

November 6, 2023



Ready for Leadership

Presented By

the COLLECTIVEgenius

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Introduction:

In Fall 2023, the team from our firm, The Collective Genius, was honored to interact with many stakeholders who care deeply about Temple University. We completed 22 sessions, virtually and in-person, with more than 300 participants. With the able assistance of Temple experts, we fielded an online survey and received input from 2,144 faculty, staff, students, parents, and alumni.

What follows is our best effort to synthesize and amplify their voices.

Temple has earned the love and devotion of many. It's clear that this 139-year-old institution has developed a distinctive personality over its years of service since its launch as a conduit for "night owl" working-class people to earn a higher education degree. We heard repeatedly of Temple's mission to uniquely serve urban and under-served students, many of whom may have thought post-secondary opportunities were out of reach. As many noted, access and diversity aren't new assets of Temple. They loom large in your origin story and lie embedded in your institutional DNA.

Temple's location in the heart of North Philadelphia amounts to more than a geographic setting. Every audience commented on the significance of serving as an urban university and how important it was for Temple to act as a constructive, unifying force among its neighbors. Students feel the weight of their responsibility to the community.

"Gritty" was a word offered up many times, both as an adjective for what the new president should be and a descriptor of what the hard-working, self-sacrificing students already are. It's nearly a pronoun for the University as a whole.

The University's R1 research status and its recent climb in the *US News & World Report* rankings emerged as additional points of pride among all groups. Yet, there was also a range of emotions, from frustration to sadness, at what many see as unfair and unbalanced recent perceptions about the University. They worry that concerns over leadership and safety in particular, have tarnished Temple's image. They also believe that improving campus safety, stabilizing finances, and supporting and restoring the University's academic capacity and reputation remain absolutely critical to Temple's short- and long-term viability.

These challenges, however, did not diminish the hope and resolve of those who spoke with us. They believe a highly qualified and experienced servant leader with integrity who understands, cares about, advocates and acts for Temple University will position them to continue their mission and remain a leader in higher education—not just in Philadelphia but across the world.

Thank you again for the opportunity to engage with the campus community and share their insights and ideas with you.

Sincerely,



Melinda Swan, CEO
The Collective Genius

Assets/Strengths:

We asked all participants to talk about what attributes/strengths and positive opportunities await the next President. We've separated these points in the report, starting first by identifying existing strengths and then in the next section, pinpointing opportunities for greater asset building.

Among those who joined conversations, several common themes were offered as significant strengths for Temple:

- The unique and inspiring nature of the University's mission, beginning with the service legacy of its founder.
- Academic quality, a level of excellence recently highlighted by the University's rise in *US News & World Report* rankings.
- The R1 research designation, an achievement reinforced by the University earning a place among the top ten list of fastest growing US research universities the last two years.
- Temple's students, their tenacity and commitment to pursuing a degree, especially when many are first-generation students, full-time students and full-time employees who struggle financially and often incur significant debt.
- The University's affiliated hospital, professional schools, regional and international campuses represent significant assets, and, with the right vision and strategy, significant opportunities.
- Diversity. Temple, says many, embodies diversity, equity and inclusiveness and has since its inception.
- Its positive economic and social impacts upon the City and region.
- Dedicated, talented faculty and staff.
- Extensive, talented alumni network nearby in the Northeast.
- Its urban setting, beautiful campus, and relationship with Philadelphia.

Here are examples of what they had to say:

Storied history that is still being written... we need someone who wants to write these next chapters... Faculty Steering Committee

A really differentiating aspect is our origin story. It's about access, but... we don't want to be defined as the place for people who can't go anywhere else... We are a vibrant university rising to meet the special challenges of American cities today... Senior Administrator

Temple is in a position... to assert its identity and mission as a purpose-driven university within the city of Philadelphia... Grad Student

Lots of appetite for a fresh start, recognition of a need for change... We've been in a holding position... stakeholders are ready to take us to the next level... Staff Members

Amazing group of students who really want to learn, they carry so many obstacles... just the pressure of the tuition that they will have to pay back... they are just so bright and engaged... Faculty

... we are more than our founder ever dreamed...

Our students say Temple 'is my shot'...

