RULES AND PROCEDURES

OF THE FACULTY
OF
LEHIGH UNIVERSITY
AND RELATED INFORMATION

Board of Trustees Approval May 2017
TABLE OF CONTENTS

TABLE OF CONTENTS .................................................................................................................. 2

1. University faculty operating procedures ............................................................................. 5
   1.2 University faculty standing committees ........................................................................... 8
   1.3 College faculties .............................................................................................................. 29
   1.4 Graduate Studies ............................................................................................................ 41

2 Employment policies for academic employees ................................................................. 42
   2.1 Employment policies ..................................................................................................... 42
   2.2 Faculty appointments, reappointments, promotion, tenure, retirement ......................... 43
   2.3 Appeals concerning alleged arbitrary or capricious action ............................................. 90
   2.4 Leave of absence .......................................................................................................... 90
   2.5 Administration .............................................................................................................. 91
   2.6 Term of Academic Duties .............................................................................................. 92
   2.7 Benefits for faculty ........................................................................................................ 92
   2.8 Faculty tuition waiver .................................................................................................... 93
   2.9 Lecturer ........................................................................................................................ 93
   2.10 Graduate Assistants ..................................................................................................... 94
   2.11 Research and graduate project assistants .................................................................... 94
   2.12 Professor of Practice .................................................................................................... 94

3 Educational requirements and procedures ........................................................................... 95
   3.1 Miscellaneous provisions ............................................................................................... 95
   3.2 Curricula ....................................................................................................................... 101
   3.3 Pass-fail system for undergraduates ............................................................................. 106
   3.4 Auditors ........................................................................................................................ 109
   3.5 Vagabonding .................................................................................................................. 109
   3.6 Provisional courses ........................................................................................................ 109
   3.7 Quizzes and examinations ............................................................................................. 110
   3.8 Grades for undergraduates ............................................................................................ 113
A1. Purpose And Scope Of This Policy .................................................. 177
A2. Definition Of Harassment ............................................................. 177
A3. Ways To Deal With Harassment ..................................................... 179
A4. Complaint Reporting ................................................................. 180
A5. Investigation Procedures ............................................................. 181
A6. Reports Of The Hearing Panels .................................................... 182
A7. Disciplinary Action ................................................................. 184
A8. Right Of Appeal ........................................................................ 184
1 Faculty Governance

1. University faculty operating procedures

1.1.1 Rules of order

The parliamentary authority for the Lehigh University faculty is Robert’s Rules of Order Newly Revised (10th edition). A parliamentarian shall be appointed by the president from among the senior members of the faculty.

1.1.2 Changes in rules

Changes in these faculty rules and procedures may be proposed at any meeting of the faculty. Motions incorporating such changes must receive an initial reading at a university faculty meeting before being put forward for a vote at the next regularly scheduled meeting of the faculty. Motions must be made available to the faculty in writing at least seven days prior to the meeting in question, and must be clearly marked as the “initial reading” or “final reading.” Amendments to a motion do not necessitate postponing a vote until a subsequent faculty meeting. Any or all of these restrictions may be waived by a two-thirds majority of the voting members of the faculty who are present at the meeting. Motions to amend R&P that the Faculty Steering Committee considers to be routine and non-controversial shall normally be placed on the Consent Calendar for two successive faculty meetings, posted at least seven days prior to the first of these meetings. The customary rules for removing items from the Consent Calendar for open discussion at a faculty meeting shall apply. If after the second faculty meeting there have been no objections, the motion is deemed to have passed. A copy of each amendment, change, or modification of the rules adopted by the trustees or faculty shall be furnished as soon as practicable to each member of the faculty. (See 6.1.)

1.1.3 Faculty meeting

Regular meetings of the university faculty are held at 4:10 p.m. on six approximately evenly spaced Mondays within the academic year. Specific dates are chosen by the president to be consistent with the university calendar, legal and religious holidays, and vacation periods. Special meetings may be called by the president or upon written request of ten voting members of the faculty.
Faculty meetings are open to a limited number of Lehigh University students as observers, except under the following conditions:
A meeting may be declared closed by a vote of a majority of the voting members of the faculty present, or at the discretion of the chairperson. A meeting is closed when student discipline cases (e.g., judiciary cases, appeals, etc.) are under consideration.
A meeting is closed when actions relating to student academic standing (e.g., waivers and appeals from graduation requirements, etc.) are under consideration. An observer may be granted the privilege of the floor by a majority of the voting members of the faculty present provided that a request for that privilege is submitted before the start of the meeting.
Faculty meetings will be chaired by the current chair of the Faculty Steering Committee or in his/her absence the chair of the R&P subcommittee of the Faculty Steering Committee.
It is the expectation of the faculty that the president and the provost will attend University faculty meetings.
A quorum consists of the voting members of the faculty present unless challenged, whereupon a quorum shall consist, during the remainder of the meeting, of one-third of the total-voting members of the university faculty (not including those on leave).
The assembled faculty may decide, by a majority vote, that a particular motion should be voted upon electronically. In such cases, electronic voting is administered by the Office of Institutional Research and accessible to all voting faculty for seven calendar days. Faculty voting electronically may choose “Yes,” “No,” or “Present, but Not Voting,” (with “Present, but Not Voting” counting only to establish a quorum, which is defined for an electronic vote as one-third of the total voting members of the university faculty, not including those on leave). Electronic voting is confidential; votes are submitted to a secure server that tallies the votes and rejects duplicates. The Personnel Committee, the Faculty Steering Committee and the President or Provost each designate one person to serve on a committee to oversee the procedure.
The Lehigh University faculty uses a consent calendar (sometimes called a “consent agenda”). Motions for graduation as proposed by the registrar and motions for course changes proposed by either the Educational Policy Committee or the Graduate and Research Committee, as well as all motions that the Faculty Steering Committee considers to be routine and non-controversial, shall normally be placed on the consent calendar.

1.1.4 Order of business

The order of business in regular faculty meetings shall be established by the Faculty Steering Committee.
1.1.6 University faculty

The voting faculty members of the faculty are those with the rank of assistant professor, associate professor, or professor. Instructors with full-time academic appointments in teaching or research are also voting members of the faculty, provided that they are not candidates for a Lehigh degree. Also, included as voting faculty members are the president, provost, the deans of each the four colleges, and the vice provost for library and technology services. Lecturers, and part-time (unless tenured) faculty, professors of practice, professors emeriti, and visiting members of the instructional or research staff are not voting members of the faculty.

The university faculty is the legislative body in matters pertaining to the admission, registration, instruction, and discipline of students, and in matters related to academic procedures and educational policies. All legislation of the faculty is subject to the approval of the board of trustees. Abstracts of the minutes of the faculty are sent to the board of trustees.

The university faculty, acting with the approval of the board of trustees, grants all degrees conferred by the university.

The faculty may delegate any of its responsibilities to an officer of the university, to a committee, or to any other group.

1.1.7 Secretary of the faculty

The Secretary of the Faculty shall be elected annually at the penultimate faculty meeting and shall be eligible for reelection. The term of the Secretary begins on July 1. His or her duties shall include service as recording secretary and archivist. Older Archival materials will be in the custody of the University Libraries.

As Secretary of the Faculty, he or she shall record and distribute the minutes of the Faculty. As Archivist, he or she shall superintend and be responsible for all correspondence, records, and minutes of Faculty meetings and shall receive all reports or documents of Faculty committees. The Secretary shall maintain a current list of voting members of the Faculty.

The Secretary shall be responsible for preparing and distributing copies of legislation adopted by the Trustees or Faculty. On behalf of the Faculty, the Secretary shall affix his or her signature to all diplomas.
The Secretary of the Faculty is an active voting member or an emeritus/a member of the University Faculty.

1.1.8 University Parliamentarian

The University Parliamentarian advises the Chair of the faculty meeting on how to adhere to Roberts Rules in chairing University Faculty meetings; serves as a member of the Faculty Steering Committee, providing and advising it how to adhere to R&P; and, when asked to do so by the Provost, resolves inconsistencies in R&P. (See R&P 6.3.1).

The University Parliamentarian is an active voting member or an emeritus/a member of the University Faculty appointed by the President.

1.1.9 Departmental administration

The department is the setting within which the faculty carries on the main business of the university. A departmental faculty is an aggregation of experts in different areas of a larger field. Each member may, therefore, be expected to make a unique contribution to the work of his or her department. From his or her particular vantage point, each may be expected to have views worthy of consideration about the operation of the department and its educational policies and programs. It is in the best interest of the department and of the university if the departmental atmosphere encourages a free interchange of ideas. No system of organization can in itself assure an efficient and harmonious departmental operation. But clearly the situation most conducive to the desired end is that in which those upon whom the responsibility for decision ultimately must rest and those who must work in the context created by those decisions have a mutual respect for each other’s opinions, rights, and responsibilities.

The chief administrative officer in the department is the chairperson. He or she is responsible for the administration and development of the department under the rules of the university. He or she is responsible for the development of education policies within the department. He or she represents the faculty of the department in matters requiring higher administrative approval. He or she reports to the dean of the college. In matters of educational policy and its administration, he or she should seek the advice of members of the department.

Page 8 of 185
The chairperson of the department is appointed by the president, but this responsibility is normally delegated to the vice president and provost. The appointment is for one year and, in the absence of any recommended action to the contrary, for two additional one-year terms, totally three years. The administration will consult with voting members of the departmental faculty and other appropriate persons before an initial appointment and before reappointment not less often than once every three years thereafter. In the event a search committee is formed to select a departmental chairperson, that committee will be appointed by the president (or designated representative) and will be chosen from voting faculty members of the department and, where appropriate, closely related departments. Appointments should normally be in conformity with department members’ judgment; but when the president feels it necessary to overrule such judgment, there shall be further communication with department members regarding the basis for the departure from normal procedures. When it is in the interest of the department and the university as a whole, appointments will be renewed. When circumstances make it desirable, the appointment may be changed.

1.2 University faculty standing committees

1.2.1 In general

The president is a member of the steering committee and a member ex officio of all committees of the university faculty. Elections for positions filled by vote of the entire university faculty will be conducted using an electronic ballot. At the next-to-last regularly scheduled university faculty meeting of the academic year, the slate of candidates for all vacancies is finalized, as specified in the description of the committees in R&P, to maintain full membership on each committee. A call for nominations is issued at least two weeks prior to this meeting. Nominations will also be solicited during the next-to-last faculty meeting. The “write-in” candidate option will be available for all vacancies. The Nomination Committee will organize the election using an electronic ballot within two weeks after the next-to-last faculty meeting. An email containing the link to the ballot and voting instructions will be sent to each voting member of the faculty. At least one week’s time will be given for faculty members to cast their votes. The Nomination Committee will consult with the University Parliamentarian and
the Office of Institutional Research in conducting the electronic election. The term of membership normally begins on July 1. Faculty members are expected to accept committee assignment as their services are needed and as their current workload permits. Nominating committees will consult with members of the faculty before placing their names in nomination.

To aid the nominating committees and those responsible for appointment committees and subcommittees, the secretary of the faculty maintains a roster of the membership of all standing and ad hoc committees and subcommittees of the university faculty, and deans of the colleges maintain rosters of faculty members listing all committee assignments above the departmental level. It is the responsibility of each committee chairperson to send a roster of his or her committee to the secretary of the faculty and college deans. Each standing committee shall, at the call of its chairperson or its senior member in the event of a vacancy in the chair position, reorganize before the first regular fall semester meeting of the faculty. All standing committees must meet at least once each academic year and shall report to the faculty those activities which are of general importance and consequence.

Any voting member of the faculty may address a written statement regarding faculty business to a faculty committee.

1.2.2 Faculty governance committees

The following committees are major university faculty committees with either policy-making, advisory, or appellate/advisory roles in university governance. While committee powers vary, these committees all focus on matters that are of primary concern to the faculty. Each committee is represented on the faculty steering committee, and each reports directly to the faculty.

The faculty governance committees include:

- faculty steering committee (1.2.2.1)
- educational policy committee (1.2.2.2)
- graduate and research committee (1.2.2.3)
- faculty compensation committee (1.2.2.4)
- faculty financial planning and operations committee (1.2.2.5)
- faculty personnel committee (1.2.2.6)
- faculty committee on student life (1.2.2.7)
1.2.2.1 Faculty steering committee

The faculty steering committee consists of seventeen members: the president, the vice president and provost, the chairperson of the educational policy committee, the chairperson of the graduate and research committee, the chairperson of the faculty compensation committee, the past-chairperson of the financial planning and operations committee, the senior (fifth-year) member of the faculty personnel committee, the chairperson of the faculty committee on student life, the chairperson of the faculty committee on global affairs, the chairperson of the faculty committee on advancement, the chairperson of the faculty committee for facilities planning, the faculty parliamentarian, the secretary to the faculty, and four faculty, one elected by each college faculty. The four college representatives will be elected to four-year staggered terms.

The chairperson of the committee will be rotated yearly across the elected representatives of the colleges. Each college will elect its own representative, linked to the planning and policy process of that college as it deems fit.

The committee will meet on a monthly basis to: (1) advise the president and provost on any proposed major structural changes within the university, (2) respond in a preliminary manner to ideas and initiatives emanating from the administration but with no formal powers of substantive review, (3) advise the president and provost of appropriate faculty committees for substantive review of administration initiatives, (4) share information about present and proposed committee activities, (5) channel faculty initiatives to the appropriate committees, (6) monitor the progress of faculty initiatives directed to the administration, (7) establish the agenda for university faculty meetings, and (8) report at least once a semester to the university faculty on issues relating to university governance.

Membership on the steering committee will be limited to the seventeen designated individuals. The committee may open its meetings to other individuals in the university. Members of the faculty and administrative staff may be invited to attend meetings as guests on an ongoing basis.

The committee will receive clerical support from the president’s or provost’s office for the steering committee, the committee on rules and procedures, and, where feasible, standing faculty committees.

1.2.2.1.1 Subcommittee on rules and procedures

The steering committee will have a standing subcommittee on rules and procedures, consisting of the four faculty representatives elected by the four colleges. The chairperson of the subcommittee is appointed by the chairperson of the steering committee.

The subcommittee (1) conducts a continuing review of rules and procedures within the university with the purpose of maintaining efficient and effective
operations, (2) initiates proposals for changes in university governance, (3) reviews the language and form of these revisions to rules and procedures submitted to the steering committee, and (4) reports to the steering committee as it seems appropriate.

The subcommittee will incorporate legislation adopted by the trustees or faculty in this manual. The subcommittee prepares each year an up-to-date edition of the university rules and procedures.

1.2.2.2 Educational policy committee

The committee on educational policy attends to such matters as are referred to it by the university faculty, by college faculties, by faculty regulations, or by the president. The committee is responsible for the study of the university curriculum, long-range academic plans, and undergraduate academic rules and regulations. The committee will make appropriate recommendations to the president and the university faculty.

The committee consists of nine tenured members of the teaching faculty, the provost, and the dean of each of the four colleges. The nine faculty members will serve three-year non-concurrent terms. Three will be elected from the College of Arts and Sciences, three from the P.C. Rossin College of Engineering and Applied Science, two from the College of Business and Economics, and one from the College of Education. All members may vote in the meetings, but none shall be permitted to vote in absentia or to send a voting delegate.

The Registrar or his/her delegate serves as a non-voting member of the Educational Policy Committee.

Three undergraduate students, one from each undergraduate college, shall be non-voting members. Two graduate students, one from the College of Education, shall be elected by the Graduate Student Council to be non-voting members.

One of the elected faculty members shall chair the committee. At the final meeting of the spring term, the committee shall elect one of the faculty members as chair-elect for the coming year. Both the chair and the chair-elect take office on July 1.

Meetings of the committee shall, upon request to the committee chair, be open to other individuals in the university community. Students, faculty, and administrators who attend under this provision shall be nonvoting listeners, although the chair is empowered to invite them to address the committee. The chair is also empowered to close certain meetings so that only voting members are present to transact committee business.

The minutes of the committee are sent to the Provost’s Office and posted on the Lehigh University faculty website.

The committee chairperson represents the educational policy committee as a member of the faculty steering committee.
1.2.2.2.1 Standing subcommittee on writing instruction

The Educational Policy Committee will have a Standing Subcommittee on Writing Instruction. The subcommittee will, under the oversight of the Educational Policy Committee, (1) examine all academic programs, policies, initiatives, and proposals of same having to do with undergraduate and graduate writing, including the First-Year Writing Program and the Writing Across the Curriculum Program; (2) advise the Educational Policy Committee on improvement and implementation of writing programs and policies; and (3) coordinate among the various writing programs across the university. The subcommittee will also be available for consultation by the Educational Policy Committee and the Graduate and Research Committee on new course and curriculum proposals. The subcommittee will report at least once a year to the Educational Policy Committee.

The subcommittee consists of four faculty members, one from each of the four colleges appointed by the Dean of that college to staggered three-year terms, the Director of the Writing Program in the English Department, the Director of the Writing and Math Center, the Director of the Writing Across the Curriculum Program, and one faculty member of the Educational Policy Committee appointed by that committee’s chair. The chair of the subcommittee is elected by its members.

1.2.2.3 Graduate and research committee

The committee considers policies and procedures related to graduate education and research. The responsibilities and duties of the committee include, but are not limited to:

1. Develop general policies and procedures related to graduate education and research activities. These are submitted to the faculty for approval.
2. Review the appropriateness and quality of graduate programs and research activities in relation to the educational objectives of the university.
3. Review and approve substantive graduate course changes and curriculum proposals (see section 3.2.1) submitted by the colleges. The Graduate and Research Committee (GRC) shall send approved proposals to the Educational Policy Committee for informational purposes prior to the GRC submitting them to the university faculty.
4. Interpret and apply faculty rules concerning student or department appeals of petition decisions.
5. Establish policies for awarding fellowships and scholarships to graduate departments and programs.
6. Recommend approval of the formation or termination of research centers and institutes.
7. Recommend policies and procedures to stimulate and coordinate research-related activities.

The committee consists of twelve elected faculty members, seven ex officio members, and four non-voting members. The faculty are elected by their colleges to three-year, staggered terms, four from the College of Arts and Sciences, two from the College of Business and Economics, four from the P.C. Rossin College of Engineering and Applied Science, and two from the College of Education. Ex officio members are the Vice Provost for Research, the Director of Office of Research and Sponsored Programs, Deans of the four Colleges, and the Director of Graduate Student Life. The Registrar or his/her delegate serves as a non-voting member of the Graduate and Research Committee. Two graduate students selected by the Graduate Student Senate, and one undergraduate student selected by the Student Senate, also serve as non-voting members.

One of the elected faculty members shall chair the committee or two elected members shall co-chair the committee. The term of the chair/co-chairs begins on July 1.

The minutes of the committee are sent to the Provost’s Office and posted on the Lehigh University faculty website.

The committee chairperson (or one of the two co-chairs) represents the Graduate and Research Committee as a member of the Faculty Steering Committee.

1.2.2.4 Faculty compensation committee

The committee on faculty compensation consists of nine members of the voting faculty: two each from the College of Arts and Sciences, the College of Business and Economics, and the P.C. Rossin College of Engineering and Applied Science, one from the College of Education, and two at-large. At least one of the two at-large members will be an assistant professor at the time of the election. All members are elected by the entire faculty for three-year, staggered terms.

The committee investigates the level of faculty compensation and benefits relative to market conditions, peer institutions, university priorities, and faculty needs. It meets regularly with the administration to participate in the formation of compensation policy and the distribution of fringe benefits. The committee reports regularly to the faculty on its findings and recommendations.

The minutes of the committee are sent to the Provost’s Office and posted on the Lehigh University faculty website.

The committee chairperson represents the faculty compensation committee as a member of the faculty steering committee.

Page 14 of 185
1.2.2.5 Faculty financial planning and operations committee

The faculty committee on financial planning and operations consists of five faculty members. One member is elected by each of the college faculties for staggered four-year terms. One at large member, at the rank of either assistant or associate professor at the time of election is elected by the university faculty for a two-year term. The committee will be chaired by the college representative who is in his or her third year of service on the committee. The committee represents the concerns of the faculty in advising the president, provost, vice president for finance and administration regarding financial planning. The primary purpose of the committee is to ensure that the long-range academic concerns of the faculty are represented in the financial operations of the university. To this end, the committee shall receive appropriate information and make timely recommendations in the financial planning process. The committee reports regularly to the faculty. The minutes of the committee are sent to the Provost’s Office and posted on the Lehigh University faculty website. The past chair of the faculty planning and operations committee is a member of the faculty steering committee.

1.2.2.6 Faculty personnel committee

The faculty personnel committee acts as the appellate committee of the university faculty. To this end, the committee shall hear appeals concerning alleged arbitrary and capricious actions on the part of the administration or a department chairperson that allegedly affect the rights, privileges, continued employment, or academic freedom of a faculty member (See section 2.3). Included among its appellate duties, the committee shall: shall Hear all appeals alleging arbitrary or capricious action arising from the procedures described in section 2.2 (See section 2.2.1.6). Hear appeals regarding a decision in a harassment case in which a faculty member was accused (See appendix A, section A8). The committee is composed of five tenured faculty members, each serving a five-year term on a staggered basis. The four members elected by the university faculty to represent the four colleges must be at the rank of professor. The fifth member must be an associate professor at the time of his/her election to the committee. This fifth member is to be elected at-large by the university faculty. A faculty member may not be reelected to a second full term. The committee member who is senior in years of service represents the personnel committee as a member of the faculty steering committee. In the event the personnel committee decides that any current member should not participate in hearing a particular case because of a conflict of interest, that
member shall recuse himself/herself and the committee shall designate as his/her substitute for that case the former member of the committee who most recently represented the college of the temporarily recused member. If no former committee member of that college is available, the committee will select the most recent former member of the personnel committee who is available to hear the case. As used above, availability implies that the individual is willing to serve and is not recused because of a conflict of interest.

In considering any appeal, the personnel committee is empowered to examine all letters and other documents and to question members of the faculty and the administration for the purpose of establishing facts in the case. The personnel committee may petition the president or the board of trustees for reconsideration of the decision that caused the appeal (See section 2.2.1.6) and representatives of the administration, the personnel committee, and the appealing party may participate in any resultant hearing before the board of trustees or its designated committee.

In addition, the personnel committee has other duties that include:
Reviewing all decisions to change the tenurability of a faculty position. (See section 2.2.1.3)
Considering any move to dismiss a tenured faculty member for cause. (See section 2.2.11)
Advising the board of trustees on appointments to the office of president and the office of provost and vice president for academic affairs.
Advising the president and provost whenever an appointment is to be made to an academic and/or research position at or above the rank of dean (such as, but not limited to, an associate, deputy, or vice provost) without advertising the vacancy and/or without utilizing a search committee.
Reviewing proposed appointments and making recommendations on those appointments to the administration in cases where a proposed appointment of a visiting faculty member would be for more than two consecutive years. (See section 2.2.3)
The committee may also assume other duties as delegated by the faculty or requested by the administration or board of trustees.
The committee is authorized to make inquiries that are necessary to carry out its duties.
On the basis of the personnel committee’s considerations, wherever appropriate, the committee shall derive general principles designed to enhance processes and/or outcomes within its purview and shall report these in writing to the university faculty. The committee shall report to the university faculty at least once a year.
The minutes of the committee are sent to the Provost’s Office and posted on the Lehigh University faculty website.
1.2.2.7 Faculty committee on student life

The faculty committee on student life consists of 11 individuals: six faculty members, one elected from each of the four colleges plus two at-large faculty members; the Vice Provost for Student Affairs; the Associate Vice Provost and Dean of Students; the Director of Graduate Student Life; and two appointed student representatives, one each from the Undergraduate Student Senate and the Graduate Student Senate. The faculty members representing their colleges serve four-year, staggered terms, with the member in his/her third year of service assuming the role of chairperson, rotating across each of the four colleges. The chairperson also serves as a member of the Faculty Steering Committee. The two at-large faculty members are elected to two-year staggered terms from the university as a whole. Upon request to the committee chair, meetings of the committee shall be open to other individuals in the university community. The committee advises the administration in all aspects of undergraduate and graduate co-curricular student life, providing collaborative discussion related to policy initiatives, concerns, and long-range plans that impact students. Also among the committee’s responsibilities is providing input on student life issues covered in the Student Handbook. The committee meets at least three times per semester and reports annually to the faculty regarding its discussions. The minutes of the committee are sent to the Provost’s Office and posted on the Lehigh University faculty website.

1.2.2.8 Faculty Committee on Global Affairs

The committee on global affairs represents the faculty in setting strategic priorities and policies for the internationalization of Lehigh University, especially in relation to academic programs and research. The committee advises the President, Provost, and the Vice President and Associate Provost for International Affairs on the following aspects of university internationalization:

- international programs, initiatives, and experiences (both within and outside of the US),
- internationalization of curriculum and research activities,
- geographic areas of institutional engagement,
- international students and scholars at Lehigh,
- research collaborations, exchanges, and partnerships with institutions both within and outside the United States that impact the internationalization of Lehigh University,
- general budget priorities for university internationalization efforts.
The committee consists of eight voting members of the faculty who will serve three year non-concurrent terms. The committee will consist of one elected member from the College of Education, two elected members from each of the Colleges of Business and Economics and the P.C. Rossin College of Engineering and Applied Science, and three elected members from the College of Arts and Sciences.

One undergraduate and one graduate student are non-voting members. The student representatives are selected by their respective senates. One of the elected faculty members is chair of the committee and one is chair-elect. Both the chair and chair-elect take office on July 1. The chair (or chair-elect) is the liaison with the Board of Trustees committee on Global Affairs. The committee chairperson represents the Global Affairs Committee as member of the faculty steering committee.

The formation of any other faculty committees (ad hoc) pertaining to global affairs is approved by and has representation from this committee.

Meetings of the committee shall be attended by the Vice President and Associate Provost for International Affairs as an ex-officio member. Upon request by the committee chair, the meetings are open to other individuals in the university community. Students, faculty, and administrators who attend under this provision shall be nonvoting participants. The chair is also empowered to close certain meetings so that only voting members are present to transact committee business. The minutes of the committee are sent to the Provost’s Office and posted on the Lehigh University faculty website.

1.2.2.9 Faculty Committee on Advancement
The committee on advancement represents the faculty in setting strategic priorities in advancement for Lehigh University. The committee collaborates with the Advancement Office with particular focus on:

- Providing faculty advice and feedback on capital campaigns – specifically with regard to faculty perspectives on priorities,
- Occasionally engaging faculty members in advancement efforts, as appropriate, and
- Raising the level of awareness among faculty with regard to activities of the Advancement Office.

The committee consists of six voting members of the faculty who will serve three year non-concurrent terms. The committee will consist of one member elected from each of the colleges (College of Education, College of Business and Economics, P.C. Rossin College of Engineering and Applied Science, and College of Arts and Sciences) and two at-large representatives elected from the
faculty at-large. One of the elected faculty members in his/her third year is chair of the committee and one of the second year members is chair-elect. Both the chair and the chair-elect take office on July 1. The at large representatives serve as liaisons to the Board of Trustees Committee on Advancement. The committee chairperson represents the Advancement Committee as a member of the FSC. College representatives to this committee report to their colleges and thereby facilitate interactions between faculty and the Advancement Office.

Meetings of the committee shall be attended by the Vice President and Associate Vice President for Advancement (or her/his designee). Upon request approved by the committee chair, the meetings are open to other individuals in the university community. Minutes of the committee’s meetings are sent to the Provost’s Office and posted on the Lehigh University faculty website.

1.2.2.10 Faculty Committee on Facilities Planning
The committee on facilities planning represents the faculty in setting strategic priorities for campus planning for Lehigh University. The committee collaborates with the Facilities Services and Campus Planning Office with particular focus on:

- Updating the campus master plan as needed,
- Assessment of facilities needs for scholarly work,
- Modernizing instructional spaces, and
- Determining priorities for facilities projects that impact faculty scholarship and/or teaching.

The committee consists of six voting members of the faculty who will serve three year non-concurrent terms. The committee will consist of one member elected from each of the colleges (College of Education, College of Business and Economics, P.C. Rossin College of Engineering and Applied Science, and College of Arts and Sciences) and two at-large representatives elected from the faculty at-large. One of the faculty members in his/her third year is chair of the committee and one of the second year members is chair-elect. Both the chair and the chair-elect take office on July 1. The chair (or chair elect) serves as liaison to the Board of Trustees Campus Planning and Operations Committee. The committee chairperson represents the Facilities Planning Committee as a member of the Faculty Steering Committee.

Meetings of the committee shall be attended by the Associate Vice President for Facilities Services and Campus Planning (or his/her designee) as an ex-officio member. One undergraduate and one graduate student non-voting
member will be appointed by their respective senates. Upon request approved by the committee chair, the meetings are open to other individuals in the university community. The chair is empowered to close certain meetings so that only voting members are present to transact committee business. Minutes of the committee’s meetings are sent to the Provost’s Office and posted on the Lehigh University faculty website.

1.2.3 Faculty administrative committees

The following committees carry out policies promulgated by the faculty in the faculty regulations. With the exception of the two standing of students committees, faculty members of the committees are elected by the faculty. All faculty administrative committees are accountable to the faculty. Each reports directly to the faculty, and each is linked to a designated member of the faculty steering committee as indicated for purposes of inter-committee communications.

The faculty administrative committees (and their links to the faculty steering committee) are as follows:

- committee on nominations (1.2.3.1)
  (chairperson, steering committee)
- committee on standing of undergraduate students (1.2.3.2.1)
  (chairperson, educational policy)
- committee on standing of graduate students (1.2.3.2.2)
  (chairperson, graduate and research)
- university disciplinary appeals committee (1.2.3.4)
  (chairperson, steering committee)

1.2.3.1 Committee on nominations

The committee on nominations consists of eight members: the chairpersons of the nominating committees of the College of Arts and Sciences, the P.C. Rossin College of Engineering and Applied Science, the College of Business and Economics, and the College of Education; and three members elected from the faculty at large. The fourth year member of the Subcommittee on Rules and Procedures (1.2.2.1.1) serves as an ex-officio member. The three at-large members shall serve three-year staggered terms. One at-large member must be an assistant professor with less than five years of service as a voting member.
of the faculty at the time of her or his election, one member must be an associate professor at the time of her or his election, and one member must be a full professor.

At the beginning of each academic year the committee's longest serving at-large member will arrange the organizational meeting at which time a chairperson will be elected from the at-large members.

The committee on nominations is charged with identifying and cultivating the volunteer leadership needed for faculty committees to function effectively. The committee prepares slates of qualified and willing nominees for election to the standing committees of the university faculty and for such other offices as the faculty or the president may request. The committee also prepares a slate for election of replacements to serve the unexpired terms of vacancies on standing committees that occur due to resignations, leaves in excess of one semester, or permanent separation from the University. At the regularly-scheduled faculty meeting immediately preceding the meeting at which such elections will take place, the committee shall make a presentation to the faculty detailing each open position and solicit nominations from the faculty at large between then and the election.

In preparation of its slates, the committee on nominations coordinates its work with that of the college nominating committees. It attempts to achieve as broad a distribution of committee memberships as possible, taking into consideration disciplines, departments, points of view, rank, and periods of service.

1.2.3.2.1 Committee on standing of undergraduate students

The committee on standing of undergraduate students consists of the provost or a faculty representative of the provost, the dean of students, the deans of the colleges of arts and sciences, business and economics, and engineering and applied science (or their representatives), a faculty member chosen by the educational policy committee from its membership, and the registrar who shall act as recording secretary. After seeking the advice of the committee, the provost will appoint from among these members the chairperson of the committee. An executive secretary to the committee (not a member of the committee) will be appointed by the vice president for student affairs.

The committee has jurisdiction over all undergraduate matters concerning the application of faculty rules to the scholastic standing of students and has power to act in cases of scholastic standing and status. It is responsible for acting upon all petitions pertaining to the following: student academic progress, qualifying for the baccalaureate degree, examinations, rosters, academic disciplinary action, removal from academic probation, special curriculums, curriculum transfer, waiver or substitutions of graduation
requirements, readmission or reinstatement of separated students, attendance, awarding of honors, and all such matters pertaining the maintenance of academic standards.

On issues of scholastic standing that relate to educational policy, the committee will develop and transmit its recommendations to the educational policy committee for review and submission to the faculty for approval.

1.2.3.2.2 Committee on standing of graduate students

The committee on standing of graduate students consists of the provost or a faculty representative of the provost, the dean of students (or their representative), the deans of the colleges of arts and sciences, business and economics, education, and engineering and applied science (or their representatives), a faculty member chosen by the graduate and research committee from its membership, and the registrar who shall act as recording secretary. After seeking the advice of the committee, the provost will appoint from among these members the chairperson of the committee. The committee has jurisdiction over all matters concerning the application of faculty rules to the scholastic standing of graduate students and has power to act in cases of scholastic standing and status. It is responsible for acting upon all petitions pertaining to the following: graduate student academic progress, qualifying for a graduate degree, examinations, rosters, extension of a grade of incomplete, academic disciplinary action, academic probation, waiver or substitutions of graduation requirements, readmission or reinstatement of separated students, and all such matters pertaining to the maintenance of academic standards of graduate students.

On issues of scholastic standing that relate to educational policy, the committee will develop and transmit its recommendations to the graduate and research committee for review and submission to the faculty for approval.

1.2.3.4 University disciplinary appeals committee

(See Section 4.1, Article IX, Section III, Subsection A.)

1.2.4 Faculty advisory committees

The following committees consist of elected faculty and designated others. The chief function of these committees is to provide continuing advice for the operations of specific university activities or entities. The faculty members are accountable to the faculty at large and report directly to the faculty. Each committee is linked to a member of the steering committee as indicated for
purposes of forwarding policy recommendations to the faculty and enhancing inter-committee communications.

The faculty advisory committees (and their links to the steering committee) are as follows:

library users' committee (1.2.4.1)
   (chairperson, educational policy)
honorary degrees committee (1.2.4.4)
   (chairperson, educational policy)
study abroad faculty policy board (1.2.4.5)
   (chairperson, educational policy)

1.2.4.1 Library users' committee

The library users' committee supports the development of the university's libraries as a resource of the academic community. The committee recommends ways and means by which the libraries may serve the needs of the students and faculty. It reports once a year to the academic community. The committee consists of five faculty members and three students in good standing. The vice provost for library and technology services is a non-voting member of the committee, and may be represented by a designate of his/her choosing at committee meetings. The faculty members serve three-year staggered terms and are apportioned and elected as follows: one elected from each college and one elected at large. The student members are appointed by the vice provost for information resources from the student body at large by petitions to the committee. They serve two-year staggered terms. The members elect the chairperson.

In library matters relating to educational policy, the library users' committee will develop and transmit its recommendations to the educational policy committee for review and submission to the faculty for approval.

1.2.4.4 Honorary degree committee

The committee on honorary degrees consists of the president, the vice president and provost, and six members elected by the university faculty for staggered three-year terms. The six elected faculty members will be apportioned as follows: one from each college and two members elected at large. One of the elected members serves as chairperson.

The committee solicits from the faculty, administration, and trustees recommendations of suitable candidates for honorary degrees. The committee recommends to the president for transmission to the board of trustees the names of persons deemed appropriate candidates for honorary degrees.
In matters relating to educational policy, the honorary degree committee will develop and transmit its recommendations to the educational policy committee for review and submission to the faculty for approval. (See 3.20.6.)

1.2.4.5 Study abroad faculty policy board

The study abroad faculty policy board is responsible for: the coordination of courses, curriculum and credit for undergraduate students who study abroad; development and implementation of quality criteria for Study Abroad programs; and consultation with faculty in respective colleges on a core of acceptable and available programs which meet the curricular needs of each college.

The Board consists of eight tenured faculty members: one at large from the Educational Policy Committee; one each from the colleges of Business and Economics, Education, and Engineering and Applied Science; one from each of the three divisions in the College of Arts and Sciences; and, ex-officio, the Chair of the Modern Languages and Literature Department. There are two ad hoc members: the Director of Study Abroad and a representative from the Dean of Students. Ad Hoc Administrative Advisors such as the Registrar will serve as needed.

Except for the Chair of the Modern Languages and Literature Department, each of the seven faculty members may serve a maximum of two consecutive three-year terms. The Educational Policy Committee elects its representative; the six college representatives are elected by their respective college constituency. The ad hoc members serve by virtue of their position.

One of the faculty members serves as chair for a one-year term. At the spring board meeting the board elects a chair-elect who serves as vice-chair for the ensuing academic year. Both the chair and the chair-elect take office on July 1. The Director of Study Abroad serves as secretary to the Board.

Annually the Faculty Policy Board presents a report to the Educational Policy Committee on the status of Study Abroad.

1.2.4.6 Online Learning Policy Committee

The Online Learning Policy Committee is responsible for: ensuring that the online education offered by Lehigh University maintains the quality and vision of Lehigh’s broader educational mission and standards; representing the perspectives of the faculty in University decisions regarding online education; developing policies and procedures to ensure high-quality online education; and advising on the development and implementation of new online courses. The Committee’s areas of concern include courses, curriculum, and credit for undergraduate and graduate students that are offered fully or partially online.
The Committee consists of seven tenured or tenure-track faculty members: one at large appointed by the Educational Policy Committee; one each elected from the colleges of Business and Economics, Education, and Engineering and Applied Science; and one elected from each of the three divisions in the College of Arts and Sciences. There are two ex officio non-voting members: the Vice Provost for Library and Technology Services and the Associate Vice Provost for Teaching and Learning.

Each of the six elected faculty members may serve a maximum of two consecutive three-year terms. The Educational Policy Committee elects its representative; the six college representatives are elected by their respective college constituency. The ex officio members and ad hoc advisors serve by virtue of their position.

