcomes, and see what services have helped students. President Hart intends to review all the student services to see, for example, what helps students graduate with the skills and credentials to get into graduate school.

Third, President Hart spoke of the success of faculty. She confirmed that Temple remains committed to full-time tenured faculty even in this era when such faculty comprise a shrinking part of the workforce in academe. She asserted that the university should encourage research and artistic activity to the fullest extent possible. Teaching and research are the faculty's core mission, she said. When study leave proposals are reviewed, research on teaching should be given serious consideration. For the cru-



(L—R) TAUP Executive Committee Members Jeffrey Solow (Boyer), and James Korsh (CST), President Ann Weaver Hart, and TAUP President William Cutler after the meeting in Sullivan Hall January 24. (Photo: Terry Kilpatrick)

cial steps of tenure and promotion, the President stated her firm belief that the university should strive to help junior faculty succeed, rather than place obstacles in their way.

President Hart also identified nontenure track faculty as vital members of the university community. She has called on all the deans to give more multi-year contracts to such faculty, increasing their job security. She mentioned how well nontenured faculty serve as mentors and instructors for students of clinical practice. She believes nontenured faculty can mentor graduate students as well.

Finally, President Hart praised the success of her relationship with the union so far. She said she valued the monthly meetings she has held with Bill Cutler. She also pointed out that the collective bargaining unit provides broader representation than unions she has worked with previously, because TAUP includes the nontenured faculty as well as tenured and tenure track, a positive difference in her opinion. She told the meeting attendees that she looked forward to discussing how the 2008 contract negotiations could be conducted.

# Letters to the Editor

## TU Should Support Aging Faculty

Dear TAUP *Bulletin*:

It came as no surprise to read about the aging TU faculty cadre. However, although a welcome alternative, I am not sure that the availability of a transition to retirement will address the real problem or provide an effective solution.

Instead, the real challenge for the university is to sustain committed and creative faculty of all ages. Most faculty members are clearly not planning to retire early, or even at all. Our generous compensation, flexible life style, and later years that are increasingly healthy and active, provide a tremendous incentive to remain in the academy as long as possible. Given that we are likely to be around for a long time, how do we maintain the energy and enthusiasm most of us had in years past? Privately my older friends tell me that they are less and less willing to take on tasks that they really don't want to do. This is not just developmental disengagement. What they tell me is, "I just wish that the University could realize the contribution that I am making and allow me to contribute in a way that would work best for all of us."

Temple is faced with the long term prospect of an aging work force and needs to develop and implement strategies for keeping older faculty members productive and satisfied. Ultimately the cost of valuing our contributions, in a way that sustains satisfaction, is far less costly than living with the consequences of widespread disaffection. I would like to make a few suggestions:

First, we need to reconsider the present merit pay system that rewards an increasingly small portion of the faculty work force. The compensation literature suggests that the most effective performance-based programs reward the most people for the widest variety of contributions. Our system does just the opposite – rewards a few stars disproportionately for a very small, albeit important, part of the work required to sustain an effective institution. I urge the TAUP and the Senate to advocate for changes in the criteria for merit to include the full range of faculty contributions. Yes, we need cutting-edge researchers and they deserve merit pay. We also need faculty who teach and advise heavy

loads and provide service to their discipline, college, university, and community. The issue is not primarily about money, particularly considering how little a merit unit is worth, especially for faculty heading toward retirement. What we need to address is the negative symbolic force of our merit system that fails to honor and respect most of the faculty, for most of their work, year after year. How might we modify reward structures to prevent older faculty members from becoming increasingly alienated from their chairs, deans and colleagues on merit review committees, all of whom are charged with making merit recommendations that fly in the face of fairness and common sense?

Second, we need to look at alternate work assignments for faculty members who are no longer prolific researchers. The old solution of "well, we'll just make him teach a 4/4 load if he doesn't keep up his research," is not likely to create either good teaching or good karma. However, many of the older faculty members have other experiences that could be effectively tapped in a more individualized approach to their assignments. For example, older faculty members can use their experience very effectively in curricular revision and assessment, in mentoring younger colleagues, and providing services to the community. Sadly, there are faculty members



across all age categories, as in all work forces, who do not make a maximum effort. Our challenge is not to legislate for these isolated pockets of perfidy, but instead to respond to the vast preponderance of faculty members who are dedicated to Temple and their students.