- Faculty

Embrace our legacy as a working-class school... Most of the students I know are working full or part time. We offer a lot to non-traditional students. Embrace us. Student

... a clear and strong mission... a good strategic plan. Take that and lead us forward. Plenty of people are raring to go... Senior Administrator

Great professional schools... opportunity to advance schools we know are excellent, increase our endowment... thereby increase enrollment and attract best students... Trustee

...the 300,000 alumni constituency want someone who voices the distinction about where Temple is going.... Alumni are proud, they wait for someone to make them proud of where Temple is going... Senior Administrator

Get alumni back on campus, connect with them... We're Temple-made, Temple-proud but we need the backing of the president to be there with us. Alumni

Opportunities/Challenges

Opportunities and challenges often are the same issues seen from a different lens. We bring them together because of this overlap and we separate them from assets because opportunities and challenges require different strategies to reap the benefits, while assets already exist as a benefit, albeit one that should be protected and enhanced.

There can be no doubt from surveys or conversations, **campus safety tops the list of action items** for the next president. The issue has moved front and center due to real incidents and

concerns, its intersections with community relations and the perceived negative image it casts over Temple.

Quantitative Data

Of the 2,144 completed surveys, students were the most dominant demographic group at 35% or 781, followed by Staff 26% or 563, Faculty 18% or 380, and Alumni 15% or 311. Survey respondents overwhelmingly say **safety** is the greatest opportunity (40%) and most significant challenge (73%).

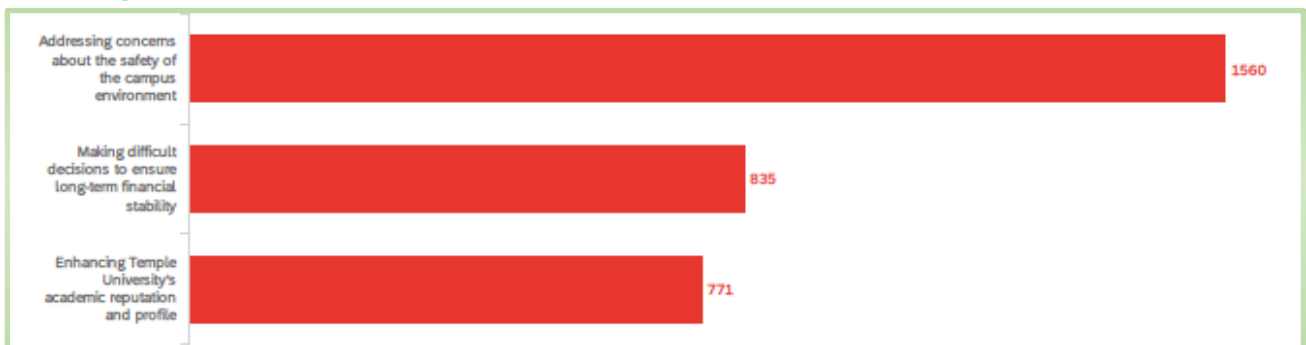
Ensuring a **sustainable financial future** is seen as equal to safety among opportunities (40%) but lags significantly behind safety on the list of challenges (73% compared to 39%).

Investing in faculty and staff development is the third most mentioned opportunity (36%) while **enhancing the University's academic profile is identified as the University's third most significant challenge (36%)**.

Opportunities (top 3 answers):

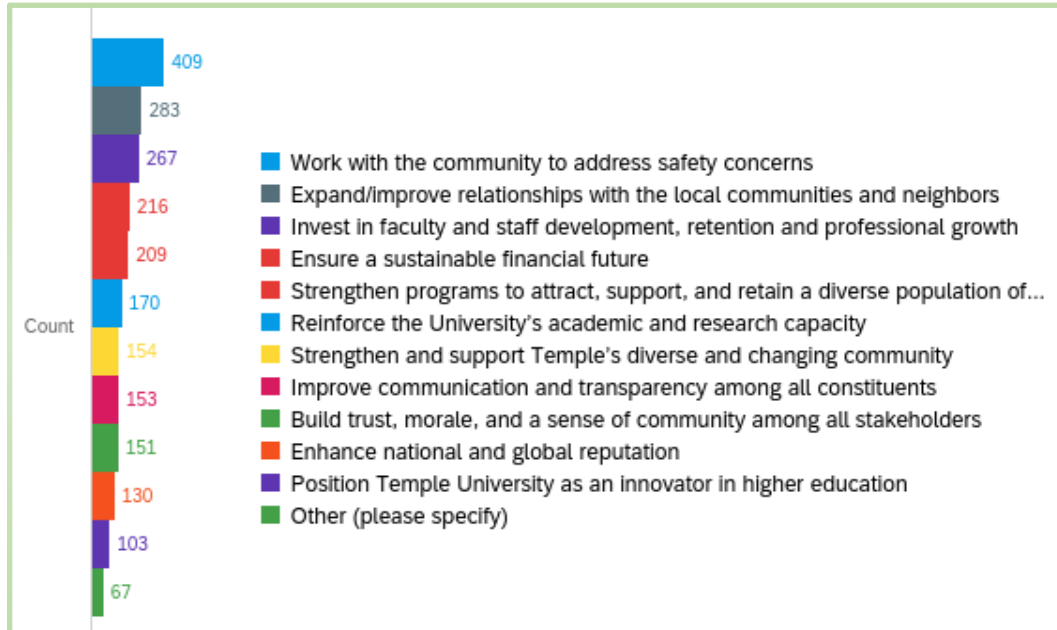


Challenges (top 3 answers):