One of the faculty members serves as chair for a one-year term. Each spring, the board elects a chair-elect who serves as vice-chair for the ensuing academic year. Both the chair and the chair-elect take office on July 1. The Associate Vice Provost for Teaching and Learning serves as secretary to the subcommittee.

The Online Learning Policy Committee will present regular reports to the Educational Policy Committee and, as needed, to the faculty as a whole.

1.2.4.7 FACULTY REPRESENTATION ON THE COUNCIL FOR EQUITY AND COMMUNITY

There shall be six (6) faculty representatives who are elected to serve as members of the larger University Council for Equity and Community (CEC). These faculty representatives shall include one college-elected faculty member from each college (College of Arts and Sciences, College of Business and Economics, College of Education, and P.C. Rossin College of Engineering and Applied Science) and two members-at-large elected by the faculty as a whole. Representatives shall serve three-year staggered terms, each term beginning July 1 of the year of election. Elected CEC faculty representatives shall represent faculty interests and serve as liaisons between CEC and the faculty for advancing policies and initiatives on diversity and inclusion, coordinating related activities across the community, proposing implementation mechanisms and measurements for progress at the university and unit levels, and enhancing faculty awareness of key issues, concerns and initiatives, related to Lehigh’s campus climate and culture. In accordance with CEC bylaws one elected faculty representative shall be elected by the members of
the CEC to serve as the CEC Faculty Tri-Chair. The CEC Faculty Tri-Chair is also a liaison to the Board of Trustees Subcommittee on Diversity and Inclusion.

1.2.5 University committees

The following committees deal with a variety of university-wide concerns. Elected faculty representatives are included in the membership of these committees. These faculty members are accountable to the faculty at large and report to the faculty as appropriate. They are linked to a designated member of the steering committee for purposes of inter-committee communications. The university committees (and their links with the steering committee) are as follows:

university committee on discipline (1.2.5.1)  
(chairperson, steering committee)
committee on undergraduate awards and prizes (1.2.5.4)  
(chairperson, educational policy)
visiting lecturers committee (1.2.5.5)  
(chairperson, educational policy)

1.2.5.1 University committee on discipline  
(See Section 4.1, Article X, Section I, Subsection E)

1.2.5.4 Committee on undergraduate awards and prizes

The committee on undergraduate awards and prizes consists of three appointed faculty members, one of whom acts as chairperson; a representative from the office of the dean of students; the director of the division of intercollegiate athletics, intramurals and recreation, and the registrar, who serves as secretary. Two students (in good standing) shall be appointed by the Student Senate, each for two-year staggered terms.

The committee is responsible for all awards and prizes established for undergraduate students with the exception of those handled by the Williams senior prize committee. The committee makes the selection of the recipients of all awards and prizes not otherwise provided for. The committee reviews any proposals for new awards and makes appropriate recommendations to the president.

1.2.5.5 Visiting lecturers committee
The committee is charged with the responsibility of arranging a series of programs featuring visiting lecturers, of administering the funds for the series, and coordinating lecture programs of student government groups. The membership for the committee shall consist of the following: a faculty member from each of the three (undergraduate) colleges elected by the entire university faculty for two-year staggered terms; two students from each of the colleges elected by the students within the respective colleges; a representative of the Student Senate; a representative of the Student Activities Council; a graduate student representing the Graduate Student Council; and the adviser to the committee, a representative from the dean of students office. The committee shall select a chairperson from among its student members. The two student members from each of the colleges shall be selected by an election to be scheduled and conducted by the Student Activities Council during the spring semester. Student terms of office shall be one year, and no student shall serve more than two full terms.

1.2.6 Replacing an Elected Member of a University Standing Committee

If an elected member of a standing committee is unable or unwilling to serve, he or she shall be replaced using the procedures described below.

Inability to Serve
Reasons why an elected member of a standing committee may be unable to serve include such things as leaves, injuries, long-term illness or disability, personal problems, and conflicts between committee service and work schedule or load. If an elected member is unable to serve, the elected member shall notify the committee chair of this fact, making clear why he or she is unable to serve and for how long he or she will be unable.
Replacements for one year or less shall use the procedures described below under Temporary Replacement, while elected members who are unable to serve for more than one year shall resign from the committee and their replacement shall be obtained using the procedures described below in the section Balance-of-Term Replacement.

Unwillingness to Serve
Evidence that an elected member of a standing committee is unwilling to serve includes such things as persistent failure to attend committee meetings, failing to engage in the work of the committee and failing to serve on subcommittees that do the work of the standing committee. The committee chair is responsible for initiating the process for replacing an elected member who appears to be unwilling to serve. The chair may identify an elected member as unwilling on the basis of the chair’s own observations or because other elected members of the committee bring to the chair’s attention behaviors that suggest an elected member is unwilling to serve.
The following procedure shall be followed in the replacement of an elected member identified as unwilling to serve.

1. The chair shall make every attempt to communicate with the member so identified, alert him or her that there are concerns about attendance and/or participation, inquire if there are legitimate reasons why that member has been unable to attend or participate and ask if the member wishes to continue on the committee. If the non-attending committee member agrees to vacate the position, the process will continue with step 2. If the committee member still does not respond to repeated attempts over time to communicate, the committee chair should inform the committee member’s department chair and move directly to step 6.

2. If the member responds that he or she is unable to serve, the chair shall determine how long that will be the case and then follow the appropriate procedure below, based on the length of time the member will be unable to serve.

3. If the member responds that he or she is not willing to continue to serve, this shall constitute a resignation from the committee and that member shall be replaced by the appropriate procedure below, based on how much time remains in his or her elected term.

4. If the member states that he or she wishes to continue to serve, the committee chair shall communicate to the member the expectations for continuing service on the committee and describe for the member what process will be followed if the member continues to have problems in attending and/or participating.

5. If, following this communication, the member remediates attendance and/or participation problems, he or she shall continue as an elected member of the committee and no replacement shall occur.

6. If, however, the member continues to demonstrate an unwillingness to serve, the committee chair shall consult with the elected members of the committee and then make a determination of whether (1) to communicate once again with that member in hopes of persuading him or her to fulfill the elected responsibilities or (2) to seek replacement of that member.

7. If the chair decides to seek replacement, he or she shall inform the committee member’s department chair and follow the appropriate procedure below, based on the length of time remaining in the elected term of the member to be replaced.

Temporary Replacement (one year or less)
In cases where the elected member is to be replaced on the standing committee for one year or less, the dean of the college, in consultation with the college nominations committee (see section 1.3.1.1), shall appoint a temporary replacement for a member who was elected as a college representative, while the provost, in consultation with the university nominations committee (see section 1.2.3.1), shall appoint a temporary replacement for a member who was elected as an at-large university representative. Former elected members of the
standing committee on which a temporary replacement is to occur should be considered as particularly promising replacements.

Balance-of-Term Replacement (more than one year)

In cases where the elected member is to be replaced on the standing committee for more than one year of the elected term, the chair of the standing committee involved shall notify the appropriate college and university nominations committees of the need to elect a faculty member to complete the term of the elected member to be replaced. Given that standing committees often employ election schemes intended to assure that representatives rotate off on a predictable schedule, the nominations committees shall assure that balance-of-term replacements are elected to terms that complete the term of the replaced member and not to a complete term (unless the elected member to be replaced is unable or unwilling to begin his or her term).

Notification

Whenever an elected member of a college or university standing committee is replaced, either temporarily or for the balance of an elected term, the chair of that committee shall provide written notification to the member so replaced, the appropriate college nominations committee, and either the dean of the college involved, the provost’s office, or both, as appropriate. In the case of temporary replacements for elected members unable to serve, this written notification shall list the date on which the elected member is expected to resume duties on that standing committee.

Appeal

If an elected member of a college or university standing committee feels that he or she has been replaced arbitrarily or capriciously, that member may appeal to the Faculty Personnel Committee (see section 1.2.2.6).

1.2.7 Administration advisory committees

These committees consist partially of faculty members appointed by the administration for purposes of eliciting desired faculty advice. They are not faculty committees per se, and thus do not require faculty approval for their creation or elimination. When appropriate, faculty members of these committees shall bring policy-related concerns to the attention of the chairperson of the steering committee. (See 5.5 for a current listing of administration advisory committees.)

1.3 College faculties

1.3.1 College faculties
Each college faculty shall have the responsibility of making appropriate recommendations to the university faculty and shall have power to legislate on academic matters that pertain to students, faculty, or requirements peculiar to the respective college. Graduation requirements are subject to the jurisdiction of the university faculty. Each faculty shall make its own rules governing its own procedure and shall elect its own representative to other college faculties. The deans of the colleges of Arts and Sciences, Business and Economics, Education, and Engineering and Applied Science shall be ex officio chairpersons of their respective faculties. Representatives of departments on faculties shall be appointed by the chairpersons of the departments concerned.

1.3.1.1 College nominating committees

Each of the undergraduate colleges and the College of Education have a nominating committee of three members, one elected each year for a three-year term. The senior member is chairperson. These committees prepare slates to be submitted to their faculties for election of the standing college committees described, herein and of college representatives on university committees. Election requires a plurality of votes cast unless a college decides before an election that a majority is required. In every case the slate consists of two nominees for each post. Additional nominations may be made from the floor when the slate is presented. The nominating committees attempt to achieve the widest possible distribution among departments, disciplines, and points of view.

1.3.2 Membership

1.3.2.1 College of Arts and Sciences

The faculty of the College of Arts and Sciences consists of the voting members of the university faculty in the departments of art and architecture, chemistry, earth and environmental sciences, English, political science, history, international relations, journalism and communication, mathematics, modern languages and literature, biological sciences, music, philosophy, physics, psychology, religion studies, sociology & anthropology, and theatre; one representative, appointed by the chairman, from each of the following departments: economics and any other department in which students in the College of Arts and Sciences may have a major; one representative, appointed by the chairman, from each of the following departments: military science, one
representative elected by the faculty of the College of Business and Economics, one representative elected by the faculty of the College of Engineering and Applied Science; the vice provost for information resources, the director of admission, the registrar, the vice president and provost, and the president. Elected and appointed representatives from outside the college serve one-year terms, but may be reappointed or reelected. One person may serve both as a college and a departmental representative.

1.3.2.2 College of Business and Economics

The faculty of the College of Business and Economics consists of the voting members of the university faculty in the departments of accounting, finance and law, management and marketing, and economics; one representative elected by the faculty of the College of Arts and Sciences; one representative elected by the faculty of the College of Engineering and Applied Science; one representative elected by the faculty of the College of Education; the registrar, the vice president and provost, and the president. Representatives from the other colleges serve one-year terms and may be reelected.

1.3.2.3 College of Engineering and Applied Science

The faculty of the College of Engineering and Applied Science shall consist of the voting members of the university faculty in the departments of chemical engineering, civil and environmental engineering, electrical engineering and computer science, mechanical engineering and mechanics, industrial and manufacturing systems engineering, and materials science and engineering; two representatives of the faculty of the College of Arts and Sciences; one representative of the faculty of the College of Business and Economics, the dean of students, vice provost for information resources, the director of admission, the registrar, the president, and the vice presidents.

1.3.2.4 College of Education

The College of Education's chief administrative officer is the dean, who reports directly to the vice president and provost. In matters of policy, the initiation and change of courses, and in the approval of teachers for graduate courses, it follows the procedures described under Graduate Studies Regulations (See 3.21.) The dean of the College of Education acts on proposed individual master's degree programs. Proposed individual doctoral programs are subject to the procedures for graduate studies.
The faculty of the College of Education consists of all the teaching staff of the college, the president, the vice president and provost, the vice provost for information resources, and representatives from the colleges: two elected by the faculty of the College of Arts and Sciences (one from the humanities, one from the sciences), one elected by the faculty of the College of Business and Economics, and one elected by the faculty of the College of Engineering and Applied Science. These representatives come from departments in which candidates for the degree of Master of Arts in education take courses for their field of academic specialization.

1.3.3 Standing committees

1.3.3.1 College of Arts and Sciences committees

1.3.3.1.1 College of Arts and Sciences policy committee

The college of Arts and Sciences Policy Committee consists of nine members elected by the college faculty, three elected each year for three-year terms. In making nominations for this committee, the nominating committee attempts to maintain equitable distribution among the disciplines represented in the college. Vacancies in unexpired terms of one year or less shall be filled by appointment by the dean after consultation with the committee chairperson; vacancies of more than one year shall be filled by election by the college faculty.

The committee elects a chairperson and a secretary yearly from among its members. The committee establishes its own rules of procedure.

The College of Arts and Sciences policy committee is concerned with the objectives and continuing improvement of the college and makes proposals and considers all other proposals offered to this end by members of the college faculty and the dean. It also acts as the educational policy committee for the college. The committee studies policy questions and makes recommendations to the dean of the college, to the college faculty, to the university committee on educational policy, and to the university graduate and research committee. Proper subjects for its consideration may originate within the committee, from other members of the faculty, or from the dean of the college.

The Committee also evaluates and approves undergraduate and graduate curriculum changes in the College, including proposals for new degree, major, or certificate programs, program changes and deletions, new courses and course deletions, and certain kinds of course changes, especially those that may affect university or College resources or the resources or students of other departments.
1.3.3.1.2 College of Arts and Sciences admissions committee

The College of Arts and Sciences admissions committee consists of three persons elected for staggered terms and is responsible for the oversight of college publications, the college’s image projected in university publications, the coordination of special recruiting programs and of other activities to improve the quality of admissions to the College of Arts and Sciences.

1.3.3.1.3 College of Arts and Sciences tenure committee

The college tenure committee will consist of five elected tenured faculty members. One member will be elected from each of the college’s three divisions: natural sciences, social sciences, arts and humanities. Two members will be elected at large. Each elected member will serve a three-year term. No member may serve more than two terms consecutively. Each year the nominations committee will prepare a slate of candidates having a minimum of three nominees for each open position. No department may have more than one elected member on the committee. The tenure committee will elect its own chairperson. Cases involving either tenure and promotion from assistant to associate professor or tenure of an associate or full professor (where no promotion is involved) are the province of the tenure committee.

The tenure committee will make its own independent substantive evaluation of each candidate it considers in accordance with the Rules and Procedures of the Faculty and the Guidelines for Tenure and Promotion in the College of Arts and Sciences and Departmental Appendices included as part of the college guidelines. It will also assess the degree to which the candidate’s department adhered to the standards it set for the candidate in previous evaluations. In making its substantive evaluation in the area of research and scholarship, the tenure committee will rely heavily on the individual assessments of the candidate’s department and of the outside evaluators. All five committee members must be present at every meeting where tenure is discussed. All five committee members must vote yes or no on tenure decisions; no committee member may abstain. Tenure recommendations by the committee are determined by majority vote. The committee will submit a separate report to the dean for each case considered, conveying the reasons for the vote. In cases in which the vote is not unanimous, both a majority report and a minority report will be submitted to the dean, with each conveying the reasons for the recommendation. All tenure proceedings will be kept strictly confidential.

Each candidate's complete file will be available to all committee members during the evaluation period. In the event that a file is incomplete or deemed inadequate, the committee will follow the procedures in 2.2.6.9, paragraph 2.
If a tenure recommendation is to be made for a faculty member from the same department as one of the committee members or if a committee member has participated in consideration of the candidate as part of the candidate's extended departmental committee (as may be constituted for small departments), then that member shall be replaced by an alternate from the same elected category to be appointed by the dean in consultation with the chair of the tenure committee for that case only. Alternates will be chosen from the most immediate past members of the committee. When no past member is available, an alternate for a particular case will be appointed by the dean in consultation with the chair of the tenure committee from senior faculty within the same elected category in the college. If an elected committee member goes on leave for an entire semester, an alternate will be chosen from the most immediate past members of the committee in the same elected category. When no past member is available, a special election will be held.

The tenure committee will present an annual report to the faculty on its activities. A written copy of the report will be provided to the secretary of the faculty and will become part of the minutes of the meeting at which the report is presented. The report to the faculty will contain no confidential material. The committee may establish additional operating procedures consistent with R&P. Any changes to the procedures outlined above, however, must be approved by a majority vote at a duly constituted CAS faculty meeting.

1.3.3.1.4 College of Arts and Sciences promotion committee

The college promotion committee will consist of five elected faculty members who are full professors. One member will be elected from each of the college’s three divisions: natural sciences, social sciences, arts and humanities. Two members will be elected at large. Each elected member will serve a three-year term. No member may serve more than two terms consecutively. Each year the nominations committee will prepare a slate of candidates having a minimum of three nominees for each open position. No department may have more than one elected member on the committee. The promotion committee will elect its own chairperson.

Cases involving promotion from associate professor to full professor, including those rare instances in which awarding of tenure is also involved, are the province of the promotion committee.

The promotion committee will make its own independent substantive evaluation of each candidate it considers in accordance with the Rules and Procedures of the Faculty and the Guidelines for Tenure and Promotion in the College of Arts and Sciences and Departmental Appendices included as part of the college guidelines. It will also assess the degree to which the candidate’s department adhered to the standards it set for the candidate in previous evaluations. In making its substantive evaluation in the area of research and scholarship, the promotion committee will rely heavily on the...
individual assessments of the candidate’s department and of the outside evaluators.
All five committee members must be present at every meeting where promotion to full professor is discussed. All five committee members must vote yes or no on promotion decisions; no committee member may abstain. Promotion recommendations by the committee are determined by majority vote. The committee will submit a separate report to the dean for each case considered, conveying the reasons for the vote. In cases in which the vote is not unanimous, both a majority report and a minority report will be submitted to the dean, with each conveying the reasons for the recommendation. All promotion proceedings will be kept strictly confidential.
Each candidate's complete file will be available to all committee members during the evaluation period. In the event that a file is incomplete or deemed inadequate, the committee will follow the procedures in 2.2.9.9, paragraph 1. If a promotion recommendation is to be made for a faculty member from the same department as one of the committee members or if a committee member has participated in consideration of the candidate as part of the candidate's extended departmental committee (as may be constituted for small departments), then that member shall be replaced by an alternate from the same elected category to be appointed by the dean in consultation with the chair of the promotion committee for that case only. Alternates will be chosen from the most immediate past members of the committee. When no past member is available, an alternate for a particular case will be appointed by the dean in consultation with the chair of the promotion committee from senior faculty within the same elected category in the college. If an elected committee member goes on leave for an entire semester, an alternate will be chosen from the most immediate past members of the committee in the same elected category. When no past member is available, a special election will be held.
The promotion committee will present an annual report to the faculty on its activities. A written copy of the report will be provided to the secretary of the faculty and will become part of the minutes of the meeting at which the report is presented. The report to the faculty will contain no confidential material. The committee may establish additional operating procedures consistent with R&P. Any changes to the procedures outlined above, however, must be approved by a majority vote at a duly constituted CAS faculty meeting.
The College of Business and Economics policy committee consists of seven elected faculty members from the college who serve staggered three-year terms. In making nominations for this committee, the college nominating committee attempts to maintain equitable distribution among the disciplines and faculty ranks represented in the college. At least two of its members shall be of the rank of professor. Vacancies in un-expired terms are filled by a special election by mail. The committee elects a chairman and a secretary yearly from among its members. The committee establishes its own rules of procedure. The committee reports on its activities to the faculty of the college at the last college faculty meeting of the year. Other reports are submitted as appropriate.

The College of Business and Economics policy committee receives from the dean of the college all proposals for undergraduate and graduate courses and curricular changes originating within the departments. The committee reviews these proposals for their conformity to university regulations and to desirable education policy. The committee reports its findings to the dean and presents the proposals with recommendations to the faculty of the college. Any proposal for a new major, minor, or graduate program will include statements of impact on the Library and Technology Services, laboratory and classroom space, and the faculty. These statements, developed by subject librarians, Information Technology consultants, the Registrar, and the Deans or their designates, working in conjunction with the faculty, will be a required element of any proposal forwarded to the Educational Policy Committee or to the Graduate and Research Committee.

The College of Business and Economics policy committee advises the dean and the college faculty on matters involving the objectives of the college. To this end, it undertakes studies of policy matters affecting the college. Proper subjects for its consideration may originate within the committee, from other members of the faculty, or from the dean of the college.

1.3.3.2.2 College of Business and Economics promotion and tenure committee

The primary purpose of the college promotion and tenure (P&T) committee is to ensure broad faculty participation in promotion and tenure recommendations made by each department in the college. The P&T committee is responsible for reviewing each tenure and/or promotion case that is received from the dean. This review encompasses both procedural and substantive aspects involved in the promotion/tenure decision-making process, and is based on the criteria stipulated in 2.2.1.5 as applied in the annual evaluations of the promotion/tenure candidate and the triennial evaluations of the promotion candidate. Establishing department and college standards by which each candidate for promotion and/or tenure is evaluated is the joint responsibility of the candidate's department, through its individual
faculty members, and the dean as monitored during the annual and triennial
evaluations.
The committee consists of eight tenured faculty members of the college, five
full professors and three associate professors with a maximum of two full
professors from any one department and a maximum of one associate
professor from any one department. The nominations committee will strive to
construct, in consultation with the dean and department chairs, a slate of
candidates that generates a balanced representation among the departments.
Members are elected to staggered three-year terms. A faculty member may not
serve more than two consecutive terms on the committee, and must remain off
the committee for a three-year period following his/her second consecutive
term before being considered for additional service on the committee. The
committee selects its own chair from among the full professors. Prior to
convening to evaluate a candidate, any committee member may recuse
himself/herself if he/she has a conflict of interest that precludes him/her from
objectively evaluating the candidate. In the event of a recusal, an alternate
committee member will be appointed for such case by the dean in consultation
with the chair of the P & T committee. The alternate shall be chosen from
among the most immediate past members of the P & T committee.
Committee members participating in the candidate's evaluation consider and
discuss the candidate's qualifications, applying the criteria as stated in section
2.2.1.5 and as applied in the annual or triennial evaluations of the candidate.
Any committee member from the same department as the candidate under
review may participate but will not vote on that candidate. Associate
professor committee members do not participate nor vote in cases involving
promotion of a tenured associate to full professor; but those members do
participate and vote in cases that involve tenuring a full professor. Following
this meeting(s), each voting member submits a written evaluation of the
candidate's qualifications based on the criteria. All eligible committee
members must be present at every meeting during which promotion and/or
tenure cases are discussed. All eligible committee members must vote yes or
no through his/her written letter on promotion and/or tenure decisions; no
committee member may abstain. After receiving these letters and any
subsequent discussion, the chair writes the committee's recommendation. A
majority vote by the committee, including any supporting and modifying
detail, constitutes the committee's recommendation for or against promotion
and/or tenure of the candidate. A tie vote by the committee is equivalent to
supporting the candidate's department. The committee's written
recommendation and each voting committee member's letter are forwarded to
the dean for subsequent transmittal to the provost.
The committee's chair reports to the college faculty in the mid to latter part of
each spring semester on its activities during that academic year with respect to
operating procedures, difficulties encountered, recommended changes to the
process, and related concerns, taking care to ensure confidentiality of specific
candidates reviewed. The committee chair may also report to the college
faculty as necessary if any committee member is unable or unwilling to fulfill his/her responsibilities on the committee and a successor must be elected.

1.3.3.3 College of Engineering and Applied Science committees

1.3.3.3.1 Council of the College of Engineering and Applied Science

The council of the College of Engineering and Applied Science (thereafter referred to as the E&AS College council) consists of the dean, the associate deans, and the department chairpersons in the E&AS College, all ex officio. The E&AS College council is responsible for educational policy in both undergraduate and graduate programs, and establishes and reviews all operating policies within the college. Scholarly activities and research are within the purview of the council. The dean of the E&AS College serves as chairman of the E&AS College council. In voting matters, the department chairpersons and the associate deans have voting privileges. At the discretion of the dean, members of the administration and university faculty may be invited to attend the meetings of the council, but have no vote.

1.3.3.3.2 College of Engineering/Applied Science academic policy committee

The College of Engineering and Applied Science academic policy committee consists of six members, one from each department, elected by the college faculty, two each year for three-year terms. The committee elects a chairperson and establishes its' own rules of procedure. Vacancies in un-expired terms are filled by appointment by the dean after consultation with the chairperson of the committee.

The college academic policy committee acts as a curriculum committee, reviews all new proposals regarding undergraduate and graduate courses and curricula and deals with long range college-wide educational policy issues. The topics the committee considers may originate within the committee or may be suggested by the dean, the college council or the college faculty. The findings of the committee would go to the college faculty through the council for consideration. Any proposal for a new major, minor or graduate program will include statement of impact on the Library and Technology Services, laboratory and classroom space, and the faculty. These statements, developed
by subject librarians, Information Technology consultants, the Registrar, and the Deans or their designates, working in conjunction with the faculty and will be a required element of any proposal forwarded to the Educational Policy Committee or to the Graduate and Research Committee.

1.3.3.3 College of Engineering / Applied Science tenure committee

The college tenure committee shall be responsible for recommendations concerning tenure in the college. It shall consist of seven tenured professors from the regular faculty of the college who shall be nominated by the college nominating committee and elected to three-year staggered terms (two each year) by the college faculty. One of the two senior members each year will be elected chair by the committee. The college nominating committee shall provide nominees from the seven departments of the college such that each department will be represented on the committee. A tie vote by the committee is equivalent to supporting the candidate’s department vote.

1.3.3.4 College of Engineering / Applied Science promotion committee

The college promotion to full professor committee shall be responsible for recommendations concerning promotion to full professor in the college. It shall consist of seven full professor tenured faculty members who shall be nominated by the college nominating committee for three-year staggered terms and elected by the faculty. One of the senior members each year will be elected chair of the committee. The college nominating committee shall provide nominees from the seven departments of the college such that each department will be represented on the committee. A tie vote by the committee is equivalent to supporting the candidate’s department vote.

1.3.4 College of Education committees

Any proposal for a new major, minor or graduate program will include statements of impact on the Library and Technology Services, laboratory and classroom space, and faculty. These statements, developed by subject librarians, Information Technology consultants, the Registrar, and the Deans or their designates, working in conjunction with the faculty, will be required element of any proposal forwarded to the Educational Policy Committee or to the Graduate and Research Committee.
1.3.3.4.1 College of Education promotion and tenure committee

The college promotion and tenure committee will consist of five elected tenured university faculty members. Three members will be elected from the college as a whole, two of whom shall be full professors. The college will elect two members in related disciplines from the faculties of the other three colleges. These members shall be at the rank of full professor. Each elected member will serve a three-year term. No member may serve more than two terms consecutively. Each year the nomination committee will prepare a slate of candidates for each open position.

If no one from the candidate’s program is a member of the college promotion and tenure committee, then the department chair, after consultation with the candidate, will appoint, on an ad hoc basis, one faculty member from the candidate’s program to the committee. This member must be familiar with the candidate’s area of study and will serve as a non-voting liaison to the committee for the candidate’s case.

In the initial election, which first constitutes the committee, the college will elect all three members, one for a three-year term, one for a two-year term and one for a one-year term.

The committee will elect its own chairperson, and it may establish additional operating procedures, consistent with R&P. The committee will present an annual report to the college faculty on its activities.

While the committee may establish additional operating procedures, the following may be changed only by a majority vote at a duly constituted faculty meeting.

College of Education members of the promotion and tenure committee will not vote when the tenured faculty of the college considers the candidate at the departmental stage of the promotion and tenure review process.

All five committee members must be present at any meeting where tenure is discussed. All full professors on the committee must be present at any meeting where promotion to full professor is discussed. All members will vote on all promotion and tenure decisions of assistant professors. Only full professors on the tenure committee will vote on the promotion to full professor. In the latter case, if an associate professor currently serves on the committee, then the faculty will elect a full professor to replace the associate professor on the committee for that case only.

The composition of the promotion and tenure committee should reflect the makeup of the college faculty by including members of underrepresented groups (as currently defined by United States government guidelines for eliminating discrimination in employment) whenever possible.

All tenure and promotion proceedings are to be kept confidential. All cases involving tenure are the province of the full tenure committee.

Tenure and promotion recommendations by the committee require a majority vote, with no abstentions by eligible voters. The vote is reported to the dean with each recommendation.
Each candidate's complete file will be available to all committee members during the evaluation period. In the event that a file is incomplete or deemed inadequate, the committee will follow the procedures in 2.2.6.9, paragraph 2. The chair will present confidential summary reports to the dean on the individual cases considered. These reports will include the vote of the committee (a majority vote for the candidate constitutes a positive recommendation) and a statement of reasons for each recommendation. The letters from each member voting will accompany this summary report. The committee will present annual reports to the faculty on their operations and decisions. There will be no confidential material in these reports.

1.3.3.5 General studies committee

The general studies committee consists of four faculty members, two appointed by the dean of the College of Arts and Science, one of whom serves as chairman of the committee, one appointed by the dean of the College of Business and Economics, and one appointed by the dean of the College of Engineering and Applied Science. The appointments are for an indefinite period. The general studies committee continually reviews those courses in the undergraduate colleges that have been designated as general study courses. The committee receives proposals from all departments in the university for the addition or deletion of courses in the general study area. The committee reports its' finding to the dean of the College of Engineering and Applied Science, and presents the proposals with recommendations to the engineering college advisory council. The chairman of the committee, acting for the committee, acts on all petitions for substitutions in the general study area.

1.3.4 Replacing an Elected Member of a College Standing Committee

If an elected member of a college standing committee is unable or unwilling to serve, he or she may be replaced using the procedures described in section 1.2.6, unless that college standing committee has a different stated procedure in R&P for the replacement of an elected member.

1.4 Graduate Studies

1.4.1 Graduate Studies
Graduate Studies are not a separate educational unit of the university, its general policies and its curricula are subject to the approval of the university faculty. Rules and regulations governing graduate study and the granting of advanced degrees are formulated by the graduate and research committee, a standing committee on the university faculty. Periodically the graduate and research committee evaluates individual graduate programs (at least once every five years, as decided by the committee) on the basis of materials submitted to the committee by the program and appropriate dean. The graduate faculty is not distinguished from the undergraduate faculty except that no one may teach a graduate course without the approval of the graduate and research committee. Graduate courses and curricula are developed by individual departments or by departments cooperating with each other; they must be approved by the college faculty or faculties concerned, the graduate and research committees and the university faculty. (See 1.2.2.3, 3.21, and 5.4.2.3.)

1.4.2 Graduate and research committee
(See 1.2.2.3.)

2 Employment policies for academic employees

2.1 Employment policies

Lehigh University does not discriminate against any person based on age, color, disability, gender, gender identity, marital status, national or ethnic origin, race, religion, sexual orientation, or veteran status. For faculty, staff, and student employees, this applies to all employment decisions, including selection, benefits, compensation, tenure, training and educational programs, transfer, promotion/demotion, layoff, return from layoff, and termination. Additional information is provided in the University’s Policy on Equal Opportunity/Affirmative Action/Non-Discrimination lehigh.edu/go/harassmentpolicy

2.1.1 Policy on academic freedom
Lehigh University’s mission of teaching, learning, research and scholarship for the common good depends on an atmosphere in which Faculty enjoy the fullest protection for freedom of inquiry, thought, expression, research, publication, and peaceable assembly. Academic Freedom is essential to the unfettered search for knowledge and its free expression. This spirit of free inquiry is personified by Socrates’s example to follow the argument wherever
it leads, and it applies to teaching as well as research and publication. Academic freedom includes a corollary concept of responsibility on the part of teacher-scholars to their profession, students, colleagues, institution, and community. In a democratic society, the University in particular plays a crucial role as the quintessential marketplace of ideas upholding the principle that free thought must prevail, not just “free thought for those who agree with us,” as Justice Holmes wrote, but “freedom for the thought we hate.” Democracy’s future, as Justice Brennan observed, “depends upon leaders trained through the wide exposure to that robust exchange of ideas which discovers truth out of a multitude of tongues, [rather] than through any kind of authoritative selection.” To these ends, Faculty must be free from the coercive fear that others, inside or outside the University, may threaten their professional endeavors through censorship, discipline, or any other form of punishment because their views may differ. Additionally, when speaking or writing as citizens in the public arena, Faculty are free, within their civil rights and liberties, from institutional censorship or discipline, although they should strive to avoid creating the impression that they speak for the University.

2.2 Faculty appointments, reappointments, promotion, tenure, retirement

2.2.1 Preamble

2.2.1.1 Incorporation by reference

The provisions set forth in section 2.2 of Rules and Procedures are incorporated by reference in contracts for tenured and tenure track faculty and those provisions of section 2.2 that apply are incorporated in all other faculty appointments. Modifications or amendments to this section are effective on the date they are approved by the board of trustees unless an otherwise effective date is indicated.

2.2.1.2 Board approval necessary for contract decisions

Tenure decisions are made by the board of trustees. All actions taken prior to board approval are hereinafter referred to as recommendations.
2.2.1.3 Tenurability of slots

Decisions regarding the tenurability of a slot are made at the time of the initial appointment. If there is a change in the status of an occupied slot (from tenurable to non-tenurable) that change must be communicated at least two years prior to the start of the occupant's terminal year and must be reviewed by the appropriate college promotion and tenure committee and the personnel committee. A person occupying a tenurable slot is in the tenure track.

2.2.1.4 Faculty responsibility

Because the faculty (department members, external evaluators, and college tenure and promotion committee members) are highly and particularly qualified to judge academic competence, they are assigned key responsibility in making recommendations affecting the status of a faculty member. Subsequent recommendations by the Dean and the Provost and decisions by the board of trustees should give due consideration to the faculty recommendations.

2.2.1.5 Criteria to be applied

Excellence in teaching, research and scholarship, and service are the criteria for reappointment, tenure and promotion. These criteria will be applied by the department, college committee, dean, provost, president, and board of trustees. During the course of a faculty member's career, annual evaluations or triennial reviews, as required in section 2.2.4, will indicate a faculty member's progress toward meeting these criteria. In applying these criteria, voting members of the concerned department(s), members of the college tenure and promotion committees, the dean, and the provost are required to conduct a thorough evaluation of a candidate's professional qualifications.

2.2.1.6 Appeals

An appeal alleging arbitrary or capricious action arising from the procedures described in section 2.2 may be made to the faculty personnel committee as provided in section 2.3. An appeal may be initiated by any aggrieved member of the faculty or administration. After investigation, the personnel committee shall make a written recommendation to the president. Should such recommendation not be accepted, the president shall explain his/her decision in writing to the personnel committee; and the committee may then, at its option, appeal to the board of trustees. During an appeal involving an
untenured person, no contract, which will result in tenure, may be offered to such person. (See also sections 1.2.2.6 and 2.3.)

2.2.2 Definitions

2.2.2.1 Faculty recommendation

There is a "faculty recommendation" when the departmental recommendation and college tenure and promotion committee's recommendation are in agreement.

2.2.2.2 Voting members

In these 2.2 sections, voting members of a departmental or college faculty include voting members of the university faculty who hold appointments in the respective department or college.

2.2.2.2.1 Reappointment

When reappointment is under consideration, voting members of the department include tenured faculty of the department and administrators who are tenured members of the department. In the case of a department with fewer than three tenured faculty, the department chairperson, after consulting with the dean and the candidate, will involve appropriate tenured faculty from closely-related academic disciplines as voting members on the reappointment decision. In the case of a joint appointment, see section 2.2.3.1.

2.2.2.2 Tenure

When tenure is under consideration, voting members of the department include all tenured faculty of the department and administrators who are tenured members of the department. In a department with fewer than three tenured faculty, the department chairperson, after consulting with the academic dean and the candidate, will involve appropriate tenured faculty from closely related academic disciplines as voting members on the promotion decision. In the case of a joint appointment, see section 2.2.3.1. In a department in which the chairperson is not tenured, the dean, in consultation with the college promotion and tenure committee and the department,
appoints a tenured member of the department to assume the chairperson's duties with regard to the tenure review process.

2.2.2.2.3 Promotion to professor

When promotion to full professor is under consideration, voting members of the department include tenured full professors of the department and administrators who are tenured full professors in the department. In a department with fewer than three tenured full professors, the department chairperson, after consulting with the academic dean and the candidate, will involve appropriate tenured full professors from closely related academic disciplines as voting members on the promotion decision. In the case of a joint appointment, see section 2.2.3.1. In a department in which the chairperson is not a tenured full professor, the dean, after consulting with the college promotion and tenure committee and the department, appoints a tenured full professor in the department to assume the chairperson's duties with regard to the promotion review process.

2.2.2.2.4 Recusal

All voting members of the department faculty eligible to participate in a review, reappointment, tenure, or promotion process are required to do so unless there is cause for recusal. Voting responsibilities of faculty members who hold joint appointments or have formal responsibilities in more than one academic unit will be clearly specified in their MOUs. If there is cause for recusal (as detailed below), the faculty member shall give written notification of recusal to the department chair, college dean, and provost. The recusal must be approved, in writing, by the provost. A faculty member so recused may not participate in any of the discussion, deliberations or decisions that are part of the process from which he/she is recused. The faculty member remains recused for all subsequent reviews (annual review, reappointment, tenure, triennial review, promotion) of the faculty member being evaluated, until the reason for recusal no longer applies.

If there is cause for recusal of a department chair from a review, reappointment, tenure or promotion process, the department chair shall give written notice of recusal to the provost. The recusal must be approved, in writing, by the provost. The department chair so recused does not participate in any of the discussion, deliberations or decisions that are part of the process from which he/she is recused. The college dean shall appoint a replacement for the department chair from among the department faculty who have previously
served as chair of the department or department faculty who are eligible to take part in the evaluation (e.g. tenured faculty for annual reviews, reappointments and tenure evaluations; tenured full professors for triennial reviews and promotion to full professor reviews). The department chair remains recused for all subsequent reviews (annual review, reappointment, tenure, triennial review, promotion) of the faculty member being evaluated.