Third, we need to publicly recognize faculty members' contributions for their dedicated years of service and reaffirm their value to the Temple community in thought, word and deed. The obituary is obviously too little, too late. How about a life time achievement award as well as rising star recognition?

Temple has an opportunity, as well as a mandate, to respond innovatively and meaningfully to the needs of an aging work force. A research university pro-

## Letters to the Editor

vides the ideal environment for trying creative approaches to the demographics of the 21<sup>st</sup> century. Faculty members, working together with administrators, compelled by enlightened self-interest and humanity, could provide important leadership for an increasingly ubiquitous problem.

My own hope is to work productively at Temple for a few more years, teach well, supervise research, mentor future leaders, serve on committees, such as merit, promotion and tenure, and Middle States, and continue curriculum development, as well as my university and community outreach. I do not want to simply fade away from the work that I have loved.

Corinne Caldwell

Professor

EDUCATION/LEADERSHIP/POLICY STUDIES

---

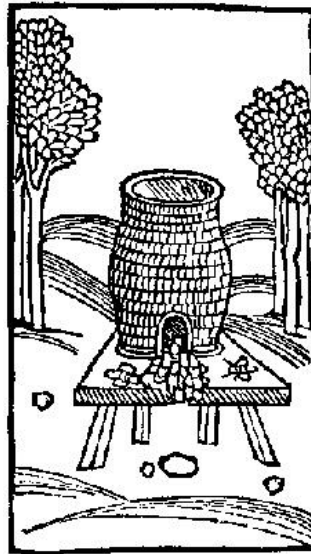
### **'Til We Outnumber Them ...**

Dear Colleagues:

I'll leave it up to you to find out what Arlo Guthrie's story is actually about. His title keeps coming to my mind as I think about the situation of adjunct faculty at Temple. As a matter of fact, we do outnumber the full-time faculty – now. Everybody has a different number, but I'll use 1600, what the University reports for adjuncts in TAUP colleges and schools. That's compared to 1200 tenure track and non-tenure track faculty in the current bargaining unit. And there are 600 adjuncts in the TUGSA bargaining unit, which makes the comparison of full-time to part-time instructors even more astonishing.

It's time the adjuncts were also represented by the union. An organizing effort has gone on for several years and is now moving forward with the support of TAUP as an organization. It also needs the support of TAUP faculty members as individuals. Ask adjuncts in your department to become involved. Information is available at [www.adjuncts.taup.org](http://www.adjuncts.taup.org). Become involved yourself. Help us organize. Stand with us when necessary.

Why should you do that? First, you will retire some day, as Bill Cutler reminded you in the last TAUP *Bulletin*. I retired. For us, the benefits and some-



times the salaries are better than for the rest of my new colleagues. But not always. And planning to be here for a long time suddenly becomes a waiting game before every semester. Long-term adjuncts deserve better – and better is possible.

Second, justice requires that you consider the situation of the great number of adjuncts, which reflects their

status as the only non-union group of faculty. Their salaries are low. Their path to an increase is generally unavailable. Their benefits are non-existent. Many of our own graduate students who have outlived their financial aid suddenly find themselves much worse off. Better is possible.

Third, academic freedom requires a grievance procedure for all. I was a non-tenure track faculty member for eleven years, so I know how tenuous my academic freedom felt – though certainly I was unwise enough to speak out about anything that concerned me, and there were no adverse consequences, as far as I know. I expect there will be none now. But better is possible.

Finally, a really strong faculty requires a united faculty. Chance and circumstance as well as qualifications have made some of us adjuncts. We do not want you to have to face divisive tactics which stress your privilege at our expense, and we do not want ever to have to face divisive tactics ourselves. We do not want to have to decide whether to risk our already fragile jobs on your behalf. Better is possible.

Welcome us into your union and support our effort to organize.

Regina Bannan

Adjunct Professor

CLA/AMERICAN STUDIES

---

## Get to Know the Executive Committee's Newest Members

*Three women who followed disparate paths to careers at Temple joined the TAUP Executive Committee in the past year.*

**P**at Hansell, Senior Lecturer in Anthropology, had a roaming childhood; she attended seventeen different schools before graduating from high school. Not until she had all three of her children in school did she start college. She majored in psychology at Temple, graduating Phi Beta Kappa. By that time Pat had become interested in anthropology. Subsequently she earned her PhD in the subject from Temple, with an emphasis in archeology.



