Strategic Thinking:
The Role of the Faculty in Fulfilling
Lehigh’s Mission and Goals

Challenges & Opportunities
in the 21st Century

Board of Trustees
October 11, 2007
INDEX

- Breakout Questions
- Student, Staff, and Faculty Ratios
- Tenured and Tenured Track Faculty
- Retention and Tenure
- Retention and Tenure by Gender
- National Data
- Resignations of Assistant Professors
- Resignations of Assistant Professors by Gender
- Senior Faculty Resignations and Recruitment
- Sloan Survey
- Courses Taught
- Publications and Presentations
- Ph.D. Advising
- Proposals Submitted
- Achievements
Three Breakout Sessions

Breakout Session I. Faculty Hiring, Tenure and Promotion, and Retention
Questions:

- What is the national competitive landscape in which Lehigh recruits and retains tenure-track faculty? What does it take to “close the deal” when recruiting faculty?
- What are the process and standards used in hiring faculty and in evaluating faculty for promotion and tenure?
- What do Lehigh data indicate regarding retention of pre-tenure faculty and their success in achieving tenure at Lehigh? How do these data compare with available statistics from other institutions?
- What work/life balance policies are needed to recruit and retain quality faculty?
- What are the lessons learned from organizations outside academia that use peer review in the recruitment, retention, and promotion of entry-level and experienced professionals? In particular, how do organizations ensure that professionals have a clear understanding of the criteria for promotion?

Breakout Session II. Roles, Responsibilities, and Accountabilities
Questions:

- What constitutes the day-to-day work of Lehigh faculty members during the academic year and during the summer? What are the patterns of faculty members’ professional lives on an annual and career-long basis?
- What are the responsibilities of Lehigh faculty in teaching, research/scholarship, and service? How are they evaluated in each area?
- What are Lehigh’s responsibilities to tenure-track faculty in the areas of academic freedom, shared governance, benefits programs, faculty development, and sabbaticals? What is due process for faculty?
- How do Dual Career programs and flexible tenure clock policies contribute to the faculty work environment?
- What lessons have been learned regarding work/life balance and dual careers within the organizations of Board members?

Breakout Session III. Long Range Planning for Faculty to meet Lehigh’s Mission and Goals
Questions:

- How has the work of Lehigh faculty changed over the last forty years? How have the expectations for tenure evolved during that time?
- How has Lehigh changed as an institution?
- What expectations do we have for change at Lehigh by 2047? What faculty expertise might be needed? What will the expectations for faculty tenure become in the future?
- What steps can we take now to ensure that Lehigh will remain--and improve its position--as a top-tier university?
- How do the organizations of Board members approach strategic planning particularly in regard to deployment of professional and managerial staff?
Student, Staff, and Faculty Ratios

- UG student:Total faculty
- UG student:Total staff
- Total staff:Total faculty ratio

Year: 1980 to 2010
Lehigh University Tenured and Tenure Track Faculty

- 1983:
  - Assistant Professor: 21%
  - Associate Professor: 26%
  - Professor: 53%
  - Total #: 348

- 1991:
  - Assistant Professor: 22%
  - Associate Professor: 25%
  - Professor: 53%
  - Total #: 409

- 1999:
  - Assistant Professor: 11%
  - Associate Professor: 32%
  - Professor: 57%
  - Total #: 382

- 2007:
  - Assistant Professor: 23%
  - Associate Professor: 25%
  - Professor: 52%
  - Total #: 406
Of those reviewed: 91% Tenured

Of those reviewed: 86% Tenured

*Includes one who withdrew and has a terminal year appointment, one who shifted to non-tenure track position, and two who have not yet completed tenure process because of tenure extension.
Retention and Tenure By Gender

Hiring Period 1990-91 to 1995-96

FEMALE Assistant Professors
Total # - 26

- Tenured: 58%
- Left before Tenure: 11%
- Denied Tenure: 8%
- Denied Reappointment: 3%
- Other*: 0%

MALE Assistant Professors
Total # - 32

- Tenured: 75%
- Left before Tenure: 16%
- Denied Tenure: 6%
- Denied Reappointment: 0%
- Other*: 0%

Hiring Period 1996-97 to 2001-02

FEMALE Assistant Professors
Total # - 21

- Tenured: 52%
- Left before Tenure: 5%
- Denied Tenure: 11%
- Denied Reappointment: 0%
- Other*: 0%

MALE Assistant Professors
Total # - 48

- Tenured: 56%
- Left before Tenure: 8%
- Denied Tenure: 11%
- Denied Reappointment: 4%
- Other*: 21%

*Includes one who withdrew and has a terminal year appointment, one who shifted to non-tenure track position, and two who have not yet completed tenure process because of tenure extension.
Source of Data

Cathy Trower’s Presentation

To

Lehigh University’s
Board of Trustees

October 11, 2007

Distribution of Full-Time Faculty

There are 107 private research universities in the U.S.