All voting members of a college tenure and/or promotion committee are required to participate in the tenure or promotion process unless there is cause for recusal. If there is cause for recusal (as detailed below), the faculty member shall give written notification of recusal to the college dean and provost. The recusal must be approved, in writing, by the provost. A faculty member so recused does not participate in any of the discussion, deliberations or decisions that are part of the process from which he/she is recused. Any required temporary replacement on the committee will be identified through the policy and procedures established for that committee, (see Section 1.3).

If there is cause for recusal of a dean from a review, reappointment, tenure or promotion process, the dean shall give written notice of recusal to the provost. The recusal must be approved, in writing, by the provost. The dean so recused does not participate in any of the discussion, deliberations or decisions that are part of the process from which he/she is recused. The provost shall appoint a replacement for the dean from among those faculty who have previously served as dean of the college or who currently serve as deans of the other three colleges.

If there is cause for recusal of a provost from a review, reappointment, tenure or promotion process, the provost shall give written notice of recusal to the president. The recusal must be approved, in writing, by the president. The provost so recused does not participate in any of the discussion, deliberations or decisions that are part of the process from which he/she is recused. The president shall appoint a replacement for the provost from among those faculty who have previously served as provost or who currently serve as dean of one of the colleges.

There is cause for recusal is each of these cases:

a.) If a voting member of the department faculty is serving in an administrative role at the college or university level with responsibilities directly related to faculty personnel matters, the faculty member shall consult with the dean or provost about being recused from the process at the departmental level and all college committee levels. The Dean or Provost, as appropriate, shall then decide whether to recuse the person or allow them to participate.

b.) If a voting member of the department faculty is serving on the college tenure and/or promotion committee, he/she may participate in either the
departmental process or the college committee process but not both. The faculty member shall recuse him/herself from the process at the departmental or the college committee level as established by R&P. (see SECTION 1.3). In this instance, the rules governing the college committee apply.

c.) If a voting member of the department faculty, member of the college committee or administrator has or had a significant personal, non-professional relationship with the faculty member to be reviewed or considered for reappointment, promotion or tenure, the faculty member or administrator shall be recused from the process at the departmental, college committee and all administrative levels.

d.) If a voting member of the department faculty, member of the college committee or administrator has a significant professional financial relationship (e.g., co-owners of a business, one working for the other in a professional relationship not part of Lehigh, a professional relationship wherein one has a significant financial dependency on the success/failure of the other, and/or similar co-dependencies of significance outside of their professional relationship at Lehigh) with the faculty member to be reviewed or considered for reappointment, promotion or tenure, the faculty member or administrator shall be recused from the process at the departmental, college committee, and all administrative levels.

2.2.2.3 College promotion and tenure committees

The college promotion and tenure committees are constituted by the respective college faculties in consultation with their deans. The committees are standing committees composed of tenured faculty; the number, terms of office, and manner of selection being determined by the college faculty. If the college faculty conclude that faculty representation from outside the college on such a committee is desirable, the committee may be so constituted. If the college faculty concludes that two college review committees (a tenure review committee and a promotion to full professor committee) are desirable, the committees may be so constituted. The appropriate governance sections (section 1.3) describe the operating details of the college promotion and tenure committees.

2.2.2.4 Probationary period

The period between an initial appointment at Lehigh and the granting or denial of tenure is a probationary period. This period shall not exceed six years unless extensions are received; see section 2.2.5 for time included and not
included in the probationary period and extensions of the probationary period. The maximum length of the probationary period, including all extensions, is eight years (see 2.2.5.8). All initial contract letters for tenurable appointments shall identify the projected terminal date of the probationary period as of the time of appointment. Tenure review may be conducted in any year prior to this date, following the procedures in section 2.2.6.

2.2.2.5 Tenurable appointment

An appointment to a faculty position where the occupant is in the tenure track (see section 2.2.1.3).

2.2.2.6 Tenure

An employment contract that is permanent or continuous; service may be terminated for cause, financial exigency, department discontinuance, or disability. (Disability shall mean physical or mental disability such that the faculty member, even with reasonable accommodation, is no longer able to perform the essential duties of the position.) (See section 2.2.11 regarding dismissal for cause).

2.2.3 Appointments

Before filling positions, the department chairperson shall consult with the faculty members of the department about the specific areas of teaching and research in which faculty expertise is to be sought and about the rank at which the appointment should be made. After candidates have been screened and interviewed, voting members shall again be consulted to secure their opinions on the relative qualifications of the candidates. Large departments may substitute a departmental personnel committee for this purpose. The chairperson shall forward the recommendation of the department including dissenting opinions, if any, to the dean of the college.

Initial full-time appointments are at the rank of instructor, assistant professor, associate professor, or professor, as appropriate. The rank of instructor is reserved for persons who are working for a terminal degree or equivalent professional certification in their fields, who have not completed all of the requirements, and who are expected to complete those requirements within two years. Instructors must be promoted to the rank of assistant professor within three years of the date of initial appointment or else not be reappointed.
for a fourth year. Initial appointment at one of the professor ranks is appropriate for persons holding a terminal degree or equivalent professional certificate. In the absence of this, equivalent scholarship may be recognized. Persons who hold a terminal degree or equivalent professional certification may not be appointed as instructors.

The initial appointment at Lehigh is normally for one year as an instructor, for two years as an assistant professor, for three years as an associate professor or professor, and for one year at a visiting or adjunct rank.

Full-time temporary academic appointments must not exceed one year and must be at one of the ranks: visiting lecturer, visiting assistant professor, visiting associate professor, or visiting professor. Judgment of the appropriate rank may be made by reference to paragraph 2 above, where lecturer is equivalent to instructor. These appointments may be renewed for a second year. In the event of a proposed appointment at a visiting rank for more than two consecutive years, the personnel committee shall review the proposed appointment and make a recommendation to the administration.

Note: Possible justification for three or more consecutive years at the "visiting" status would arise from the need for temporary replacement of a regular faculty member who has become disabled for an extended period.

**Part-time appointments must not exceed one year and must be at one of two ranks: adjunct lecturer or adjunct professor, upon recommendation of the departmental faculty and approval by the college dean with notification to the provost.** The adjunct lecturer rank will be assigned to candidates without a terminal degree, usually a doctorate, while adjunct professor will be assigned to those with a terminal degree. However, this differentiation does not preclude an individual without a terminal degree being recommended for the professorial rank. Such part-time appointments may be renewed provided, however, that any renewal carries no implication of commitment by the university beyond the specified term of the appointment.

**No faculty appointment is final until the terms of such appointment are documented in writing and all necessary university approvals have been obtained, including, as may be required under the circumstances, the dean, provost, president, and board of trustees.**

For administrative appointments at or above the rank of dean and below that of provost in which the appointee will also hold a faculty position, an
appropriate search committee shall be convened. The search shall be designated and announced as either an internal search, an external search, or a search open to both internal and external candidates, and the candidate selected to fill the position must meet the specified designation. In cases in which tenure is recommended at the time of initial appointment at the rank of associate professor or professor, the procedures outlined in section 2.2.5.3.2 shall be followed. If tenure is not granted at the time of initial appointment, or if the appointee is not a full professor and subsequently seeks promotion, the usual procedures for tenure and promotion shall be followed.

2.2.3.1 Faculty Appointments Involving More Than One Academic Unit

This section applies specifically to faculty members who either (1) hold formal joint appointments or have formal responsibilities in a unit outside the home department for at least 40% effort or (2) have the majority of their effort allocated to their home department but have formal responsibilities in a unit outside of their home department for less than 40% effort.

The requirement for an MOU (Section 2.2.3.1.2) shall apply to all faculty in type (1) and type (2) appointments above. The remaining requirements in this section apply to faculty members who are hired after September 2015. Faculty hired before September 2015 are encouraged to use the following section. If they wish to be evaluated using the R&P language in place at the time of their hire, their MOUs must be revised in order to make note of their preferences. This will ensure that those evaluating them are properly informed.

2.2.3.1.1 Initial Appointment

All new faculty, regardless of how their appointment is configured, will be assigned a home department. Some positions will be such that the home department is specified at the start of the search. In cases in which the home department is not known at the start of the search, departments that seem most appropriate will be identified and will be listed in the advertisement as possible home departments. Prior to the posting of the advertisement, the relevant department chairs will be notified, and any department that is
unwilling to serve as home department for the eventual appointee will have the opportunity to withdraw from the list.

The dean(s) responsible for the participating units (“participating units” are the departments, programs, and/or centers participating in the appointment) will assemble representatives of these units to develop a detailed position description that will specify the scholarly expertise required for the position, and state the general expectations for teaching and service. See 2.2.3.1.2 below. The home department chair, program director, and the other unit representatives will determine the appropriate balance between departmental and extra- departmental expectations. Such matters as the kinds of journals and conferences that are approved or acceptable may be discussed at this time and may be included in the detailed position description. Budget and space allocations will be specified in the position description. The position description will then be sent to the dean(s) of the participating units and to the provost for approval. If the position description is approved, the dean(s) will select an appropriate search committee, with the advice of the representatives of the likely participating units.

The search committee, in consultation with the participating units, will identify candidates for on-campus interviews, and will present its list of finalists to the relevant dean(s). If relevant, finalists will be asked to specify their preferred home department. Chairs of these home departments, or their designees, will participate in the on-campus interviews of finalists who, if hired, would become members of their department. Should a department be opposed to any such finalist, either an alternative suitable home department where the candidate is welcome will be identified or that candidate’s candidacy will be terminated. Candidates must be informed if they will not be members of their preferred departments and asked whether the proposed alternative is acceptable.

Once all on-campus interviews are completed and the search committee identifies its top candidate, the two participating units will jointly recommend a candidate to the appropriate dean(s). As with all appointments to the faculty, the dean(s) will make their recommendation to the provost for approval.

2.2.3.1.2 Memorandum of Understanding (MOU)
All faculty members whose appointments involve formal responsibilities in more than one unit will have an MOU. The purpose of an MOU is to specify (1) the faculty member’s field(s) of research and scholarship, (2) expectations regarding teaching and service contributions in the units with which the individual is affiliated, and (3) voting rights and responsibilities in those units.

In the case of new hires, the detailed position description will be shared with candidates when they are brought to campus for the initial interview. Once the new faculty member is hired, the dean(s) responsible for the participating units will assemble representatives of the participating units and the faculty member to draft the MOU to match the particular circumstances of the faculty member. The dean of the home department’s college must approve the MOU. The chair of the home department will be responsible for mentoring the faculty member in accordance with the approved MOU. If there are any disagreements about the expectations for the faculty member that cannot be resolved informally, the respective chair(s) or director(s) will meet jointly with the dean(s) to whom they report to resolve any disagreements. A report of this meeting will be given to the faculty member.

MOUs should be revisited periodically and modified to reflect changes in expectations. Any of the relevant parties may initiate such a review and the dean must agree to the proposed changes.

Current MOUs will be included in faculty members’ portfolios for reappointment, tenure, and promotion reviews. If the MOU has changed substantially during the period under review, the faculty member, in consultation with the chair of the home department and the special committee, will determine whether previous MOU(S) shall be included.

2.2.3.1.3 Special Committee

By the beginning of the new faculty member’s second semester at Lehigh—for full professors hired without tenure, associate professors, and assistant professors—the dean of the home department, in consultation with chairs/directors of the participating units and the new faculty member, will appoint a special committee of typically three to five tenured faculty members.
outside the home department who are best able to evaluate the faculty member’s contributions in teaching, research and scholarship, and service to the unit outside the home department. In specific situations such as a joint hire between two departments or a hire where the program has obtained permission from the Dean in the initial MOU, the faculty members of appropriate rank in the second department or the program may constitute the special committee. The committee will be charged with evaluating the faculty member’s performance, in accordance with the MOU. In cases where the faculty member’s responsibilities outside of the home department are significantly less than 40% and limited to specific teaching assignments, the MOU may indicate that no special committee is required and the MOU will clearly note that the Program Director is responsible for evaluation of teaching outside of the home department.

The membership of the special committee will remain as constant as possible throughout the faculty member’s reviews for reappointment, tenure, and promotion. The special committee for a tenured associate professor will be composed of full professors.

2.2.3.1.4 Annual Evaluation for Merit

The chair of the faculty member’s home department will be responsible for the annual merit evaluation of the faculty member, in accordance with the faculty member’s MOU. The chair will use the annual report of the faculty member and solicit a written evaluation of the faculty member’s performance from the chairs/directors of the other participating unit(s) that will be included as part of the annual evaluation. The chair of the home department will recommend the merit increase to the appropriate dean(s). The dean(s) will review the recommended increase to ensure that it fairly reflects the evaluations submitted. The chair of the home department will provide written feedback to the faculty member.

2.2.3.1.5 Annual Review of Pre-Tenure Faculty

Procedures described in 2.2.4.1 will be followed, with the following exceptions. Evaluations will be made in accordance with the faculty member's MOU. The special committee will meet with the tenured faculty of the home department to Page 54 of 185
discuss the candidate’s portfolio. The chair of the home department will then write a letter summarizing the collective views of the department and the special committee. The members of each group will review and comment on the chair’s summary letter, and necessary revisions will be made. Significant differences of opinion between the special committee and department will be included in the summary letter. The home department chair and chair of the special committee will meet with the faculty member to discuss the summary letter.

2.2.3.1.6 Reappointment

The home department and the special committee will conduct the reappointment review of the faculty member in accordance with the MOU, applying the standard criteria of excellence in teaching, research and scholarship, and service. The special committee will participate in all meetings of the home department in which the candidate’s reappointment is discussed. The specific procedures to be followed for reappointment reviews will depend upon the type of appointment.

For faculty who hold type (1) appointments, these procedures will be followed:

The tenured faculty of the home department will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to the department chair. The members of the special committee will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to their committee chair. The chairs of the home department and special committee will write their own individual letters. Individual letters from the home department will not be shared with special committee members and vice versa.

The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair’s summary letter. After making any needed revisions, the special committee chair will send his/her summary letter and the individual letters from the special committee members to the home department chair. The individual votes of the tenured department faculty and special committee members will be tallied and separately recorded on the reappointment recommendation form.

Page 55 of 185
Proceeding according to 2.2.7.2, the home department chair will provide a copy to the candidate of the final written department summary letter and special committee summary letter. The department chair will inform the candidate that he/she may write a response that will become part of the reappointment review file. All individual letters and both summary letters will be forwarded to the dean of the home department as part of the reappointment review file. See R&P sections 2.2.7.3 through 2.2.7.5.5 for the remaining steps in the reappointment process.

For faculty who hold type (2) appointments, these procedures will be followed:

The members of the special committee will write individual letters that address the faculty member’s performance in all three areas—teaching, research and scholarship, and service—with particular attention to contributions outside the home department, and that include recommendations for or against reappointment, and will submit their letters to the home department chair for inclusion in the portfolio. In cases where the MOU indicates no special committee, the Program Director responsible for oversight of activities outside of the home department will provide a letter to the home department chair for inclusion in the portfolio.

The tenured faculty of the home department will then write individual letters that take into consideration the letters written by the special committee members or Program Director and their recommendations, and that include a vote for or against reappointment as described in 2.2.7.1, and will submit their letters to the department chair.

After all department members have voted, the chair of the home department will write a letter summarizing the views of the department members and the members of the special committee or the Program Director. The chair will record the recommendations of the special committee members or Program Director and the departmental vote in his/her summary letter as well as on any official form on which the departmental vote is recorded. The members of the home department and the members of the special committee or Program Director will review and comment on the chair’s summary letter, and necessary revisions will be made. Special committee members or Program Directors, like department members, will have the opportunity to submit in writing objections to the department chair’s summary letter. These objections will be included in the candidate’s file.
For the remaining steps in the reappointment process, see R&P sections 2.2.7.2 through 2.2.7.5.5. The relevant dean will be the dean of the faculty member’s home department.

2.2.3.1.7 Tenure and Promotion

The tenure/promotion review process as outlined in R&P sections 2.2.6 (for tenure) and 2.2.9 (for promotion to full professor) will be followed. The specific procedures to be followed for tenure and promotion reviews for faculty with appointments in multiple units will depend upon the type of appointment.

For faculty who hold type (1) appointments, these procedures will be followed:

The home department and the special committee will conduct the tenure/promotion review of the faculty member using the standard criteria of teaching, research and scholarship, and service. The special committee will meet with the participating faculty of the home department to assist in preparing the list of external evaluators. After the candidate’s tenure/promotion review file is prepared and external review letters are received, the special committee will meet with the participating faculty of the home department to discuss the candidate’s tenure/promotion file and external letters.

The participating faculty of the home department will write individual letters that include recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to the department chair. The members of the special committee will write individual letters that include recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to their committee chair. The chairs of the home department and special committee will write their own individual letters. Individual letters from the home department are not shared with special committee members and vice versa.

The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair’s summary letter. After making any needed revisions, the special committee chair will send his/her summary letter and the individual letters from the members of the special committee to the home department chair. The individual votes of the participating department faculty and special committee
members will be tallied and separately recorded on the tenure/promotion recommendation form. In the event that the department recommendation (the majority vote of the department members) does not agree with the special committee recommendation (the majority vote of the special committee) the two votes will go forward in the tenure/promotion review file, together with the College Tenure Committee’s (Section 2.2.6.9) recommendation or the College Promotion Committee (Section 2.2.9.9), absent the designation of a “faculty recommendation”.

Proceeding according to 2.2.6.6 or 2.2.9.6, the home department chairperson will provide a copy to the candidate of the final written department summary letter and final written special committee summary letter. The department chair will inform the candidate that he/she may write a response that will become part of the tenure/promotion review file. All individual letters and both summary letters will be forwarded to the dean of the home department as part of the tenure/promotion review file.

The dean and the tenure/promotion committee of the college in which the home department is located will consider and make recommendations on the faculty member’s tenure/promotion. See R&P 2.2.6.7-2.2.6.13 or 2.2.9.7-2.2.9.13 for the remaining steps in the review process.

For faculty who hold type (2) appointments, these procedures will be followed:

The procedure for including the special committee in the process will be the same as in the case of reappointment (see 2.2.3.1.6), with the following addition: the special committee, if one exists, will be involved in the selection of external evaluators. For the remaining steps in the tenure and promotion process, see R&P sections 2.2.6.7-2.2.6.14 (for tenure) or 2.2.9.7-2.2.9.14 (for promotion to full professor). The relevant dean will be the dean of the faculty member’s home department. The relevant tenure and promotion committee will be that of the faculty member’s home department.

2.2.3.1.8 Triennial Review of Associate Professors

The triennial review process as outlined in R&P section 2.2.4.2 will be followed, but the special committee members will be included in the review process, which will be conducted in accordance with the MOU, in the following manner: The special committee will meet with the tenured full professors
who are voting members of the home department to discuss the candidate’s portfolio. The chair of the home department will write the summary letter reflecting the views of all participating faculty members, who will then review and comment on the chair’s summary letter. A faculty member can object to this document, and if not satisfied, submit in writing his/her objections; these objections are included in the candidate’s triennial file.

2.2.3.1.9 Change in Status

Should a faculty member wish to convert into or out of a multiple-unit appointment, or to alter the nature of formal responsibilities to multiple units, he/she will propose the change in status to the relevant unit heads. If the relevant unit heads agree in principle to the change, an MOU will be drafted, or, if one already exists, will be modified, to reflect the faculty member’s change in status and to delineate his/her new rights and responsibilities. The dean of the home department’s college must approve the revised MOU.

2.2.4 Faculty review

2.2.4.1 Untenured faculty

Reviews of untenured faculty shall include consideration of the entire record of accomplishments in teaching, research and scholarship, and service. During a reappointment review, except when tenure is to be considered, the procedures for review are as specified in section 2.2.7. In other years when reappointment or tenure is not considered, an abbreviated review process as described below shall be followed. It may be coordinated with salary review. The department chairperson meets individually with each untenured faculty member in the fall semester and advises him/her that there will be a performance review by the tenured faculty. Untenured faculty members are invited to supply information and documentation to be used in this review as part of their performance review files. The chairperson may also supply material and shares this information with the untenured faculty member. The untenured faculty member is advised of his/her right to include written comments regarding such materials in the performance review file. The department chairperson presents to the tenured faculty the performance review files of the untenured members of the department. The department chairperson then meets with the tenured voting members of the department to discuss the performance and status of all untenured faculty.
Following the department meeting, the chairperson summarizes in writing the department's evaluation of each untenured member. The chairperson then meets individually with each untenured faculty member, discusses the faculty's review of his/her performance, and shares a copy of the written summary with him/her. The untenured faculty member is notified that he/she has the right to respond in writing to the tenured faculty's evaluation. Copies of the departmental evaluation and any written response by the untenured faculty member are placed in the untenured faculty member's file in the department. Copies of both documents are sent to the dean, who reviews the substance and process of the evaluation process for consistency with the criteria, stated in section 2.2.1.5.

2.2.4.2 Triennial reviews of tenured associate professors

The procedures described above are followed for all tenured associate professors every three years or upon request, as regards their eligibility for promotion. Reviews of tenured associate professors shall include consideration relevant accomplishments in teaching, research and scholarship, and service.

All tenured associate professors are reviewed every three years or upon their request to evaluate their progress toward promotion to Professor. Associate professors will continue to receive triennial reviews until promoted to Professor. A tenured associate professor may ask that a scheduled required triennial review be postponed for one year by submitting a written request to the dean through the department chair, with notification to the provost. Only tenured full professors who are voting members participate in this process. Small departments follow the procedures for including faculty from other departments as described in sections 2.2.2.2.3. See 2.2.3.1 faculty appointments involving more than one academic unit.

The department chairperson meets with the tenured associate professor in the fall semester of the academic year in which he/she is scheduled for a triennial review. The associate professor is invited to supply information and documents to be used in this review as part of the triennial review file. The chairperson may also supply material and shares this information with the associate professor. The associate professor is advised of his/her right to include written comments regarding such materials in the triennial review file.

The department chairperson shares the triennial review file with the faculty involved in the review process and meets with them to discuss the associate professor's progress toward promotion to full professor. Following the department meeting, the chairperson summarizes in writing the faculty's evaluation in a letter addressed to the associate professor. The chairperson shares a copy of this document with the faculty involved in the review. The chairperson then meets with the associate professor, discusses the faculty's
review of his/her performance, and gives him/her the written summary evaluation letter. The associate professor is notified that he/she has the right to respond in writing to the summary evaluation letter. Copies of the departmental evaluation and any written response by the associate professor are placed in the associate professor’s file in the department. Copies of these documents and the triennial review file are sent to the dean. The dean reviews the substance and process of the evaluation for consistency with the criteria stated in section 2.2.1.5, and sends copies of the departmental evaluation and any response of the associate professor to the provost for review and inclusion in the associate professor’s personnel file. See section 2.2.8.2 regarding the frequency of the promotion review process for tenured associate professors.

2.2.5 Tenure - general provisions

2.2.5.1 Promotions that include tenure

A member of the faculty shall not be promoted from assistant to associate professor or from associate to full professor unless he/she has been reviewed for and granted tenure.

2.2.5.2 Appointment to an administrative office

A tenured faculty member does not lose tenure as a result of an appointment to an administrative office.

2.2.5.3 Granting tenure on initial appointment

In exceptional circumstances it may serve the university’s interests to conduct faculty searches with the express intention of identifying candidates whose considerable achievements would make it appropriate to award them tenure on initial appointment at the rank of associate or full professor. Only individuals already tenured at comparable institutions of higher learning or with commensurate experience and credentials would be eligible for appointment with tenure. The following sections specify the process to be followed.

2.2.5.3.1 Granting tenure on initial appointment for faculty positions

Page 61 of 185
When a request to conduct a faculty search of this kind originates in a department, the college dean, in consultation with the relevant department chair, will recommend to the provost that a search to fill the faculty position be designated as one in which a recommendation of tenure will accompany the offer to a qualified applicant. Upon approval by the provost, the dean will establish a search committee and authorize appropriate advertisements for the opening. When the search does not originate with a departmental request (e.g., interdisciplinary chair), the appropriate administrator will establish a search committee and authorize appropriate advertisements for the opening. Since this is a position that will carry an award of tenure, candidates for the position will be required to submit applications that provide evidence of excellence in teaching, research and scholarship, and service. If the search committee requires further information, the candidates will be contacted to supply that information. It is inappropriate for anyone involved in the review process to solicit evaluations of the candidate from any other individuals or groups external to Lehigh without the candidate’s permission.

All finalists for the position who are brought to campus for interviews must be judged by the search committee to have records that appear to warrant a recommendation of tenure. Once the preliminary list of finalists is determined, their files will be made available to the tenured faculty of the relevant department(s) for review. The chairperson of each relevant department will meet with the department’s tenured faculty to discuss the qualifications of each of the candidates, applying the university criteria of excellence in teaching, research and scholarship, and service. In the event of a nontraditional candidate not previously holding an academic appointment, evidence of the candidate’s excellence in teaching, research and scholarship, and service will be employed. The department’s tenured faculty will then vote on the tenurability of each of the candidates based on their possessing exceptional track records and qualities that indicate future success as faculty members at Lehigh University. Any candidate who fails to receive the support of the majority of the tenured faculty will be excluded from the final list of finalists.

Once the top candidate for the position has been selected in accordance with the approved procedures of the college, the tenured voting members of the department in which the candidate is seeking tenure will submit to the department chairperson substantive letters that appraise the candidate’s overall record, and that address the question of whether or not the candidate merits tenure, specifying reasons for the recommendation. These letters will be included in the candidate’s dossier.
The complete dossier, including the tenure evaluation letters of the tenured department faculty, will be forwarded to the college dean. If the dean agrees with the department’s judgment that the candidate is tenurable on appointment and is otherwise acceptable, the candidate’s dossier will be forwarded to the provost with a recommendation for appointment with tenure. If the dean disagrees with the department’s judgment that the candidate is tenurable on appointment or finds the candidate otherwise unacceptable, the dean and the department will meet to discuss the candidate’s tenurability and general merit. In the event that the dean and the department fail to agree that the candidate merits appointment and tenure, the candidate will not be appointed to the position. In the event that the dean and the department come to an agreement that the candidate merits appointment and tenure, the candidate’s dossier will be forwarded to the provost. If the provost judges the candidate untenurable or otherwise unacceptable, the candidate will not be appointed to the position.

If other finalists are subsequently recommended for the position, the identical procedure will be followed. Should no suitable tenurable candidate be found, the search will end unsuccessfully.

2.2.5.3.2 Granting tenure on initial appointment for administrative positions

In the case of an administrative position at or above the rank of dean and below that of Provost in which it is deemed appropriate to award academic tenure on initial appointment, a duly constituted search committee will be formed, and appropriate advertisements specifying the type of search and the qualifications necessary for a successful candidate will be authorized. The search will be clearly designated as an internal search, an external search, or a search that is open to both internal and external candidates. Since this is a position that will carry an award of tenure, external candidates for the position will be required to submit applications that provide evidence of excellence in teaching, research and scholarship, and service. Should the search committee require further information, the candidates will be contacted to supply that information. It is inappropriate for anyone involved in the review process to solicit evaluations of the candidate from any other individuals or groups external to Lehigh without the candidate’s permission.

All finalists for the position who are interviewed must be judged by the search committee to have records that appear to warrant a recommendation of tenure. Once the preliminary list of finalists is determined, their files will be made
available to the tenured faculty of the respective department(s) for review. The chairperson of each relevant department will meet with the tenured faculty to discuss the qualifications of the candidate(s), applying the university criteria of excellence in teaching, research and scholarship, and service. In the event of a nontraditional candidate not previously holding an academic appointment, evidence of the candidate’s excellence in teaching, research and scholarship, and service will be supplied and considered. The relevant departments’ tenured faculty will then vote on the tenurability of each candidate based on the candidate’s possessing an exceptional track record and qualities that indicate future success as faculty members at Lehigh University. Any candidate who fails to receive the support of the majority of the tenured faculty will be excluded from the final list of finalists.

Once the top candidate for the position has been selected in accordance with the approved procedures of the college, the tenured members of the department in which the candidate is seeking tenure will submit to the department chairperson substantive letters that appraise the candidate’s overall record, and that address the question of whether or not the candidate merits tenure, specifying reasons for the recommendation. These letters will be included in the candidate’s dossier.

The complete dossier, including the tenure evaluation letters of the department faculty, will be forwarded to the appropriate administrator(s).

For appointments at the level of president or provost only the candidate selected for the position will be reviewed for tenurability by his/her prospective home department. The review by the home department will be conducted after the announcement is made but before appointment by the Board of Trustees.

2.2.5.4 Timely Tenure Review

It is the responsibility of the provost to notify the deans and relevant department chairs by the start of the spring semester of all tenure reviews scheduled for the next academic year. It is the responsibility of the dean and department chair to insure that a timely review is carried out according to the procedures in this section. In the unusual and extraordinary event that the review cannot be carried out by the end of the probationary period, the probationary period will be extended long enough to accommodate the tenure review process. Such an extension will not be grounds for claiming tenure by default.
2.2.5.5 Time included in probationary period

2.2.5.5.1 Time spent on leave of absence

Time spent on leave of absence for advanced study, research, teaching, or other scholarly pursuits is included in the probationary period. The letter granting such a leave must state that the time on leave is included in the probationary period.

2.2.5.6 Time not included in probationary period

Time accrued in the following ways does not count as part of the probationary period.

2.2.5.6.1 Rank of instructor

Semesters of service at the rank of instructor.

2.2.5.6.2 Certain leaves of absence

See 2.2.5.7 on extensions to the probationary period.

2.2.5.6.3 Service at another institution

Semesters of service as a member of the faculty at another institution, prior to one's appointment at Lehigh.

2.2.5.6.4 Part-time service

Semesters of part-time service as an adjunct faculty member prior to initial tenure track appointment.

2.2.5.6.5 Administrative service

Semesters of service in an administrative position that removes the untenured faculty member from the normal faculty functions of teaching and research. If such time exceeds two years, the faculty member automatically is removed.
from the tenure track and may reenter the tenure track only after an initial appointment process has been conducted in his/her original department or another department; upon reentry, prior time in the tenure track is counted in the probationary period.

2.2.5.6.6  

Years spent as a visiting professor

Years of full-time service at any visiting professorial rank at Lehigh are not included in the probationary period. (See section 2.2.3)

2.2.5.6.7  

Years spent as a Professor of Practice or Lecturer

Years of service spent as a professor of practice or a lecturer prior to initial tenure track appointment are not included in the probationary period.

2.2.5.7  

Extensions to the probationary period

2.2.5.7.1  

Extension of probationary period for parenthood

An untenured faculty member (assistant, associate, or full professor) who becomes the parent of a child by birth or adoption will automatically receive a one-year extension of his/her appointment by the provost. The faculty member’s service will be extended by one year for each child, by birth or adoption, with a limit of two one-year extensions of the probationary period (as limited by 2.2.5.8). Expectations for meeting tenure criteria shall not be increased for tenure candidates who receive extensions. Tenure candidates who receive extensions will be evaluated with the same tenure criteria as candidates who have received no extensions.

This provision will also apply to an untenured faculty member who, at the start of his or her tenure-track position, has a child or children under six years old; in this case, the first appointment may be extended by no more than one year. If the newly hired faculty member has more than one child under age six years when hired, the second extension may be taken during the second or third appointment.

Notification of such extension must be made by the faculty member’s department in writing to the provost as soon as possible. Notification must be received by the provost prior to the date on which the faculty member’s tenure package is required to be sent to external reviewers (that is, on or about August 1 for Fall Cycle tenure review; January 2 for Spring Cycle tenure review). In response, the provost will send a letter informing the faculty member of his or her revised reappointment and tenure review schedule. The faculty member will confirm acceptance of the new dates or decline to have his/her probationary period extended.

Page 66 of 185
If an untenured faculty member initially rejects the extension or does not inform the department chair of his/her parenthood, he or she may later notify the department chair and submit a request to the provost prior to the deadline indicated above. Conversely, a faculty member may request to be considered for tenure prior to the deadline established when he or she confirmed the tenure-clock extension. See 2.2.2.4 for the provision that the tenure review may be conducted in any year prior to the terminal date of a faculty member’s probationary period.

During tenure review, the department chair shall inform internal and external evaluators that the candidate must be evaluated with the same tenure criteria as candidates who have received no extensions and with the same expectations for accomplishments as would be applied to candidates who received no extensions.

2.2.5.7.2 Extension of probationary period for personal disability, family care, public service, military service, or extreme personal hardship

An untenured faculty member (assistant, associate, or full professor) may request from the provost a tenure-clock extension of one semester or one year for the reasons listed below (as limited by 2.2.5.8). The faculty member must provide adequate documentation of the situation necessitating the request. For faculty on approved disability leave or family and medical leave, no further medical certification is required.

1) Faculty member’s own disabling health condition (Faculty members should also be aware of the disability accommodation process provided in the Manual for Disability Accommodation for Faculty posted on the Provost’s web site.)
2) Primary care of family member or domestic partner for serious health condition
3) Placement of child in faculty member’s home for foster care
4) Public or military service
5) A qualifying exigency arising out of the fact that the employee’s family member or domestic partner is on active military duty or is called to active duty
6) Extreme personal hardship, e.g., death of partner/spouse or child

The faculty member will request the extension from the provost in writing as soon as possible after the faculty member recognizes the need for the extension and will inform the department chair of the request for an extension. Notification must be received by the provost prior to the date on which the faculty member’s tenure package is required to be sent to external reviewers (that is, on or about August 1 for Fall Cycle tenure review; January 2 for Spring Cycle tenure review).

Page 67 of 185
The provost will consider the request and send a letter to the faculty member regarding whether or not the request is approved. If approved, the letter will inform the faculty member of his or her revised reappointment and tenure review schedule. The faculty member will sign the letter to confirm acceptance of the new dates. The provost’s office will inform the dean and department chair of the new dates.

Expectations for meeting tenure criteria shall not be increased for tenure candidates who receive extensions. During tenure review, therefore, the department chair shall inform internal and external evaluators that the candidate must be evaluated with the same tenure criteria as candidates who have received no extensions and with the same expectations for accomplishments as would be applied to candidates who received no extensions.

2.2.5.7.3 Elective extension of probationary period for any reason in the year prior to the final probationary year

An untenured faculty member (assistant, associate, or full professor) may, in the year prior to his or her final probationary year, request from the provost a tenure-clock extension of one semester or one year for any reason, provided that he or she has not already been granted extensions constituting the maximum of two years (see 2.2.5.8).

The faculty member will request the extension from the provost in writing as soon as possible after the faculty member decides he or she wishes to request the extension and will inform the department chair of the request for an extension. Notification must be received by the provost prior to the date on which the faculty member’s tenure package is required to be sent to external reviewers (that is, on or about August 1 for Fall Cycle tenure review; January 2 for Spring Cycle tenure review).

If granting the extension would not violate the maximum length for the probationary period, the provost shall grant the request and send a letter to the faculty member informing him or her of the revised reappointment and tenure review schedule. The faculty member will sign the letter to confirm acceptance of the new dates. The provost’s office will inform the dean and department chair of the new dates.

Expectations for meeting tenure criteria shall not be increased for tenure candidates who receive extensions. During tenure review, therefore, the department chair shall inform internal and external evaluators that the candidate must be evaluated with the same tenure criteria as candidates who have received no extensions and with the same expectations for accomplishments as would be applied to candidates who received no extensions.
2.2.5.8 Maximum length of probationary period

The maximum length of the probationary period of a faculty member, with all extensions, is eight years.

2.2.6 Tenure review process

2.2.6.1 Initiating the tenure review process

The formal tenure review process may be initiated in any of the following three ways:

a. The candidate begins the final year of his/her probationary period and must initiate the tenure review process or decline to do so (per section 2.2.2.4).

b. Prior to the final probationary year, the tenured departmental faculty support beginning the formal tenure review, inform the candidate in writing of this support, and the candidate concurs. The next four paragraphs detail this procedure:

1. The tenured departmental faculty will consider during annual and reappointment reviews whether or not the untenured faculty member has a strong case to be considered for tenure review prior to the final probationary year. They will consider the entire record of accomplishments in teaching, research and scholarship, and service.

2. If the tenured departmental faculty agree unanimously or with a strong majority that the candidate has a strong case for tenure review, the department chair shall prepare a departmental letter of support addressed to the candidate. This letter shall (1) individually address teaching, research/scholarship, and service; (2) explicitly state the departmental faculty’s support; (3) describe the strength of that support using one of two descriptors: unanimous or strong majority; and (4) provide a brief clearly stated rationale for supporting the candidate initiating the tenure review process prior to the final probationary year.

3. The department chair will provide the candidate with a copy of the letter of support and meet with the candidate to discuss its contents.

4. The candidate will then decide to initiate the process or not. If the candidate decides to initiate the tenure review process, a copy of the departmental letter of support shall be sent to the dean and the provost. If the candidate decides not to initiate the tenure review process, a copy of the letter of support will be placed in the candidate’s personnel file in the provost’s office.

c. Prior to the final probationary year, the candidate requests a formal tenure review, the tenured departmental faculty meet to discuss the candidate’s
position relative to tenure and inform the candidate in writing whether they support the candidate initiating the tenure review process prior to the final probationary year, and the candidate decides to initiate that review. The next three paragraphs detail this procedure:

1. After meeting with the tenured departmental faculty to discuss the candidate’s position relative to tenure, the department chair shall prepare a departmental letter of support or non-support addressed to the candidate. The tenured departmental faculty will provide a letter of support only if they agree unanimously or with a strong majority that the candidate has a strong case for initiating the tenure review; otherwise, the letter shall be deemed to be a letter of non-support. The departmental letter shall (1) individually address teaching, research/scholarship, and service; (2) explicitly state the tenured departmental faculty’s support or non-support; (3) describe the strength of support as either unanimous or strong majority or the strength of non-support using one of three descriptors: unanimous, strong majority, or mixed; and (4) provide a brief clearly stated rationale for supporting or not supporting the candidate initiating the tenure review process prior to the final probationary year.