Pat explains her interest in anthropology by her lifelong question of why some people are materially better off than others. Her education coincided with the tumultuous period of the sixties civil rights movement and anti-war protests, when such questions were common issues. Pat's dissertation and continuing research have focused on the earliest known sedentary agricultural village in Central Panama, whose salient characteristic is its status as the earliest large site to show inequality between time periods.

Pat became involved with TAUP because the organization so values equality. She said of her joining the Executive Committee, "When I was given a chance to become involved on an immediate scale, I did not have to think twice. I think too many people too often turn their heads away."

**L**aurita Hack, DPT, MBA, PhD, FAPTA, is Professor of Physical Therapy in the College of Health Professions. She grew up and attended college in Ohio. After earning her MS in physical therapy at Case Western Reserve, Laurie went on to obtain her MBA in health care administration at the Wharton School, her PhD in higher ed administration at the University of Pennsylvania, and her Doctorate of Physical Therapy at MGH Institute of Health Professions.



Her clinical and academic experiences have led Laurie to focus her research on the development of expert practice in physical therapy, on the delivery of physical therapy in the broader context of general health services, and on clinical decision making.

Colleagues she respected recruited her to Temple.

Besides her academic achievements, Laurie has also developed her skills as an artisan. She is quite accomplished as a needle worker as well as a gardener.

Laurie says she became interested in working in TAUP because "for several years recently TAUP appeared to be the only voice on campus actually speaking on behalf of faculty and the role of faculty in governance. I believe passionately that faculty have to be involved in every level of decision making in higher education; that is what makes great universities great. So I wanted to be part of a group that shared that goal."

**K**aren Palter, Associate Professor of Biology, grew up in the Flatbush section of Brooklyn. She received her BA from the Brooklyn College division of CUNY before going to Princeton for her PhD.

Karen is a molecular biologist who uses fruit flies to study the role of the addition of sugars (glycosylation) to membrane proteins of neurons for the proper functioning of the nervous system. She says she became interested in the subject because there was little genetic analysis of glycosylation and she knew it played a key role in learning and proper development of the nervous system in vertebrates.



When asked what brought her to Temple, Karen explained, "I am true northeasterner and only wanted to live in Philadelphia, New York or Boston. I thought Temple would be similar to CUNY where I was an undergrad because it also provided first generation or modest income students a chance at a quality education."

Two years ago Karen visited game parks in Kenya and Tanzania. The trip made her want to work or teach in Africa in the future.

Joining the TAUP Executive Committee interested Karen because, as she says, "During the last administration, many unfair things were happening to both faculty and students. I did not think there would be change from within my department, so I felt TAUP had the best chance of helping to achieve a more equitable working environment."

# Bunker Mentality:

(Continued from page 1)

new day has begun. I am myself in the second group. But no matter what the mood on campus, the new administration must take into consideration something more than this. There is, I think, a Temple culture whose features anyone who has been here awhile will recognize when they are pointed out. By culture I am referring to a set of attitudes and assumptions that shape the way we make decisions, treat our colleagues, and do our jobs. It is something that we take for granted -- a given that we don't know how to address because we aren't actively conscious of its existence.

What are the characteristics of this Temple culture? There are three, it seems to me, and they feed off one another. The first reminds us to play it safe. Take no risks when making decisions and if you can, defer to others, preferably those who are higher up. This attitude was epidemic in the Adamany administration. As TAUP president, I quickly learned to verbalize many requests because to put them in writing guaranteed that it would take months for them to be addressed. But even before the arrival of the last administration there was a sense of caution that still pervades the place. Peter Liacouras ran straight up against it when he proposed to build the center that now bears his name. Last fall it delayed the roll-out of the transition to retirement plan because it was a new idea that might accelerate the process of change (so far it has not).

The second characteristic of the Temple culture is an extension of the first. It reminds us never to try anything new unless it has been tried successfully in some other place (and preferably many places). I cannot tell you how many times I have heard it said that anything we do must be near or at the standard for the higher education community. It doesn't matter whether the issue is administrative or academic, we don't go out on a limb. Money has often been used as the excuse. Our resources are so precious that we should never bet on anything that is not a sure thing. But what in life is guaranteed? Now, I am not suggesting change for the sake of change. We should always look carefully at any reform we propose to make.



