

TEMPLE UNIVERSITY
A Commonwealth University

School of Communications and Theater

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February 15, 1998

Corrinne Caldwell
Provost
Temple University
Via Fax 204 5816

Dear Provost Caldwell:

Thank you for the opportunity to discuss some issues last Thursday, and for the generous investment of time you have given our meeting.

Attached are some documents in which you have expressed interest:

1. Draft prospectus of an international conference on digital. This is being circulated for comment before formal submission to SCAT (Bob Greenberg).
2. Preliminary budget estimate, including the Temple "seed money" (\$5,316).

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Gerbner".

P.S. Let me know if you are interested in my list of candidates for Dean of SCAT.



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and Theater

Annenberg Hall (011-00)
Philadelphia, Pennsylvania 19122

Office of the Dean

Date: May 1, 1998

To: Corrine Caldwell, Acting Provost, Temple University

From: Aram Aghazarian, Chair, Speech Communications
Betsy Leebron, Chair, Broadcasting, Telecommunications and Mass Media
Jeff Rush, Chair, Film and Media Arts
Donna Snow, Chair, Theater
David Womack, Chair, Journalism, Public Relations and Advertising

We appreciate your discussing the future of the School of Communications and Theater, and are delighted that you share our belief in the School's continuing integrity and potential for growth. We are especially pleased by your recognition that, given the School's internal excellence and national reputation, with a permanent Dean we should be able to build on and enhance our university-wide standing.

Per your request, we have attached the SCAT Faculty response to the SCAT External Review, Professor Kyriakos Kontopoulos' Report and the Performing Arts Task Force Report. Although there are some issues that still remain to be worked out (for instance, we strongly urge that Theater remain in SCAT), we believe that the SCAT faculty response is consistent with the overall plan for the future of the School that you laid out for us.

Once again, we thank you for your responsiveness to our concerns and willingness to respond to them.

**School of Communications and Theater Faculty Response to:
Task Force Report, School of Communications and Theater
Task Force Report, Performing Arts
Response to Assessment by Kyriakos Kontopolous**

1. School of Communications and Theater Task Force Report

The faculty of the School of Communications and Theater agrees with the Task Force Report submitted by the team of Breitenfeld, Carey and Citron. That report stated, "[W]e found a reassuring and logical unity to the School, but needed is an inspiring definition and an aggressive exploitation of that coherence." This assessment speaks to our belief that the basic structure of the School is sound and effectively represents our common purpose. It also speaks to our ongoing call for the completion of the dean's search, the appropriate allocation of resources to meet the challenges of convergence, and the necessity for a respected University profile that recognizes and advances our contributions to our fields.

Specifically, the faculty at large agrees with the following conclusions of the report

- The Department of Theater should remain within the School.
- Film and Media Arts should remain within the School.
- The Communication Sciences Department should be moved.
- The Department of Speech Communication program should be enlarged and revitalized.
- Lost budget lines need to be restored; distribution of resources needs to be addressed.
- Present initiatives in media technology should be expanded and enhanced.

The School of Communications and Theater has traditionally been home to students seeking careers in communication-related professions, but it also has served as a place for critical and empirical examination of mass-mediated and other communication practices and for enhanced understanding and appreciation of film, video and theater arts. The SCAT Task Force recognized our traditional accomplishments, but also viewed the School as being ideally suited to meet the demands of the next century, including demands on the University to adapt new information technologies to its educational mission. "SCAT is the ideal place," it said, "for the intellectual examination of the important intersection among the arts, communications, and technology."

Notably, the SCAT Task Force did not call for further study. We find this an important point, as it is our belief that further study is not needed. We draw attention to the fact that we have been in the process of study for several years, beginning with our own self-study as part of the School's recent reorganization. Further study will serve to maintain a holding position that prevents us from initiating new curricula initiatives, will weaken overall morale, and can only delay the conclusion of a dean's search. We respectfully but strongly urge that the decision to keep the School together not be accompanied by a decision for further study.

2. *Performing Arts Task Force*

The faculty of the School of Communications and Theater have reacted unfavorably to the recommendations in this Task Force Report, believing that neither of two recommended models is suitable for the School.

--A four-component Arts model that would include dance, theater, music and FMA clearly leaves behind a much smaller Communications School that may not be able to survive on the basis of the remaining departments. We feel strongly that ethical, aesthetic, cultural, political and social concerns of SCAT's related programs are critical to study of the media.

--The large model that proposes that all of SCAT be taken into a new School of Performing Arts, Media, and Communications would considerably damage the national and regional reputations of the Department of Journalism, Public Relations, and Advertising and the Department of Broadcasting, Telecommunications, and Mass Media. It also would impede recruitment and interfere with career placement of our graduates.

--Such a new school threatens the loss of alumni support that is encouraged by connections to the well-known marquee provided by the "School of Communications and Theater." While a performing arts and communication college may have some success at a small, suburban institution, at a university in an urban setting, with so many majors in communications-related fields, this approach would render our faculty and programs ineffective in the eyes of professionals in the region.