How Segments Differ/Agree on Big Picture Issues

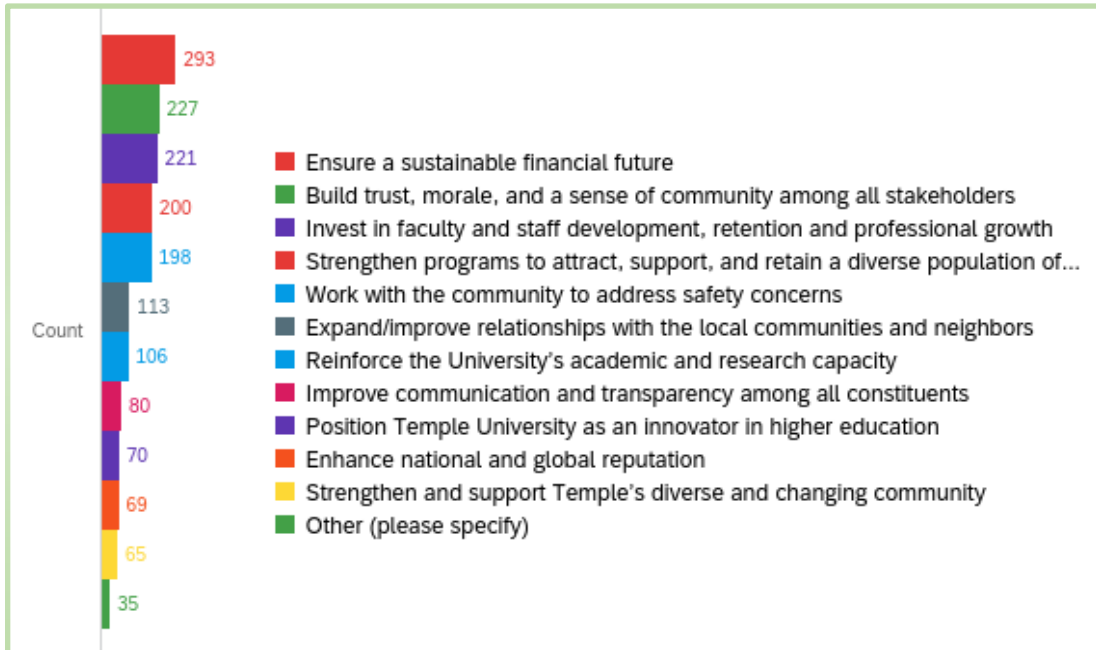
Students selected improving relationships with the community as the second highest priority opportunity. This again may be because they see connections between the two. Just under a third of students added campus culture and morale as fourth on their list of challenges.



Alumni had a unique perspective on the highest priority opportunity, putting a sustainable financial future at the top of the list, even above safety (43% and 35%, respectively). But when it came to challenges, 74% of alumni put safety in the top three, followed by academic reputation (47%), financial stability (41%) and campus culture (35%).



Staff deviated even more from the overall by tagging sustainable financial future as opportunity-one (52%) and building trust and morale as the second most important (40%). However, when it came to defining challenges, 73% of staff put safety first, followed by finances (47%), enrollment (45%) and recruiting (36%).



Forty-five percent of faculty placed investing in personnel as the highest opportunity, followed by reinforcing academic and research capacity (44%) and sustainable financial future (44%). Almost two-thirds, however, also said safety was the paramount challenge.



Qualitative Feedback:

We heard many comments about safety issues. Some were very sobering, such as the participant who shared that her daughter had been held up at knife point on campus. Her daughter is transferring. This was an extremely difficult decision for the entire family because of their bonds with Temple, but the need for safety outweighed campus loyalty.

This experience is a testament to how powerful safety concerns are and, how they can trump other issues.