## A Message From the President William W. Cutler, III

But we do not always have to be one of the crowd. We are good enough not be afraid to make some mistakes.

The Temple culture's third characteristic is, I think, the most problematic. There is an adversarial mentality here, an attitude that sees the world in terms of us versus them. Here is an example of what I mean. In the last six months two highly placed Temple people have, independent of one another, told me the following story. An employee group at Temple makes a proposal for change that will improve life for everybody. The administrator to whom the idea is pitched is sympathetic but responds, "What will *we* get in return?" Never mind that the proposed change might improve employee performance and make Temple a better place.

This adversarial mentality is not confined to management. Some staff and faculty members have become so accustomed to conflict that confrontation comes naturally. It is almost automatic. Faced with a problem or disagreement, their initial response is to believe the worst and take aggressive steps. But people make mistakes – even Temple administrators. Confrontation is not necessarily the best option to make a problem go away.

Some might say that this adversarial attitude is the result of our being an organized campus. When faculty and professional staff are unionized, a college or university cannot be a collaborative place. I do not agree. Good contracts do not stand in the way of shared governance; they facilitate it. As has been demonstrated countless times in other places, the relationship between labor and management can be "win-win". But instilling this perspective at Temple will not be easy because it goes against our grain. It is not in keeping with the Temple culture, and cultures are not easy to change. We will have to make a special effort to be more trusting, patient, and forgiving. There will certainly be disappointments and frustrations along the way. But at this stage in Temple's history we may have an unusual, if not a unique opportunity to modify the university's culture. Is this a step we are willing to take?

## TAUP & Temple Agree to New

TAUP and Temple recently agreed to a new Transition to Retirement Program. It provides a voluntary plan by which faculty can retire from Temple by stages, rather than go from working to unemployed all at once. A professor accomplishes this by working one semester (either spring or fall; summer does not count) a year for 1, 2, or 3 years before he or she retires completely. During the transition period, pay will be reduced, along with workload, by 50%. All benefits will continue, but those based on salary will be changed proportionally; salary will still be paid over 12 months.

A faculty member entering the program should consider it a definite decision to retire. By committing to the transition plan, the faculty member revokes his or her tenure. Once a faculty member has signed the agreement to enter the Faculty Transition to Retirement Program, he or she will have seven working days to reconsider the decision; after that time, the decision is irrevocable.

To be eligible this year a faculty member had to be 62 years old or older and have worked at Temple for 10 years or more. It is possible that next year the age limit may change. One must apply officially to the program and meet the deadline for the annual election period. The next deadline to apply is December 31, 2007.

The application process proceeds in stages. One first fills out an "Election Form" on which one states how many years the transition will last (1, 2, or 3) and which semester one prefers to have off. The Chair, Dean, and Vice Provost for Faculty Affairs must all approve the application. A copy comes to TAUP so that the union can monitor trends in the application process. Next the faculty member will meet with the Assistant Vice President for Human Resource Operations. Following that, one receives the "Faculty Transition to Retirement Plan Retirement Agreement." This document fixes the retirement date and guarantees employment for one semester per academic year until that date, along with salary and benefits.

In addition, this "Agreement" contains a great deal of legal language, the gist of which is the retiring faculty member will never sue or otherwise bring any cause of action against Temple or anyone or anything connected to the university for any reason whatsoever, particularly age discrimination.

So far this year four faculty have completely executed their agreements and three more are in process.

Since this program is new, and it differs significantly from the previous transition to retirement program offered under an earlier collective bargaining agreement, faculty have many questions:

**Q.** Can I choose which semester I want off?

**A.** You may request a particular semester off, but there is no guarantee you will get your choice. The Chair and the Dean will make the final determination based on student and faculty scheduling needs in your school or college. You will be provided with an opportunity to make the case for which semester you will carry zero workload.

If the semester you request is not given you, you can withdraw your application, or you can take the semester offered and reapply for a change of semester the following academic year, although, of course, again there will be no guarantee of getting your choice; you can also choose to retire altogether.

**Q.** Do I have to sign up for 3 years?

**A.** No, you may choose 1, 2, or 3 years as the period of your transition.

**Q.** What if I change my mind about how long I want to be in transition before I retire?

**A.** You may reduce the number of years in your transition, but you may never increase them. You either retire from Temple at the original agreed-upon date or earlier, never later.