2. The department chair will provide the candidate with a copy of the letter of support or non-support and meet with the candidate to discuss its contents.

3. The candidate will then decide to initiate the process or not. If the candidate decides to initiate the tenure review process, a copy of the departmental letter of support or non-support shall be sent to the dean and the provost. If the candidate decides not to initiate the tenure review process, a copy of the letter of support or non-support will be placed in the candidate’s personnel file in the provost’s office. A candidate who initiates the formal tenure review process without the support of the tenured departmental faculty shall not be eligible for a second tenure consideration within the probationary period (see section 2.2.6.14).

In both b and c above, the tenured departmental faculty’s support for the candidate initiating the tenure review process indicates that the departmental faculty think the candidate is ready to be considered for tenure and that they anticipate a favorable outcome to such a tenure review. A departmental letter of support for initiating the tenure review process is not the same as a departmental tenure recommendation. Tenure recommendations are made on the basis of a full dossier, complete with external letters of review. The tenured departmental faculty do not, at the time of supporting tenure review, have such a complete dossier on which to base a definitive judgment.

2.2.6.2 External evaluation
The department chairperson, in consultation with the tenured members of the department, the dean, and the candidate for tenure, has initial responsibility for preparing a list of external evaluators. External evaluators must be professionals and scholars from outside the university who are competent to judge the professional qualifications, particularly the research and scholarship, of the candidate. The chairperson then advises the candidate of the people being considered as external evaluators. The candidate may nominate his/her own external evaluators. The dean and provost, in consultation with the chairperson, approve the final selection of five or more external evaluators. At least one of the external evaluators must be one of the candidate's nominees. No more than two of the external evaluators can be nominated by the candidate. The candidate may file written objections to the selection of evaluators on the basis of his or her belief that they would not or could not provide qualified, fair, and impartial evaluations. Disagreements concerning the final selection of external evaluators will be resolved by the provost. Should any additional letters be solicited, the above procedure must be followed. The candidate and the chairperson then assemble the materials to be sent to the external evaluators. The chairperson solicits the evaluations of the outside evaluators using a letter format and text approved by the provost. Informal or other communications with external evaluators by other means with the intention of predetermining or influencing the content of reviews are entirely inappropriate. It is also inappropriate for anyone involved in the tenure review process to solicit evaluations of the candidate from any other individuals or groups external to Lehigh.

2.2.6.3 Assembly of materials for faculty review

The chairperson then meets with the tenure candidate and makes available the file to be used by the tenured faculty (hereinafter the tenure-review file), excluding the external evaluators' letters. The candidate is not allowed to see the external evaluators' letters. The candidate is permitted to add to the file or comment in writing on its contents. The candidate's additional materials and commentary will be included in the file. Because the review file is the only source of information for the review process, it is the responsibility of the candidate, in consultation with the department chair, to prepare a tenure review file that contains the information needed to evaluate the candidate’s research and scholarship, teaching and service.

2.2.6.4 Departmental evaluation

Page 71 of 185
The department chairperson then meets with the tenured faculty, having made available or provided each of them with a copy of the tenure-review file including the letters of the external evaluators. The tenured faculty discuss the candidate's qualifications, applying the criteria, as stated in section 2.2.1.5 and as applied in the annual departmental evaluations of the untenured faculty member. Following this meeting, each tenured voting member (including the chairperson, if tenured) submits a written evaluation of the candidate's qualifications based on the criteria. These letters of evaluation must be substantive letters that appraise the candidate’s record in teaching, research and scholarship, and service and that address the questions of whether or not the candidate merits tenure and the reasons for the recommendation.

2.2.6.5 Departmental recommendation

After receiving the faculty letters, the chairperson writes the department's recommendation. This recommendation summarizes the tenured voting members' recommendations, analyzes the proposed action in terms of departmental goals and needs, and discusses in detail each of the criteria as applied to the candidate. The chairperson shares a copy of this document with the tenured faculty. A tenured faculty member can object to this document, and if not satisfied, submit in writing his/her objections; these objections are included in the candidate's tenure review file. In the event that the department fails to make a recommendation (the tenured voting members’ recommendations yield a tie vote), then the College Tenure Committee’s (Section 2.2.6.9) recommendation constitutes a “faculty recommendation.”

2.2.6.6 Pre-submission consultation with the candidate

The department chairperson then meets with the tenure candidate and informs him/her orally of the department's recommendation. The department's evaluation regarding each of the criteria is discussed. The candidate is advised of the strength of the department's recommendation (e.g., unanimous, strong majority, narrow majority). The candidate may request the substance of this discussion in writing. In providing this information, the chairperson must not disclose the identities of individual evaluators. The candidate is advised that he/she may submit written comments on the department's evaluation and that such comments will be included in the tenure review file. The candidate also is advised that he/she may withdraw from consideration and terminate the tenure review process at this stage.
2.2.6.7 Submission to the dean

The department chairperson then forwards to the dean the candidate's complete tenure-review file, including the letters from the external evaluators and the letters written by the faculty. Once the tenure review file leaves the department no other substantive information may be added to the file except for the letters described in the following sections.

2.2.6.8 Submission to the college tenure committee

The dean of the college monitors the tenure review process, making certain that individuals for whom tenure decisions are due are considered and that tenure review files are complete. The dean forwards, upon receipt from the department, a copy of the complete tenure review file to the college tenure committee.

2.2.6.9 College tenure committee review

The college tenure committee is responsible for recommending for or against promotion and/or tenure of any member of the college. The college tenure committee is empowered to solicit from the candidate, the department, the chairperson, the dean, and the provost any materials it deems relevant. The committee's recommendation on the merits of each case is to be based solely on the criteria as stipulated in section 2.2.1.5, i.e., excellence in teaching, research and scholarship, and service to the university. The committee's recommendation, the departmental recommendation, and the tenure review file are forwarded to the dean. The college committee is to make its own substantive and independent recommendation on whether or not a candidate merits tenure or promotion. At least five members of each committee must vote without abstention on any tenure or promotion case. No faculty member may vote more than once on any tenure case (i.e., if a faculty member votes as a department member, he/she shall not vote on any college or university committee reviewing the same case.) All votes, including abstentions, shall be recorded. The committee will write a letter that summarizes the vote and the majority recommendation. When the college tenure committee agrees with the departmental recommendation, their recommendations together constitute a "faculty recommendation." If the committee's recommendation is contrary to that of the department, there is not a "faculty recommendation," as defined in section 2.2.2.1. In the event that the department fails to make a recommendation (the
tenured voting members’ recommendations yield a tie vote) (Section 2.2.6.5), then the College Tenure Committee’s recommendation constitutes a “faculty recommendation.”

In the absence of a unanimous committee recommendation, the committee chair designates a member representing the minority opinion to write a letter to the dean expressing the reasons for the vote of the minority. The minority opinion shall be added to the review file.

2.2.6.10 Dean’s recommendation

When there is a “faculty recommendation,” the dean prepares his/her own recommendation after receiving the tenure review file. In the absence of a "faculty recommendation" (that is, when the departmental recommendation and the college tenure committee's recommendation do not agree), the dean will notify the department chair of the tenure committee’s recommendation by sending him/her a copy of the tenure committee’s letter and any minority opinion letter. The department may submit a rebuttal for consideration by the dean, which then becomes a part of the review file. The dean will review the departmental recommendation, the college tenure committee's recommendation, and any departmental rebuttal and evaluate the candidate's qualifications in terms of the criteria (as stated in section 2.2.1.5 and as applied in the annual evaluations). Before making his/her final recommendation, the dean will hold two separate meetings, one with the college tenure committee and one with the voting members of the department who participated in the evaluation of the candidate. At these meetings, the dean shall discuss his/her reasons for agreeing with one faculty group and disagreeing with the other.

In the event the dean is considering a recommendation contrary to a “faculty recommendation” as described in section 2.2.2.1, prior to making a final decision, the dean will call a single joint meeting of the college tenure committee and the voting members of the department who participated in the evaluation of the candidate. The purpose of this meeting is to give the dean an opportunity to clarify his/her understanding of the faculty recommendation and to have a two-way conversation with the faculty about what the dean and the faculty see as key differences.

2.2.6.11 Pre-submission dean consultation with the candidate

Prior to forwarding the tenure review file to the provost, the dean then meets with the tenure candidate and informs him/her orally of the recommendation of the college tenure committee. The tenure committee’s evaluation regarding each of the criteria is discussed. The candidate is advised of the strength of the committee’s recommendation (e.g., unanimous, strong majority, narrow...
majority). The candidate may request the substance of this discussion in writing. In providing this information, the dean must not disclose the identities of individual evaluators. At this point the dean also informs the candidate of his/her own recommendation. The candidate is advised that he/she may submit written comments, following the tenure review timetable established by the provost, on the tenure committee’s recommendation and/or the dean’s recommendation and that such comments will be included in the tenure review file. The candidate also is advised that he/she may withdraw from consideration and terminate the tenure review process at this stage.

2.2.6.12 Submission to the provost

The dean then forwards to the provost the candidate’s complete tenure-review file, which now includes the recommendations of the college tenure committee and the dean as well as any additional written comments provided by the candidate.

2.2.6.13 Administration's recommendation

After receiving the tenure review file, including the recommendations of the department, the college tenure committee, and the dean, the provost shall consider his/her own recommendation.

In the absence of a "faculty recommendation" (that is, when the departmental recommendation and the college tenure committee's recommendation do not agree), the provost will review both the departmental recommendation and the college tenure committee's recommendation and evaluate the candidate's qualifications in terms of the criteria (as stated in section 2.2.1.5 and as applied in the annual evaluations). Before making his/her final recommendation, the provost will hold two separate meetings, one with the college tenure committee and one with the voting members of the department who participated in the evaluation of the candidate. The dean shall attend each of these meetings. At these meetings, the provost shall discuss his/her reasons for agreeing with one faculty group and disagreeing with the other.

Following these meetings, the provost will make his/her recommendation and share it in writing with the candidate. In the event the provost is considering a recommendation contrary to a “faculty recommendation” as described in section 2.2.2.1, the following procedure will be followed:

1. Prior to making a final decision, the provost will call a single joint meeting with the dean, the college tenure committee and the voting members of the department who participated in the evaluation of the candidate. The purpose of this meeting is to give the provost an
opportunity to clarify his/her understanding of the faculty recommendation and to have a two-way conversation with the faculty about what the provost and the faculty see as key differences.

2. Following this meeting, the provost shall make his/her recommendation and inform the candidate in writing of that recommendation.

2.2.6.14 Second consideration for tenure within probationary period

Second consideration for tenure is available only to a faculty member who originally initiated the tenure review process with the support of the department tenured faculty (see 2.2.6.1) prior to his/her final probationary year but withdrew from the tenure review process that first time. It is not available to a faculty member who initiated the tenure review process prior to the final probationary year without the support of the department tenured faculty.

If the tenure review process was initiated with the support of the department tenured faculty prior to the candidate’s final probationary year and he/she withdraws from consideration before the dean forwards the tenure review file to the provost, tenure review may be initiated a second and final time within the probationary period. The candidate may withdraw from consideration at the department or college level. If the case has proceeded to the dean’s consultation with the candidate (2.2.6.11), the dean will provide the candidate the opportunity to decide whether to continue or withdraw, following the timetable established by the provost. The dean then either forwards or does not forward the file to the provost in accordance with the candidate’s decision. When the provost receives a tenure review file, he/she will follow the procedures in 2.2.6.13. The provost shall notify the candidate in writing of his/her recommendation.

Once the tenure file has been forwarded to the provost, a candidate may request to withdraw from the tenure review process, either before or after the provost has made his/her recommendation, but before the tenure review file is sent to the board of trustees. If the candidate decides to withdraw, he/she will notify the provost in writing within two weeks of the date of the provost’s letter of notification.

A candidate who withdraws from the review process after the tenure file has been forwarded to the provost will be permitted to initiate a second and final tenure review within the probationary period only if the following three conditions are met: (1) the first tenure review process was initiated with the support of the department tenured faculty prior to the candidate’s final probationary year, (2) the candidate’s file came to the provost’s office with a positive faculty recommendation (that is, both the departmental and college...
tenure committee supported granting tenure; see 2.2.2.1) and (3) the candidate received a positive tenure recommendation from the college dean.

A candidate who requests to withdraw after the tenure file has been forwarded to the provost but does not meet all three conditions in the previous paragraph will not be permitted to initiate the tenure review process a second time and will receive an appointment for a terminal year. A candidate who is denied tenure by the board of trustees will not be permitted to initiate the tenure review process a second time and will receive an appointment for a terminal year.

When a faculty member is considered for tenure a second and final time, he/she will be evaluated in accordance with the same tenure criteria used in all tenure cases. A new tenure review file will be compiled. In particular, internal and external evaluation letters from the first review will not be included in the new tenure review file, nor shall they be examined or referenced in the second tenure review.

During the process of identifying external evaluators for the second review, the candidate may include among his/her nominees (see 2.2.6.2) external evaluators who provided letters for the first tenure review. The department’s nominees may also include external evaluators who participated in the first review. However, at least three new reviewers must be included in the final list of external reviewers asked to write letters. As required in 2.2.6.6, the chairperson will not disclose to the candidate the letters or evaluations of individual evaluators.

During the second tenure review, the department chair will inform internal evaluators that the candidate must be evaluated in accordance with the same tenure criteria as candidates who are coming up for tenure the first time. If external evaluators for the first review are asked to provide letters for the second review, the chair will inform them that the candidate must be evaluated in accordance with the same standards as candidates who are coming up for tenure the first time.

In all other respects, the second tenure review will follow the process outlined in 2.2.6.

2.2.7 Reappointment of Tenure Track Faculty

If reappointment involves a tenure decision, the procedures specified in sections 2.2.5 and 2.2.6 must be followed. If tenure is not involved, the following procedures apply. The terms of reappointment are the same as those defined under initial appointments (section 2.2.3).

2.2.7.1 Faculty consultation
During the fall semester of each year, the department chairperson calls together the tenured voting members of the department as defined in section 2.2.2.2 to discuss the advisability of the reappointment of each non-tenured member of the department who is due for reappointment. The chairperson solicits the written opinions of each tenured member; such written opinions address themselves to the criteria specified in section 2.2.1.5 and applied in the annual departmental evaluations of the untenured faculty member. The department chairperson then summarizes the faculty opinion, including his or her own opinion as a member of the department.

2.2.7.2 Consultation with the candidate

The department chairperson then provides each untenured faculty member whose reappointment is under consideration with a written summary of the department’s evaluation. In providing this summary, the chairperson must not disclose the identities of the evaluators. The untenured faculty member is notified that he or she has the right to write a response to the departmental evaluation; if the untenured faculty member chooses to write such a response, it too is forwarded to the dean along with the chairperson’s report of the department’s recommendation and the written opinions of each tenured member of the department.

2.2.7.3 Review by the dean

The dean reviews the material forwarded by the department. If the dean’s recommendation of the faculty member’s suitability for reappointment agrees with the recommendation of the department, the dean sends a written summary of his/her evaluation to the untenured faculty member. The untenured faculty member is notified that he or she has the right to write a response to the dean’s evaluation; if the untenured faculty member chooses to write such a response, it too is forwarded to the provost along with the dean’s evaluation and the department materials.

If the dean’s recommendation differs from the departmental recommendation, the dean shall meet with the tenured members of the department. The purpose of this meeting is to give the dean an opportunity to clarify his/her understanding of the departmental recommendation and to have a two-way conversation with the faculty about what the dean and faculty see as key differences. The dean then sends a written summary of his/her evaluation to the
the untenured faculty member, and the dean’s evaluation and the departmental materials are sent to the provost. The untenured faculty member is notified that he or she has the right to write a response to the dean’s evaluation; if the untenured faculty member chooses to write such a response, it too is forwarded to the provost along with the dean’s evaluation and the department materials.

2.2.7.4 In matters of disagreement

The provost reviews the material from the department and the dean’s evaluation, as well as any rebuttal letter from the untenured faculty member.

If the provost’s recommendation differs from the departmental recommendation, the provost shall meet with the tenured members of the department. The dean shall attend this meeting. The purpose of this meeting is to give the provost an opportunity to clarify his/her understanding of the departmental recommendation and to have a two-way conversation with the faculty about what the provost and the faculty see as key differences. The provost then writes a formal letter to the untenured faculty member notifying him/her of the university decision and the provost informs the Board of Trustees of the final decision.

2.2.7.5 Timely notice of termination

Prior to formal notification from the provost, the dean or the department chairperson may informally notify the untenured faculty member of the university decision. A faculty member whose reappointment is denied must be given written notice, including the reasons for denial of reappointment, by the provost according to the following schedule.

2.2.7.5.1 Initial one-year appointment

A faculty member in an initial one-year appointment must receive notice at least six months prior to termination of the appointment.
2.2.7.5.2 Initial two-year appointment

A faculty member in an initial two-year appointment or in a second one-year appointment must receive notice at least nine months prior to the termination of the appointment.

2.2.7.5.3 More than two years

A faculty member who will have been at Lehigh more than two years by the end of the current appointment must receive notice at least one year prior to termination of the appointment.

2.2.7.5.4 All other cases

Three months is the minimum notice under circumstances not otherwise specified.

2.2.7.5.5 Failure to provide timely notice

Failure to provide notice, as specified above, automatically entitles the faculty member to an additional terminal year if the maximum probationary period has not been met. In the case of a tenure track faculty member, if notice to terminate has not been given by the end of the maximum probationary period, the faculty member must be reviewed for tenure and, if tenure is not granted, must receive notice at least one year prior to termination of the appointment.

2.2.8 Promotion - general provisions

2.2.8.1 Three years of service as an instructor

A member of the faculty who serves as an instructor must meet all applicable requirements for, and must be promoted to assistant professor within three years of initial appointment. As stated in section 2.2.3, an instructor not promoted to assistant professor within three years of the date of initial appointment must not be reappointed for a fourth year. Therefore, if an instructor has not received notice of promotion to assistant professor prior to the end of his/her second year as instructor, he/she shall regard the absence of
such promotion notice as one year advance notice of the termination of his/her appointment at the end of the third year.

2.2.8.2 Ninth-year promotion review for tenured associate professors

A tenured associate professor will be considered for promotion in any year in which he/she requests a formal review. He or she will be reviewed formally for promotion to full professor (see 2.2.9) no later than his/her ninth year in rank. Thereafter, the individual will be considered for promotion in any year in which he/she requests a formal review, but not less often than every nine years. A tenured associate professor may postpone a scheduled required promotion review for one to three years by submitting written notification to the dean through the department chair and to the provost.

2.2.9 Promotion review process

2.2.9.1 Applicability of the process described

The procedures described in this section must be followed for all promotions except for promotions involving tenure and for promotions from instructor to assistant professor. When a promotion involves tenure, the procedures specified in sections 2.2.5 and 2.2.6 must be followed. In cases of promotion from instructor to assistant professor, no formal review is required except by the department chairperson to ensure that the requirements of section 2.2.3 have been met. Because the rank of instructor is reserved for persons who are working toward a terminal degree or equivalent professional certification in their fields and who are expected to complete those requirements within two years, an instructor will be promoted to assistant professor at the beginning of the semester following his/her receipt of the appropriate terminal degree or professional certification. Promotion from instructor to assistant professor is subject to the terms of the current appointment or reappointment contract and subject to the three-year limitation on instructorships.
2.2.9.2 Initiating the promotion review process

When a promotion is under consideration, the department chairperson calls together all tenured voting members above the rank of the candidate (including eligible administrators who are members of the department) to discuss the proposed promotion. If the department chairperson is not tenured or does not hold rank above that of the candidate, the dean, in consultation with the department and the college promotion and tenure committee, appoints another member of the department (with tenure and the appropriate rank) to assume the chairperson's duties with regard to the promotion review process. In a department with fewer than three tenured faculty above the rank of the candidate, the department chairperson consults with the academic dean and chooses appropriate tenured faculty from closely related academic disciplines to be involved as voting members in the review process. In such a case, the chairperson informs the candidate of the selection of extra-departmental faculty; the candidate is given the opportunity to object to the selection on the grounds that the selected extra-departmental evaluators could not or would not provide qualified, fair, and impartial evaluations; if the candidate is not satisfied with the final selection, he/she may add a statement explaining these objections to his/her promotion review file (described in the following paragraph). In the case of joint appointments, see section 2.2.3.1.

2.2.9.3 External evaluation

The department chairperson, in consultation with the full professors of the department, the dean, and the candidate for promotion, has initial responsibility for preparing a list of external evaluators. External evaluators must be professionals and scholars from outside the university who are competent to judge the professional qualifications, particularly the research and scholarship, of the candidate. The chairperson then advises the candidate of the people being considered as external evaluators. The candidate may nominate his/her own external evaluators. The dean and provost, in consultation with the chairperson, approves the final selection of five or more external evaluators. At least one of the external evaluators must be one of the candidate's nominees. No more than two of the external evaluators can be nominated by the candidate. The candidate may file written objections to the selection of evaluators on the basis of his or her belief that they would not or could not provide qualified, fair, and impartial evaluations. Disagreements concerning the final selection of external evaluators will be resolved by the provost. Should any additional letters be solicited, the above procedure must be followed. The candidate and the chairperson then assemble the materials to be sent to the external evaluators. The chairperson solicits the evaluations of the outside evaluators using a letter format and text approved by the provost. Informal or
other communications with external evaluators by other means with the intention of predetermining or influencing the content of reviews are entirely inappropriate. It is also inappropriate for anyone involved in the promotion review process to solicit evaluations of the candidate from any other individuals or groups external to Lehigh. The requirement of external evaluators for promotion to full professor may be waived in exceptional circumstances upon request of the department with approval by the provost.

2.2.9.4 Departmental evaluation

The chairperson requests the candidate to assemble a promotion review file, consisting of information and documents (or other material) to be used in the review. The chairperson shares this file, including the letters of the external evaluators, with the faculty involved in the review process. The candidate is not allowed to see the external evaluators' letters.

Because the review file is the only source of information for the review process, it is the responsibility of the candidate, in consultation with the department chair, to prepare a promotion review file that contains the information needed to evaluate the candidate’s research and scholarship, teaching and service.

The faculty involved in the review process discuss the candidate’s qualifications, applying the criteria, as stated in section 2.2.1.5 and as applied in the triennial evaluations of the faculty member. Each participating faculty member (including the chairperson if tenured and holding a rank above the candidate) writes an evaluation of the candidate based on the criteria specified in section 2.2.1.5 and applied in the triennial evaluations of the faculty member. These letters of evaluation must be substantive letters that appraise the candidate’s record in teaching, research and scholarship, and service and that address the question of whether or not the candidate merits promotion and the reasons for the recommendation.

2.2.9.5 Departmental recommendation

The department chairperson writes the departmental recommendation. This recommendation summarizes the participating faculty members' recommendations, analyzes the proposed action in terms of departmental
goals and needs, and addresses in detail the criteria as applied to the candidate. The chairperson shares this document with each faculty member participating in the evaluation. Objections to the document can be made to the chairperson, and, if the objecting faculty member is not satisfied, written objections are to be included in the promotion review file.

In the event that the department fails to make a recommendation (the participating faculty members’ recommendations yield a tie vote), then the College Promotion Committee’s (Section 2.2.9.9) recommendation constitutes a “faculty recommendation.”

2.2.9.6 Pre-submission consultation with the candidate

The department chairperson then meets with the candidate and informs him/her orally of the department's recommendation. The department's evaluation regarding each of the criteria is discussed with the candidate. The candidate is advised of the strength of the department's recommendation (e.g. unanimous, strong majority, narrow majority). The candidate may request the substance of this discussion in writing; in providing this information, the chairperson must not disclose the identities of the individual evaluators. The candidate is advised that he/she may submit written comments on the departmental evaluation and that such comments will be included in the promotion review file. The candidate also is advised that he/she may withdraw from consideration and terminate the promotion review process at this stage.

2.2.9.7 Submission to the dean

The department chairperson then forwards to the dean the complete promotion review file, including the individual letters written by the faculty and those of the external evaluators. Once the promotion review file leaves the department no other substantive information may be added to the file except for the letters described in the following sections.

2.2.9.8 Submission to the college promotion committee

The dean of the college monitors the promotion process, making certain that individuals for whom promotion decisions are due are considered and that their promotion review files are complete. The dean forwards, upon receipt from the department, a copy of the complete promotion review file to the college promotion committee.
2.2.9.9 College promotion committee review

The college promotion committee is responsible for recommending for or against promotion of any member of the college. The college committee is to make its own substantive and independent recommendation on whether or not a candidate merits tenure or promotion. The college promotion committee is empowered to solicit from the candidate, the department, the chairperson, the dean, and the provost any materials it deems relevant. The committee's recommendation on the merits of each case is to be based solely on the criteria as stipulated in section 2.2.1.5 and as applied in the triennial evaluations of the candidate. The committee's recommendation, the departmental recommendation, and the promotion review file are forwarded to the dean. At least 5 members of each committee must vote without abstention on any promotion case. No faculty member may vote more than once on any promotion case (i.e., if a faculty member votes as a department member, he/she shall not vote on any college or university committee reviewing the same case). All votes, including abstentions, shall be recorded. The committee will write a letter that summarizes the vote and the majority recommendation.

When the college promotion committee agrees with the departmental recommendation, their recommendations together constitute a "faculty recommendation." If the committee's recommendation is contrary to that of the department, there is not a "faculty recommendation," as defined in section 2.2.2.1. In the event that the department fails to make a recommendation (the participating faculty members' recommendations yield a tie vote) (Section 2.2.9.5), then the College Promotion Committee’s recommendation constitutes a "faculty recommendation."

In the absence of a unanimous committee recommendation, the committee chair designates a member representing the minority opinion to write a letter to the dean expressing the reasons for the vote of the minority. The minority opinion shall be added to the review file.

2.2.9.10 Dean’s recommendation

When there is a “faculty recommendation,” the dean prepares his/her own recommendation after receiving the promotion review file, including the department's recommendation and the college promotion committee's recommendation.

In the absence of a "faculty recommendation" (that is, when the departmental recommendation and the college promotion committee's recommendation do not agree), the dean will notify the department chair of the promotion committee’s recommendation by sending him/her a copy of the promotion review file.
committee’s letter, any minority opinion letter and any material that has been added to the promotion review file. The department may submit a rebuttal to the dean for consideration by the dean, which then becomes a part of the review file. The dean will review the departmental recommendation, the college promotion committee's recommendation, and any departmental rebuttal and evaluate the candidate's qualifications in terms of the criteria (as stated in section 2.2.1.5 and as applied in the annual evaluations and/or triennial reviews). Before making his/her final recommendation, the dean will hold two separate meetings, one with the college promotion committee and one with the voting members of the department who participated in the evaluation of the candidate. At these meetings, the dean shall discuss his/her reasons for agreeing with one faculty group and disagreeing with the other. In the event the dean is considering a recommendation contrary to a “faculty recommendation” as described in section 2.2.2.1, before making a final recommendation, the dean will call a single joint meeting of the college promotion committee and the voting members of the department who participated in the evaluation of the candidate. The purpose of this meeting is to give the dean an opportunity to clarify his/her understanding of the faculty recommendation and to have a two-way conversation with the faculty about what the dean and the faculty see as key differences.

2.2.9.11 Pre-submission dean consultation with the candidate

Prior to forwarding the promotion review file to the provost, the dean then meets with the promotion candidate and informs him/her orally of the recommendation of the college promotion committee. The promotion committee’s evaluation regarding each of the criteria is discussed. The candidate is advised of the strength of the committee’s recommendation (e.g., unanimous, strong majority, narrow majority). The candidate may request the substance of this discussion in writing. In providing this information, the dean must not disclose the identities of individual evaluators. At this point the dean also informs the candidate of his/her own recommendation. The candidate is advised that he/she may submit written comments, following the promotion timetable established by the provost, on the promotion committee’s evaluation and/or the dean’s recommendation and that such comments will be included in the promotion review file. The candidate also is advised that he/she may withdraw from consideration and terminate the promotion review process at this stage.

2.2.9.12 Submission to the provost
The dean then forwards to the provost the candidate's complete promotion review file, which now includes the recommendations of the college promotion committee and the dean as well as any additional written comments provided by the candidate.

2.2.9.13 Administration's recommendation

After receiving the promotion review file, including the recommendations of the department, the college promotion committee, and the dean, the provost shall consider his/her own recommendation. In the absence of a "faculty recommendation" (that is, when the departmental recommendation and the college promotion committee's recommendation do not agree), the provost will review both the departmental recommendation and the college promotion committee's recommendation and evaluate the candidate's qualifications in terms of the criteria (as stated in section 2.2.1.5 and as applied in annual and/or triennial evaluations). Before making his/her final recommendation, the provost will hold two separate meetings, one with the college promotion committee and one with the voting members of the department who participated in the evaluation of the candidate. The dean shall attend each of these meetings. At these meetings, the provost shall discuss his/her reasons for agreeing with one faculty group and disagreeing with the other.

Following these meetings, the provost will make his/her recommendation and share it in writing with the candidate. In the event the provost is considering a recommendation contrary to a “faculty recommendation” as described in section 2.2.2.1, the following procedure will be followed:

1. Prior to making a final decision, the provost will call a single joint meeting with the dean, the college promotion committee and the voting members of the department who participated in the evaluation of the candidate. The purpose of this meeting is to give the provost an opportunity to clarify his/her understanding of the faculty recommendation and to have a two-way conversation with the faculty about what the provost and the faculty see as key differences.

2. Following this meeting, the provost shall make his/her recommendation and inform the candidate in writing of that recommendation.

2.2.9.14 Subsequent promotion reviews

In the event that promotion is denied or a candidate for promotion withdraws from consideration, all subsequent promotion reviews must begin anew. Internal and external evaluation letters from earlier promotion reviews may
not be resubmitted, examined, or referenced; new letters must be solicited both internally and externally. Both the candidate and the department may nominate external evaluators who participated in earlier reviews. However, at least three new reviewers must be included in the list of final external reviewers asked to write letters. The chairperson will not disclose to the candidate the letters or the evaluations of individual evaluators.

2.2.10 Faculty chairs

1. Appointments to faculty chairs are made by the board of trustees upon the recommendation of the president.

2. A professor holding a faculty chair shall normally be called either university professor or (name) professor (field name). If a donor insists or the terms of the bequest require, the university trustees may accept the chair with a modified title.

3. A faculty member may be appointed to a faculty chair in recognition of exceptional achievement in research and scholarship or teaching and education.
   a. For an appointment to an open chair, the provost shall invite nominations by faculty members. Before making a recommendation to the president about a nominee, the provost shall appoint and consult with an ad hoc committee to review the suitability of all nominees. This committee shall consist of at least three full professors (at least one of whom shall be a holder of a faculty chair), the academic dean from the appropriate college, and the appropriate department chairperson (unless a nominee). In instances where a nominee is being considered primarily on the strength of achievements in research and scholarship, the advice and perspective of recognized scholars external to the university may be sought.
   b. For reappointment of faculty members to renewable chairs, the dean of the appropriate college shall appoint and meet with one or more ad hoc committees to consider the suitability of renewals. Each committee shall consist of two or three full professors (at least one of whom is or has been a chaired professor). In considering each case, the committee shall solicit feedback from the chair of the candidate’s home department and the head of any other academic unit for which the candidate provides at least forty percent effort, i.e., faculty with type 1 appointments. After consultation with the committee, the dean will recommend to the provost either that the current holder of the chair be renewed for another term, or that the chair be opened for nominations under the procedure described above in part 3a.

Page 88 of 185
4. A faculty member or administrator returning to the professorate may be appointed university service professor in recognition of exceptional service to the university. Such an appointment shall be at the discretion of the board upon recommendation of the president.

5. Adjunct faculty, retired faculty, and faculty primarily involved in administration (at the rank of dean or above) shall not be considered for a faculty chair. A holder of a faculty chair, which is not a university professorship, who is subsequently appointed to a predominantly administration position shall relinquish that chair and be designated university professor. Should such an individual return to the regular faculty, he/she shall retain the university professorship unless subsequently appointed to the other type of faculty chair.

6. A faculty member who retires in any such professorship shall become emeritus in that professorship.

2.2.11 Dismissal for cause

The personnel committee and the board of trustees (or a committee of the board of trustees) shall consider any move to dismiss a tenured faculty member for cause. When facts are in dispute, the faculty member shall be given charges in writing before any hearing and shall be invited to be heard by all bodies that pass judgment on the case. The faculty member shall be invited to choose and be accompanied by counsel. There shall be a full stenographic record of all hearings available to the parties concerned.

2.2.11.1 Policy on Harassment

The policy on harassment is specified in Appendix A.

2.2.12 Retirement

(Effective 1 January 1994) Tenured faculty may be retired against their wishes only for cause, in accordance with the procedure under section 2.2.11. In the event that the dean and the provost seek the retirement of a faculty member against his or her wishes, written notification including a clear statement of the cause shall be provided at least six months before the proposed retirement date. The ultimate decision shall be rendered by the board of trustees. The university may offer up to five-year appointments for part-time work to present or previously tenured faculty who are considering retirement or who
are retired. Retirement requires relinquishment of tenure, and there is no guarantee of a subsequent reappointment. Abrogation of these appointments shall follow the same procedure as for non-retired faculty.
A tenured faculty member who has served ten years or more at Lehigh at the time of his or her retirement will be retired at the rank of professor emeritus.

2.3 Appeals concerning alleged arbitrary or capricious action

The personnel committee shall hear appeals concerning alleged arbitrary or capricious action on the part of the administration or a department chairperson that allegedly affects the rights, privileges, continued employment, or academic freedom of a faculty member. For more information about the appeals process see Secs. 1.2.2.6 and 2.2.1.6

2.4 Leave of absence

1. The university recognizes three types of leave that are available to faculty members of professorial rank: (a) academic leave for professional development activities; (b) unpaid leave for temporary service in other academic institutions, governmental organizations, business entities, fellowship programs, or for personal reasons; and (c) medical leave. Requests for leave are made by letter to the provost through the department chairperson and academic dean. The following paragraphs pertain to the first type of leave - academic leave.

2. Academic leave of absence from the university is a valuable means of providing faculty with an opportunity for study, research, travel, writing, professional reeducation, and other professional development activities - in short, for self-improvement that will be beneficial to the university.

3. A faculty member who desires a leave should request the leave with reasons in a letter to the department chairperson. The chairperson is expected to seek the advice of departmental faculty members in considering the request. Other administrative personnel normally involved in the decision-making process include (center director, if relevant), the academic dean, (vice provost for research, if relevant), provost, president, and the board of trustees.

4. Each application will be evaluated for potential improvement that will be beneficial to the university, as stated in paragraph 2; appropriateness of timing with respect to other leaves taken by the individual and with respect to leaves being requested by other faculty in the same department; and special needs of the department, college, and university. An academic leave will be granted only where satisfactory arrangements are made to carry on the
essential work of the department. Sincere efforts will be made at each level involved in the decision-making process to work out such arrangements.

5. An academic leave for any full-time faculty member, whether supported fully on the teaching budget or partially on the teaching budget and partially on research, is normally for one semester at full salary, or one academic year at half salary, with fringe benefits being fully paid in either case. Adjustments in salary may be made depending on the amount of outside support available for the leave - the intent being that total financial support during the leave should be on a "no loss/no gain" basis to the faculty member. Under exceptional circumstances an academic leave may be extended for an additional year, usually without salary.

6. Each faculty member returning from academic leave will furnish, through the chairperson and academic dean, to the provost a written report of accomplishments while on leave.

2.5 Administration

Each professor shall give his or her opinion and advice on any subject of university concern when requested by the president of the university. In any university exercises precedence in rank shall be determined by the grade held and, within the several grades, by seniority of appointment. The university recognizes the value to both the individual and the university when a faculty member engages in activities of a professional nature for added compensation. These activities may include but are not limited to consulting, short courses, liaison activity, and corporate board activity. The university approves and encourages that participation when it is complementary and non-competitive to the duties and goals of both parties, and contributes to the professional growth of the individual.

The duties of a full-time faculty member of Lehigh University include teaching, research and scholarship, and service to the university community. In order to fulfill these responsibilities to students, colleagues, and the university, activities for additional compensation should not exceed an average of one day per week.

All faculty activities of a professional nature for which compensation is received shall be reported annually to the chairperson and, when appropriate, to the center director. Faculty having administrative responsibilities shall also report to their immediate superior.

If the activity involves private practice or participation as a principal or an officer in any partnership or company, prior approval shall be obtained from the president.

No member of the faculty or other employee of the university shall lend any apparatus or any other property of the university without permission of the president of the university or of his or her designated representative, nor may Lehigh University property be scrapped, sold, exchanged, or moved from one
department to another without the consent of the president or his or her
designated representative.
No member of the teaching staff may tutor for pay a student of Lehigh
University.
All members of the university faculty are required to report for active duty not
later than registration day of the fall semester and earlier if university or
departmental duties (e.g., freshman orientation) indicate earlier attendance.
All members of the faculty with rank of assistant professor or higher are
expected to enter the academic procession on university day, founder’s day,
and other formal celebrations. Academic costume is required on such
occasions.
No member of the teaching force, under the rank of professor, shall in any way
use the university's name in making an expert report unless such report is first
submitted to and approved by the chairperson of his or her department.

2.6 Term of Academic Duties

The salary of faculty members is compensation for academic duties extending
for the nine months of the academic year.

2.7 Benefits for faculty

2.7.1 Summary

The university provides without cost to the employee the following benefits
for eligible faculty and their eligible dependents.