--This proposed new alliance also would be a disservice to graduate programs that currently enjoy national reputations.

We also draw attention to the report's own concerns about the adoption of its recommended models: the detrimental effect on SCAT's all-college major; the necessity of supplying duplicate equipment if FMA and BTMM are separated; and the adverse effects on the remaining departments.

3. *Response to the Assessment by Dr. Kyriakos Kontopoulos*

We appreciate the interest and energy Dr. Kontopoulos committed to learning about SCAT's programs and allied communications industries, current and evolving. We share Dr. Kontopoulos' perception that it is essential to SCAT's future as a top-ranked program that it continue to develop courses and be equipped to train students for careers in telecommunications, Information Technology, and new media, especially for the exploding opportunities in Web journalism, commerce and multimedia production.

We note that SCAT departments already have courses in electronic-information gathering, web design, animation, cybermedia production, and new technologies. On the other hand, we wish to remind the University that we need to continue to educate students who can produce content, have imaginative and intellectual sophistication, and meet high standards of excellence with regard to social/aesthetic and critical perspectives, legal/ethical perspectives, research standards, and theoretical perspectives. New forms of delivery of media and even new media products, all of which will continue to emerge rapidly, cannot be allowed to obscure or overwhelm the time-honored production values and precepts, the classical bodies of knowledge, or the goal of fostering humanistic, social, and creative vision in our classroom instruction or in the productions of our students. Our curriculum is not a high-tech magazine where form and content can be viewed as one.

We applaud the idea of a for-profit production capability, which we would link to a new digital studio and research lab in the Bell Building. We also recommend a BTMM-FMA coordinated commercial production capability using current technology and student producers. Finally, SCAT is eager to provide strategies and research-based leadership to the Provost and President concerning distance learning and virtual academic programs.

Dr. Caldwell was appointed Acting Provost of Temple University in December, 1997 and assumed her duties on January 1, 1998. As Chief Academic Officer, responsibilities include all faculty and curricular affairs for a 29,000 student, Research I University, with 1600 faculty members. The University has 15 schools and colleges including, medicine, law, dentistry allied health, Esther Boyer School of Music, Tyler School of Art, arts and sciences, communications and theatre, health, physical education and dance, engineering, social administration, business management, and education. Schools and colleges offer a full range of graduate and undergraduate programs. The library, academic support services, academic research, and research and technology transfer report to the Provost as well as four branch campuses, continuing education and on-line learning.

Prior coming to Temple University main campus, Dr. Caldwell was appointed Vice President and Dean at Temple University Ambler on August 1, 1996 by President Liacouras. In that capacity, she moved quickly to revitalize the 187-acre campus in eastern Montgomery County.

Under her leadership, Temple recently opened Temple University Fort Washington to provide graduate and corporate education for the region. Other results of her efforts include increased student enrollment at Ambler, the development of stronger ties with area community colleges, and improvements to Ambler's physical plant. Dr. Caldwell also has University-wide responsibility for Continuing Education programs. These areas will continue to report to Dr. Caldwell.

Before coming to Temple, Dr. Caldwell was Campus Executive Officer of Penn State's Mont Alto Campus. She also served for six years as Dean of Mathematics, Physical Sciences, and Engineering Technologies at the Community College of Philadelphia.

Temple's new Acting Provost received the Ph.D. in Educational Leadership, Higher Education, from the University of Pennsylvania. Her Master's degree in Social Work and Bachelor's in Psychology and English were earned at the University of British Columbia.

To: Provost Corrinne Caldwell

From: Faculty Council of the School of Communications and Theater (SCAT)

Date: November 20, 1998

CC: Acting Dean Bob Greenberg
President Peter Liacouras
Dr. Kyriakos Kontopoulos
SCAT Faculty

Subject: SCAT Dean Search

The purpose of this letter is to express to you the position of the SCAT faculty council regarding the search for a dean for the School of Communication and Theater.

We feel that the school is unified in the belief that the dean search is a critical issue for the continued development of SCAT, and that more direct and specific communications are required to move the process forward. Our intent in writing is not to be contentious, nor is it to blame any parties for the current situation.

The lack of a permanent dean for SCAT has already caused significant damage to the reputation, structure and progress of the school. Despite individual accomplishments and a number of administrative initiatives of the acting dean and other SCAT administrators, our standing in the professional and academic communities has suffered in the past five years, to the degree that some of our most talented faculty have become concerned about injury to their professional status in their respective fields. The lack of a permanent dean has resulted in a situation in which departments are unclear as to their interrelationships with other departments and the school has been unable to present a cohesive message to external publics, including the professional and academic communities, alumni, potential funding sources and the central administration. The departments and faculty within the school are not at odds – they are experiencing the inevitable obstacles that occur when there is uncertainty over the permanent leadership of the organization. There is, however, agreement that without adequate leadership, the faculty can not plan strategically, can not resist the growing sense of disaffection, and, most regrettably, can not avoid feeling ignored and discounted by Temple's administration.