**Q.** If I start this transition plan in the academic year 2007 – 2008, when will my pay change to the 50% rate?

*(Continued on page 9)*

# Transition to Retirement Program

*(Continued from page 8)*

**A.** July 1, 2007. That means the paycheck you receive on July 31 will reflect the lower salary. You will continue to receive all contractually-required pay increases, but they will be based on your new salary.

**Q.** How will the reduced salary affect my benefits?

**A.** Nonsalary-based benefits will remain the same. For example, you will continue to receive basic life insurance coverage of \$18,000, as well as health insurance. Your co-pay at the doctor's office will remain the same. However, your co-pay of the premium for health insurance, which is deducted from your paycheck, might change. This is because the TAUP – Temple University collective bargaining agreement calls for a two-tier pricing system. Starting July 1, 2007, faculty who earn under \$76,000 base salary will pay 20% of Temple's premium for health insurance rather than 23%. This means that if your base salary is less than \$152,000 on June 30, you will pay the lower premium when you enter the transition plan.

Other benefits, such as pension contribution are affected. Your percentage contribution will be based on your 50% salary, as will Temple's.

**Q.** May I start withdrawing from my pension while I am in the transition program?

**A.** No, not the pension to which you and Temple have jointly contributed. However, if you have made voluntary contributions to an SAR, you may withdraw from that plan.

**Q.** What if I have already elected an early retirement and Temple has been making accelerated contributions to my pension plan?

**A.** You may not use entry into this new Faculty Transition to Retirement Plan to revise the date at which you agreed to retire under the accelerated contribution plan. However, you may use the transition plan in the last years of your accelerated retirement plan. Thus, if you have already elected to retire at age 64 in the spring of 2009, you could enter

the transition plan for your last 2 years at Temple, and work half loads for 2007 – 2008 and 2008 – 2009, and then fully retire.

If you have already elected to retire in spring 2008, you cannot enter the Transition to Retirement Program and elect a 3 year participation period to give yourself a longer time to work at Temple. You must abide by the date at which you originally agreed to retire.

**Q.** What if I had been in the accelerated contribution plan, but had changed my mind, and I am now paying penalties back to Temple? Will entering the transition plan and halving my salary have any effect on my payback amounts?

**A.** No, any penalty or payback for accelerated contributions Temple made to the 403(b) plan is not salary based, so they are not changed when your salary is.

**Q.** While I am receiving this half pay, what is my status with the IRS?

**A.** You are still a full-time employee according to their definition.

**Q.** Can I teach summer school while participating in this program?

**A.** Yes; you can. Although summer cannot count as one of your "workload" semesters, you will still be paid at the full-time faculty rate.

**Q.** Can I work, even at another university, during my zero-workload semester?

**A.** Yes.

**Q.** If I apply for transition to retirement, do I automatically enter the program?

**A.** No, there are departments at Temple where all, or nearly all, the faculty are eligible to enter the program. The Chair and the Dean will make recommendations one way or the other, and the Vice-Provost for Faculty Affairs will make the final decision.



# The Contract & Nontenure Track Faculty

(Continued from page 1)



committees and appropriate collegial bodies to develop them. TAUP first requested copies of the guidelines from each school or college in November 2005. Temple management suggested that the Provost's office was working on this matter and would reply directly to TAUP within a month or so. In the fifteen months since then, the union has regularly repeated its request. To date TAUP has seen documents from Music and Dance, Education, Health Professions, Liberal Arts, Science and Technology, Business, and the Department of Broadcasting, Telecommunications and Mass Media (BTMM) in SCT. The acting Dean of Ambler College sent a memo stating that they had no such policies or procedures.

The quality and usefulness of these guidelines vary widely. The language for the standards from the Music School derives almost exclusively from the collective bargaining agreement and takes only one page. Accordingly it has little detail. The rules from the College of Liberal Arts contain more than contract language, but still lack specifics on such vital issues as faculty titles and requirements for promotion. The material from BTMM pertains only to one department in the School of Communications and Theatre and is very sketchy.