- major medical protection
- group life insurance
- group total disability insurance plan
- colleges
- salary continuation plan
- retirement plan
- tuition remission
- scholarships at other colleges and universities

The details of each of these plans including plan descriptions and brochures,
where applicable, are provided in the Lehigh University Employee Guide,
which is distributed, to all employees in fulfillment of the requirements of the
In addition to these major benefits, there are numerous optional benefit plans
available for employees. The descriptions of them are also contained in the
Guide.
2.8 Faculty tuition waiver

A faculty member who has been given a terminal contract has the privilege to apply for a tuition waiver grant for a full year of graduate study at Lehigh. Applications shall be acted upon by a committee consisting of the following:

chairperson, College of Arts and Sciences policy committee
chairperson, College of Business and Economics committee
secretary, P.C. Rossin College of Engineering and Applied Science
College of Education representative to the committee on educational policy
provost, ex officio

The chairperson of the committee shall be the member whose name appears first in alphabetical listing. The provost will vote only when necessary to break a tie.

2.9 Lecturer

Individuals will be appointed lecturer for term appointments of one to five years, with the approval of the department voting faculty, the appropriate dean, and the provost. There are no rank differentials within the lecturer title. Appointments are not tenurable and may be renewed for specified terms. Lecturers provide full-time teaching in skill-based areas such as first-year English composition and elementary foreign language. They are intended to replace some appointments as adjuncts and are not intended to fulfill the integrated role of teaching, research and scholarship, and service provided by tenured and tenure-track faculty. Lecturers are not voting members of the university faculty. Although they may engage in limited departmental service roles, they may not serve as principal academic advisors to students or be elected to standing college and university faculty committees. A candidate for a Lehigh degree is not eligible for this position.
The university shall not have more than ten lecturer appointments at one time. Appointments and reappointments are considered by the provost upon recommendation by the voting faculty of a department and the dean. Reappointments are based on performance and a continuing need. Notice of reappointment or non-reappointment shall be given at least four months before the terminal date of the appointment. The department chair and/or appropriate college dean shall provide the lecturer with an annual assessment of performance which may be coordinated with salary review. An assessment of unsatisfactory performance may result in termination prior to the end of the appointment.
2.10 Graduate Assistants

Graduate assistants are appointed on recommendation of the chairperson of the department concerned through the dean to the vice president and provost. Graduate assistants are normally expected to devote half-time to the service of the university and half-time to graduate work. Appointment is for one year and tuition fees are remitted.

In special cases, graduate students may be employed on one-third time under which arrangement two-thirds of the student's time is devoted to graduate work and one-third to service to the University. Tuition fees are not waived for any graduate assistant devoting less than one-half time service to the university.

2.11 Research and graduate project assistants

Research assistants are appointed by research project directors, in each case in consultation with the chairperson of the department of the student's curriculum, and upon review by the director of the office of research and the appropriate college dean. Research assistants are candidates for graduate degrees, devoting full time to a program of graduate work (which may include teaching, research and other academic activity as well as courses), and are appointed to receive compensation for participating in a research program by which they meet requirements for the degrees sought. Compensation consists of a stipend out of which tuition fees must be paid by the research assistant.

Graduate project assistants are appointed by research project directors, in each case in consultation with the chairperson of the department of the student's curriculum, and upon review by the director of the office of research and the vice president for research. Graduate project assistants provide services to research projects for research work that does not fulfill degree requirements. Joint appointments as teaching assistant, research assistant, and graduate project assistant are permissible, subject to appropriate approvals.

2.12 Professor of Practice

Individuals will be appointed professor of practice for term appointments of one to five years, with the approval of the department voting faculty, the appropriate dean, and the provost. There are no rank differentials within the professor of practice title. Because of their prior occupational experience, professionals appointed to these positions add instructional value to university programs, enhance the research or professional missions of their departments, and/or permit the university to expand its course offerings, often in cutting-edge areas.
Professors of practice are not required to fulfill the integrated role of teaching, research and scholarship, and service provided by tenured and tenure-track faculty, though some professors of practice may have responsibilities in each of these areas. In addition, as faculty members, professors of practice are distinguished from administrative staff and must fulfill teaching and/or scholarly responsibilities in addition to any administrative service. They may serve as principal academic advisors to undergraduate and master’s students, direct academic programs, serve on department and program committees, and provide other service consistent with their expertise and academic credentials. A professor of practice who has a doctoral degree may serve on a doctoral committee with the written approval of the college dean but may not serve as committee chair (see 3.23.3).

Appointments are not tenurable and may be renewed for specified terms. Appointments and reappointments are considered by the provost upon recommendation by the voting faculty of a department and the dean. Reappointments are based on performance and a continuing need. Notice of reappointment or non-reappointment shall be given, whenever possible, at least four months before the terminal date of the appointment. The department chair and/or appropriate college dean shall provide the professor of practice with an annual performance assessment, which may be coordinated with salary review. An assessment of unsatisfactory performance may result in termination prior to the end of the appointment.

Professors of practice are not voting members of the university faculty. They may not be elected to university faculty standing committees. They also may not be elected to college standing committees, although they may be invited to participate as non-members on such committees. As discussed above, professors of practice may provide service to the department/program but they may not participate in appointment, reappointment, and tenure/promotion decisions.

3 Educational requirements and procedures

3.1 Miscellaneous provisions

3.1.1 University calendar

Each semester will have fourteen weeks of instruction, a review-consultation-study (RCS) period of two days, and a nine-day period for final examinations. The review-consultation-study (RCS) period is intended to provide a few days for informal academic work between the end of the formal instruction period and the beginning of final examinations. It is expected that
students will use this period to consolidate their command of the material of their courses. Faculty members will make themselves available to their students at announced times during the RCS period. No quizzes or examinations may be given during the "review" period.

3.1.2 Scheduling of Classes

Undergraduate periods are normally of either fifty minutes three times per week or seventy-five minutes twice per week in duration. Seminar classes may be scheduled once per week for 150 minutes. Recitation periods are fifty minutes duration. Laboratory periods may not be more than three hours in length without special permission of the faculty. Student participation in extracurricular and co-curricular activities, such as the performing arts, student organizations, community service, and athletics at the intercollegiate, club, and intramural levels, is an important element of the balanced educational experience that the University offers its students. Lehigh has a long established tradition of scheduling classes to allow its students to participate in these activities during the late afternoon hours. For this reason the Registrar shall avoid rostering undergraduate lectures, recitations, and laboratory periods between normal class dismissal times at or around 4 PM and until at least 7 PM to the extent that this does not impose undue constraints in achieving academic goals, securing the advice of the Provost as necessary in making this determination.

3.1.3 Course credit

1. The amount of study involved in each undergraduate and graduate course varies. The relative weight of each course is measured in terms of "credit hours."
2. Credit is reckoned in hours of effort per week. A credit hour is a course unit normally involving three to four hours of effort per week on the part of the student.
3. Teaching of undergraduate and graduate courses is primarily the responsibility of the faculty. Non-faculty members (teaching assistants, laboratory technicians, etc.) play a secondary, though important, role. The instructor contact should have a significant bearing on the assignment of credit hours.
4. The three-to-four hours of student effort per week per credit includes both in-class contact hours and out-of-class activities. The major parameters
influencing the in-class/out-of-class division include the mode of instruction and the level of course.

5. Several traditional modes of instruction, and their implications of student efforts are listed below:

   a) Lecture: Predominately a presentation by the instructor, with only limited amount of interaction with students. One hour in-class involves two to three hours of outside preparation/homework, etc. Consequently, each hour of instruction per week corresponds to one credit hour. Lecture sessions are usually 1 to 1-1/2 hours in length.

   b) Seminar/Discussion: This mode of instruction involves significant input and interaction by the student, under the guidance of the instructor. Students may take turns presenting new material to class. Considerable outside effort may sometimes be required. Each credit hour may require one to two class hours per week.

   c) Laboratory/drawing/fieldwork: Primarily supervised work, mostly expected to be completed in class. Very little outside preparation is expected. Three hours of in-class activity represents one credit hour.

   d) Recitation: This mode of instruction is used for a variety of purposes, but always involves significant amount of instructor/students interaction. When combined with lectures, the recitations are typically used to amplify or clarify material taught in mass lectures. In this case, one credit hour for one class hour may be justifiable. On the other hand, if the sessions are primarily used to guide students carrying out homework assignments, these class hours merely substitute for time students would otherwise spend on their own, and no additional credit hour should be assigned. There may be situations that fall between these two modes, so that 1 credit hour may be attached to two hours of recitation. Recitation sessions are usually one to two hours in length.

   e) Independent Study: This mode is used primarily at upper undergraduate and graduate levels. The contact-hour per credit is generally less than half-an-hour per week, while the "outside" effort by the student is essentially unlimited. The number of credits is based on the judgment of the supervising faculty member.

6. The prevailing mode of instruction of each course should be included in the course description in the catalog.

7. Any request for change of credit, with or without a change of mode of instruction, should be supported by a realistic estimate of the required student effort.

8. Assignment of credit hours for new courses should be based on a realistic estimate of student effort, using the guidelines in item 5, and in comparison with existing courses of similar level and mode of instruction. (This may lead to a change of credit hours of existing courses.)

3.1.4 Transfer credit
The University registrar has the final authority to determine whether to grant the advanced standing to students transferring from other schools and students already admitted who take work at other schools for transfer to Lehigh University.

A course taken at an institution in the United States other than Lehigh must meet the following conditions to be accepted for credit toward a Lehigh baccalaureate degree:

1. The course must be taken at a college or university that is accredited in the United States by one of the six regional accrediting associations.
2. The course must be a part of the normal undergraduate curriculum published in the host institution’s catalog and be one that the host institution will accept for credit as part of its degree programs.
3. The course must require the equivalent of at least 14 contact hours per credit.
4. The course must not be a continuing education unit course, or have been taken online, or by correspondence, or as an independent study.
5. The content of a course must be evaluated for equivalency and appropriate rigor by the appropriate Lehigh Department and must meet minimum standards for transfer credits as determined by the University Registrar. Online courses considered for transfer must be at least 3 weeks in duration for intercession and at least 5 weeks for summer.
6. The course must not have been taken as audit, pass/fail or credit/no credit.

Exceptions to any of these conditions will be made only with prior approval of a petition to the Lehigh University Committee on the Standing of Students.

In addition,

- Courses to be taken at another institution for transfer credit by a student already admitted to Lehigh must be approved by the appropriate department beforehand.

- Grades from institutions other than those in the LVAIC system will not transfer. A grade transferred from an LVAIC college will not replace a grade earned in a Lehigh course and will not be calculated in the Lehigh GPA.

- Credit will not be granted for courses taken at other institutions in which a grade of C- or lower was received.
• Credit will not be given for a course taken at other institutions in which the student has already received credit for its equivalent at Lehigh.

• Credit will not be given for a course if used towards a bachelor or advanced degree at another university unless the joint program has been previously approved.

• A course taken at another institution will not be granted more credit at Lehigh than was granted by the other institution as shown on the student's transcript.

Students who have taken college level courses while in high school may petition the registrar to have this credit transferred, provided the course is acceptable to the appropriate academic department at Lehigh. The coursework must have been taught by a college or university faculty/instructor and be eligible for credit at the faculty/instructor’s institution. The petition must be submitted during the student’s first year of study at Lehigh. The registrar has the authority to accept the transfer of a specific number of credits for work done at the medical schools in Lehigh’s combined-degree programs on a noncredit basis.

Advanced standing granted in accordance with the foregoing provisions may be applied in satisfaction of any curricular requirements in the College of Arts and Sciences and the College of Business and Economics, or in satisfaction of non-technical requirements in the P.C. Rossin College of Engineering and Applied Science. Such advanced standing may be applied toward technical requirements in the engineering curricula only by petition approved by the chairperson of the department concerned after consulting with relevant faculty.

No examination is required of students admitted with a baccalaureate degree from another college. Their programs of study for baccalaureate degrees are recommended by the appropriate department chairperson to the committee on standing of students for official approval and authorization.

Courses taken outside the U.S., either through an accredited American university program or at a foreign institution, will not be credited toward a Lehigh undergraduate degree unless that institution's program has been approved in advance by the Study Abroad Faculty Policy Board (a standing subcommittee of the Educational Policy Committee.) Determination of transfer credit for incoming freshmen and transfer students who have studied abroad before enrolling at Lehigh will be made by the university registrar.
3.1.4.1 Credit for Lehigh Abroad Sponsored Programs

Courses taken through Lehigh Abroad approved programs and assigned passing grades will count toward fulfillment of the undergraduate residency requirement. Such courses will transfer on a credit only basis. Grades assigned to these courses will not be used in calculating grade point averages or in determining class rank (except as noted in Section 3.11.1 – Graduation Honors).

Students studying in Lehigh Abroad approved programs will be limited to two regular terms of study abroad that may be applied toward a single Lehigh undergraduate degree. Summer study abroad in approved programs will not count toward this limit.

3.1.4.2 Undergraduate Leave of Absence

Each student is expected to complete the baccalaureate degree by attending Lehigh for four consecutive academic years. Once a student who has matriculated at Lehigh chooses to deviate from this attendance pattern a revised degree plan, coordinated with his or her adviser and associate dean, must be submitted with a request for a leave by completing a petition to the SOS Committee for an Academic Leave of Absence. Petitions are available from the Registrar’s Office or the Dean of Students. The form must be signed by the student’s faculty adviser, associate dean of the college and the completed form must be submitted prior to the start of any subsequent enrollment at another college or university.

If unapproved leaves are taken, students are declared as non-returning and must apply for readmission to the University through the SOS committee if they wish to re-enroll. Courses taken at another college or university while on an unapproved leave will not be permitted to transfer toward a Lehigh University baccalaureate degree.

Current Lehigh University students are prohibited from concurrent enrollment at any other college or university. Courses taken concurrently can not be applied to a Lehigh degree. An exception is made for cross registration at another LVAIC institution.

Only a limited number of students may apply to programs like the American University Internship, and the University of Pittsburgh Institute for Shipboard Education. For procedures concerning application for these programs please see the Associate Dean of Students for Academic Support.

Students can not assume that a leave will be granted to study at another college or university (this policy does not apply for study abroad through the auspices of Lehigh Abroad or LVAIC programs). The program of study and reason for the leave must be approved by the SOS committee.
Students may take courses at another institution during a summer term without requesting an academic leave of absence. Check with the Registrar’s Office for limitations and processes for transfer course approval. The proposed plan is to be effective with the fall term of 2006 and will be reviewed at the end of one year.

3.1.5 Full-time undergraduate students

Every student who maintains a semester roster of at least twelve academic credit hours shall be considered a full-time student. In exceptional cases a student, who with consent of his or her dean carries a minimum of nine credit hours during the semester, may maintain the university privileges of a full-time student.

3.1.6 Study abroad

Students must be in good academic and disciplinary standing. Students’ behavior reflects on Lehigh University. All students’ disciplinary histories are reviewed prior to approval to study abroad, and those whose records indicate a history of inappropriate conduct should expect to have their cases reviewed in depth by the Dean of Students office and the Study Abroad office. Such records will be considered in the final decision about whether a student may study abroad. Students will live in integrated housing (host family or non-American dorm or apartment) wherever such an opportunity exists within the constraints of their program. When studying in countries where English is not the dominant language spoken, students are expected to enroll in a course in the host country’s language other than English. A student who wishes to study abroad under the auspices of any non-Lehigh program and who wishes to have the academic work taken in that program count towards a Lehigh degree must have a cumulative GPA of at least 2.7, or an average of a 2.7 GPA during the two regular semesters prior to submitting an application to study abroad. Any student with less than this and who believes for good reason that there are extenuating circumstances may appeal to the committee on the standing of students for an exception to this rule before leaving to study abroad. Advance approval of the registrar must be obtained for the transfer of credit.

3.2 Curricula
3.2.1 Changes in curricula or courses

Proposed course and curricular changes are deemed substantive if they meet one or more of the following four criteria:

1. They propose new courses or programs not previously approved by the university faculty. (Numbers and prefixes for all new courses must have the approval of the registrar.)

2. They propose changes in prerequisites, course level, content, and credit hours for existing courses and changes in requirements and focus for existing programs.

3. They affect programs or departments other than the one proposing the changes.

4. Dropping a course from the catalog for reasons other than its not being offered for more than two years.

Substantive proposed changes require full university faculty approval. The university approval process consists of consideration of proposed changes by either the Graduate and Research Committee (for proposed changes affecting graduate students) or the Educational Policy Committee (for proposed changes affecting undergraduate students), and then by the university faculty. When proposed substantive changes affect both graduate and undergraduate students, those changes shall be reviewed by both committees before going to the university faculty.

Proposed substantive changes must have college approval before coming to either the Educational Policy Committee or the Graduate and Research Committee, and proposed changes must have approval from one or both of those committees (according to which level of student is affected) before coming to the university faculty for approval.

Once proposed changes have received university approval, the faculty secretary notifies the Registrar's Office to insure that such changes are incorporated in the university catalog.
Non-substantive changes require only the department's approval. They are forwarded to the Registrar's office to insure that such changes are incorporated in the university catalog.

3.2.2.1 Cross-Listed Courses

All proposals to list a course in more than one department/program must be submitted by the appropriate college faculty for recommendation to the educational policy committee, which reviews the proposals before they are submitted to the university faculty for final action. Courses that are in programs in multiple colleges must be approved by all colleges involved prior to being submitted to the university faculty.

1. A specific set of cross-listed courses will satisfy all requirements regardless of department prefix. This includes but is not limited to major, minor, grade point averages and distribution requirements.
2. A cross-listed course must have the same number and title in each department.
3. A student may change the department prefix of a cross listed course on his/her transcript only once, but no later than the end of the next regular semester after the student registered for the course. In no circumstance may the department prefix be changed after the awarding of the degree.
4. A cross listed course must have the same number of credits.
5. A cross listed course must have a primary or home department designated in the course description whenever possible.
6. A permanent course in the catalog may not be cross listed with a provisional course number with a different prefix.
7. All versions of the cross-listed course must have the same course description.

3.2.3 Curriculum transfers

Students who wish to transfer from one undergraduate college to another may do so provided that they have achieved sophomore status and have completed at least 12 credits while in their college of matriculation. Students on academic probation may transfer between colleges with the permission of the committee on standing of students. In addition, each receiving college may require the completion (with a minimum grade of C-) of no more than three introductory courses- courses without prerequisites- before transfer occurs. These requirements are proposed by the college(s) offering the program and approved through the normal curriculum approval process with final approval.
by the university faculty. Requirements for intercollegiate college programs must be approved by all colleges affiliated with the program before university approval. After conferring with the appropriate associate dean about requirements and opportunities in the new college, students who meet the above requirements should complete all forms for transfer no later than three weeks prior to the start of registration for the semester in which they wish to make the transfer.

3.2.4 Roster of studies

Each student is required to pre-register for a full roster of studies each semester as prescribed by the curriculum he or she is pursuing. Exceptions can be granted only by the committee on standing of undergraduate students or the dean of the college. (See 3.1.5.)

A student may repeat a course only twice—a total of three attempts. Any form of a W counts as an attempt, W, W(P), or W(F) [Effective beginning the Fall semester 2017.]

No student is permitted to register for credit in excess of the normal number of credit hours for the curriculum unless he or she meets the qualifications noted in the chart below and has all the required approvals before the 10th day of classes.

Overload: The normal course load is 14-17 credit hours (15-18 in the P.C. Rossin College of Engineering and Applied Science), encompassing 4-5 primary courses. The following special approvals are required for course rosters (including ranges produced by the drop/add process) that exceed the appropriate normal range.

1. Overload approval requirements vary by GPA and entry into the University. Typical loads are 14 to 17 credits. 18 credits is an overload for first semester students and for students with a GPA below 2.5. 19 credits is an overload for all other students. Unless the normal departmental program requires more credits, required overload approvals by grade point average are:
   First semester students: 18-19, Associate Dean
   GPA below 2.5: 18, Associate Dean
   GPA between 2.5 and 3.5: 19, Associate Dean
   GPA above 3.5: 19-20, Associate Dean
   20 or more, SOS
   21 or more, SOS

2. Overload approval will not be granted for the purpose of repeating a course.
3. No overload approval will be granted in a semester where the student is enrolled in a graduate course.
4. Any course(s) approved for overload cannot be added until after the end of the normal (three week) registration period. Space in a course cannot be reserved for students intending to add the course as an overload. A Lehigh undergraduate may only take any 400-level course for which he or she is qualified. The qualifications are defined by the department and are certified by the course instructor and department chairperson through petition to the graduate and research committee. A student's roster of studies as on file in the office of the registrar on the tenth day of instruction in a regular semester, or the fifth day of instruction in a summer term of eight weeks or less, is the student's official roster for that semester or term. No courses may be added to a student's official roster of study except by special action of the chairperson of the department and the college dean, or by special action of the committee on standing of students, and then only under such conditions governing the student's probationary status as may be stipulated at that time. Courses may be dropped only under the conditions stated in section 3.8.4.

3.2.5 Attendance

The university assumes that regular class attendance is an essential element of its academic operations. A student is personally responsible for the academic consequences of a poor attendance record.

1. If for any reason any student is to be away from the university for an extended period of time (e.g., three consecutive class days), he or she has the responsibility of informing the dean of students before the absence. (If the student is unable to make the report, the living group is requested to make the report.)
2. At the first class session after any absence or period of absence the student ascertains from the instructor what makeup work is required, and when and how it becomes due. For officially approved inspection trips, field trips, athletic contests, or extracurricular activities, a report is provided to each instructor describing the schedule and listing the names of students authorized to participate. For absences of other sorts the student may, within one week after return to class, apply to the dean of students for an "absence information report." All reports of absence are for information only and do not bind the instructor to any particular course of action.
3. If a student appears to be neglecting the work in any course or interferes with the discipline of any course, the department chairperson concerned notifies the dean of students, who warns the student and, upon the second report, may exclude him or her from the course which has been
neglected. If a student is excluded from two or more courses, the case is brought to the committee on standing of students for further action.

4. Makeup privileges for a student absent during any part of the three days immediately preceding or the three days immediately following Thanksgiving, Christmas-New Year, or spring recesses are denied, unless such absence is certified by the dean of students.

5. Each instructor informs students in each course of his or her interpretation of these regulations as it applies to that course. This interpretation shall be made in writing at the beginning of each semester.

6. A student is responsible for observing the instructor's written interpretation as distributed for each course.

3.2.6 (deleted section: Faculty approved 12/4/2017)

3.2.7 Cross registration with other institutions or organizations

All proposals for cross-registration of regular courses with member institutions of consortia in which Lehigh is involved shall be submitted to the committee on educational policy. This committee submits the proposal with recommendations to the faculty for final action. Each non-regular course or special offering proposed for cross-registration must be handled by the procedure described for new courses. (See 3.2.1.) Regular courses are those of known content, listed in a college catalog, offered on a regular basis, and reviewed by the faculty of a collegiate institution.

3.3 Pass-fail system for undergraduates

3.3.1 Student option system

The pass-fail grading option is intended to encourage students to take challenging courses outside the major field that otherwise might be avoided for fear of lowering grade point averages. Students should avoid wasting this option on unsuitable courses, such as introductory courses having no college-level prerequisite or co-requisite. The restrictions on the use of the system are listed below.

The restrictions on the use of the system are:

1. Before a student can take a course pass-fail, he or she must have achieved
sophomore standing, have declared a major, and be in good academic standing. In addition, the student must abide by any restrictions on pass-fail grading imposed by the student’s program of study.

2. Courses numbered below 100 are generally not available for pass-fail grading. However, the College offering a course may establish a petition process to determine, on a case-by-case basis, whether a student is allowed to take a course numbered below 100 with pass-fail grading. A student may designate one course pass-fail in any one semester. He or she may take a maximum of six courses pass-fail per undergraduate career if the student is on a four-year program, or a maximum of eight courses per undergraduate career with a five-year, two-degree program. If a student changes a course after the first ten days of instruction from pass-fail grading to regular grading, as provided in paragraph 4 below, that course shall still count toward the maximum number of courses taken pass-fail during the student’s undergraduate career.

3. Each college faculty shall decide under what conditions and which courses or categories of courses throughout the university may be taken for pass-fail credit by students registered in that college, except for courses designated specifically for pass-fail grading by sections 3.3.2 and 3.3.3, respectively, and by paragraph 8 of this section. Each college shall keep the educational policy committee advised of changes in its rules.

4. A student must complete and file the pass-fail form with the registrar no later than the end of the fifteenth day of instruction. After the deadline no change of status is permitted except under the conditions stated in paragraph 6. Summer/Winter session deadlines are prorated according to the length of the session. The course designated for pass-fail grading by the student require the written acknowledgement of the academic advisor.

The instructor giving the course is not officially notified which students are taking the course pass-fail. Therefore, a regular letter grade is reported for the pass-fail students. The registrar then records "P" for reported letter grades from A through D-, and "F" for a reported letter grade of F.

5. Under this system, the student surrenders his or her equity to letter grades of A through D-, except as specified in paragraph 7. A grade of P applies to the student's graduation requirements but is not used in the computation of the cumulative average. An F grade is computed in the normal manner.
6. If a student changes his or her program such that a course previously taken for pass-fail grading is not allowed for pass-fail grading in the new program, the student must submit a petition to the committee on standing of students requesting acceptance by the new program of the pass-fail grading for that course, or substitution of the original letter grade submitted by the instructor for the pass-fail grade, or the substitution of another course for the course taken pass-fail. The recommendation of the curriculum director must accompany the petition. Acceptance into a program that does not allow pass-fail grading in a required course is the only valid reason for converting the grade for a completed course from pass-fail to a letter grade.

7. Courses at the 400 level are excluded from pass-fail grading.

3.3.2 Designated course system with pass-fail grading

There are some courses where pass-fail grading may be appropriate for the entire class when regular grading may interfere with the educational goals of the course.
1. The course must be explicitly approved for pass-fail grading by the faculty following the procedures of section 3.2.1. The committee on educational policy will evaluate requests for exclusive pass-fail grading on the basis of detailed syllabi, explicit statements regarding class hours and preparation hours, and an explanation of why grading will interfere with the educational goals of the course.
2. A student may use only one course where grading is limited to pass-fail to satisfy requirements of the current major and only two such courses to satisfy graduation requirements.
3. A student who takes a course where grading is exclusively pass-fail must include this course within the provisions of restrictions 1. and 2. of the student option for pass-fail grading (3.3.1).

3.3.3 Designated course system with no pass-fail grading

There are some courses where pass-fail grading may be inappropriate because such grading would interfere with the educational goals of the course. For such courses to be designated "not available for pass-fail grading," explicit approval must be given by the faculty following the procedures of section 3.2.1. The committee on educational policy will evaluate requests for such designation on the basis of an explanation of how pass-fail grading would interfere with the educational goals of the course.
3.4 Auditors

A student who has incurred no scholastic conditions or failures during the previous semester may be admitted as a listener in not more than one course, which course shall be outside the curriculum requirements. Application for such admission is by petition approved by the departmental chairperson and the chairperson of the department concerned. In no case shall a student who has attended a course as an auditor be given an anticipatory examination for credit or register for the same course in the future.

3.5 Vagabonding

Occasional visitation of classes by full-time undergraduate students is allowed at the pleasure of the instructor.

3.6 Provisional courses

1. Courses offered by departments as provisional courses must fit into one of the following categories:
   a. Trial or experimental courses.
   b. Courses of immediate relevance or of current, rather than lasting, issues.
   c. Special opportunities courses (for example, a visiting professor could offer a course in his/her particular area of expertise, which could not be taught by a regular faculty member and, therefore, could not become a permanent catalog offering).
2. No course may be offered as a provisional course for more than two years.
3. Provisional courses are proposed by departments. Each must be approved by the dean of the college in which the offering department is located. If a proposed provisional course may have a material effect on course offerings or enrollments in another college, it must be designed in consultation with the affected department(s) and it also must be approved by the provost.
4. Interdisciplinary provisional courses for which a departmental designation is inappropriate may be offered, subject to the approvals of the dean(s) and college policy committee(s) to which the involved faculty are responsible. If a proposed interdisciplinary provisional course may have a material effect on course offerings or enrollments in another college, it must be designed in consultation with the affected department(s) and it also must be approved by the provost. Interdisciplinary provisional courses will bear a course designation of the relevant college.
5. Provisional courses are given course numbers ending with 95, 96, 97, or 98.
6. The titles of provisional courses shall appear on students' transcripts.

3.7 Quizzes and examinations

3.7.1 General conduct

Except as noted below, all examinations and quizzes worth more than 10% of the final grade are to be proctored by individuals designated by the course instructor. There shall be present in the room where the examination or quiz is held at least one proctor for every fifty students or fraction thereof. The instructor may at his or her own discretion, give take home quizzes and examinations without proctoring, provided the students have been fully apprised of their responsibilities. In all quizzes and examinations the students are arranged so that they are separated to the greatest extent possible in a given room. If any student, at any quiz or examination, is found using or attempting to use any unauthorized book, paper or other article, or assistance from a fellow student, or any other unfair or unlawful means, such being intended to deceive the person in charge of the exercise with reference to his or her work, the student will be reported to the committee on discipline for action. Whoever willfully gives assistance will be considered as responsible as the person who receives it. The possession at any given quiz or examination of any articles not authorized by the course instructor will be regarded as prima facie evidence of a violation of the University Code of Conduct. Conversation or other communication between students in examinations and quizzes is forbidden. Other than make-ups for missed quizzes/examinations, no quizzes or examinations totaling more than 5% of the final grade shall be given during the last five full class days of each semester except in those laboratory courses ineligible for final examinations.

3.7.2 Hour exams

Four o'clock exams shall be scheduled by the registrar on appropriate dates in the fifth through the seventh weeks and in the ninth through the eleventh
weeks of the semester. Four days during these periods will be assigned for exams. The four o’clock exam committee may add a fifth day if necessary. Four o’clock exams may not be scheduled for more than 75 minutes, with the exception of students with documented disabilities.

Priority for scheduling exams will be given to multi-section courses with greater than 100 enrolled students. Exams will only be scheduled for courses which offer a common exam. A single instructor may be assigned an exam time if that instructor’s multi-section schedule has more than 100 students and other sections of the course do not qualify for an exam. If an undergraduate class does not qualify for an hour exam or if the instructor does not schedule an hour exam through this process then any exam must be given during the regularly scheduled class period, or a take-home exam may be used. In all cases of conflict, the course having the smallest number of students enrolled takes precedence. In cases of conflicts where the courses have the same number of students, the course which has the fewest sections shall take precedence for the first round of exams. The course which provides make-ups during the first round of exams will not be required to provide make-ups in the second round. The reverse will take place during the second round of exams. Courses that refuse to provide make-up exams will be denied an exam schedule. It is recommended that courses with scheduled exams give students appropriate release class time, or use those two class periods for non mandatory review sessions.

The four o’clock exam schedule shall be released by the registrar no later than the fourth week of instruction in any semester. The registrar shall not schedule four o’clock exams so they conflict with major religious holidays.

Note: the four o’clock exam committee is made up of the registrar and faculty representatives from each department proposing a course for exam scheduling. Each course requesting an exam may have a representative at the meeting.

3.7.3 Examinations

Examinations fall into six general categories: final examinations, makeup examinations, comprehensive examinations, anticipatory examinations, reexaminations, and special examinations.
3.7.3.1 Final examinations

If an instructor chooses to require a proctored final exam, a take-home exam, or a final project in a given course, the end of semester exam period shall be used as follows:

1. Proctored exam - scheduled on-campus for a 3 hour block assigned by the Registrar.
2. Take home exam - no take home exams can be due until at least 72 hours after the beginning of the exam period and must be due by the last day of the final exam period.
3. Final project (e.g. presentation or final paper) - Final projects must be due no later than the last day of the end of the final exam period.

Faculty should be available during the final exam period until all semester grades for his or her courses have been submitted to the Registrar. No final examinations shall be given or scheduled in one- or two-credit laboratory courses during the final examination period. No final exams in other full-semester classes shall be given prior to the start of the final period. Formal withdrawal from any course before the end of the semester automatically cancels the student's rights to an examination in that course.

Final examinations are scheduled for three-hour periods by the registrar. For a course not requiring a proctored final exam the instructor shall notify the Registrar that no exam time need be scheduled. Conflict examinations are provided wherever a student cannot take a regular examination because of a conflict in examinations on the published examination schedule. In all cases of conflict, the course having the smallest number of rostered sections takes precedence, except that in cases of conflicts in courses having the same number of sections, the course having the fewest students shall take precedence. Conflicts in the regular examination schedule must be reported by the students to the registrar not later than the third day following the publication of the examination schedule.

3.7.3.2 Makeup examinations

Makeup examinations may, upon petition to the faculty, be granted in the case of unavoidable absence from a final examination in any course. A make-up also may be granted if a student is scheduled for three examinations in a calendar day. A petition to take one of these exams during the make-up period must be submitted to the registrar not later than one week following the publication of the examination schedule. Makeup examinations are scheduled by the registrar for the first Saturday (A.M.) in the spring semester and in the
summer session; and in the fall semester during freshman orientation. No fee is charged for a makeup examination when the original examination was missed through no fault of the student. If, however, the student misses the regular makeup examination as scheduled, a fee is assessed for any subsequent examination granted.

3.7.3.3 Comprehensive examinations

See "special regulations" for the College of Arts and Sciences.

3.7.3.4 Anticipatory examinations

Anticipatory examinations to establish credit towards graduation may be granted to matriculating undergraduate students with the consent of the department concerned.

3.7.3.5 Reexaminations

Reexaminations are granted only to seniors upon petition, and under such conditions as the committee on standing of students prescribes.

3.7.3.6 Special examinations

Special examinations cover all examinations other than final examinations, makeup examinations, comprehensive examinations, anticipatory examinations, and reexaminations. Upon petition and presentation of evidence that he or she has qualified for it, a student already enrolled at the university may be permitted to qualify for and take a special examination for credit towards graduation. Special examinations are granted only for extraordinary reasons and upon petition. There must be adequate supporting evidence of sufficient cause for granting special examinations accompanying each petition. There is a fee for all special examinations.

3.8 Grades for undergraduates

(See 3.27 for graduate student grades)
3.8.1 Definitions of grades

   The meaning of each grade is as follows:

   A, A-, excellent;
   B+, B, B-, good;
   C+ and C, competent;
   C-, continuation competency (the student has achieved the level of proficiency
   needed for the course to satisfy prerequisite requirements);
   D+, D, D-, passing, but performance is not adequate to take any subsequent
   course which has the course in which these grades were received as a
   prerequisite. A student must follow the procedures in 3.12.3 to waive the
   prerequisite.
   P, pass-fail grading with a grade equivalent to D- or higher;
   F, failing;
   N, incomplete;
   X, absent from the final examination;
   Z, absent from the final examination and incomplete.

   Other symbols used for courses on student records are:

   Cr, credit allowed;
   NCr, no credit awarded (because coursework, while not necessarily evaluated
   as “failing”, did not meet the standards of a particular program in which “Cr”
   is the designation for successful completion);
   W, withdrawn;

   Grades in the range of A through D-, P, and Cr may be credited toward
   baccalaureate degrees within the limits of program requirements. Grades of F,
   N, X, Z, W, and NR cannot be credited toward degree. Grades of F that have
   not been bettered through repetition of the course must be included in
   computation of hours attempted. Grades of W do not count as hours
   attempted.

   Courses in which grades of F, W, N, X, Z, or NR are recorded do not meet
   prerequisite requirements.

3.8.2 Incomplete (N grade)
The grade $N$(grade) may be used to indicate that one or more course requirements (e.g., course report) have not been completed. It is the obligation of the student to explain to the satisfaction of the instructor that there are extenuating circumstances (e.g., illness or emergency), which justify the use of the $N$ grade. If the instructor feels the $N$ grade is justified, he or she assigns a grade of $N$ supplemented by a parenthetical letter grade, e.g., $(N(C))$. In such cases, the instructor calculates the parenthetical grade by assigning an F (or zero score) for any incomplete work unless he or she has informed the class in writing at the beginning of the course of a substitute method for determining the parenthetical grade.

In each case in which an $N$ grade is given, the course instructor shall provide written notification to the department chairperson stating the name of the student receiving the grade, the reason for the incomplete work, the work to be done for the removal of the $N$ grade and the grade for the work already completed.

A student who incurs an $N$ grade in any course is required to complete the work for the course by the fifth day of instruction in the next academic-year semester. The instructor will submit the grade to the registrar by the tenth day of instruction in that academic-year semester. The $N$ grade will be converted into the parenthetical grade after the tenth day of instruction in the next academic-year semester following receipt of the $N$ grade unless the instructor has previously changed the grade using the removal-of incomplete procedure. The parenthetical grade will be dropped from the transcript after the assignment of the course grade.

In no case shall the grade $N$ be used to report absence from a final examination.

$N$ grades do not count as hours attempted and are not used in computations of cumulative averages.

3.8.3 Absent from the final examination
$(X$ and $Z$ grades)

The grade $X$ (grade) is used to indicate absence from the final examination when all other course requirements have been met. However, if the student would fail the course regardless of what grade was received in the final, an "F" grade may be given. The grade in parenthesis is determined by including in the grade calculation an F (or zero score) for the missing final exam. The $X$ grade may be removed by a make-up examination if the absence was for good cause (e.g., illness or other emergency). To be eligible for the make-up exam, the student must file a petition and the petition must be approved by the committee on standing of students. If the student fails to petition, or if the petition is not granted, or if the student fails to appear for the scheduled make-up examination, then the $X$ grade will be converted into the parenthetical grade after the first scheduled make-up examination following
the receipt of the X grade. If the petition is granted and the final examination is taken, the X grade will be changed by the instructor using the make-up examination procedures and the parenthetical grade will be dropped from the transcript.