Total instructional faculty = 55,383

Total faculty = 438
Percentage of Tenured and Tenure-Track Faculty

Private Research Universities
Total faculty = 42,013

Lehigh
Total faculty = 406

Tenure Achievement Rates at Research Universities

<table>
<thead>
<tr>
<th>University</th>
<th>Entrants</th>
<th>Tenured</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>87</td>
<td>29</td>
<td>33%</td>
</tr>
<tr>
<td>B</td>
<td>62</td>
<td>29</td>
<td>47%</td>
</tr>
<tr>
<td>C</td>
<td>129</td>
<td>62</td>
<td>48%</td>
</tr>
<tr>
<td>D</td>
<td>89</td>
<td>43</td>
<td>48%</td>
</tr>
<tr>
<td>E</td>
<td>61</td>
<td>32</td>
<td>52%</td>
</tr>
<tr>
<td>F</td>
<td>160</td>
<td>87</td>
<td>54%</td>
</tr>
<tr>
<td>G</td>
<td>40</td>
<td>22</td>
<td>55%</td>
</tr>
<tr>
<td>I</td>
<td>41</td>
<td>25</td>
<td>61%</td>
</tr>
<tr>
<td>J</td>
<td>83</td>
<td>56</td>
<td>67%</td>
</tr>
<tr>
<td>All</td>
<td>752</td>
<td>385</td>
<td>51%</td>
</tr>
<tr>
<td>Lehigh</td>
<td>69</td>
<td>38</td>
<td>55%</td>
</tr>
</tbody>
</table>

Lehigh University
Resignations of Assistant Professors
Academic Years 2000-01 to 2006-07
Total Hired During Time Period: 124

Total # of Resignations = 24

- Female: 42%
- Male: 58%

Primary Reasons

- Personal: 12%
- Another position: 17%
- Another position & proximity to partner/spouse: 25%
- Counseled to find another position: 46%
Lehigh University
Resignations of Assistant Professors By Gender
Academic Years 2000-01 to 2006-07

Primary Reasons
FEMALE Assistant Profs
# = 14

- Personal: 7%
- Another position: 21%
- Another position & proximity to partner/spouse: 36%
- Counseled to find another position: 36%

Primary Reasons
MALE Assistant Profs
# = 10

- Personal: 10%
- Another position: 60%
- Another position & proximity to partner/spouse: 20%
- Counseled to find another position: 10%
### Resignations of Senior Faculty*

<table>
<thead>
<tr>
<th>Date</th>
<th>Associate Professors</th>
<th>Full Professors</th>
<th>Both Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000-03</td>
<td>11</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>2004-07</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>10</td>
<td>28</td>
</tr>
</tbody>
</table>

### New Senior Faculty Appointments

<table>
<thead>
<tr>
<th>Date</th>
<th>Associate Professors</th>
<th>Full Professors</th>
<th>Both Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000-03</td>
<td>7</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>2004-07</td>
<td>8</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>17</td>
<td>32</td>
</tr>
</tbody>
</table>

*Faculty who left Lehigh to take another position. Does not include faculty who retired from Lehigh or administrators who held faculty rank (Deans, Provost, President).
#1 - All things considered, how satisfied are you with your faculty career at this university?

<table>
<thead>
<tr>
<th></th>
<th>Lehigh University</th>
<th>Other Participating Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All</td>
<td>Tenured</td>
</tr>
<tr>
<td>Very satisfied</td>
<td>50%</td>
<td>53%</td>
</tr>
<tr>
<td>Somewhat satisfied</td>
<td>32%</td>
<td>28%</td>
</tr>
<tr>
<td>Slightly satisfied</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Not at all satisfied</td>
<td>9%</td>
<td>10%</td>
</tr>
</tbody>
</table>

#2 - Have you ever taken steps to leave your university?

<table>
<thead>
<tr>
<th></th>
<th>Lehigh University</th>
<th>Other Participating Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All</td>
<td>Tenured</td>
</tr>
<tr>
<td>Yes</td>
<td>33%</td>
<td>37%</td>
</tr>
<tr>
<td>No</td>
<td>67%</td>
<td>63%</td>
</tr>
</tbody>
</table>

#3 - Why did you take steps to leave your university? (Multiple-Response Question)

<table>
<thead>
<tr>
<th></th>
<th>Lehigh University</th>
<th>Other Participating Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All</td>
<td>Tenured</td>
</tr>
<tr>
<td>Desire to obtain a position of higher rank, or responsibility</td>
<td>27%</td>
<td>30%</td>
</tr>
<tr>
<td>Desire for a better salary or more financial resources</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>Desire to achieve a better balance between my work and personal or family life</td>
<td>32%</td>
<td>24%</td>
</tr>
<tr>
<td>Desire to have a better fit for me with my spouse's or partner's career</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Desire to work in a less pressured environment</td>
<td>19%</td>
<td>13%</td>
</tr>
<tr>
<td>Desire to leave academic life for another career</td>
<td>19%</td>
<td>20%</td>
</tr>
</tbody>
</table>
#4 - What are the most important reasons you stay at your university? (Multiple-Response Question)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Lehigh University</th>
<th>Other Participating Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All N=179</td>
<td>Tenured N=124</td>
</tr>
<tr>
<td>It is difficult to find a more desirable position elsewhere</td>
<td>43%</td>
<td>45%</td>
</tr>
<tr>
<td>The research and professional work that I am able to conduct here</td>
<td>63%</td>
<td>61%</td>
</tr>
<tr>
<td>The position, rank, and responsibility I have here</td>
<td>51%</td>
<td>57%</td>
</tr>
<tr>
<td>The salary I have here</td>
<td>36%</td>
<td>38%</td>
</tr>
<tr>
<td>The financial resources for my work that I have here</td>
<td>19%</td>
<td>17%</td>
</tr>
<tr>
<td>The colleagues I have here</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>The students I have here</td>
<td>59%</td>
<td>62%</td>
</tr>
<tr>
<td>The support the university provides for balancing my work and personal or family life</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>The city/community in which the university is located</td>
<td>31%</td>
<td>32%</td>
</tr>
</tbody>
</table>
# Lehigh University