In contrast, the guidelines from the College of Health Professions comprise eighteen pages of minutiae. However, almost nothing in them relates to nontenure track faculty. They reiterate the contract guidelines for *tenure* and promotion, then apply them to Nontenure Track Research Faculty, and again to Lecturers. The guidelines purport to exempt lecturers from performing research. Nonetheless, they take three more pages to describe the standards for lecturers' research. Nowhere, however, do the guidelines from the College of Health Professions discuss the specifics of appointments and reappointments for lecturers and other nontenure track faculty. They do not address the issue of multi-year contracts. They make no provision for annual reviews or for promotion to other ranks such as Senior or Distinguished Lecturer. In the end the utility of these guidelines is difficult to see.

The procedures from the Fox School of Business, the College of Education, and the College of Science and Technology more or less fulfill the requirements of such guidelines. Each contains a definition of "teaching faculty." They provide for the manner of hiring and reappointment. They delineate the criteria by which teaching will be judged: CATE scores, peer reviews (for which, however, no system is described), student outcomes, evidence of self-improvement, and evidence of recognition such as awards.

These schools all address multi-years contracts, but from different points of view. The Business School says that multi-year contracts "are not recommended." CST and Education post no barriers to multi-year contracts, except that initial contracts may only be for a maximum of two years and three years respectively.

The new rules for promotion set a high bar. To move up to Senior Lecturer a nontenure track faculty member must have five years of university teaching, with the three most recent years at Temple. To become a Distinguished Lecturer takes a total of ten years of university teaching, with the five most recent at Temple.

So far Temple management has not shown TAUP the guidelines for the remaining schools and colleges (about half). According to the Associate VP for Human Resources, the Provost has asked the deans to have them ready for posting on his Web site by April 1. Even with a complete set of guidelines, TAUP will look for documentation that these guidelines were presented for consultation to "department chairs, departments committees, and other appropriate collegial bodies." and that "[a]ll faculty in the relevant departments and colleges [have been] given a written copy of the procedures once they [were] approved by the dean."

---

## **ATTENTION**

TAUP members may self-nominate in the upcoming April 16 election for positions as officers, executive committee members, or delegates. Petitions are due in the TAUP office by Thursday, March 29. For complete information call the TAUP office at 1-7641 or 215-763-2287.

---

# Revaluing Service and Shared Governance

(Continued from page 12)

had been little question that in practice one could not achieve tenure by excelling in service and one of the other two. Thus, there was really no resistance to making this explicit. Indeed, when I was hired 29 years ago, I was told that to get tenure, research productivity was primary, teaching was secondary and only a bare minimum of service – enough to be seen as a good citizen – was advisable.

However, Adamany insisted that the contract agreement reached in 2005 signaled a revolutionary change. He used it as a further imprimatur of his obvious disregard for faculty input. Adamany had already removed collegial assemblies from faculty control by insisting on conformity with a “model” set of bylaws, putting deans in firm charge. And he set up new guidelines for merit, removing an incentive for faculty to engage in meaningful service.

Faculty responded to Adamany’s directives and disregard by focusing on research and teaching, where freedom existed and incentives



could be had. In many colleges, deans took the initiative to assert strong leadership. In the face of this, many faculty retreated from service. More than ever, they refrained from expressing their independent voices through shared governance. This timidity persists, even among the most secure among us, the tenured faculty, largely from lack of incentives, centralized power and, by now, long-established habit.

There is even some empirical evidence to show the decline in service. From fall 1995 to fall 2005, the proportion of faculty time devoted to “other university service” reported on our end-of-semester faculty activity reports (FARs) dropped somewhat, from 22.3% to 20.0% (i.e., from 12.0 hours per week to 10.3). (*Reports on faculty work for Temple and the other state-related and state-owned universities going back to 1993 can be found at <http://jsg.legis.state.pa.us>*) Even so, 20% represents a very significant proportion of the time that faculty spend out of our reported 50-plus hour workweeks. In fact, faculty at Temple devote much time to vital service activities such as tenure and promotion,

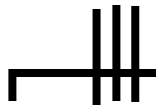
merit, or curriculum committees, and the like. Such professionalism tends not to be rewarded, which makes it difficult to recruit many faculty to participate and get involved.