Where there are valid reasons for not taking the make-up examination at the scheduled time, the student may petition for a later examination.

The grade Z (grade) is used to indicate both absence from the final examination and incompletion of one or more course requirements. The instructor calculates the parenthetical grade using an F (or zero score) for the final examination and either an F (or zero score) or the substitute method of calculation described in section 3.8.2 for the incomplete work.

The Z grade may be removed by the procedures presented in the previous paragraph for removing the X grade. If this results in an N grade because the course work is still incomplete, the provisions of section 3.8.2 incomplete (N grade) shall apply. The student must petition for an extension, but in no case shall the deadline for completion of the work be later than the last day of classes in the first full semester in residence (except summer) following receipt of the Z grade.

Where failure to complete course work prevents the student from taking the make-up examination at the scheduled time, the student may petition the committee on standing of students for a later examination with a fee.

Any Z grade that is still outstanding after the tenth day of instruction in the next academic-year semester following receipt of the Z grade will be converted into the parenthetical grade making it the official grade.

X and Z grades do not count as hours attempted and are not used in computations of cumulative averages.

### 3.8.4 Drop/Add Period

A withdrawal from a course within the first ten days of instruction is not recorded on the student's record.

A student wishing to withdraw from a course after the tenth day, but not after the eleventh week of instruction, must follow the procedure set up by the registrar and notify both the advisor and course instructor.

A student who officially withdraws from the university or a course after the tenth day of classes through the eleventh week of instruction receives grades of W in the course(s) for which he or she is registered. After the eleventh week of instruction, no grade of W may be given.
A student who reduces his or her course load below the minimum required for standing as a full-time student but does not withdraw from the university, becomes a part-time student for the rest of that semester. Some areas affected by part-time status are financial aid, athletic eligibility, veteran’s affairs, selective service, and immigration status.

A student may add any course through the fifth day of the semester. From the sixth to the tenth day of the semester, students wishing to add a course must follow the procedure set up by the registrar, obtaining the permission of the course instructor and notifying the advisor.

After the tenth day of the semester, students must petition the Committee on the Standing of Students to add a course.

3.8.5 Release of final grades

The registrar posts grades online after all grades for the semester have been received. Instructors may develop their own policies for release of unofficial reports of academic progress to individual students, or to their curriculum directors, deans, or financial aid officers, on a need-to-know basis, including release of unofficial final course grades. Any such policies must respect the rights of students to privacy.

3.8.6 Grade reports

All grade reports submitted to the registrar shall be by letter grades and shall be signed by the instructor.

3.8.7 Grade appeals and availability of coursework to students

A student has the right to have all written materials submitted to meet the requirements of a course returned or made available for inspection. To be "made available" does not guarantee the right to a photocopy, but the materials may be examined in the faculty office or academic department office. All written materials not returned to the student must be retained by the faculty member or the department office for at least one long-session term following the completion of the course.

A student questioning the validity of a grade must file the appeal to the faculty member of the academic department before the last class day of the
long-semester term following the completion of the course. This does not limit the ability to correct a grade based on miscalculation or data entry error.

3.8.8 No Grade Received (NR grade)

If no grade is received by the University Registrar before student grades are officially posted, a grade of NR will be assigned. It is the responsibility of the faculty member who failed to submit a grade to resolve the situation. If a correct grade is not submitted or the situation is not otherwise resolved then the NR grade will be converted to a grade of F on the tenth day of instruction of the next academic year semester. NR cannot be entered for graduating students in their final semester Only the Registrar can assign a temporary NR grade.

3.9 Grade averages

In computing averages, semester grades are weighted according to the number of credit hours in the courses concerned on the basis: A=4.0, A-=3.7, B+=3.3, B=3.0, B-=2.7, C+=2.3, C=2.0, C-=1.7, D+=1.3, D=1.0, D-=0.7, F=0. When a course is repeated in which a grade other than a P was received, the grade received upon repetition of the course counts in the cumulative average, and the grade(s) and credit hours received when the course was previously taken are dropped from the cumulative average. A course may only be repeated on a pass/fail grading basis if originally taken on a pass/fail basis. In order to remove a grade from the cumulative grade point average, the student must repeat the same course for regular grading. In case the course is discontinued, the offering department may designate an equivalent course, which is acceptable as a substitute. Courses from other institutions, including those in LVAIC, are not eligible for the purpose of grade substitutions.

3.10 Probation

3.10.1 Scholastic probation

1. The scholastic requirements for undergraduate students are expressed in terms of the cumulative grade point average (GPA) - the weighted point average of all grades received in residence or at institutions specifically approved for grade transfer. The cumulative average is computed at the end of each semester and the second summer session. The following cumulative GPA requirements for good standing:

Page 118 of 185
0 – 22 total credit hours earned (freshman) 1.70
23 – 52 total credit hours earned (sophomores) 1.80
More than 52 total credit hours earned (juniors and seniors) 2.00

For computational purposes, students who have completed 22 or fewer credit hours earned at the end of the most recent graded term shall be required to achieve a 1.70 cumulative GPA. Students who have completed 23 but fewer than 53 credits hours earned at the end of the most recent graded term shall be required to achieve a 1.80 cumulative GPA. Students who have completed more than 52 credit hours earned at the end of the most recent graded term shall be required to achieve a 2.00 cumulative GPA.

Other undergraduates, including all General College Division students, Lehigh Valley Association of Independent College cross-registered students, high school Scholars, and R.O.T.C. students will be required to achieve a 2.00 cumulative GPA – the minimum average required for graduation – to remain in good academic standing. Non-degree students with less than 12 credit hours attempted, however, will not have their progress evaluated until they earn at least 7 credit hours total.

Any undergraduate student who achieves a 1.69 or lower cumulative GPA in a given term is eligible to be reviewed by and may be placed on probation at the discretion of the Committee on the Standing of Students (SOS). A non-degree student with two or more F grades is eligible to be reviewed by and may be placed on probation or dropped for poor scholarship at the discretion of the SOS committee.

2. Students who do not meet the above requirements will be placed on scholastic probation. Probation will be effective at the end of each semester and the second summer session. Students who, regardless of their cumulative average, have failed more than eight hours of coursework during a semester or Summer Sessions I and II combined, will also be placed on scholastic probation.

3. Should a student's cumulative GPA fail to meet the requirements for good scholastic standing, as a result of a conversion of an N, X, or Z grade on the tenth day of instruction, the SOS committee will review each individual's case to determine the student's status.

4. Students who, while on scholastic probation, attend either or both summer sessions will have their status reviewed at the end of each summer session by the SOS committee.

5. While there are no specific hour requirement for good standing, certain categories of students (e.g., those on financial aid and those playing intercollegiate athletics) will be expected to maintain whatever hours are required for eligibility.
3.10.2 Removal from probation

Students are removed from probation at such time as they meet the minimum standards. Refer to section on requirements for good standing, 3.10.1.

3.10.3 Dropped for poor scholarship/reinstatement status

1. A student who makes a 2.2 average or better in the probationary semester but fails to meet the standards stipulated in section 3.10.1 is continued on probation for another semester. A student who makes less than a 2.2 average in the probationary semester will have his/her status determined by the Committee on Standing of Students.
2. If a student is placed on scholastic probation for the second but not consecutive term, a review by the Committee on Standing of Students will determine whether the student will continue on scholastic probation or be dropped for poor scholarship.
3. If the conversion of an N, X, or Z grade on the tenth day of instruction makes the student eligible to be dropped, the Committee on the Standing of Students will review each individual case to determine the student's status.
4. A student may be granted the privilege of reinstatement for summer session(s) only by the Committee on Standing of Students. The student will be required to present a plan of study endorsed by his/her academic dean and approved by the Committee on Standing of Students. At the completion of the summer, the student's status will be determined through review by the Committee on Standing of Students.
5. A student may be granted reinstatement for an academic semester on probation by the Committee on Standing of Students. The student will be required to present a plan of study endorsed by his/her academic dean and approved by the Committee on Standing of Students. At the completion of the semester, the student's status will be determined through review by the Committee on Standing of Students.

3.10.4 Disabilities of students on probation

Students on scholastic probation are ineligible for (a) intercollegiate competition and other extracurricular activities in which they publicly represent the university; (b) major office (elective or appointive) in any university organization; and (c) other activities which require more time than should be diverted from primary purposes by students whose academic
survival is at risk. The dean of students shall monitor and enforce this ruling. (See 4.1.6 on band regulations.)

3.10.5 Living group probation

Any organized living group which in any one semester fails to attain for that semester an average of 2.00 or better is placed on social probation for the next succeeding regular semester, and thereafter until it attains a semester average of 2.00 or better. A living group on social probation shall not be allowed to hold any social affairs during the period of its probation.

3.11 Honors

Honors are of five kinds: dean's list honors, departmental honors, graduation honors, living group honors, and college honors programs.

3.11.1 Graduation honors

Degrees "with honors" are awarded by note of the university faculty to those students who have attained an average of not less than 3.40 in a minimum of ninety credit hours in residence at Lehigh University or in programs approved by the faculty to have grades and credit accepted toward the undergraduate degree. Degrees "with high honors" are awarded by vote of the university faculty to those students who have an average of not less than 3.60 in a minimum of ninety credit hours in residence at Lehigh University or in programs approved by the faculty to have grades and credit accepted toward the undergraduate degree. Degrees "with highest honors" are awarded by the vote of the university faculty to those students who have an average of not less than 3.80 in a minimum of ninety credit hours in residence at Lehigh University or in programs approved by the faculty to have grades and credit accepted toward the undergraduate degree. For the purposes of graduation honors calculations, courses taken more than once at Lehigh will only have the most recent grade used in the calculation. Courses taken under the cross registration policy of the LVAIC, or in programs approved for both credit and grade transfer will be used. Courses taken under the auspices of Lehigh Abroad will not be used except as indicated in the following paragraph.

Page 121 of 185
Students who spend part of their career at another institution, or are transfer admits to degree programs and have fewer than ninety hours of in residency courses, may qualify for graduation honors under the following conditions: The student must have at least sixty credit hours of regularly graded (not pass/fail) courses that meet Lehigh’s residency requirement. The graduation honors category is determined by the lower of the two averages computed as follows: (1) the average of grades received at Lehigh; (2) the average of grades received at Lehigh, grades received in courses taken elsewhere for a regular grade and appropriate to be considered for transfer to Lehigh (i.e., those actually transferred and those that did not transfer because the grade was too low, too old, etc., to be accepted for transfer), and any grades received for courses taken under the auspices of Lehigh Abroad. Graduation honors are announced on university Day and published in the official commencement program.

3.11.2 Departmental honors

Departmental honors give qualified students opportunity to study in the major field more intensively and in greater depth than the standard program provides. Since the precise nature of the special study for each student is determined by the major department, it can be tailored to the student's special talents and interests. Major components available for building a program are:

1. Unscheduled work (up to four hours per semester in the junior year; up to six hours per semester in the senior year).
2. Waiver of graduate standing to take "400" courses if the student has the course prerequisites and if the semester schedule does not exceed fifteen hours. Credits from such a course can be counted toward only one degree, either undergraduate or graduate.

3.11.3 Living group honors

The officially recognized student living group having the highest scholastic average in any given academic year is awarded the Lehigh University trustee scholarship cup for the ensuing year. This award is announced at Founder's Day exercises. Any such student living group, which wins the cup three years in succession, retires the cup to its permanent possession.

3.11.4 Dean's list

At the end of each semester and at the end of the second summer session, the dean of students publishes a list of all regular undergraduates who during that
period achieved a term GPA of 3.60 or better, provided this average is based on at least twelve hours of regularly graded completed course work.

3.11.5 College honors program

Individual colleges may offer special honors programs. See under individual colleges.

3.12 Petitions

The right of petition is open to all students at all times. Petitions must be submitted to the committee on standing of students for curriculum transfers, makeup exams, senior re-exams, special exams, reinstatement or readmission in the university, and for other special action. The regular petition form must be prepared completely and signed by the curriculum director or academic dean and all other university officers appropriately involved with a full statement by each signer of the pertinent conditions and reasons for the recommended action. Petitions are acted on:

1. by the committee itself.
2. for the committee on the basis of power delegated to academic deans or the executive secretary of the committee.

Any petition denied by a delegated authority may be appealed to the committee.

3.12.1 (Deleted section: Faculty approved 12/4/2017)

3.12.2 Substitution and anticipatory examination petitions

Petitions for substitutions are granted on approval by the chairperson of the department for whose course a substitution is proposed or anticipated, by the chairperson of the student's major department, and by the dean of the respective college. Any petition denied may be appealed to the committee on standing of students.

3.12.3 Petition to waive a prerequisite
Prerequisites may be waived upon presentation of evidence of substantially equivalent preparation, if satisfactory to the instructor in charge of the course, the teaching department chairperson, and the chairperson of the student's major department. The records for all waivers are on a standard form provided by the registrar for listing reasons for waiver. The student's departmental chairperson will not approve the waiver unless adequate reasons are given. Waivers are filed at the time of registration. The registrar notifies the student of the action taken.

3.12.4 (Deleted section: Faculty approved 12/4/2017)

3.13 Course designation: transcript

When requested to do so by a department chairperson or division head, the registrar enters on student transcripts a more specific title than the one listed in the university catalog. This is designed to cover courses designated in the catalog course description as being of shifting content repeatable for credit. It is not designed to cover independent study or independent research courses.

3.14 Special regulations

3.14.1 College of Arts and Sciences

The College of Arts and Sciences offers 4 year BA and BS degrees in a wide variety of majors, all requiring a minimum of 120 credit hours, as well as various distinctive and cross-college programs. Curricula are proposed and updated through a process of review that originates in departments or programs and passes through the CAS Policy Committee (see 1.3.3.1.1), the College Faculty, the Educational Policy Committee, and the University Faculty. Current information on and regulations governing all College and cross-college offerings are maintained in the annually updated University Catalog.

3.14.2 College of Business and Economics

During the second semester of the sophomore year, students in the College of Business and Economics are required to select an area of study in which to major. The areas include: accounting, business economics, economics, finance, marketing, management, business information systems, and supply chain management. A major consists of at least
fifteen credit hours of advanced work in the particular field of concentration. Current degree offerings and requirements for graduation in the College of Business and Economics are maintained in the annually updated University Catalog.

3.14.5 Special undergraduate course opportunities

3.14.5.1 Apprentice teaching

The apprentice-teaching program is limited to juniors and seniors who wish an opportunity to learn about teaching to do so under the guidance of an experienced professor. Typically apprentices are associated with a freshman- or sophomore-level course, do a limited amount of lecturing and leading of discussion, assist in making up and evaluating written assignments, and are available for individual consultation with students. The regular or "master" teacher is responsible for assigning all grades given in the course. The duties performed by undergraduate apprentice teachers must in no way be confused with those performed by graduate teaching assistants.

To participate in the apprentice teaching program a student must be a junior or senior, must have an overall cumulative grade-point average of 2.80, and either

1. a. must have completed, with a 3.3 grade average, at least two courses in the field in which the apprentice teaching is done, and
   b. must have previously taken for credit a course equivalent to the course in which the apprentice teaching will be done,

OR

2. must meet the written standards for apprentice teaching established by the department in which the course originates.

A student may roster for apprentice teaching only once each semester, only once for a given course, and only twice in their college career. Students register for apprentice teaching by signing up for course number 300 (a number set aside in all departments for a one-to-four-credit course called "Apprentice Teaching"). Master teachers and apprentices must--normally, before preregistration time--submit a written "contract" or agreement describing the duties the apprentices will perform and method of evaluation. Forms are available for this agreement in department offices and associate deans' offices of the college. These forms must be signed by both the apprentice and the master teacher, then submitted for approval to both the chairperson of the department in which the apprentice teaching will be done and to the associate dean of the student's college and attached to the registration form.

The provost shall appoint a central coordinator of apprentice teaching who, with a committee of representatives of the three undergraduate colleges, will oversee, evaluate, and report on the program periodically.

Page 125 of 185
3.14.5.2 Cooperative undergraduate education

Certain departments offer limited opportunities to undergraduate students for cooperative work assignments with industrial or business firms and government agencies. In all cases cooperative work assignments are optional on the part of the student and there is no obligation for the student to accept permanent employment or for the cooperating organization to offer permanent employment.

When on a cooperative assignment, the student must register for the non-credit course, cooperative education, to maintain continuous student status. The fee for this course is established by the university treasurer. Participation in a cooperative education program does not relieve the student from any regular requirement for the academic curriculum in which he or she is enrolled. Details of cooperative arrangements vary with different curricula. Each department offering cooperative education will provide the details of its program in writing to interested students.

3.15 Other Academic Sessions

3.15.1 Summer Session

Regularly matriculated undergraduates may attend summer session courses. Undergraduates from other institutions must submit an application for admission to the summer session office. Graduate students follow the procedure for admission to graduate studies. Admission to special programs is approved by directors of the programs. With the exceptions above, the policies followed during the regular academic year regarding admission calendar, registration, fees, new credit courses, academic progress, and student conduct operate during the summer sessions.

Students may take no more than a total of 16 credits during the summer term without approval for an overload. Courses and programs of courses must be designed and scheduled to ensure students are provided a reasonable amount of time to complete the hours of effort required for each credit as defined in R&P Section 3.1.3 – Course credit.

For courses offered during the first or second session:
A student may add any course up until the end of the 2nd day of the summer session. From the 2nd to the 4th day of the summer session, students wishing to add a course must follow the procedures for a late add. After the 4th day of the summer session, students must petition to add a course. A withdrawal from a course within the first 4 days of the summer session is not recorded on the student’s record. Students wishing to withdraw from a course after the 4th day, but not after the 15th day of instruction, must follow the procedure for a late withdrawal. A student who officially withdraws...
from the university or a course between the 5th and 15th day of instruction receives a grade of W in the course(s) for which he or she is registered. A W may not be awarded after the 15th day of instruction.

For courses offered during the entire summer (Full Session):
A student may add any course up until the end of the 1st week of the summer session. From the end of the 1st week to the end of the 2nd week, students wishing to add a course must follow procedures for a late add. After the 2nd week of the summer session, students must petition to add a course. A withdrawal from a course within the first week of the summer session is not recorded on the student’s record. Students wishing to withdraw from a course after the 1st week, but not after the 10th week of instruction, must follow the procedures for a late withdrawal. A student who officially withdraws from the university or a course between the 2nd and 10th week of instruction receives a grade of W in the course(s) for which he or she is registered. A W may not be awarded after the 10th week of instruction.

3.15.2 Winter Intersession

Regularly matriculated students may attend winter session courses. Students from other institutions must submit an application for admission to the winter session to the General College Division. Graduate students follow the procedure for admission to graduate studies. Admission to special programs is approved by directors of the programs. With the exceptions above, the policies followed during the regular academic year regarding admission calendar, registration, fees, new credit courses, academic progress, and student conduct operate during the winter session.

Winter intersession will begin on the 1st Monday after the last Final Exam for the Fall semester and will end on the Friday before the start of the Spring academic semester. Students may enroll in no more than six credits. Courses and programs of courses must be designed and scheduled to ensure students are provided a reasonable amount of time to complete the hours of effort required for each credit as defined in R&P Section 3.1.3 – Course credit.

A student may add any course up until the 2nd day of the winter session. From the 3rd to the 4th day of the winter session, students wishing to add a course must follow the procedure for a late add. After the 4th day of the winter session, students must petition to add a course. A withdrawal from a course within the first 2 days of the winter session is not recorded on the student’s record. Students wishing to withdraw from a course after the 2nd day, but not after the 10th day of instruction, must follow the procedures set up for a late withdrawal. A student who officially withdraws from the university or a course between the 3rd and 10th day of instruction receives a grade of W in the course(s) for which he or she is registered. A W may not be awarded after the 10th day of instruction.

Page 127 of 185
3.16 General college division

For admission to the general college division, the applicant must submit an application at least one month prior to the start of the semester in which they hope to enroll. The applicant must show maturity, seriousness of purpose, and evidence of ability to pursue with profit the program of studies he or she desires. The student must have the established prerequisites for courses as he or she wishes to enroll and may register for courses up to and including the 300-level.

Students accepted into the division as exchange students through the auspices of the Lehigh Abroad Office may take 400 level graduate course with the approval of the appropriate department chair and dean’s office. Additional admissions requirements may be requested above those normally required for a student seeking admission into the division.

There is no established curriculum for the general college division. Each student works on a program outlined to meet his or her special needs. Each program must be approved by the director of the division.

Students in the division are not candidates for degrees. A student may transfer to regular matriculated undergraduate status in any of the colleges only upon petition to, and approval by, the committee on standing of students. Transfer to graduate studies is possible only through the normal graduate admission process.

Students in the division, as non-degree candidates, do not meet the eligibility criteria for federal student aid, under Title IV, including Federal Pell Grants and Federal Stafford Student Loans. Similarly, institutional financial aid is also limited to degree candidates.

Transfers from regularly matriculated status in any of the college to the general college division may be made only with the approval of the committee on standing of students. Transfers from graduate studies require the approval of the graduate committee.

With the exception above, students in the general college division are subject to the same rules and regulations as students of the university. They pay the tuition and fees established for regularly matriculated students. (See 5.4.2.6.)

3.17 Military science

Students desiring to enter advanced military science courses meet the requirements of the service branch selected. Training prerequisites for entry into the advanced course are:

1. satisfactory completion of a basic military, or
2. creditable attendance at one of the service academies for at least two years, or

Page 128 of 185
3. honorable active military services of at least four continuous months.

No active member of the Army, Navy, Air Force, Marine Corps or Coast Guard, or officer of the Public Health Service will be accepted. No commissioned officer, former commissioned officer, not an individual holding a certificate of eligibility for appointment as an officer in the Army, Navy, Air Force, Marine Corps, Coast Guard, Naval Militia, or reserve components thereof will be enrolled.

At the beginning of the second semester of the sophomore year a student may apply for advanced course in military science extending through the junior and senior years and including attendance at summer camp. Students are selected for the advanced course with the concurrence of the president of the university.

Students applying for advanced military science may be enrolled in these courses only within the quota limits established by the Department of Defense and upon selection by the appropriate board of selection.

Transfer students, who have contracted for but not completed a program of advanced ROTC training at the institution from which they are transferring, are required to complete their program of advanced training at Lehigh University, unless they can present an official discharge from the program.

Students attending Lehigh on ROTC scholarships (Army) are required to maintain an academic average satisfactory to the awarding service. There is no restriction on subjects or majors. Extracurricular activities are encouraged.

Any disciplinary or punitive action for misconduct will be reported by the university to the professor of military science for further action desired by the service concerned.

Students in the College of Arts and Science and the College of Business and Economics may substitute advanced military science credits for six hours of electives. If an overload is not approved, an additional academic period may be required.

Students in the P.C Rossin College of Engineering and Applied Science may substitute advanced military science or aerospace studies credits for six hours of free electives courses. If an overload is not approved, an additional academic period may be required.

Each student registering in military science shall make a cash deposit to be paid at the time of registration. When the student returns his or her military equipment in good condition the entire amount of the deposit will be refunded. Students taking ROTC are required to reimburse the university for returnable equipment which has been lost or damaged.

3.18 Continuing education
3.18.1 Program character

The educational goal of continuing education at Lehigh is to provide professional development and personal enrichment opportunities for a constituency outside the normal body of Lehigh undergraduate and graduate students.

If Lehigh is to serve a broad spectrum of carefully selected groups, a variety of forms, schedules, and delivery mechanisms must be developed. Continuing education offerings need not be limited to the format of time frame of traditional semester courses. Short courses, intensive workshops, clusters of regular and/or specially designed courses, and other approaches must be employed where appropriate.

Continuing education activities will not carry Lehigh degree credit. Participation in such activities will imply no progress or favored status in relation to Lehigh degrees, either undergraduate or graduate. For the goals of continuing education students, credit will generally be of little importance. When desirable, a certificate or other evidence of attendance may be issued. Lehigh University will award continuing education units to participants who complete selected non-credit continuing education programs. In awarding these CEU's the University will follow the guidelines established by the National Council on the Continuing Education Unit. The final decision on which programs carry CEU's will be made by the advisory committee on continuing education as a part of its regular individual program approval process. Permanent records of CEU awards will be maintained by the registrar's office.

The continuing education unit is a measurement of the time spent by a participant in non-credit continuing education programs. It provides a standard unit for record keeping and comparative purposes. One CEU is awarded for every ten contact hours of instruction. The CEU is purely a quantitative measurement. No participant evaluation is involved, and there is no independent accrediting body. The National Council on the Continuing Education Unit is a national federation of educational and training organizations which are developed guidelines for the use of CEU's. However, any organization may offer CEU's and compliance with NCCEU guidelines is completely voluntary.

The NCCEU suggests that CEU's be awarded only when the following criteria are met.

1. Programs are organized and educational in nature.
2. The programs are sponsored by an institution capable of fulfilling the administrative responsibilities inherent in the granting of CEU's.
3. The programs are taught by qualified instructors.
4. The sponsoring institution is able and willing to maintain permanent attendance and CEU award records.
5. The programs are evaluated in an organized and consistent manner.
6. CEU's are not granted in the following cases: credit programs, high school equivalency programs, orientation programs, meetings, entertainment or recreation programs, work experience, individual or self-directed studies.

3.18.2 Organization and administrative responsibilities

The functions of the office of continuing education in regard to continuing education are:

1. To develop and implement continuing education programs with the cooperation or consent of concerned departments or other agencies of the university.
2. To promote Lehigh continuing education in the general community. The office will identify new audiences through such techniques as market research, will publicize individual continuing education programs in an appropriate manner, and will foster a community awareness of Lehigh as a center for continuing education.
3. To serve as a central university contact point for anyone seeking information about continuing education at Lehigh. For this purpose, the office will maintain an information file on all continuing education activities at Lehigh as well as a current list of all regular Lehigh courses in which continuing education students are welcome.
4. To serve as a source of administration and support services for continuing education offerings at Lehigh. Some financial arrangement covering the cost of such services will be necessary between the office and the department or other university continuing education sponsor seeking such services.
5. To perform the functions of admissions and registration for continuing education students wishing to enter regular Lehigh courses as listeners.
6. To maintain and make available attendance and other necessary student records for participants in continuing education activities.

3.18.3 Program development

Department(s), center(s), and other university agency(ies) wish to offer new continuing education activities in the future may establish any of a number of relationships with the office of continuing education. Such department(s) and center(s) may (1) enter into an administrative and financial partnership with the office and jointly sponsor continuing education activities; (2) seek administrative and support services from the office and pay for the services they receive; and (3) handle all programmatic and administrative matters internally and only provide information to the continuing education office. Continuing education activities which originate in the office of continuing education must be referred for approval to the department(s), center(s), or...
other agency (ies) of the university most closely related to the content of the proposed activity. If a question arises as to which department(s), center(s), or other agency (ies) should be consulted, the continuing education advisory committee will make the final determination. Once approval has been expressed, the office will be free to implement the activity. The department(s), center(s), or other agency (ies) to which a proposed activity is referred will decide how approval is defined and expressed. Whatever process is used must be rapid. Disapproval should be based only on legitimate and significant reasons (an overlap with regular departmental offerings, a lack of education quality, or an inability to identify competent faculty).

In cases of irreconcilable difference between the director of continuing education and a department concerning the propriety of a continuing education activity, the continuing education advisory committee will make a final determination.

3.18.4 Faculty policies

Continuing education activity during the regular academic year will be considered as consulting for participating Lehigh faculty and staff. Any Lehigh faculty or staff member wishing to participate in continuing education activities during the academic year must have the approval of his or her department chairperson, center director, college dean, and the appropriate vice president. The basic responsibility of Lehigh faculty members is to the regular degree programs of the university. The university, in applying the approval procedure outlined above, will monitor the amount of continuing education activity in which a faculty member may engage.

Fees paid to Lehigh faculty and staff members involved in continuing education activities will not be tied directly to regular academic-year salaries. Instead, faculty remuneration will be dependent on the financial status of each activity. The following general guidelines are suggested: (1) A minimum of one-half of one percent and a maximum of 1.5 percent of the previous year's salary average at Lehigh for each half day spent in actual teaching. (2) Faculty organizers of such activities are entitled to remuneration above that given for their actual teaching in proportion to the actual effort expanded.

3.18.5 Financial arrangement

Continuing education activities—not connected to the university's regular academic program and schedule—will be treated as individual cost centers. Before any such activity is presented, the sponsoring university agency (ies) will prepare a budget indicating expected revenues, expenses, and net income. The budget will be circulated among the members of the continuing education advisory committee for approval.
The budgeted expenses should include a facility use fee (to be developed and standardized by the university controller's office) to be paid to the university. Fees for faculty participating as instructors or organizers should also be included in the budgeted expenses of the activity. The university departments, centers or other agencies sponsoring such continuing education activities will retain 90 percent of the net income (after all expenses have been met) to be used for legitimate educational purposes at the agency's discretion. The remaining 10 percent will constitute a return to the university.

3.20 Graduation

3.20.1 Requirements for graduation

In addition to the academic and semester-hour requirements for graduation in the several colleges and curricula, all students also meet the following requirements:

1. Completion of the residence requirements which stipulate that the candidate for a baccalaureate degree must have earned in residence at the university either a minimum of ninety semester hours, or at least sixty of the last seventy-five semester hours.
2. Achievement of a minimum cumulative scholastic average of 1.70. NOTE: Beginning with the class of 1992, the requirement will be a minimum cumulative scholastic average of 2.00.
3. Completion of all work to be credited toward a baccalaureate degree within an eight-year period. If the work is not completed within this period, the program will be reviewed by the committee on standing of students.
4. Payment of all indebtedness to the university of whatsoever kind, except any long-term notes.
5. Satisfaction of all requirements, scholastic, disciplinary, and financial, not later than 8:30 A.M. on the Wednesday preceding the graduation exercises.
6. Filing with the registrar of a written notice of candidacy for a degree by not later than March 1 for those graduating on university day, not later than September 1 for those graduating on founder's day, and not later than December 1 for those graduating in January.
7. Any student who is not receiving a degree may participate in the commencement exercises only with the permission of the committee on the standing of students. Permission to participate (without receiving a diploma or being listed in the program) for students not receiving a degree may be granted in either of the following circumstances:
a. The student has completed the requirements for a degree with one major, but wishes to delay the granting of that degree until a second major has been completed.
b. The student has properly registered for all courses necessary to complete his/her degree as of the twelfth week of classes, and successfully completes all but one of the required courses.

3.20.1.1 Second baccalaureate degree

The program of study for a second baccalaureate degree must be no less than thirty hours additional recommended by the appropriate department chairperson presented by petition to the committee on standing of students for official approval and authorization. The program for the second degree will include courses to complete the distribution, general and major requirements of the college conferring the second degree. Exceptions to this requirement must be approved by the dean of the college and the committee on the standing of students.

3.20.2 (Deleted section: Faculty approved 12/4/2017)

3.20.3 Transcripts of record

An academic transcript will be issued to any student or former student of the university without charge provided there are no financial obligations to the university and such student or former student is under no disciplinary action voiding such issuance of a transcript. An immediate, over the counter, transcript request will be subject to a fee.

3.20.4 Conferring of degrees

Degrees are conferred on university day and on such other occasions as may be authorized and designated by the board of trustees.

3.20.5 Diplomas

Diplomas are signed by the chair of the board of trustees, the secretary of the board of trustees, the president of the university, and the secretary of the university’s faculty, authority for such action having been formally approved by the board of trustees and by the faculty.
3.20.6 Honorary degrees

Honorary degrees are conferred at any commencement exercise. The degrees of doctor of philosophy, master of arts, master of business administration, master of science, bachelor of science, and bachelor of arts are excluded from the list of honorary degrees. The degrees of doctor of laws, doctor of letters, doctor of humane letters, doctor of divinity, doctor of science, doctor of music, and doctor of engineering are approved as honorary degrees. No honorary degree shall be conferred "in absentia."

(See 1.2.4.4.)

3.21 Graduate Studies regulations

3.21.1 Graduate admissions

A student who has taken the bachelor's degree or a degree in technology at any recognized college, university, or technical institution may be admitted as a graduate student and by permission of the graduate and research committee may pursue studies leading to an advanced degree. Admission to graduate standing is obtained by securing the approval of the dean of the appropriate college and of the chairperson of the department in which the student intends to do the major portion of his or her work. The decision to admit a student to graduate studies ordinarily rests with the chairperson of the department in which the student wishes to major. This procedure is warranted by the specialized information from which the student's qualifications and his or her compatibility with the department must be judged. The departments set their recruitment policies without much intercommunication; they attract students from different sets of schools; and their forms of support -- and thus their needs for student help -- differ notably. Thus there is good reason to provide an overview of the admission standards which are observed in enrolling new students into graduate studies.

There are two categories of graduate students, namely regular graduate students and associate graduate students. Except for qualified Lehigh undergraduates, only those who have been officially admitted by the appropriate college either as regular or associate graduate students may register for graduate courses or take them for credit. Only regular graduate students are candidates for graduate degrees. Applications for admission as a regular graduate student are accepted only up to thirty days before the start of classes. Applications for admission as associate graduate students are accepted during this 30-day period.
status may be offered to those who apply for regular student status but fail to qualify. Between the end of the regular admission period and the first day of classes there is a late admission period in which only associate applications are considered. Associate students admitted during this period and who are clearly qualified for regular admission may petition for regular status after the start of classes provided all documents have been received. There is no late application fee.

Applicants for associate status must complete a simplified application form that requires only an unofficial transcript and does not require letters of reference. The registrar will require an official final transcript before grades are released.

Associate graduate students must complete the first nine consecutive credit hours of courses numbered 300 or higher with at most one grade of "C", "C+", or "B-", all other grades of "B" or better in order to continue. Individual departments may require more rigorous probationary standards. After the probationary period of nine credit hours is completed, an associate student must petition for regular student status in order to continue. This will require the submission of the regular admission documents if they have not been previously submitted. Courses completed during a successful probationary period may count toward a graduate degree if they are part of an approved program.

In order to be considered for admission as a regular graduate student an applicant must satisfy at least one of the following conditions:

- Have an undergraduate G.P.A. of at least 2.75.
- Have an average of at least 3.00 for the last two semesters of undergraduate study.
- Have scores at or above the 75th percentile on the GRE or other recognized test.
- Have a graduate G.P.A. of at least 3.00 on a minimum of twelve hours of graduate work at other institutions, or
- Have successfully completed the probationary conditions as an associate student as described above.

Satisfying the appropriate conditions above is necessary but not sufficient for admission as a regular graduate student. Individual departments may require higher qualifications.

If a department wishes to offer admission to a student who fails to meet any of the requirements, the department is required to submit its recommendation to the appropriate college office with an explanation. Cases that cannot be resolved by the chairperson and the dean will be referred to the graduate and research committee for a decision.

Students of Lehigh University who are within a few hours of meeting the requirements for a baccalaureate degree may, with the special approval of the graduate committee, enroll for a limited amount of work for graduate credit. Lehigh undergraduate students may apply course credits taken as an undergraduate toward a graduate degree under the following conditions:

1. The course credits may not have been submitted as part of the requirements for a previous degree.
2. Courses at the 200 or 300 level must be approved by the course instructor, department chairperson, and the appropriate college dean. A grade of B or better must be attained. It is not necessary for a student to inform the instructor beforehand.

3. A maximum of 6 credit hours taken while an undergraduate (in 400 level courses) may be used in a Master's degree program.

3.21.2 Graduate scholarships and fellowships

These awards are made to graduate students on the basis of superior qualifications and of need. Three types of awards are available: tuition-free scholarships authorized by the board of trustees; endowed scholarships and fellowships providing a stipend from which regular tuition must be paid unless accompanied by an additional free-tuition grant; and fellowships supported annually by various foundations, individual donors, and industrial organizations which provide a stipend and tuition. Following policies established by the graduate and research committee, the dean of appropriate college appoints the recipients of these awards upon recommendations by the departments. Candidates for a graduate scholarship or fellowship file applications as specified by the appropriate college for the next academic year, on forms which may be obtained from the appropriate college office.

3.21.3 Graduate registration

A graduate registration period for each regular semester and summer session is set by the registrar. With payment of a fee, late registration is allowed through the tenth day of instruction in a regular semester or the fifth day of instruction in a summer session.

3.21.4 Limitation of schedules

The maximum roster of a full-time (no employment) graduate student shall not exceed 18 credit hours, but students can petition to SOGS for up to 20 credit hours.

Graduate students who are full-time employees at the university may not take more than six semester hours of graduate work in any one semester.

Graduate students who are half-time employees of the university (e.g., half-time teaching assistant or half-time research fellows) may not take more than ten semester hours of graduate work in any one semester.

Page 137 of 185
Graduate students under contract to devote not more than one-third of their time to university employment may take a maximum of twelve semester hours in any one semester.

Graduate students who are employed elsewhere and can give only part of their time to graduate work must restrict the size of their rosters accordingly.

Full time status is indicated for graduate students who register for a minimum of nine credit hours each semester, or three credit hours in each summer session. After fulfillment of degree credit hour requirements and in some other circumstances, full time status may be maintained when the student is registered for fewer than nine credit hours. In such cases the status must be certified by the department and the appropriate college dean. Full time status may be maintained for students that have completed all degree credit hour requirements, even when not registered for courses, while continuing a program of full time research when their status is certified by the department and the appropriate college dean.

3.21.5 Determination of Academic Standing

The University defines general standards for academic standing for all graduate students. Colleges, departments, and graduate programs may define additional standards for a student to remain in good standing and be allowed to continue to pursue graduate studies. When warranted, and in consultation with programs and departments, the Dean’s office at the appropriate college shall issue notifications of probation or dismissal.