In his position as acting dean, Bob Greenberg has worked very hard to lead SCAT while operating under an extremely difficult set of organizational circumstances. The members of the faculty council acknowledge and appreciate the efforts of Dr. Greenberg, but also believe that an acting dean, regardless of the individual holding the position, is at a significant disadvantage at all levels of the university organization. Whether working with members of the Temple community, within the school, among the community of deans, or with the university's highest administrators, the acting dean simply does not have the same authority as a permanent dean. As a result, the School of Communication and Theater is at a clear disadvantage in terms of lines of communication, funding, long-term planning and overall academic and professional credibility.

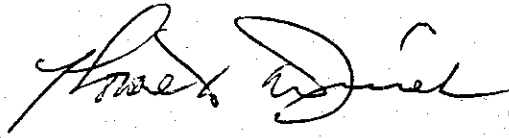
Since the acting dean is not a member of the school's faculty, nor would it be possible for him to qualify for tenured faculty status based on the criteria established by both the school and the university, his ability to lead the school in critical areas of academic development is limited. This is unfair to both the school and to Dr. Greenberg.

Based on the council's beliefs that the existing situation is unworkable, that the situation has already caused significant damage to the morale, prestige and structure of the school, and that a continuation of this situation will lead to an accelerated amount of damage in these areas, the faculty council urges the administration to take the following steps:

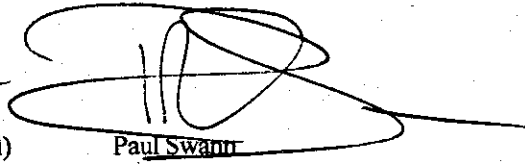
1. Reopen the dean search immediately,
2. Return the charge for the search to SCAT faculty, as pursuant to established university procedure.

We look forward to hearing from you as soon as possible, and are eager to work together with the administration to resolve this critical issue.

Respectfully,

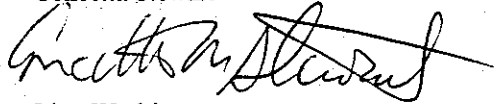


Howard A. Myrick (Chair, Faculty Council)

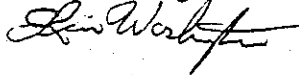


Paul Swann

Concetta Stewart

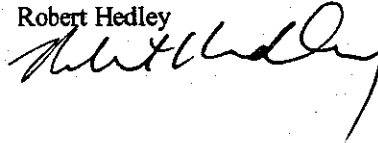


Linn Washington



Edward J. Jordan

Robert Hedley



DEAN

SCHOOL OF COMMUNICATIONS AND THEATER

Temple University invites applications and nominations for the position of DEAN of the School of Communications and Theater.

Temple University, a member of the Pennsylvania Commonwealth System of Higher Education, enrolls 31,000 students in 14 schools and colleges. We are the major state-related research university in the greater Philadelphia area, site of more than 30 institutions of higher education. Temple's broad range of academic programs attracts students nationally and from over 107 countries outside the U.S.A.

The School of Communications and Theater, which has 73 full-time faculty, enrolls approximately 1,700 undergraduate majors and 350 graduate students. The School's six departments include: Broadcasting, Telecommunications and Mass Media; Communication Sciences; Film and Media Arts; Journalism, Public Relations and Advertising; Speech Communication; and Theater. These departments offer a full range of degrees: BA, MA, MFA, MJ, and Ph.D. The School's research programs and interdisciplinary centers interact with other Temple schools and colleges and with Philadelphia area academic and cultural institutions. The Dean is the chief administrative officer of the School and reports directly to the Provost. The successful candidate will have:

- a significant record of scholarly and/or professional achievement
- credentials to merit the rank of tenured professor of a discipline within the School
- successful experience as an administrator with demonstrated leadership, interpersonal and communication skills in a shared governance environment
- commitment to the goal of educating a socioeconomically and culturally diverse population to a high standard of excellence
- commitment to excellence and balance in teaching, research, and creative production
- commitment to secure external funds to support these goals.

The position will be available July 1, 1996 or earlier. Review of applications will begin October 2, 1995, and will continue until the position is filled. Applications and nominations for the position should include curriculum vitae, a narrative statement of qualifications and accomplishments with particular reference to the above criteria, and the names and addresses of four references. All materials should be sent to Professor Norman Felsenthal, Chair, Dean Search Committee, School of Communications and Theater, Office of the Vice Provost, 500 Conwell Hall, Temple University, Philadelphia, PA 19122.

Nominations and applications will be treated in full confidence. Women and minority applicants are encouraged to apply. Temple University is an affirmative action, equal opportunity employer.



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