Recently, the TAUP officers, executive committee and staff met with President Hart to discuss her priorities and our concerns. (*See article p. 3*) Among the subjects brought up was service. A couple of EC members expressed the hope that service would be restored to higher status; specifically that it be rewarded and given greater consideration in tenure, promotion and merit. President Hart responded by expressing her commitment to what we had negotiated – teaching and research are primary and service is secondary. We cannot fault that stance in general, since the TAUP agrees to it.

However, service has fallen *too low* in esteem. It has to be valued if the system of shared governance is to function effectively, or at all. Faculty voices have to count, and faculty service should be recognized and rewarded.

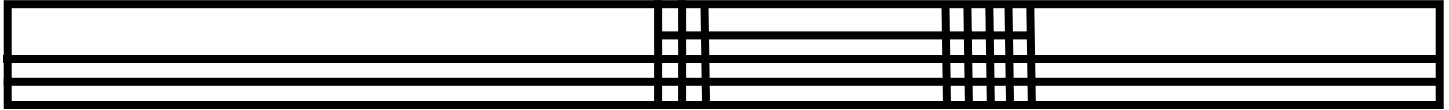
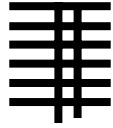
We are not asking for tenure and promotion to be awarded primarily for service. We are asking that merit guidelines be refashioned to explicitly recognize service, as was the practice before Adamany’s changes. We are asking that faculty on the tenure track be encouraged to participate, not just to keep their CVs chock-full of individual accomplishments and keep their heads down when administrators speak. We are asking that nontenure-track faculty be given voice in collegial and university decisions. We are asking that tenured faculty take leadership on important issues and in vital committees. We are asking that collegial assemblies return to being faculty bodies, enabling us to work independently and effectively with Deans. Service and shared governance, though not as central as teaching and scholarship, are still vital to carrying out the overall mission of Temple.

*Art Hochner is Associate Professor in FSBM’s Department of Human Resource Management, as well as a member of the TAUP Executive Committee. He is also the union’s chief negotiator.*



T A U P

1900 North 13th Street  
Barton Hall, Room A-231  
Philadelphia, PA 19122



## EDITORIAL

# Revaluing Service and Shared Governance

By Art Hochner

What is service worth to the faculty, to the administration, or more importantly, to the educational and scholarly missions of Temple University?

Faculty participate in service as part of our professional responsibilities. Moreover, service is essential to shared governance. Faculty have long sought to ensure that universities are self-governing partnerships among faculty, administrators and trustees. Faculty are best suited to shape curriculum and research policy and to select academic colleagues and judge their work. Our input is also invaluable in making sound decisions about allocating resources, setting goals, choosing top officers and guiding student life.

But service activities and respect for shared governance have been declining here for years. We've all seen frequent pleas by collegial assemblies and the Senate for faculty to serve on important committees and fill vital positions, from tenure and promotion review committees to the Faculty Herald editorial board and many others. It seems to be getting harder to get faculty to participate.

The problem became intense last year, prompting the Faculty Senate Steering Committee to issue a "Position Paper on Service" and send it to then President-elect Ann Hart, even while David Adamany was still President. The document complains of service being "devalued," of faculty opinions being "sidelined," of faculty withdrawing from faculty-administration ventures, and of a "lack of collegiality," all of which damaged faculty morale.

With the change of Presidents, we have already seen a significantly friendlier atmosphere for faculty opinion and input. The climate is more favorable for faculty and the outlook for change much less discouraging; nonetheless, the current situation is still dismal enough to require a great deal of work before it is fixed.



The devaluing of service is part of a long-term trend. Release time for service was curtailed under President Liacouras's administration in the mid-'90s. Temple then was placing greater emphasis on teaching and research,

meaning that low teaching loads had to be justified by scholarly and creative productivity, not committee work. But when President Adamany came, he insisted on raising the hurdles to getting tenure and promotion. Not only did he focus on increasing the requirements and documentation for tenure and promotion candidates, he made it clear that he thought colleges had been giving too much value to service and shared governance activities in tenure, promotion and merit decisions.

The TAUP and most of the faculty agreed with emphasizing high academic standards. Indeed, our 2005 contract agreement on tenure and promotion explicitly placed teaching and research in first place and service in a secondary role in the evaluation process. Prior to that the tenure standards (which were in the Faculty Handbook, not the contract per se) stated that candidates had to excel in two of the three areas. In virtually all colleges, I believe, there

*(Continued on page 11)*