3.21.6 Auditors

With the consent of the dean of their college, instructor, adviser and the chairperson of the department concerned, a graduate student may attend as an auditor one or more courses, which shall be outside the approved program of studies for the degree; provided that in the case of a part-time student his or her total hours, including the courses for which he or she is registered and in which the student is an auditor, may not exceed the limits set forth for employees of the university (as defined in R&P 3.21.4 Roster limitations and an audit registration counting as one credit toward the limit).

An Audit registration will not count toward any requirements for a doctoral or masters degree.

An Audit registrant that attends class to the satisfaction of the class instructor will receive a “AU” notation on the permanent record. A Students not attending class to the satisfaction of the instructor may be assigned a “W” for the permanent record. A student may register for an audit in place of maintenance of candidacy.
An Audit registration will not automatically count toward full time certification for graduate students. An Audit registration may count (8 credits and AU) toward full time status for graduate students. Students not registered for normal full time credits (including 8 plus an Audit) may be certified as full time under those special petition procedures in R&P 3.21.4 if they are not greater than half-time employees of any institution or business. A student who has attended a course as an auditor shall not be given an anticipatory examination for credit in that course and may not register for the course for credit in the future.

3.21.7 Graduate Leave of Absence

Graduate students may request a leave of absence for one year at a time up to a maximum of two years. Only students who have successfully completed at least one semester of graduate study and are in good academic standing are eligible for a leave of absence. These requests are reviewed by the Graduate Student Life Office and are granted by guidelines as determined by the Graduate and Research Committee. When a leave is granted, program coordinators, faculty advisors, funding administrators/supervisors (if applicable), department chairs, graduate associate deans, and the registrar will be notified of the approval.

An approved leave of absence extends time-to-degree deadlines for the duration of the leave, up to a maximum of two years. Graduate students who spend more than two years away from graduate study are required to re-apply for admission.

3.22 Requirements for Master's Degree

3.22.1 Masters of Arts, Science, Business Administration, Education and Engineering

The master's degree is granted to properly qualified students who complete satisfactorily at least two full semesters of advanced work. In meeting the requirements for the degree, the student complies with the following regulations:

1. Each candidate for the master's degree submits for the approval of the graduate and research committee the program of courses he or she proposes to take to satisfy the requirements. This program must have the approval of the chairperson of the student's major department, and all courses included which
are not offered by the student’s major department also must be approved by the chairpersons of the departments concerned. Approval of the program by the graduate and research committee signifies that the student has formally been admitted to candidacy for the degree.

2. The “minimum” program for the master’s degree includes:
   a. not less than thirty semester hours of graduate work.
   b. not less than twenty-four hours of 300- and 400-level course work of which at least eighteen hours are from the 400 group.
   c. not less than eighteen hours in the major field.
   d. not less than fifteen hours of 400 courses in the major field.
   e. No transfer credit may be awarded to reduce the minimum credit requirements of any degree beyond a master’s, including all educational specialist degrees.

3. The eighteen hours required in the major field are ordinarily taken in one department. Specific exceptions to this rule are mentioned in the departmental statements at the head of course listings. The remaining twelve hours of a “minimum” program, or any part of them, may also be taken in the major department; or they may be taken in any other field in which courses for graduate credit are offered, as the needs or interests of the student may indicate, subject to the approval of the chairperson of the major department. In all cases the work for the master’s degree is taken under at least two instructors.

4. A graduate student may include in his or her program courses numbered 200 or higher outside of the major field and courses numbered 300 or higher in the major field. A graduate student registered in 200 or 300 courses may be assigned additional work at the discretion of the instructor.

5. If required, the thesis does not count for more than six credit hours, and thesis registration is limited to a maximum of six credit hours. The credit to be allowed is fixed by the chairperson of the major department. The final manuscript of the accepted thesis is submitted via the University-specified process. A fee is paid for on-campus archiving. Candidates should submit the original approval/signature page, a copy of the title page, and the abstract to the office of their college dean. These files are kept in the Registrar’s Office. Information as to the form in which the thesis is presented may be obtained from the office of the appropriate college.

6. No course in which the grade earned is less than C- is credited toward the degree.

7. All work which is to be credited toward a master’s degree must be done through or approved by the appropriate academic unit of Lehigh University. A student who receives more than four grades below B- in courses numbered 200 or higher.
becomes ineligible to qualify for the master’s degree or to register for any other 400 level courses.

8. All work on a program for the master’s degree must be completed within a six-year period.

9. All theses must be fully accessible to the graduate and research committee and to the other faculty.

10. Lehigh accepts no restriction on the right to publish and disseminate master’s theses developed as part of a sponsored or non-sponsored project. The university process for providing archival and public records of theses will provide for theses to be accessible to readers outside the university. Availability may be delayed as follows:

   a. A short delay in accord with obligations to research sponsors is considered to be within the scope of free and open publication. For the purpose of meeting such obligations, delay in electronic publication of the thesis will not exceed 90 days without approval of the office of the candidate’s college dean and in any event will not exceed one year.

   b. Delay up to five years in electronic publication of the thesis for the purpose of enabling the candidate to seek other venues for publication of its content may be approved by the office of candidate’s college dean, which will consider the relationship between the thesis and other venues for dissemination as well as the norms of the candidate’s field of study.

11. When all requirements have been met, the candidate is recommended by the faculty to the trustees for the master’s degree appropriate to the work pursued.

3.22.2 Transfer credits

With the approval of the department chair(s) offering commensurate courses and the student’s department chair (if different), the following number of credits may be transferred to Lehigh Master’s degree program.

- Up to nine credits for programs of 36 credits or less
- Up to twelve credits for programs of 37 to 48 credits
- Up to fifteen credits for programs of 49 to 60 credits

To be eligible for credit towards a Lehigh Master’s program, all transferred courses must:

- Have been taken at the graduate level
- Have a grade of B or better
- Not have been used toward any prior degree
- Have been completed within four years of first enrollment into a Lehigh graduate program
If from a U.S. institution, that institution must be accredited by one of the six regional accrediting associations: Middle States Association of College and Schools, North Central Association of Colleges and Schools, New England Association of Colleges and Schools, Northwest Association of Colleges and Schools, Southern Association of Colleges and Schools, and Western Association of Colleges and Schools.

Certain colleges or degree programs may have more restrictive policies with regard to the number of transferable credits or eligibility of courses. A petition is submitted to the Registrar with course descriptions and an official transcript, as well as a departmental recommendation(s). Students may also be asked for a statement from their former institution stating that the course has not been used toward a prior degree.

3.23 Requirements for doctor of philosophy degree

The degree of doctor of philosophy is conferred on candidates who have demonstrated general proficiency and high attainment in a special field of knowledge and capacity to carry on independent investigation in that field as evidenced by the presentation of an acceptable dissertation embodying the results of original research. The requirements for the degree are more specifically set forth in the following regulations.

3.23.1 Time requirements

A candidate ordinarily is expected to devote three or more academic years to resident graduate study. In no case is the degree awarded to one who has spent less than two full academic years of graduate work. (See 3.23.2) Graduate work done in residence at other institutions leading to an advanced degree will be accepted in partial fulfillment of the time requirements, provided such work is approved by the graduate and research committee and by the departments concerned. Work of fragmentary character scattered over a long period of years, or work completed many years before the student becomes a candidate for the degree, is subject to special review by the University graduate and research committee. The extent to which such work may be credited towards fulfillment of the time requirements will be decided by the committee. All post baccalaureate work submitted in a program for the Ph.D. degree must be completed within a ten-year period. Candidates entering the doctoral program with a master's degree after an interruption of at least one semester must complete work within a seven-year period.
3.23.2 Concentrated Learning Requirement

To fulfill the concentrated learning requirement for the doctoral degree, a candidate must complete two semesters as a full-time graduate student or at least 18 credit hours of Lehigh graduate study within a fifteen-month period either on or off campus. The concentrated learning requirement is intended to ensure that doctoral students spend a period of concentrated study and intellectual association with other scholars.

Individual departments may impose additional stipulations. Candidates should check with their advisers to be certain that they have satisfied their concentrated learning requirements.

3.23.3 Admission to candidacy

Candidates for the doctorate are accepted in a limited number of departments only, and a department may limit the number of candidates accepted in any year. In exceptional cases new students may be admitted to candidacy immediately upon registration into graduate studies. Ordinarily, however, they are required to spend at least one semester in concentrated learning (see section 3.23.2) before they are accepted as candidates.

Students who enter a Lehigh doctoral program post baccalaureate must complete a minimum of 72 Lehigh credit hours.

Students who enter a Lehigh doctoral program with a master’s degree from another institution must complete a minimum of 48 Lehigh credit hours past the master’s degree.

Students seeking to receive both a master’s degree and a doctoral degree must complete a minimum of 72 Lehigh graduate credits and must meet the requirements of both degrees.

Students participating in approved dual-degree doctoral programs involving external institutions may transfer up to 25% of their total required doctoral program dissertation/research credits to Lehigh for work that was performed at the external partner institution. Approval of such programs is required by the Dean of the relevant Lehigh College.

Admission to candidacy is at the discretion of the Graduate and Research Committee and is granted only upon written application by the student. The applicant must have the endorsement of the departments concerned. The proposed major department may require a qualifying examination. In passing upon a student application, the faculty will take into consideration the applicant’s general education, as well as the special qualifications for work in the chosen field. Each applicant is notified by the appropriate college dean, in writing, of the action of the committee upon his or her application.
The application of a foreign student must be accompanied by a statement from the department in which he or she intends to specialize, certifying that he or she has a satisfactory command of English.

At the time of admission to candidacy, a special committee is appointed by the Graduate and Research Committee to direct the work of the candidate. The Graduate and Research Committee may delegate to the department or program sponsoring the degree the initial appointment of the committee and approval of any subsequent changes in committee membership.

The minimum number of committee members is four and each must hold a doctoral degree. Of these, three, including the committee chair, are to be voting Lehigh faculty members. In exceptional circumstances, with the written approval of the dean of the college, one of these three faculty members may be drawn from non-voting faculty and researchers, including departmentally professors of practice, university lecturers, professor emeriti, and research scientists. These non-voting members of the faculty may co-chair the committee with the consent of the committee and the approval of the college dean. In cases of transition, when a voting faculty member is chairing the committee at the time of his/her retirement, that faculty member may, with the approval of the college dean, continue as committee co-chair after retirement, serving with a newly appointed co-chair.

The fourth required member must be from outside the student’s department (or outside the student’s program if there is only one department in the college). Committees may include additional members who possess the requisite expertise and experience.

3.23.4 Plan of work

Preparation for the degree is based on the study of a major subject, to which one or two minor subjects may be added. The program of work, to be formulated by the candidate, should be planned to lead to a general mastery of the major field and to a significant grasp of any minor that may be added. The program must be approved by the graduate and research committee.

3.23.5 Language requirement

Language requirements for the doctor of philosophy degree are the option of, and in the jurisdiction of, the candidate's major department, and are not a university requirement for the degree. Each major department decides which languages, if any, form a part of each candidate's doctoral program.
3.23.6 General examinations

The general examination for the doctorate is designed to test both the student's capacity and his or her proficiency in the field of study. The examination is not necessarily confined to the content of courses that have been taken at Lehigh University or elsewhere. The examination is held ordinarily no earlier than toward the close of the second year of work, nor later than seven months prior to the time when the candidate plans to receive the degree. The student's special committee is in charge of the examination, which may be both written and oral.

Should a candidate fail in the general examination, he or she may be permitted by the graduate faculty to present himself or herself for a second examination not earlier than five months after the first. If the results of the second trial are also unsatisfactory, no further examination is set.

3.23.7 Dissertations

The candidate is required to present a dissertation prepared under the general direction of a professor at Lehigh University. The dissertation treats a topic related to the candidate's major subject, embodies the results of original research, gives evidence of high scholarship, and constitutes a contribution to knowledge. A student's doctoral committee chair must be a Lehigh faculty member approved by the student's major department.

The dissertation must be approved by the professor under whose direction it was written, by the candidate's special committee, and by the graduate and research committee. A copy bearing the written approval of the professor in charge is presented to the appropriate college dean for transmission to the student's special committee not later than April 15 if the degree is to be conferred in May or June and not later than December 1 if the degree is to be conferred in January.

The candidate deposits with the office of the appropriate college dean, at least two weeks before the degree is to be conferred:

a. The final manuscript of the accepted dissertation submitted via the University-specified process.

b. A receipt from the bursar for the payment of the publication fee for any on-campus and off-campus archiving.

c. The original approval/signature page, a copy of the title page, and the abstract. These files are kept in the Registrar’s Office.
Dissertations must remain fully accessible to the graduate and research committee and to the student's dissertation committee, and to other faculty.

Lehigh accepts no restriction on the right to publish and disseminate dissertations developed as part of a sponsored or non-sponsored project. The university process for providing archival and public records of dissertations will provide for dissertations to be accessible to readers outside the university. Availability may be delayed as follows:

1. A short delay in accord with obligations to research sponsors is considered to be within the scope of free and open publication. For the purpose of meeting such obligations, delay in electronic publication of the dissertation will not exceed 90 days without approval of the office of the candidate’s college dean and in any event will not exceed one year.

2. Delay up to five years in electronic publication of the dissertation for the purpose of enabling the candidate to seek other venues for publication of its contents may be approved by the office of the candidate’s college dean, which will consider the relationship between the dissertation and other venues for dissemination as well as the norms of the candidate’s field of study.

3.23.8 Dissertation defense

After the dissertation has been accepted by the special committee, the candidate will be expected to present an oral defense of the dissertation to the officers of professorial rank in the departments concerned and such other persons as may be selected by the candidate's special committee.

3.24 Requirements for the doctor of arts degree

The degree of doctor of arts is offered in any of several fields to students who are preparing for a career in college teaching. The requirements for admission and for the degree are the same as for the doctor of philosophy program (see section 3.23) with the following exceptions: 1. a broader distribution of graduate courses in the field; 2. a minor area of study for those students wishing bi-disciplinary preparation for two-year college teaching; 3. coursework and training in interpersonal awareness; 4. a supervised internship in college teaching; and 5. a research project appropriate to college teaching in the field of specialization.
3.25 Requirements for the doctor of education degree

The degree of doctor of education is intended for a limited number of carefully selected students engaged in the fields of administration, foundations, reading, measurement and research, and teaching. Successful professional experience is required for admission to candidacy for this degree.

3.26 Postdoctoral work

Students who have completed the requirements for the doctorate may enroll for postdoctoral individualized study under the guidance of selected members of the faculty. Such a program of study contemplates a broad educational and research development at advanced and mature levels, and provides opportunities to prepare for specific positions. A formal certification of such work as may be accomplished by the student will be made.

3.27 Grades for graduate students

(See 3.8 for undergraduate grades.)

3.27.1 Definition of grades

Course grades are defined as in section 3.8.1 except that no grade lower than C- may be counted toward a graduate degree, pass-fail registration is not allowed for graduate students, and grades are not reported for dissertation registration. No student who receives more than four grades below a B- in courses numbered 200 or higher is allowed to continue registration as a graduate student. Individual degree programs may impose higher standards.

3.27.2 Incomplete (N grade)

The N grade is defined as in section 3.8.2 except that parenthetical grades are not required for thesis or research courses and graduate students have a calendar year to remove course incomplete grades unless an earlier deadline is specified by the instructor. Graduate student incomplete course grades that are not removed remain as N or N(grade) on the student record for one year. After one year, the N grade will be converted to an F and the N(grade) will be converted to the parenthetical letter grade. Incomplete grades may be extended an additional year with approval of the course instructor and the graduate coordinator. After two years, outstanding incomplete grades would...
be converted to the parenthetical mark. Past two years, students could appeal to the Committee on Standing of Graduate Students (SOGS) with a timeline and plan for completion. Thesis or research project N grades may remain beyond one year until the work is completed.

3.27.3 Absent from the final examination (X and Z grades)

1. The X grade is defined as in section 3.8.3, except that parenthetical grades are not required for thesis or research courses and that to be eligible for a make-up examination a graduate student must file a petition and the petition must be approved by the graduate and research committee. The instructor schedules and administers the make-up.
2. The Z grade is defined as in section 3.8.3, except that parenthetical grades are not required for thesis or research courses and graduate students have a calendar year to complete course work following an Z grade unless an earlier completion deadline is specified by the instructor. The X portion of the grade is removed as described in section 3.8.3. Z grades which are not removed remain on the record of graduate students. All petitions for exceptions are sent to the graduate committee.

3.27.4 Course withdrawals

1. A withdrawal from a course within the first ten days of classes is not recorded on the student's record.
2. A student who wishes to withdraw from a course after the tenth day, but not after the eleventh week of instruction, receives a grade of W. A student who withdraws after the eleventh week period will receive a "WF" or "WP" at the discretion of the instructor.
3. A student withdrawing from a course submits a department-approved change of roster form to the Registrar's office.

4 Miscellaneous regulations pertaining to student conduct
5. Organization of the University

5.1 Board of Trustees

5.1.1 Membership

The board of trustees is the governing body of Lehigh University and consists of not less than eighteen nor more than 42 members divided into the following classifications:

- corporate trustees – ten elected for five year terms by the corporate trustees
- appointed trustees – no more than twenty-five elected by the corporate trustees for three year terms
- alumni trustees – no more than six elected by the Lehigh University alumni association for three years, three of the six shall be elected who were graduated not less than two nor more than ten years prior to election
- trustee – ex-officio – president of the University.
- trustee emeriti (without a vote)
- honorary trustee

5.1.2 Standing committees

The board of trustees has the following standing committees:
- executive committee,
- finance committee,
- audit committee,
- development committee,
- physical planning and plant committee,
- academic affairs committee,
- student affairs committee,
- nominating committee,
- oversight committee for related organizations,
cultural affairs committee, and public affairs committee.

5.1.2.1 Executive committee

The executive committee has and exercises the powers and authority of the board of trustees in the management of business of the University between meetings of the full board of trustees and subject to such regulations and instructions as may from time to time be made or given to it by the board of trustees. The executive committee presents to the board of trustees, at its annual meeting and otherwise as required by vacancies, nominations for officers to be elected by the board. The committee develops and administers a program of orientation for newly elected trustees. When a vacancy in the office of president of the university occurs, the committee initiates and oversees the presidential search process. The committee consults with the president of the university regarding the selection of persons for appointment to major administrative offices of the university. The committee approves the creation of all sub-committees of board committees.

5.1.2.2 Finance committee

The finance committee has general responsibility for oversight of the university's financial assets, for financial planning, for development of financial policies of the university, and for coordination of all programs affecting the fiscal affairs or financial condition of the university.

5.1.2.3 Development committee

The development committee reviews and recommends fund-raising and public relations programs that are deemed necessary or desirable to enable the university to carry out its purpose. It also actively solicits gifts and recommends fund-raising strategies.

5.1.2.4 Physical planning and plant committee

The physical planning and plant committee reviews policies for (a) the long-term physical development of the university; (b) the design, construction, and renovation of new or existing facilities; and (c) the budgeting and cost control for construction and renovation projects. It also reviews policies and makes
recommendations with respect to the maintenance and operation of buildings and the care of grounds.

5.1.2.5 Audit committee

The audit committee periodically appraises the financial control and accounting systems of the university and recommends any changes it deems appropriate. The audit committee recommends the designation of an independent auditor (which shall be a certified public accounting firm) each year and causes to be prepared and submitted to the Board of Trustees at least once per year an audited statement of the university's and related organization's receipts and expenditures for the audit period and financial condition as of the close of the period. The committee may require a representative of the independent auditor or any officer or employee of the university to appear before it and answer questions which it may have regarding the audited financial statement or the financial condition of the university.

5.1.2.6 Academic affairs committee

The academic affairs committee reviews and makes recommendations with regard to the general academic policies and programs, including graduate studies and research activity, of the university. It also works with the officers of the university in periodically reviewing and overseeing the implementation of regulations and procedures relating to visiting committees; recommends to the board a chairperson for each visiting committee; and acts on recommendations of the administration on appointments to membership of the various visiting committees. If in accordance with the provisions of Articles 2.2.6.11 and 2.2.9.11 of R&P there is to be an appeal before the academic affairs committee, that committee may require the advice of others including the president before adjudicating any dispute between the provost and the representatives of the faculty.

5.1.2.7 Cultural affairs committee

The cultural affairs committee reviews and recommends policies to enhance the cultural climate experienced by the Lehigh family.
5.1.2.8 Student affairs committee

The student affairs committee reviews and makes recommendations with regard to the general policies within the division of student affairs, as well as admissions and financial aid.

5.1.2.9 Nominating committee

The nominating committee presents to the board of trustees, at its annual meeting and otherwise as required by vacancies, nominations for trustees. The committee determines criteria for the selection and qualification of members of the board and officers with the exception of president of the university. The committee furnishes information relating to the background and qualifications of all such nominees to all board members at least two weeks prior to the board meeting at which an election is scheduled to take place. The committee consults at least annually with the Lehigh University alumni association with regard to selection of key alumni association officers and nominees for the office of trustee from the general alumni body.

5.1.2.10 Public affairs committee

The public affairs committee of the board of trustees facilitates and promotes the development of the areas surrounding the Lehigh campus. While this is the primary focus of the committee, university staff is involved in numerous other community, civic, and economic development activities in the Lehigh Valley as a whole. This committee may be the vehicle for the board to participate in the direction of these activities. It is acknowledged that the overall strength and image of Lehigh is directly linked to the environment surrounding our campus. In order to accomplish this mission, the committee: becomes knowledgeable about the redevelopment activities in the Lehigh Valley which directly and indirectly affect Lehigh; facilitates changes to the Lehigh Valley which are in the best interests of Lehigh and the adjacent community; promotes good relationships with the city of Bethlehem, other Lehigh Valley municipalities and their residents; and recommends to the board of trustees, actions by Lehigh University which may assist in accomplishing these goals.

5.1.2.11 Oversight committee for related organizations

Page 152 of 185
The oversight committee for related organizations oversees the related organizations on behalf of the trustees on an ongoing basis. The committee and lead representatives of the related organizations work together to mutually enhance their corporation's reputations and missions. The committee makes recommendations to the trustees with regard to general policies of the related organizations and shall ensure systems are in place to limit the financial, legal and public relations risk to the university.

5.2.1 Officers

5.2.1.1 President

The president is the chief executive officer of the university. He or she is the direct representative of the board of trustees in executing the will of that board and is responsible for reporting to the board of trustees on the general welfare and progress of the university. He or she presides over meetings of the faculty.

5.2.1.2 Provost and vice president for academic affairs

The provost and vice president for academic affairs exercises all the powers and duties of the university in the case of disability of the president, or at the direction of the president, or, in the case of a vacancy in the office of the president, until the next meeting of the board of trustees or of the executive committee of the board. The provost and vice president for academic affairs (hereinafter referred to as “provost”) is the chief administrative officer of the academic programs of the university. Under the mandate of the president, he or she supervises and directs all instructional programs and personnel, approves all appointments to the instructional staff, controls funds budgeted for instructional purposes, and performs such other duties as are assigned by the president. Additionally, he or she is generally responsible for academic administration, admissions, student affairs, research, and information resources.

5.2.1.3 Vice president for finance and administration

The vice president for finance and administration, under the direction of the president, is the chief financial and administrative officer for the university. He or she is generally responsible for the areas of financial planning and management, budgeting, human resources, internal audit, treasury, facilities management and planning, risk and safety management, legal services,
research administration and auxiliary business services of the university. He or she is expected to keep the president and the board of trustees apprised of the university's financial condition. The person in this position determines either directly, or with advice, the broad policies relating to business and financial matters. He or she is responsible for creating operating systems and selecting appropriate personnel to carry out these functions effectively, and performs such other duties as are assigned by the president.

5.2.1.4 Vice president for advancement

The vice president for advancement, under the direction of the president, has the responsibility of managing fundraising activities of the university. He or she works closely with the academic area and senior administrators to identify priority needs of the university, then coordinates appropriate development activities to ensure those needs are funded. The vice president for advancement manages the areas of development and advancement relations, including university events, and performs such duties as are assigned by the president.

5.2.1.5 Executive director of athletics

The executive director of athletics, under the direction of the president, is responsible for the programs in intercollegiate athletics, intramural athletics, and recreation. His or her specific responsibilities include the conduct and management of all intercollegiate athletics, including business management and the arrangement of schedules subject to university policy, as well as the inauguration and implementation of general policies governing intercollegiate competition (except for faculty policies governing player eligibility and observance of conference regulations). Further, he or she is responsible for developing intramural and recreational programs available to all students. He or she is responsible for the assignment of the departmental staff to coaching and supervisory duties in support of the university's program of intercollegiate, intramural, and recreational activities. The executive director also is responsible for scheduling and policies for the use of athletic and recreational facilities under the jurisdiction of the department.

5.2.1.6 Executive director of Zoellner Arts Center

The executive director of the Zoellner Arts Center, under the direction of the president, is responsible for the leadership and overall operation of the university's performance and visual arts center. His or her specific
responsibilities include the creation of a vision for the center, overall management of the organization including preparation and maintenance of the budget, production, implementation and maintenance of artistic programs of the highest caliber. He or she works with appropriate colleagues to develop and implement fundraising, publicity and marketing campaigns. In addition, the executive director coordinates related outreach programs and works with affiliated academic departments to produce annual programs of cultural events. He or she exercises such other duties as the president may assign.

5.2.1.7 Deans of colleges

The dean of any college in the university is, under the direction of the provost of the university, the administrative head of his or her college. The dean presides at meetings of the faculty of his or her college and directs the academic interests of the departments within the college. The dean or his or her representatives are responsible for the academic advisement and enrollment of students in the curriculum or curricula of the college. The dean or his or her representatives are responsible for the college’s graduate programs, graduate admissions and enrollment management and the granting of advanced degrees.

5.2.2 President

(See 5.2.1.1)

5.2.2.1 Executive assistant to the president and associate vice president

The executive assistant to the president and associate vice president, under the direction of the president, is responsible for the development and implementation of strategic institutional initiatives. He or she provides direct administrative support to the president's office. He or she is also responsible for serving as a representative of the president's office on a number of university committees; providing counsel to the president on university issues; and working directly with students, parents, faculty, staff, trustees, alumni, government representatives, and members of the community in a variety of capacities. He or she exercises such other duties as the president may assign.
5.2.2.2 Assistant vice president for university relations

The assistant vice president for university relations, under the direction of the president, establishes and creates institutional marketing and communications plans in support of student recruitment, development and institutional identity, and national visibility. He or she is also responsible for university relations that impact student recruitment, alumni relations, development marketing and communications, institutional identity, image and visibility. In addition the he or she is the key advisor on major communications matters and issues, and serves as the point person for crisis communication and strategy planning. He or she exercises such other duties as the president may assign.

5.2.2.3 Assistant to the president for community and government affairs

The assistant to the president for community and government affairs, under the direction of the president, is responsible for government relations, community relations and academic outreach. He or she manages, staffs, plans, implements and budgets a comprehensive program in support of current efforts and partnerships and new initiatives, and acts as liaison between the academic and administrative leaders and the community and government officials.

5.2.2.3.1 Director of community relations

The director of community relations, under the direction of the assistant to the president for community and government affairs, identifies, promotes and supports Lehigh community programs that provide opportunities for area residents and local businesses, and assists in the cultivation of initiatives to foster the continuance of the renaissance of South Side Bethlehem. He or she serves as the primary liaison between Lehigh and key community groups. In addition, he or she serves on relevant boards; serves and the primary point of contact for community requests for Lehigh’s assistance, counseling, advice, and support, and identifies opportunities for faculty and staff to engage in meaningful community activity. He or she exercises such other duties as the assistant to the president may assign.

5.2.2.3.2 Director of academic outreach
The director of academic research, under the direction of the assistant to the president for community and government affairs, is responsible for the development and coordination of academic outreach, including pre-college programs for primary, middle and high school students. He or she exercises such other duties as the assistant to the president may assign.

5.2.3 Academic Affairs

5.2.3.1 Provost and vice president for academic affairs

(See 5.2.1.2)

5.2.3.1.1 Dean of colleges

(See 5.2.1.7)

5.2.3.1.2 Dean of admissions and financial aid

The dean of admissions and financial aid, under the direction of the provost, is responsible for recruiting and admitting the undergraduate student body and for general administration of the undergraduate financial aid program. He or she exercises such other duties as the provost may assign.

5.2.3.1.2.1 Director of financial aid

The director of financial aid is generally responsible for the university financial aid program which provides counseling to students and parents, administers the various student aid programs sponsored by federal and state governmental agencies and other donor groups, coordinates part-time employment activities related to financial need, and administers university student financial aid funds in accordance with university policy. The director exercises such other duties as the dean of admissions and financial aid may assign.

5.2.3.1.3 Director of institutional studies
The director of institutional studies, under the direction of the provost, is responsible for the collection, analysis and reporting of institutional data as well as the preparation of the university's annual planning document.

5.2.3.1.4 Director of international education

The director of international education, under the direction of the provost, is responsible for the international students and scholars, study abroad and international advancement. Such responsibilities include: visa and programming advising and orientation for the international students and scholars; Lehigh Abroad programs for semester, year, summer and winter terms; international alumni network, staff support for the Global Council, the Global Union, international student recruiting, and fund raising from international sources in cooperation with the appropriate offices; and the Global Union. In addition, the director is responsible for specialized programs such as Phi Beta Delta International Honor Society, Fulbright Scholar advising and the Global Council.

5.2.3.1.5 Registrar

The registrar, under the direction of the provost, is responsible for the registration of students, the recording and dissemination of all official reports of student grades, the preparation and maintenance of permanent records of academic progress of students of the university, determination of student classification, the evaluation of transcripts for credit, development of the schedule of classes, auditing of students for degrees, certification of athletic eligibility, assignment of course numbers, administration of the data base system, and the preparation of such special records, reports, or studies as may be requested by the provost.

5.2.3.1.6 University chaplain

The university chaplain, under the direction of the provost, is responsible for initiating and coordinating religious services and programs as well as for the activities of religious organizations in the university. He or she is responsible for Packer Memorial Church and its appropriate uses. The chaplain also provides personal and religious counseling to students, faculty and staff, and others in the university community. Further, he or she exercises such other authority and duties as are assigned by the provost of the university.
5.2.3.1.7 Vice provost for information resources

The vice provost for information resources, under the direction of the provost, is responsible for computing and communication services, libraries and information services, and media services. The vice provost is responsible for developing university policies and standards, administration of university information services and systems, and for administering fiscal and staff resources within his or her area of operation. He or she exercises such other duties as the provost may assign.

5.2.3.1.8 Vice provost for research

The vice provost for research, under the direction of the provost, is responsible for the stimulation, promotion, and coordination of research, scholarship, and general faculty development. The vice provost provides strong visible leadership for research at the university and articulate the research mission to students, faculty, trustees, business leaders, and funding agencies. He or she works with the faculty and administration to increase research funding for the university and enhance its national stature as a research institution, provide effective liaison with industrial concerns, government agencies, foundations, and other sources of research support to identify funding opportunities and foster inter-institutional partnerships. He or she is also responsible for encouraging the development of cross-disciplinary research programs at Lehigh and improving the integration of research and instruction at all levels. He or she exercises such other duties as the provost may assign.

5.2.3.1.8.1 Director of special academic programs

The director of special academic programs, under the direction of the vice provost for research, supervises summer sessions, continuing education, and distance learning. With the approval of the vice provost, he or she prepares a summer session budget; coordinates the assignment of faculty to summer session courses, arranges for the compensation of faculty; prepares summer session announcements, bulletins and teaching schedules, and takes such other measures as he or she deems necessary for the proper conduct and development of summer sessions. (See 5.4.1.7) The director also oversees continuing education and distance learning. He or she works closely with faculty to arrange schedules, disseminates information on continuing education and distance learning at Lehigh, develops linkages between Lehigh faculty and professional, managerial and technical groups within the region, and enhances Lehigh’s reputation as a valuable educational resource for American industry. The director also supervises and evaluates all
support personnel in the office of continuing education and distance learning. (See 5.4.1.6)

5.2.3.1.8.2 Director of faculty development

The director of faculty development, under the direction of the vice provost for research, administers the Faculty Development & Learning Innovations Program, which connects professors and graduate teaching fellows with many resources on teaching and learning. The director brings nationally known consultants on teaching to campus, arranges faculty-led workshops and seminars, offers mid-semester evaluations for any course, offers private, confidential course consultation with videotaping of teaching for professors who request this, funds faculty attendance at national conferences on teaching, sponsors monthly meetings for graduate teaching fellows, and consults with faculty on innovative teaching initiatives. He or she exercises such other duties as the provost may assign.

5.2.3.1.9 Vice provost for student affairs

The vice provost for student affairs, under the direction of the provost, is responsible for the management and administration of programs and services related to student life. Organizationally, this responsibility includes the office of dean of students, the chaplaincy, the counseling and psychological services, campus police, the student health center and the women's center. He or she is also responsible for the administration of student discipline in accordance with the code of conduct adopted by the faculty; development of social, educational and cultural programs to enhance the quality of student life; and the development of programs to enhance the academic and personal success of minority students. He or she exercises such other duties as the vice provost may assign.

5.2.3.1.9.1 Chief of campus police

The chief of the campus police department, under the direction of the vice president for finance and administration, has a specific responsibility to maintain the protection of persons and property on the campus. It is the responsibility of this department to enforce all campus laws and regulations of the university as well as Pennsylvania Crimes Code and the Motor Vehicle Code of the Commonwealth of Pennsylvania. A further responsibility is to maintain good relationships with the Lehigh community and the police and
fire departments of the City of Bethlehem. He or she exercises such other duties as the vice provost may assign.

5.2.3.1.9.2 Dean of students

The dean of students, under the supervision of the vice provost for student affairs, is responsible for providing a range of programs and services which support the academic and personal development of students. Programs and services include all campus residential units, student activities, academic support programs, student judicial system, student clubs and organizations, multicultural affairs, community service and leadership development programs. He or she exercises other duties and responsibilities as assigned by the vice provost.

5.2.3.1.9.3 Director of the university counseling and psychological services

Under the direction of the vice provost for student affairs, the director of the university counseling and psychological services is responsible for providing comprehensive counseling services to the student body, including outreach and personal development programs and personal counseling. In addition, the service provides the campus with consultation services relating to mental health issues. He or she exercises such other duties as the vice provost may assign.

5.2.3.1.9.4 Director of the women's networking center

The director of the women's networking center, under the direction of the vice provost for student affairs, is responsible for creating and developing an environment of support and outreach for all women of the Lehigh community. Responsibilities include helping to raise awareness and promoting discussion. He or she exercises such other duties as the vice provost may assign.

5.2.3.1.9.5 Medical director of student health services

The medical director, under the direction of the vice provost for student affairs, is responsible for the medical program and services offered to the students of the university. Included in this program are all the clinics.
available via the outpatient department, including the services offered by the clinical laboratory and health education programs. Physical examinations are given to all students participating in intercollegiate athletic programs. He or she exercises such other duties as the vice provost may assign.

5.2.4 Finance and Administration

5.2.4.1 Vice president for finance and administration
(See 5.2.1.3)

5.2.4.2 Treasurer and secretary to the board of trustees

The treasurer, under the direction of the vice president for finance and administration, is responsible for the overall administration of the university’s endowment fund, the university’s deferred giving program, cash management program and tax-exempt financing.

5.2.4.3 Associate vice president for facilities services and campus planning

The associate vice president for facilities services and campus planning, under the direction of the vice president for finance and administration, is responsible for supervising of the offices of facilities services and facilities planning and renovation; preserving and maintaining the physical plant; coordinating and guiding the programming, architectural and engineering designs, and construction management of new and to-be-renovated existing campus facilities; short- and long-term campus master planning; and other special projects as assigned.

5.2.4.4 Associate vice president for resource management

The associate vice president for resource management, under the direction of the vice president for finance and administration, serves as the senior management officer responsible for the institution’s personnel programs. He or she is also the principal officer for the formation and administration of the budget. This individual develops basic budget documents, the annual budget model, the annual budget, the capital budget, and long range financial forecasts, and is also responsible for monitoring the budgets during their life cycles to assure the implementation of sound budget performance.

Page 162 of 185
5.2.4.5 Associate vice president for business services

The associate vice president for business services reports to the vice president for finance and administration and is generally responsible for institutional purchasing, travel, mailing and printing services, food services, transportation and parking services, the campus bookstore, and Stabler Arena events. He or she is also responsible for the management of residential services, including fraternities, sororities and conference services.

5.2.4.6 Assistant vice president for research and sponsored programs

The assistant vice president for research and sponsored programs reports to the vice president for finance and administration. His or her responsibilities include: assistance to the faculty in the preparation and submission of proposals; preparation, negotiation and administration of contracts, grants and agreements; liaison with contracting agencies and companies; supervision of patent and copyright considerations; review of liaison agreements; monitoring of all research contracts/grants/agreements received by the university for fiscal integrity and for institutional compliance with the sponsor's policies, development and negotiation of indirect cost rates with the federal government; maintenance of an information database for external funding opportunities. His or her office consults and cooperates with departmental chairpersons, center and institute directors and deans in these matters. His or her office supports the graduate and research committee in execution of its duties.

5.2.4.7 Controller

The controller, under the direction of the vice president for finance and administration, is the chief accounting officer of the university. He or she is responsible for maintaining and communicating all accounting information both internally and externally, preparing university financial statements and tax returns, safeguarding university assets through a system of internal control, developing and implementing policies related to financial information and tax compliance, and for supervising the functional areas of accounts payable, asset accounting, general accounting and payroll.
5.2.4.8 Director of internal audit

The director of internal audit, under the direction of the vice president for administration and treasurer, is responsible for performing audits to appraise the extent of compliance with university policies and procedures, adequacy and reliability of records and management information reports, soundness and adequacy of accounting, financial, and other operating controls, and safeguarding of university assets. This individual conducts audit reviews for a wide variety of university operational, financial, and administrative organizations. He or she coordinates all external audits. The director has direct access to the president and the trustee audit committee.