It's a high crime area, that's no secret. Be transparent about it. Student

We can't control Philadelphia crime stats, but we can do things that make student's life easier. One example is OWL bus system, it could alert students when the bus was arriving so they could board the bus then rather than wait at a random corner... Faculty

Students are getting attacked and it isn't being reported... Faculty

***Safety is... a basic need. We just want to know our kids are safe. Acknowledge the problem and hit it head on...
Built trust, don't sugar coat it.***

-Parent

It's been reported that Temple has a substantial size police force. However, some students brought up the obvious heavy police presence as both a negative and a positive. One said: *Some students might call for more police officers, but others say that makes them feel more unsafe. Temple struggles with how to balance those two...*

Safety has many dimensions. Stakeholders from all groups also spoke of its negative impact on enrollment, morale, trust, community relations and several related issues and concerns.

Enrollment is interconnected to safety... There's a line to walk between being a strong presence on campus and being reassuring while also realistic... Senior Staff

Temple is a big place, but a small community. The bottom line is how safety affects enrollment, nothing else matters if it continues to decline. Friends, family, neighbors say 'I would never send my child to Temple.' This is priority one. Faculty Leadership

In fact, many said the negative attention has created negative perceptions that may be as damaging as the issue itself.

The Philadelphia media market is challenging... all eyes are on Temple all the time, very gotcha market... Financial Staff

Humanize us. We hear about crime or what's happening at the school and it's negative. Student

There's a perception problem. Even as someone who is just joining the University, when I was telling colleagues across the country... the first thing they would ask is 'is it safe?' Senior Administrator

Within the last few months, when you mention Temple, you get the 'oh' look, whether because of safety, the graduate students strike, the previous president – it's fresh in people's minds. It will take a lot to move away from those narratives... Student

For others, safety concerns dovetail with community relations and building stronger, more positive relationships with neighbors.

We're not being honest about our identity as a gentrifier, we were plopped into North Philadelphia... We're trying to put a bow on it... We have to be honest, and it will be hard for a president to fix a historical and systemic issue... Regional campus Staff

***We need to authentically connect with the city,
we are an urban university, academically,
but also socially and economically.***

-Staff

Higher education in urban settings has found it difficult to connect with the community. You can't put a bubble around Temple... People are angry, gentrification, you name it. They're taking it on the University because they see growth... need a strategic plan for working with the community. Parent

...we have a huge opportunity to engage in restorative practices and acknowledge the harm that the University intentionally or unintentionally has caused. We've got to do more externally so that people in the surrounding zip codes really feel that Temple is part of their family and well-being... Faculty Leader

Some also mentioned that Temple sports programs matter and should be in the mix of strengths and opportunities, such as this survey participant: “[there should be] a first-class effort to support our sports programs, especially, but not exclusively, Football and Basketball. Playing at the highest level in the best leagues gives the University a national brand....”

Financial Stability and Enrollment

Connected to safety and finances are dips in enrollment. As noted by research recently published in *The Chronicle of Higher Education* four-year undergraduate institutions across the country are seeing fewer students apply for several reasons, including a shrinking population of potential students and concerns about the cost and value of a degree.

However, overall financial decisions entail more than enrollment and revenue growth as they are also tied to state subsidies and private philanthropy, inflationary costs and other economic trends. All are on the plate for the next president.

Enrollment challenges feed fiscal challenges... Higher ed in general must intentionally build the infrastructure needed to support all students. Senior Staff

Planning over the last few years has been totally insufficient to deal with enrollment drops. Because of a vacuum of leadership at the top, a lot of decisions were made by people other than the president and they lacked the big picture vision of what's going to retain faculty and students... Faculty Leader

Stakeholders seem to understand that the next president will need strategies to both grow revenues and constrain expenses. This understanding evinces itself in several diverse ways.

I hope he or she can find more effective ways of dealing with declining enrollment rather than just defaulting to tuition increases or increased costs for housing and food. This will not attract more students. Student

Some raise the issue in conjunction with describing the skills and experiences the next president should offer.

It's really important that this person has business acumen and understands the financial landscape, including budget management, data analytics, fundraising. Revenues right now are pretty contingent on enrollment. Staff

We need a president who understands how a public university budgets, it's as simple as that. Someone who can read a spreadsheet... and make an informed decision about how resources are going to be distributed... real experience at an R1 school.... Academic Administrator

Need to understand the degree to which undergraduate enrollment affects our budget and what that means for recruiting and retaining faculty and staff, and issues around salary compression.

-Staff

Enrollment is down, our financials are difficult, and we have union contracts coming up... Pennsylvania is last or nearly last in terms of state funding for high education. Trustee

Still others talk about finances from the perspective of the current budget model, which is seen by some as inhibiting and even counterproductive to interdisciplinary academics and research.

Revenue-Centered Management model pits colleges against one another and students have to decide if they want to be in one or the other... This is unappealing to undergraduates; they want to design their courses and studies... it's a disincentive for faculty to work together... Faculty Members

Four presidents ago, we... put in a budget model, which is a disaster for many of our departments. Revenue-Centered Management... in times of low enrollment, like now, it's absolutely terrible for those who aren't making a lot of money. Departments like the Arts where they need space, put on shows, it's very hard. Faculty

RCM budget creates siloing between schools and colleges, makes interdisciplinary work harder... Graduate Student

And still others talk about someone who can energize and stimulate alternative revenue sources such as fundraising and endowments,

Really need to grow endowments, we're losing students to other institutions that can offer scholarships. Alumni

The first, second and third opportunity is philanthropy. We haven't maximized that. We can't control state appropriations... but more philanthropy, more corporate sponsorships will open more doors ...in terms of endowment per student, we're probably one of the lowest... Faculty

My students tell me what's important is tuition affordability. Temple may cost less than other schools, but many say they cannot pay back \$70,000 in debt without giving up their dreams. Faculty

While also clearly a challenge, some offered that solving enrollment and increasing revenues present a chance for strategic innovation. Ideas include:

... partnerships with external institutions, two-year institutions, school districts, non-profits and others that could bring in additional enrollment and create a culture where we remove barriers for students...

-Administrator

International student enrollment is on the rise, even as other enrollments decline. We have a lot of global partnerships and campuses... not a lot of effort put into this yet and we have a very good global reputation... Faculty

We can better utilize regional campuses... If a student doesn't want to attend main campus, there are other campuses to go to and start... You can't change the mind of suburbanites and if they're not going to go in the city, they're not going to go. Regional Campus Staff

We have the capacity to do more research and gain entrepreneurial investments... it used to be that angel investors threw money at Drexel; Temple was absent from the party. But... we're in a stronger position than before, we need someone who can catch some of those dollars. Faculty

Some of our graduate programs have a more attractive price tag. For example, our Master of nonprofit management is far more affordable than Penn. Look for areas where our price can be a plus. Faculty

Investing in Faculty and Staff/Rebuilding Academic Reputation and Trust

Tracking the survey results, many people in our groups expressed a need to reframe the University's academic reputation on and off-campus.

On campus, many spoke to the need to invest in the talents and gifts of those who teach, research, and run University functions. They also pointed to under investments in research and core infrastructure, including equipment.

We've had lots of layoffs, non-tenure track faculty most recently, and indications are that more are coming. We're losing great teachers because they've lost their sense of stability, they fear being laid off on a whim... they teach one third of the curricula on campus, we disrespect them with their piddling salaries... Faculty.

Top people are gone, including academic couples who are normally hard to place but found better roles at other institutions. We're not replacing a lot of the people, including those lost to retirement or attrition.

-Faculty

Student affairs has been cut dramatically.... We hear a lot of complaints from students and some of them are legit, like when they have only ten minutes between classes to get breakfast and we closed Morgan Hall. Also, poor communications, they get news from the news media before a campus email... Faculty

Saw it last year with grad students strike, we're an impoverished version of a research university... Faculty

...we have research tools that are not being maintained and are aging out. Our students could land more grants if we trained them on the latest tools. You can't get external funding if you don't have the latest equipment... Even when we have money in hand, we can't get equipment fixed or replaced. Faculty Members

To get back our reputation, whether research, science or technology, the new president has to be able bring back those faculty that we lost, whether due to budget cuts or admission rates drop... Trustee

Many also link this issue to rebuilding trust, on and off-campus, and cite trust as a casualty of recent years. As one person wrote in their survey, "... Temple is losing some of its best and brightest minds due to its reputation for handling the TUGSA strike and for how it treats its staff members. By working to ensure that its community is taken care of from the ground up, rather than those who are at the top of the university and rarely interact with staff and students, there will be a better sense of community and love for this university than what currently exists."

President Epps appears to have help alleviate some of this turmoil. For instance, a parent said the community breathed a collective sigh of relief when President Epps was named as interim.