5.2.5 Advancement

5.2.5.1 Vice president for advancement

(See 5.2.1.4)

5.2.5.1.1 Associate vice president for development and corporate and foundation relations

The associate vice president for development and corporate and foundation relations works with the vice president for advancement and university staff to coordinate and execute fund-raising plans for the university, as well as other activities designated by the vice president. In addition, he or she is responsible for fostering and coordinating the activities of representatives from business, industry, foundations and other organizations so as to secure funding and/or facilitate the employment of Lehigh graduates. The assistant vice president, with his or her staff, identifies funding opportunities at corporations and foundations; interacts with faculty on proposals and projects, and seeks support and funding accordingly. He or she also manages and supervises arts development.

5.2.5.1.1.1 Assistant vice president for leadership gifts

The assistant vice president for leadership gifts, under the direction of the vice president for advancement, serves as a senior advancement team member, and is responsible for managing the major gifts, planned giving, and key fund-
raising areas including annual giving. He or she manages and supervises development officers; qualifies, manages, and solicits prospects/donors; and manages a national volunteer council.

5.2.5.1.1.2 Executive director of annual and special campaigns

The executive director of annual and special campaigns, under the direction of the assistant vice president for development, had the responsibility for yearly alumni fund-raising programs, club level giving (such as the Asa Packer Society), reunion funds, and special interest fund-raising.

5.2.5.1.1.3 Executive director of advancement relations

The executive director of advancement relations, under the direction of the vice president for advancement, has the responsibility for all advancement relations and activities, including donor relations and stewardship, all development communications annual fund solicitations, corporation/foundation materials, etc.), campaign publications and university events. He or she serves as the development liaison to the university relations team.

5.2.5.1.1.4 Executive director of development operations

The executive director of development operations, under the direction of the vice president for advancement, manages the research and information systems areas of the development office, including prospect management and gift processing functions.

5.2.5.1.1.6 Executive director of planned giving and estate planning

The executive director of planned giving and estate planning, under the direction of the assistant vice president for development, has the responsibility for working with alumni volunteers and prospects and university staff to solicit major and planned gifts for the university. He or she is responsible for working with development staff to increase the university endowment by securing major endowed gifts, encouraging life income gifts and developing potential bequests.
5.2.5.1.2 Assistant vice president for development

The assistant vice president for development serves as a key development fundraiser. Under the direction of the vice president for advancement, he or she focuses on raising principal gifts and managing major donor prospects.

5.3 Research Organization

5.3.1 Assistant vice president for research and sponsored programs

(See 5.2.3.6)

5.3.2 Agreements, contracts, and grants

It is the policy of the university to accept contracts or grants for research only when the university can contribute, by virtue of its personnel facilities, to the successful prosecution of the proposed research program, and when the proposed research conforms to the objectives of Lehigh University. All contractual documents involving research and other sponsored programs should be prepared and/or reviewed by the office of research and sponsored programs and must be signed by the provost or designated representative. All research proposal budgets whether informal or formal, are developed or reviewed by the office of research and sponsored programs and approved by the provost or designated representative. Contract terms and negotiations are the responsibility of the office of research and sponsored programs.

5.3.3 Centers and institutes

A center or institute shall be established or dissolved by the president with the knowledge of the trustees upon review and recommendation by the graduate and research committee and the appropriate dean. Each center and institute shall have a director. The center or institute director reports administratively as follows: if the principal faculty of the center or institute are a) in one department, the director reports to the chairperson of the department; b) in one college but different departments, the director reports to the dean of that college; and c) if different colleges, the director reports to an appropriate college dean or the provost as determined by consultation with those involved. In establishing a center, a formal charter shall be prepared which shall specify objectives, scope of activities, advisory committee membership and functions, and organizational relationships.

Page 166 of 185
Centers and/or institutes are organized to recognize research efforts in selected interdisciplinary problem areas. They are designed to encourage interaction of faculty members and advanced students interested in basic and applied research on a common problem or problems and to promote interdepartmental education opportunities. (See university catalog for further information on centers and institutes.)

5.3.4 Patents/Intellectual property

(See Research Manual for additional information.)

While Lehigh University is not conducted for profit, it has a large investment in its laboratories and physical plant, the benefits of which cannot properly be assigned to or exploited by personal or private interests. To preclude the appropriation by such interests of the results of discoveries or inventions made in the university facilities, the cost of which has been paid from university funds or from funds under the control of the university, the following regulations have been adopted:

1. Any employee or student who has made a discovery or invention and has utilized university resources whether as the direct result of his regular duties on university time or otherwise, may be required to assign the discovery or invention to the university and to seek a patent, the expenses connected therewith to be borne by the university. [For the purpose of inventions or discoveries, a visiting scholar, researcher, or professor, shall be interpreted as an employee of the university.] The determination of this assignment shall be made by the office of research and sponsored programs.
2. Application for a patent to cover such discoveries or inventions shall be made in such cases as are recommended by the office of research and sponsored programs and approved by the president or his or her designated representative.
3. If a patent application is made, the applicant shall assign the invention to the board of trustees for a nominal consideration. Alternatively, if mutually acceptable to the applicant, the university may assign the patent application to an agency which provides the service of administering patent rights and which has an agreement with the university for this purpose, the assignment may be made in accordance with that agreement.
4. Any patent which has or shall in the future eventuate from an application thus assigned shall be administered by the president or his or her designate in such manner as he or she may determine, provided, however, that if the patent is sold or a royalty for its use is paid, one-half of the net royalties (royalties minus authorized expenses) thus realized by the university shall be paid to the individual(s), and the other half assigned to the university for furtherance of research. Alternatively, if the patent is assigned in accordance with an
agreement between the university and an agency which provides the service of administering patent rights, the distribution of proceeds shall be stipulated in the agreement.

5. If a discovery or invention is made in the course of an investigation sponsored by a cooperating agency, but under a contract in which patent rights are retained by Lehigh University, and a patent thereon is secured in accordance with the preceding regulations, the cooperating agency will first be afforded the opportunity to purchase or secure a license thereunder, or in other manner may be shown preferential treatment, in recognition of its financial assistance in the conduct of the investigation.

6. Computer software programs or un-patentable know-how developed by employees or students using university facilities will be considered in the same sense as "patentable" inventions and in accordance with appropriate guidelines developed by office of research and sponsored programs.

5.3.5 Research personnel

(See Research Manual for additional information.)

Lehigh University may utilize the service of the following classes of individuals in research activities:
1. The members of the faculty of the university;
2. Students in the university;
3. Professional personnel;
4. Research engineers/scientists and visiting research personnel (the personnel records of these individuals are kept in the office of research and sponsored programs);

a. Research engineers/scientists - Individuals who have made a career choice to work at Lehigh and render their special expertise in the area of research. These positions are not part of the tenure stream of the university. These professional research staff positions are eligible for all benefits associated with exempt professional employees. Individuals in these positions may do limited teaching upon invitation by a department chairperson with the written approval of the appropriate dean, the vice president for finance and administration, and the provost.

b. Visiting Engineers/Scientists/Scholars - Individuals who are generally sponsored by an outside organization (usually a company or government facility) and come to Lehigh for a short period of time to work with a professor to gain specific expertise in a given area. Although individuals in this classification may be employees of the university, they are not eligible for the benefits package available to exempt professional employees. Individuals in these positions may do limited teaching upon invitation by a department chairperson with the written approval of the appropriate dean, the vice
president for finance and administration and the provost. Prior approval by the graduate and research committee is required if graduate courses are taught.

5. Research associates - Individuals who have either recently received the doctoral degree and wish to work at Lehigh for a period of approximately one to three years to gain professional experience and additional advanced training, or have recently completed their formal education (i.e., received a bachelor's or masters degree) and wish to return to the university for a period of one to three years to receive additional training. Individuals in this classification are entitled to all the benefits associated with exempt professional employees with the exception that they receive a two-week paid leave of absence in lieu of vacation. Individuals in these positions may do limited teaching upon invitation by a department chairperson with the written approval of the appropriate dean, the vice president for finance and administration, and the provost. Prior approval by the graduate and research committee is required if graduate courses are taught.

6. Supporting staff - Individuals who are employed as secretaries, technicians, machinists, draftspersons, etc. and have chosen Lehigh University as their place of employment.

5.3.6 Participation in research projects

A member of the faculty or staff of the university may undertake to supervise or to participate in one or more sponsored research projects with the approval of the appropriate department chairperson and/or center/institute director. During the academic year he/she may receive compensation for all or part of the services in substitution for and with reduction in assignment of teaching and/or departmental duties, consistent with the applicable policies of the university and the sponsoring agencies. During the summer period’s compensation for participation in research projects is at rates based upon, and is supplementary to, the academic year base salary. Members of the professional and support staff usually participate in various projects under the direction of the faculty principal investigator. However, with the approval of their faculty supervisor, research engineers/scientists who have achieved a certain level of experience and rank may act as principal investigators.

Research and other professional activities by members of the faculty are regarded as desirable when they do not interfere with effective performance of instructional duties. No member of the staff of Lehigh University may make an agreement with an outside agency for research involving the use of university facilities except through the office of research and sponsored programs. This restriction does not apply to professional services of an individual in a consulting or advisory capacity which does not require utilization of university resources.
5.4  Academic Organization

5.4.1  Educational organization

5.4.1.1  College of Arts and Sciences

The bachelor of arts degree is offered in forty-one major fields: American studies, anthropology, architecture, art, Asian studies, behavioral neuroscience, biology, chemistry, classical civilization, classics (Latin, Greek, or both), cognitive science, computer science, earth and environmental sciences, economics, English, French, German, history, international relations, journalism, journalism/science writing, mathematics, molecular biology, music, natural science, philosophy, physics, political science, pre-dental science, premedical science, pre-optometry science, psychology, religion studies, Russian studies, science, technology and society, sociology/social psychology, social relations, Spanish, theatre, and urban studies. In addition, the bachelor of science degree is offered in behavioral neuroscience, biology, biochemistry, chemistry, computer science, earth and environmental sciences, mathematics, molecular biology, physics, and statistics. The college offers minors in most major fields and in special areas such as actuarial science, astronomy, education, Jewish studies, Latin American studies, military science, probability and statistics, public administration, public relations, Russian, and women's studies.

A five-year curriculum in arts-engineering leads to a B.A. or a B.S. degree from the college and a B.S. degree in engineering. In another special program, students can combine a B.A. degree with a master of business administration with a fifth year and two additional summer sessions.

Graduate degrees are given in the following programs/fields:

<table>
<thead>
<tr>
<th>Humanities</th>
<th>Social Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>English: M.A., Ph.D.</td>
<td>Political Science: M.A.</td>
</tr>
<tr>
<td></td>
<td>History: M.A., Ph.D.</td>
</tr>
<tr>
<td></td>
<td>Psychology: M.S., Ph.D.</td>
</tr>
<tr>
<td></td>
<td>Social Relations: M.A.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mathematics and natural sciences</th>
<th>Biosciences &amp; Biotechnology:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Mathematics: M.S., Ph.D.</td>
<td>M.S.</td>
</tr>
<tr>
<td>Biology: MS, Ph.D.</td>
<td>Biotechnology: M.S.</td>
</tr>
</tbody>
</table>

Page 170 of 185
Biochemistry: M.S., Ph.D.  
Polymer Science and Engineering: M.S., Ph.D.  
Chemistry: M.S., D.A., Ph.D.  
Physics: M.S., Ph.D.  
Clinical Chemistry: M.S.  
Physiological Chemistry: M.S., Ph.D.  
Environmental Sciences: M.S., Ph.D.  
Statistics: M.S.  
Geological Sciences: M.S., Ph.D.  

<table>
<thead>
<tr>
<th>Department list</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art and Architecture</td>
</tr>
<tr>
<td>Biological Sciences</td>
</tr>
<tr>
<td>Chemistry</td>
</tr>
<tr>
<td>Earth &amp; Environmental Sciences</td>
</tr>
<tr>
<td>English</td>
</tr>
<tr>
<td>History</td>
</tr>
<tr>
<td>International Relations</td>
</tr>
<tr>
<td>Journalism &amp; Communication</td>
</tr>
<tr>
<td>Mathematics</td>
</tr>
</tbody>
</table>

Centers and Institutes

The college participates in research and scholarship in a number of centers and institutes, where graduate and undergraduate students work closely with faculty members. These include: Building and Architectural Technology Institute, Center for Molecular Bioscience and Biotechnology, Health Sciences Institute, Center for Innovation Management Studies, Center for Social Research, Emulsion Polymers Institute, Energy Research Center, Institute for Bioengineering and Mathematical Biology, International Center for Democracy and Social Change, Lawrence Henry Gipson Institute for Eighteenth-Century Studies, Materials Research Center, Philip and Muriel Berman Center for Jewish Studies, Sherman-Fairchild Center for Solid-State Studies, Technology Studies Resource Center.

Programs

College Scholar Program  
Pre-Law Programs  
Health Professions Programs  
Joint B.A. or B.S./M.A. or M.Ed. Teacher Certification Program with College of Education  
Minor Degree Programs (see university catalog)

5.4.1.2 College of Business and Economics
The bachelor of science degree is offered in six major fields: accounting, business information systems, economics, finance, management and marketing.

Graduate degrees are given in the following disciplines:

- Business and Economics: Ph.D.
- Business Administration: M.B.A.
- Economics: M.S.
- Management of Technology: M.S.

<table>
<thead>
<tr>
<th>Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
</tr>
<tr>
<td>Economics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Institutes and centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Innovation Management Studies</td>
</tr>
<tr>
<td>Diamond Center for Economic Education</td>
</tr>
<tr>
<td>Iacocca Institute</td>
</tr>
<tr>
<td>Institute for the Study of Commodities</td>
</tr>
<tr>
<td>Martindale Center for the Study of Private Enterprise</td>
</tr>
<tr>
<td>Murray H. Goodman Center for Real Estate Studies</td>
</tr>
<tr>
<td>Philip Rauch Center for Business Communications</td>
</tr>
<tr>
<td>Warren V. Musser Center for Entrepreneurship</td>
</tr>
</tbody>
</table>

5.4.1.3 College of Engineering and Applied Science

The bachelor of science degree is offered in thirteen major fields: biochemistry, chemical engineering, chemistry, civil engineering, computer engineering, computer science, electrical engineering, engineering mechanics, engineering physics, fundamental science, industrial engineering, mechanical engineering, and materials science and engineering.

A five year curriculum in electrical engineering and engineering physics leads to a B.S. degree in each of those disciplines.

Graduate degrees are given in the following disciplines:

- Chemical engineering: M.S., M. Eng., Ph.D.
- Civil Engineering: M.S., M. Eng., Ph.D.
- Computational Mechanics, M.S., Ph.D.
- Computer Engineering: M.S.
- Computer Science: M.S., Ph.D.
- Electrical Engineering: M.S., M. Eng., Ph.D.
- Environmental Engineering: M.S., Ph.D.

Page 172 of 185
Industrial Engineering: M.S., M. Eng., Ph.D.
Manufacturing Systems Engineering: M.S.
Materials Science and Engineering: M.S., M. Eng., Ph.D.
Mechanical Engineering: M.S., M. Eng., Ph.D.
Polymer Science and Engineering: M.S., Ph.D.

<table>
<thead>
<tr>
<th>Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical Engineering</td>
</tr>
<tr>
<td>Civil Engineering</td>
</tr>
<tr>
<td>Electrical Engineering and Computer Science</td>
</tr>
<tr>
<td>Industrial/Manufacturing Systems Engineering</td>
</tr>
<tr>
<td>Material Science and Engineering</td>
</tr>
<tr>
<td>Mechanical Engineering and Mechanics</td>
</tr>
</tbody>
</table>

5.4.1.4 College of Education

The College of Education is a graduate school which offers the following degrees: M.A., M.S., M.Ed., Ed.S., Ed.D., and Ph.D. The College offers teaching and certification programs approved by the Pennsylvania State Department of Education. The College of Education consists of one academic department, the Department of Education and Human Services. Within this departments are six programs. They are: counseling psychology, educational leadership, educational technology, school psychology, special education, and teacher education. The College also offers a joint B.A. or B.S./M.A. or M.Ed. Teacher Certification Program with College of Arts and Sciences. The College of Education offers an undergraduate minor degree program in Education (see university catalog).

5.4.1.4.1 Centennial School

The Centennial School is an approved private school for socially and emotionally disturbed children, ages six to eighteen. It exists as a service to these children as well as a training and research facility for faculty and advanced students in the College of Education. The director of this school reports to the dean of the College of Education.

5.4.1.5 General college division

The general college division supplements the work of the established undergraduate curricula by providing: an opportunity for persons not planning to qualify for a degree to pursue work, either of a general or specialized nature, which their preparation and interest make desirable; a trial period for those who
wish to become candidates for baccalaureate or graduate degrees, but whose preparation does not satisfy the entrance requirements for the established curricula; and facilities for qualified students to continue their education without being committed to a restricted or specialized program of studies. Courses taken in the general college division may not be submitted to meet the requirements for a graduate degree. (See 3.16.)

5.4.1.6 Continuing education

The purpose of continuing education at Lehigh is to provide non credit professional, managerial and technical training programs of the highest quality possible. Lehigh's programs assist personnel from both corporate and non-profit organizations stay abreast of the latest developments in their fields, prepare themselves for new technological and organizational changes, and develop the skills necessary to perform their jobs as effectively as possible. (See 3.18.)

5.4.1.7 Summer school

The summer session provides courses of instruction in the branches of learning recognized by the university for prospective freshmen, qualified undergraduates, and graduate students. Special programs are provided for teachers and school administrators, for employers and employees, for college preparatory study and reading groups, for adults interested primarily in enriched living, and for other groups as seems desirable. (See 3.15.)

5.4.1.8 Military science

The department of military science offers courses supporting the army reserve officer training corps programs at Lehigh. The program is designed to develop leadership and management ability, and provide a fundamental understanding of the military and its responsibilities in our society and as part of our national defense forces. The objectives are approached by utilizing academic classroom instruction, leadership laboratory, and adventure-type field trips. The army ROTC offers a four year program and a two year program. (See 3.17.)

5.5 Committee on undergraduate financial aid

The committee on undergraduate financial aid consists of the associate dean of students as chairperson, the director of financial aid, a representative of the
office of admission, and a representative of each of the three undergraduate colleges as designated by their respective deans. This committee is responsible for reviewing and establishing policies concerning the awarding of undergraduate financial aid, scholarships, and loans. The director of financial aid may seek the advice of an operating committee consisting of the faculty and administration members of the parent committee regarding such applications from undergraduates for financial aid as the director may deem appropriate. (See 5.2.2.3.1.1.)

5.5.1 Committee on university exercises

The committee on university exercises consists of the university marshal, appointed by the president, as chairperson, the director of media relations, and two or more members of the faculty, including the chief usher, who heads a group of ushers, appointed by the president and responsible to the university marshal. The committee is responsible for the conduct of exercises on university day, founder’s day, January commencement day and any other occasion involving formal university exercises. The university marshal shall determine those non-voting members of the faculty and staff who are eligible to participate in formal university exercises.

5.5.2 President’s Commission on Diversity

The president’s commission on diversity is responsible for assisting Lehigh in improving the quality of life for all members of the university community. The commission is charged with identifying the problems that inhibit communication and understanding at Lehigh, with implementing strategies for promoting a renewed sense of mutual respect, partnership and communication among the Lehigh community, and with asserting Lehigh’s belief that gender, racial, ethnic, cultural, religious and other individual or group differences enrich the educational and cultural environment. The commission is co-chaired by a senior faculty member and a staff person, and is populated by faculty, staff and students who are appointed by the president.
6 Amendment process & resolution of inconsistencies

6.1 Changes in rules and procedures of the faculty

6.1.1
Any change in Parts 1 (except 1.3), 2 and 4 requires university faculty and trustee approval. Any change in Part 1.3 requires the approval of the appropriate college faculty and the trustees. Any change in Part 3 requires only university faculty approval. Whenever trustee approval is required, faculty action may be taken only after the appropriate faculty committee has secured the advice of the administration.

6.1.2
Any amendment of R&P that has been properly approved shall be deemed to have amended R&P contemporaneously with its proper approval notwithstanding the fact that the amendment is not reflected in the official R&P document until a later date.

6.2 Changes in informational material

Part 5.1 is to be revised periodically by the administration to reflect changes made by the trustees in their by-laws. Parts 5.2, 5.3, 5.4, and 5.5 are to be revised periodically by the administration to reflect changes previously made by the administration; but the administration shall, prior to making any such change, secure the advice of: (1) the research council in matters covered by Part 5.3, (2) the faculty steering committee to the extent that the change constitutes a major structural change within the university and (3) the faculty of any college or colleges, of any academic department or departments, or of any academic division or divisions that would be directly affected by such change.

6.3 Resolution of Inconsistencies

6.3.1 Rules and Procedures in the Superior Document

To the extent possible the University Catalog and the Student Handbook shall be interpreted to avoid conflict and inconsistency with R&P. Whenever there is a conflict or inconsistency between R&P and either the University Catalog or Student Handbook or both, the provisions of the R&P shall control and the
Appendix A: University Policy on Harassment

A1. Purpose and Scope of This Policy

A1.1. Lehigh University strives to provide an educational, working, co-curricular, social, or living environment for all students, staff, faculty, trustees, contract workers, and guests that is free from harassment on the basis of age, color, disability, gender, gender identity, national or ethnic origin, race, religion, sexual orientation, or veteran status. Such harassment is unacceptable behavior and will not be tolerated.

This policy:

Defines prohibited conduct;
Sets procedures for addressing and resolving harassment complaints.

A1.2 Education and Prevention. The University provides education about harassment through orientation and follow-up programs for students, staff, faculty, and administrators. All people in a supervisory capacity will receive appropriate training to take leadership in implementing the policy. They will inform people under their direction of this harassment policy and assume leadership in implementing the procedures.

A1.3 Academic Freedom. Lehigh University upholds the principles of academic freedom and free speech.

A2. Definition of Harassment

This policy addresses two forms of harassment:

A hostile work, learning, co-curricular, social, or living environment;

Quid pro quo sexual harassment.
A2.1. A Hostile Work, Learning, Co-curricular, Social or Living Environment occurs when a member of the Lehigh University community or a guest is subjected to unwelcome statements, jokes, gestures, pictures, touching, or other conducts that offend, demean, harass, or intimidate. Harassment includes offensive verbal or physical conduct that has the purpose or effect of interfering with an individual’s work or educational performance, or has the purpose or effect of creating an intimidating, hostile, or offensive environment. The violating conduct may involve a very serious and offensive event, or may involve persistent harassing behavior. A hostile environment can be created by supervisors, co-workers, faculty, coaches, students, alumni, or visitors to campus such as vendors and contractors.

A2.1.1. Examples of a serious act. An isolated comment or incident usually does not create a hostile work or educational environment. The exception is if the incident is a serious act, such as 1) an intentional, non-consensual touching of an intimate body area of another person; 2) an instructor humiliating a student in class by making a joke about the student’s disability; or 3) a student marking Nazi swastikas on a fellow student’s door.

A2.1.2 Examples of persistent hostile behavior. What also constitutes a hostile work or educational environment is failure to stop a behavior that a reasonable person would find hostile or abusive. Examples: 1) students in a class ask a teaching assistant not to tell offensive jokes, but she or he continues to do so; 2) an employee asks a supervisor not to touch him or her, but the supervisor continues to do so.

A2.1.3. Stereotyping. Statements that demean people on the basis of age, color, disability, gender, gender identity, national or ethnic origin, race, religion, sexual orientation, or veteran status can also contribute to a hostile work or educational environment. For example, it would be gender stereotyping to ask a man or a woman why he or she is majoring in a discipline such as English, Engineering, or Finance because people of this gender can’t succeed in the area. Another example of stereotyping would be to ask an older colleague why she or he hasn’t retired. Each of these isolated questions is not harassment by itself, but could contribute to a hostile environment.

A2.2. Quid Pro Quo Sexual Harassment occurs when a member of the Lehigh University community explicitly, or implicitly, promises or withholds job-related or education-related benefits based upon the employee's or student's acquiescence to sexual advances or behavior.

A2.2.1. Quid pro quo sexual harassment includes unwelcome sexual advances and requests for sexual favors, where submission to the conduct is made a term or condition of employment or educational opportunity; or submission to or rejection of such conduct is used as a basis for employment or educational decisions. Such harassment may involve behavior by a person of either sex against a person of the same or opposite sex.

A2.2.2. Examples of quid pro quo sexual harassment may include but are not limited to:
Seeking sexual favors or relationships in return for the promise of a favorable grade or other academic opportunity;
Basing an employment-related action (e.g., hiring, salary increase, performance appraisal, termination) on a sexual favor or relationship.

A2.3. Supervisory Conflict of Interest  A supervisor should avoid developing a romantic or sexual relationship with an employee. Similarly, an instructor (e.g., advisor, course instructor, teaching assistant) should avoid developing a romantic or sexual relationship with a student taught, advised, or supervised by that instructor. If such a relationship does develop, it is a conflict of interest for one party to continue in any type of supervisory role. In such a situation, the supervisor or instructor must arrange for alternative supervision of the employee or student. For example, a doctoral advisor should confer with the student and the faculty of his or her department to identify and recruit an alternate doctoral advisor. A supervisor and employee should work with their department and Human Resources for reassignment of the employee or supervisor to another department or to institute a change in the supervisory relationship.
It is the responsibility of the person in the supervisory role to resolve the conflict of interest. Failure to resolve a conflict of interest puts the supervisor at risk for charges of sexual harassment.

A3. Ways To Deal with Harassment

A3.1. Individuals who believe that they have been subject to harassment, or any member of the University community who has knowledge of harassment incidents, may take one or more of the following actions to stop the harassment or provide evidence to support a complaint:
Confront the harasser honestly regarding the harassing behavior, stating clearly that you want the harassment to stop. If verbally confronting the harasser is not possible, write a letter to the harasser stating honestly and directly your disapproval of the actions, and that you want the harassment to stop. Always date and retain a copy of the letter. Keep clear and detailed accounts of the behavior and your feelings surrounding the events, including your efforts to stop the behavior. Make sure you include the date, time, setting, and any witnesses. Seek support from others. Confide in trusted people when harassment occurs, as it is important for other people to know that these incidents are occurring. Seek counseling. You may face a crisis that can damage your health, career, and confidence. If confronting the harasser is not an option or does not end the harassment, you should report the harassment (see below).
A3.2. Whether or not these actions are taken, individuals have the right to initiate informal resolution or to file a formal complaint.
A4. Complaint Reporting

A4.1. Who to Contact
A member of the Lehigh University community or guest who believes that he or she has been subject to harassment, or any member of the University community who has knowledge of harassment incidents, is encouraged to confer promptly with one of the following people:
Staff member in the Dean of Students Office, Director of Women’s Center, or Office of Human Resources; Academic department chair; Administrator (for the purposes of this policy, administrators include academic associate deans and deans of the four colleges, vice provosts, assistant and associate vice presidents, the provost and vice presidents, and the president); The Harassment Policy Officer or ombudsman who are tenured faculty members.
This person will be knowledgeable about the University harassment policy and can offer guidance in obtaining further assistance. He or she may assist in informal resolution (see Section 5). In serious cases, this person will contact the Harassment Policy Officer, the Dean of Students Office, or the Manager of Employee Relations and Training in Human Resources about filing a formal complaint (see Section 6).
The complainant may also contact the Harassment Policy Officer, the Dean of Students Office, or the Manager of Employee Relations and Training directly about filing a formal complaint.
A4.2. Protection from Retaliation
This policy prohibits retaliation against anyone who reports or is believed to have reported harassment, or who is a witness or otherwise involved in a harassment proceeding. Such retaliation will be considered a serious violation of this policy, regardless of whether an informal or formal complaint is upheld. Encouraging others to retaliate is also prohibited.
A4.3. Confidentiality
All individuals who are involved in informal and formal resolution procedures, as a result of being consulted by either the complainant or the accused, are obliged to maintain confidentiality of the proceedings. Notwithstanding these precautions, the University cannot and does not guarantee that confidentiality will be maintained by all parties involved.
A4.4. Filing Internally versus Externally
The complainant may elect to have a complaint handled internally (within the University) in accordance with the procedures described here, and/or may elect to file a formal charge with a federal or state agency authorized by law to investigate such claims.
A4.5. Prompt Reporting
Prompt reporting of a complaint is strongly encouraged, as it allows for rapid response to and resolution of objectionable behavior. Complaints should normally be filed within two years after the last act occurred, unless extenuating circumstances precluded reporting a complaint within that time period. This timeframe is to prevent the passage of significant time between an incident and
an investigation so that memory lapses, the departure of key witnesses, or other
time-sensitive factors do not impair an investigation.

A5. Investigation Procedures

A5.1. In many instances, harassment complaints can be resolved informally. The goal of this informal resolution process is to rectify the problem. This process involves having one of the following people help to resolve the issues between the complainant and the accused: a designated staff member in the Dean of Students Office, Director of Women's Center, Manager of Employee Relations and Training in Human Resources, an academic department chair, an administrator, or the Harassment Policy Officer.

A5.2. This informal resolution may result in solutions such as asking the accused to modify or stop the behavior, separating the complainant and accused, or reaching a mutually acceptable agreement. However, this informal resolution will not result in formal disciplinary action against the accused without a fair process as outlined under Section 6, Formal Complaint and Resolution.

A5.2.1. Examples (not exhaustive) of paths for informal resolution include:

- A faculty member going to college dean with a complaint against department chair.
- An undergraduate student going to an Associate Dean of Students or Director of the Women’s Center with a complaint against another student.
- A staff member going to supervisor with a complaint against another staff member, or to the Manager of Employee Relations and Training (Human Resources) if the supervisor is the accused.
- A graduate student going to department chair with a complaint against a faculty member.
- An undergraduate student going to the course instructor or department chair with a complaint against a teaching assistant.
- A teaching assistant going to the course instructor or department chair with a complaint against an undergraduate student.

A5.3. Any member of the Lehigh community may take a complaint directly to the Harassment Policy Officer or may seek further informal resolution with the Harassment Policy Officer if efforts to resolve the complaint informally with an academic department chair, administrator, etc. are not successful.

A5.4. Any administrator, staff member, or department chair who participates in an informal resolution will report the case and its resolution to the Harassment Policy Officer who will keep a record of these reports. No record of cases that are successfully resolved through informal resolution will be placed in the complainant’s or the accused’s personnel or student file.

A5.5. If the informal resolution is unsuccessful, or if the complainant is dissatisfied with the informal process, he or she may file a formal complaint with the Harassment Policy Officer, the Dean of Students Office, or the Manager of Employee Relations and Training in Human Resources.
A6. Reports Of The Hearing Panels

A6.1. To file a formal complaint, the complainant will meet with the Harassment Policy Officer, an Associate Dean of Students, Director of the Women’s Center, or the Manager of Employee Relations and Training in Human Resources to describe the act or acts verbally or in writing. Following this meeting, a detailed written complaint, including the name of the accused, will be prepared. The Harassment Policy Officer, Associate Dean of Students, Director of the Women’s Center, or Manager of Employee Relations and Training will give the accused a copy of this written complaint, and will refer the complaint as follows, depending upon whom the complaint is against.

A6.1.1. Formal Complaints Against Students: Complaints against students are referred to the Dean of Students Office and will be investigated and resolved through the University Student Judicial System. For complaints of harassment, students include individuals whose primary relationship with the University is as a student, including all undergraduate and graduate students and those who are functioning as graduate assistants, research assistants, teaching assistants, and teaching fellows.

A6.1.2. Formal Complaints Against Faculty, including all full-time, part-time, and adjunct faculty:

A6.1.2.1. Complaints against faculty members are referred to the Harassment Policy Officer (a tenured faculty member) and one additional faculty investigator appointed by the Provost (selected according to Section 6.1.2.1.1. below).

A6.1.2.1.1. The Provost will appoint three faculty investigators for staggered three-year terms. The faculty investigators will be tenured faculty members who have been or will be trained in harassment issues and investigation. When a formal complaint against a faculty member arises, the Provost will appoint one of the faculty investigators to work with the Harassment Policy Officer on that specific case. A faculty investigator will not accept the assignment if he or she is a member of the same department as the complainant or the accused, or if there is another conflict of interest.

A6.1.2.1.2. The Harassment Policy Officer will not investigate a complaint if he or she is a member of the same department as the complainant or the accused, or if there is another conflict of interest. In this situation, the Provost will assign another of the faculty investigators to the case.

A6.1.2.2. The Harassment Policy Officer and faculty investigator will promptly conduct a full investigation of the complaint, including interviews with the complainant, accused, and witnesses or reference people requested by the complainant or the accused. The Harassment Policy Officer and faculty investigator reserve the right to determine whom to interview and will interview the complainant, the accused, and witnesses in separate, private sessions. The complainant and accused may each be accompanied in these meetings by an advisor, who must be a current full-time employee or student of the University.
A6.1.2.3. The Harassment Policy Officer and faculty investigator will submit a detailed written report to the Provost, including findings of fact and a judgment concerning the evidence and a recommended resolution of the complaint. The Provost will promptly determine the final actions to be taken and communicate these directly to the accused and the complainant, together with a copy of the detailed written report. The faculty member’s chair, dean, and the President will also be informed of the outcome. In no case shall any permanent disciplinary action be taken until all appeals, if any, have been exhausted. However, the Provost may, at his or her discretion, impose at any point in the proceedings temporary work restrictions or other measures designed to separate the accused and the complainant. See Section 8 for the right of appeal.

A6.1.3. Formal Complaints Against Staff, including all individuals whose primary relationship with the University is as a staff member. Staff members who are enrolled as part-time students or who work on research grants at the University are considered staff. (See Section 6.1.1 for complaints against graduate assistants, research assistants, teaching assistants, and teaching fellows, whose primary relationship with the University is that of student).

A6.1.3.1. Complaints against staff are referred to the Harassment Policy Officer and the Manager of Employee Relations and Training. The Harassment Policy Officer will not investigate a complaint if he or she is a member of the same department as the complainant or the accused, or if there is another conflict of interest. The Manager of Employee Relations and Training will not investigate a complaint if he or she is a member of the same department as the complainant or the accused, or if there is another conflict of interest. In either of these situations, the President will assign another staff member trained in harassment issues and investigation to the case.

A6.1.3.2. The Harassment Policy Officer and the Manager of Employee Relations and Training will conduct a full investigation of the complaint, including interviews with the complainant, accused, and witnesses or reference people requested by the complainant or the accused. The Harassment Policy Officer and the Manager of Employee Relations and Training reserve the right to determine whom to interview and will interview the complainant, the accused, and witnesses in separate, private sessions. The complainant and accused may each be accompanied in these meetings by an advisor, who must be a current full-time employee or student of the University.

A6.1.3.3. The Harassment Policy Officer and the Manager of Employee Relations and Training will forward a detailed written report to the appropriate Vice President, including findings of fact and a judgment concerning the evidence and a recommended resolution of the complaint. The Vice President will promptly determine the appropriate actions to be taken and communicate these directly to the accused and the complainant, together with a copy of the detailed written report. The employee’s supervisor and/or manager and the President will also be informed of the outcome. In no case shall any permanent disciplinary action be taken until an appeal, if any, is completed. However, the Vice President may, at his or her discretion, impose at any point in the proceedings temporary work restrictions or other measures designed to separate the accused and the complainant. See Section 8 for the right of appeal.
proceedings temporary work restrictions or other measures designed to separate the accused and the complainant. See Section 8 for the right of appeal.

A6.1.4 Formal Complaints Against Administrators or members of the Board of Trustees. A harassment complaint against an academic associate dean, dean, or vice provost should be referred to the Provost. In consultation with the Harassment Policy Officer, the Provost will select appropriate individuals to investigate and resolve such a complaint.

A harassment complaint against the Provost or other Vice President should be referred to the President. In consultation with the Harassment Policy Officer, the President will select appropriate individuals to investigate and resolve such a complaint.

A harassment complaint against the President or a member of the Board of Trustees should be referred to the Board of Trustees. The Board of Trustees will select appropriate individuals to investigate and resolve such a complaint.

A7. Disciplinary Action

A7.1. Harassment is a serious offense that will not be tolerated in an educational, working, co-curricular, social, or living environment. Disciplinary action may include, but is not limited to:
- Corrective action or restitution
- Written reprimand
- Requirement to attend training
- Work restrictions
- Suspension
- Demotion with reduction in pay
- Student expulsion
- Termination of employment of University employees

A8. Right Of Appeal

A8.1. Either the complainant or the accused can appeal a decision. The appeal will be filed as follows, depending upon whom the complaint is against.

A8.2. When a student is the accused, the appeal will follow the University Student Judicial System process.

A8.3. When a faculty or staff member is the accused, the appeal will be filed as follows:
Complaint against: Faculty
Appeal Is Made To: Personnel Committee
Staff
President
Adjunct Faculty
President

A8.3.1. Written appeals in cases against faculty or staff members must be made within 21 calendar days of receiving certified written notice of disciplinary action. The appeal process will be completed promptly.
A8.3.2. Grounds for appeal include: (1) information is available that was not available at the time of the investigation; (2) the University disciplinary procedures were violated in a way that may have adversely affected the outcome of the case; or (3) the sanction is inappropriate (i.e., unduly lenient or harsh) and not justifiable.

1A move for dismissal of a tenured member of the faculty requires a special procedure involving the Board of Trustees, as per the Rules and Procedures of the Faculty.