The next President has the opportunity to focus on assets and strengthen relationships and connections:

There's a crisis of optics, a big hurdle. It's about safety, it's about not treating students and faculty well, all the baggage from the last presidency... Faculty

We now have an identity crisis. Safety-related issues have created an environment where the next president will have to clean up the PR damage... Regional Campus Administrator

Perception is big and the perception is that the administration is off-track. Morale is hurting, causing loss of people, it bleeds into everything. Senior Administrator

It was a huge turn-off to nearly all faculty the way the former president talked about innovation in higher education as a corporate model. The language was all wrong, messaging was out of sync, a lot felt disrespected... Faculty Leader

Shifts from Prior Surveys

In acknowledgement of a campus survey conducted three years ago, we allowed survey respondents to share with us whether their priorities had shifted. The two key issues identified in prior research were **community relations and diversity, equity, and inclusion. Those remain critical issues, according to our survey respondents, with 60% saying they remain the most important priorities. Students and staff most agreed with these priorities, with 73% of students and 62% of staff affirming that they remain top-tier issues.**

However, faculty and alumni have a different view with 56% and 52% respectively saying no, these should not top the list.

For all groups, it appears opinions have either evolved or at least become enmeshed with other issues. Because safety is top-of mind and resonates deeply on a personal, campus-wide and community level, community relations have become entangled with and even swallowed by this most basic concern. People realize and call for leadership that can bring community and campus together to solve issues of safety.

Diversity, equity, and inclusion (DEI) while still considered important, appear to be somewhat less critical as a stand-alone objective, for several reasons, starting with the convergence of safety, enrollment and financial stability and the seeming emergencies associated with each. As one survey respondent said, "Although DEI continues to be EXTREMELY important, the university is in desperate need of new direction... Time to get someone who understands that the status quo is not taking TU as far as it can go."

Furthermore, some now downplay DEI's prominence because of their belief that it contributed to the issues associated with the last presidency. Still others, following national trends over the last year, question the equity of DEI.

Finally, and seemingly most prevalent, Temple University's self-perception is that of an institution that was, is and always will be, highly diverse because of its history, geography, and the students it serves. While still a guiding principle at all points in the decision-making process, many believe DEI will, almost by necessity, be respected and celebrated, regardless of who sits in the president's chair.

What Type of Education/Training/Background Would Best Serve Temple?

Among survey respondents, the most important experiences/education/training of the next president were a commitment to teaching, research, and service, (4.5 mean score on a 5-point scale), followed by demonstrated advocacy for higher education opportunities and accessibility (4.23) and prior experience in key higher education leadership positions (4.14).



Students concurred with these rankings. Alumni agreed on the commitment to teaching research and service (4.38) but placed communicating the purpose and significance of higher education to public sector policymakers as the second most important experience (4.12) and fundraising prowess as third (4.05).

Staff also prioritized commitment to mission (4.43) and advocacy for higher ed (4.3) but then sided with alumni on the importance of showing value to public sector audiences (also 4.3).

Faculty ranked mission first, advocacy for higher ed second and prior higher education experience as third.

In our conversations, strong opinions were voiced on whether the next president should have completed a terminal degree and followed the “traditional” career path of academia. It would be difficult to say there was consensus, although the vast majority of faculty who spoke up maintained that a terminal degree and succeeding experience at all levels of the academic enterprise are essential.

Someone who went through a traditional career path, who started with a PhD in a classroom... worked their way up... that’s the only way they will understand the environment... Faculty

May be time for a more traditional academic background, dean, or provost, maybe a sitting president...we don’t want to be fixed or transformed, we will throw up hearing that again. Someone who has been at an institution and has had success...

-Senior Staff

That they have done the types of jobs that we do – that know what it means to be a member of faculty... vast experience in higher education at all levels – Three Faculty Members

President, provost – if they've been there, they will know what we need. They will demonstrate the leadership... Student

But even faculty did not universally embrace this career path.

I know great presidents who do not have a PhD.... Not all successes I know have a PhD or published a paper. Academic Leader

Prior experience in RELEVANT higher education leadership positions. TU is not Stanford, Harvard, UPenn, nor does it need to be. Find us someone who understands the unique value of a huge, mostly public, gritty, very urban university, and who does not see the need to make us into something else entirely. Survey Respondent

And others were even more terse:

We've heard stories of presidents with academic knowledge and the highest degrees, but they can't operationalize... Parents

The unifying point among all groups appears to be that the next president should be an experienced, senior leader who understands and respects the mission of Temple specifically and higher education generally. The survey results reinforce this as well. He or she should know, be thoroughly dedicated to, and have been a successful advocate for, higher education.

He or she must be prepared to seize the moment. Many see the University as an inflection point.

Having the right terminal degree is more important than just having one – has to be coupled with executive leadership in a similarly sized urban college.

-Regional Campus Staff

Experience in general, this should not be their first presidency. We don't want to be a guinea pig. Don't have time for growing pains. We're at a crossroads. Regional Campus Staff

I would like to see a track record, a track record in urban universities and in supporting DEI... Parent

We don't want someone who is an external innovator, but rather an experienced leader. Lead us, don't experiment with us. Faculty

Someone who has run very large, complex organizations... someone with a small college background would not give us the confidence. Trustee

Stakeholders also have mixed thoughts about whether business experience is relevant.

It would be great if he or she had a business background because they need to know how to run the financial model. So big business experience but run Temple more like a local restaurant that's closely connected to the community. Student

Lots of things were said about treating us like a business... it automatically makes people not feel good about being here, about being in a place that just prioritizes making money. We need someone really community-based... who values academics over other issues. Students

Building on the theme of experienced leadership, many ask for “proof” or real examples of where someone’s leadership has been verified or tested.

Through a deep look at the CV, the real service record can be apparent, as opposed to the flashier elements that catch people’s eyes. Look at the types of service they are doing – is it only self-promotional or is it a little quieter? Academic Leader

We need someone who can point to what they have done in the past in a university setting... A track record that clearly demonstrates that he/she is an action-oriented person, show us your baseball card for the last five years, not what you hoped to do, but what you did. Trustees

The other reason for finding someone with success in a comparable environment is that it shows Temple isn't a stepping stone, that someone is coming here because they want to engage in our mission. Alumni

Temple is a \$1.2 billion corporation and it's extremely complex. We can't get a piker. IBM would not pick someone off the street for this. They have to have demonstrated management skills, a communicator who is committed to education... Faculty

***Proven president who can execute what's needed.
We have to get this right. The next three to five years
are critical for enrollment, finances. He/she/they should
be bold, clear-minded, set a course and engage others to
jump in. You can't do that on your first rodeo.***

-Senior Staff

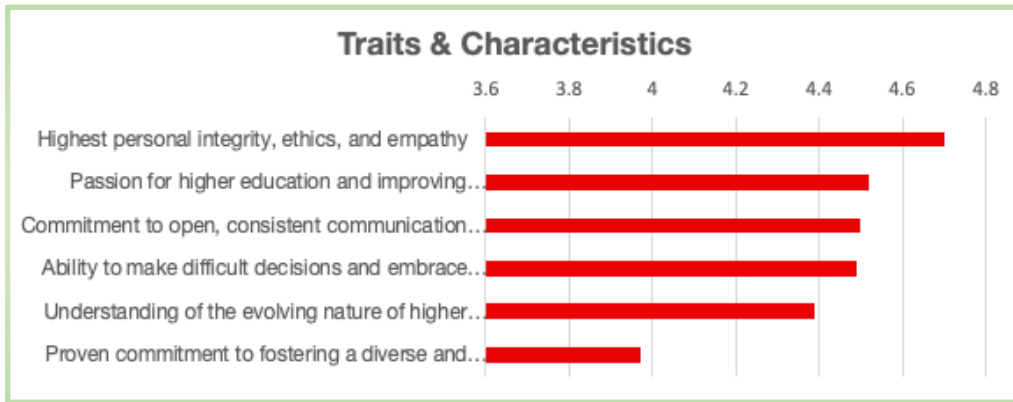
Many also call for a leader who understands the community as well as the political environment surrounding Temple. Some insisted the next president should be from the Philadelphia area. This could be an internal candidate too.

Someone who knows Philadelphia, the players in the city, state and can advocate for us... knowing Philadelphia specifically would be great, but someone who can show that they've done it at another major urban university... Proven track record a university of our size and in a similar city. Academic Leaders

Finally, some foresee that the new President will need to establish a new relationship with all stakeholders, including the Board.

Leadership Traits

There appears to be greater consensus on the kind of leader the Temple community would welcome. Topping the list, per our survey and in rank order are **highest integrity and ethics** (4.75 mean ranking on a 5-point scale), a **passion for higher education** (4.52), an **open, consistent communicator** (4.5) and someone **able to make complex decisions** (4.49).



All groups placed a premium on a strong moral compass. Faculty thought transparent communications was slightly more important than a passion for higher education (4.56 compared to 4.44). Staff slightly valued the ability to make tough choices over open communications (4.56 compared to 4.54). Alumni thought decision-making skills were more important than communications (4.60 compared to 4.46). And students said that a passion for higher education was slightly more important even than integrity (4.62 compared to 4.61).

In our conversations, commonly agreed upon attributes or leadership styles include:

Authentic – People seek someone who is genuinely interested in others and who is transparent - even admitting to not having easy solutions for tough issues like safety. This trait was also partnered with **Approachable/Accessible**.

Many shared concerns about a president being too insulated and many contrasted that with the open style adopted by President Epps. Clearly the latter was more desired.

Accessibility has been missing. We don't expect an open door and we respect the hierarchy, but he or she should be willing to speak with us, tell us what our charge is, and what result we've brought about.

-Senior Staff

Someone who sees community rootedness as part of their identity. Senior Administrator

President Epps was present. When she spoke with you, you knew you were being heard.

Alumni

Compassionate and Engaged – Tied to some extent with approachability, stakeholders say the unique needs of students and the community, the low morale and mistrust of staff and faculty – all demand a leader with a big heart and the willingness to show it.

Someone engaged, who will talk directly to students, more involved in school culture. You will see them walking around rather than hearing about them in emails or on the news... maybe even who wants to give a nudge to the Board and put professors and students on it... Faculty

Shows humility and listens to others – Real or not, perceived arrogance and aloofness by prior leaders left a negative impression. Stakeholders realize the complexity and significant scope of the job and that decisions may not always be popular, but they express a desire for someone who does not pretend to know everything and listens to questions.

...humble, warm... a leader who builds teams, hires the right people, and motivates them... someone who bleeds cherry and white. Trustee

Someone who sees us... Joanne is the standard. No matter if you worked in facilities or Cabinet, she saw you... Faculty Leader

There's a yearning and a longing for a solid leader, some who is among the best and brightest, relatable and empathetic... someone who will engage the community in a positive, helpful and validating way... Trustee

This person may or may not be a **change agent**. Many on campus express exhaustion at change for what appears to be change's sake. They also note that the term has multiple interpretations and evokes different responses from our audiences. Their perspectives can be summarized by senior leadership who said, "If they want to disrupt without understanding how things work now... that makes me nervous." Or as a survey respondent wrote, "Embracing change is extremely important, however creating change just for the sake of being able to say that you changed something, is NOT valuable."

Positive Visionary – Someone who can envision and articulate a bright future for Temple seems key to many, especially given the challenges of recent years.

...It's been a lot of doom and gloom. I understand we're in bad financial straits, but we need someone who, in the face of adversity, inspires you to believe that your mission is achievable... Our faculty is dying to be optimistic...

-Faculty

Strategic Communicator with a determination to tell "Good" about Temple – Again, because of recent events, many feel the reputation of the University has been battered and needs constant, positive stories to regenerate itself.

Temple needs a restart... I love this school, lots of alums love Temple, but it's not marketed well by leadership... When I leave the house, my better half says be careful. Who wants to hear that? This could be changed by a President who is seen, who speaks well of the school and city... Faculty

Messaging is really focusing on the negative rather than the positive. The latter could be a game changer... Have to reverse the slide if you want to make Temple a destination for people outside of our commuting area. Unless you have a product that's really attractive, you will have a hard time in the marketplace. Faculty Administrator

Many referenced the phrase **emotional intelligence** to describe the ideal leader:

Emotionally mature, high level of EIQ, they can relate to you and me and to the people who live nearby. That matters as much as a PhD, if not more. Parent

One of the reasons why President Epps was so effective was there was integrity and a genuine nature to her emotional intelligence. You can't overstate how important that is in a leader, someone who likes other people, who cares about us and our students... Senior Administrator

And a favorite Temple word, often repeated:

Gritty... *We all prefer to at least know where we stand... Faculty Leader*

When you're in Philadelphia, you've got to do Philly – grit, courage, someone from Nebraska might not understand it. We're a working-class East Coast city, have to have the cultural competence to navigate this place.

-Senior Administrator

Humility, grit, integrity, almost have to be narcissistic because you need confidence to project yourself and the University... communicate with people in an authentic way so they don't feel they're being played... Staff

Five words to describe the next leader and last ideas on priorities...

When time allowed, we asked those who joined our conversations to offer five words that should describe Temple's next president. Most of those words were encapsulated in the prior section. However, there are a few noteworthy additions:

Visionary

Courageous

Inspiring

Knowledgeable

Innovative

Some also weighed in on a similar question about the legacy left by the next President.

One survey respondent reached back to Temple's founder to say: "Dig in your own backyard!" - Acres of Diamonds..." Another wrote: "A Flagship in First-generation Education," and still another concluded: "A legacy of stabilizing the university in a tumultuous time. Forging a path forward to ensure we continue to be an innovative, but adaptable community."

We also asked some respondents to summarize in a single word or briefly phrase their final summary of what should be the highest priority of Temple's next president. Their answers were unified: **The next president's highest priority should be all the people who make Temple the wonderful institution it is – students, faculty, staff, alumni, the board, volunteers, the community, City and State.** The concept of a servant leader who is there to benefit the collective rather than further his or her career – this shone through all conversations.