## Current Faculty Hired 2000-06

### Courses

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Number</th>
<th>Quantity of Courses Taught&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Variety of Courses Taught&lt;sup&gt;2&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Number</td>
<td>Per Faculty</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2000-2002</td>
<td>21</td>
<td>400</td>
<td>19.0</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2002-04</td>
<td>33</td>
<td>399</td>
<td>12.1</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2004-06</td>
<td>26</td>
<td>183</td>
<td>7.0</td>
</tr>
<tr>
<td>Associate &amp; Full Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2000-06</td>
<td>26</td>
<td>279</td>
<td>10.7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>106</td>
<td>1,261</td>
<td>11.9</td>
</tr>
</tbody>
</table>

<sup>1</sup> Number of courses taught from hire through 2006.

<sup>2</sup> Variety of courses taught from hire through 2006. For example, if a faculty member taught Math 21 three times, the course is counted only once for this computation.
<table>
<thead>
<tr>
<th>Cohort</th>
<th>Number</th>
<th>Articles &amp; Book Chapters¹</th>
<th>Presentations &amp; Performances²</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Number</td>
<td>Per Faculty</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2000-2002</td>
<td>21</td>
<td>208</td>
<td>9.9</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2002-04</td>
<td>33</td>
<td>292</td>
<td>8.8</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2004-06</td>
<td>26</td>
<td>91</td>
<td>3.5</td>
</tr>
<tr>
<td>Associate &amp; Full Professors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2000-06</td>
<td>26</td>
<td>365</td>
<td>14.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>106</td>
<td>956</td>
<td>9.0</td>
</tr>
</tbody>
</table>

¹ Peer-reviewed articles & book chapters published from date of hire through 2006.

² Presentations at conferences, other universities, industry, etc. from date of hire through 2006. Performances and exhibits by faculty in the arts.
Lehigh University
Current Faculty Hired 2000-06
Ph.D. Advising

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Number¹</th>
<th>Number</th>
<th>Per Faculty</th>
<th>Number</th>
<th>Per Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2000-02</td>
<td>16</td>
<td>22</td>
<td>1.4</td>
<td>28</td>
<td>1.8</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2002-04</td>
<td>21</td>
<td>11</td>
<td>0.5</td>
<td>51</td>
<td>2.4</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2004-06</td>
<td>18</td>
<td>5</td>
<td>0.3</td>
<td>22</td>
<td>1.2</td>
</tr>
<tr>
<td>Associate &amp; Full Professors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hired 2000-06</td>
<td>19</td>
<td>26</td>
<td>1.4</td>
<td>43</td>
<td>2.3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>74</td>
<td>64</td>
<td>0.9</td>
<td>144</td>
<td>1.9</td>
</tr>
</tbody>
</table>

¹ Number of faculty in departments with Ph.D. programs (16 departments).
Lehigh University  
Current Faculty Hired 2000-2006  
Proposals submitted from Date of Hire to October 1, 2007  
Total # of Faculty in 4 Cohorts = 106*  

<table>
<thead>
<tr>
<th>COHORT</th>
<th>Number who submitted PI Proposals¹</th>
<th>Total Proposals Submitted</th>
<th>Per Faculty PI Proposal Rate</th>
<th>Funded</th>
<th>Rate of Funded Proposals</th>
<th>Pending</th>
<th>Rejected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professors Hired 2000-2002</td>
<td>11</td>
<td>156</td>
<td>14.18</td>
<td>66</td>
<td>42%</td>
<td>19</td>
<td>71</td>
</tr>
<tr>
<td>Assistant Professors Hired 2002-04</td>
<td>22</td>
<td>254</td>
<td>11.55</td>
<td>81</td>
<td>32%</td>
<td>39</td>
<td>134</td>
</tr>
<tr>
<td>Assistant Professors Hired 2004-06</td>
<td>16</td>
<td>106</td>
<td>6.63</td>
<td>29</td>
<td>27%</td>
<td>25</td>
<td>52</td>
</tr>
<tr>
<td>Associate &amp; Full Professors Hired 2000-06</td>
<td>19</td>
<td>271</td>
<td>14.26</td>
<td>130</td>
<td>48%</td>
<td>28</td>
<td>113</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>68</strong></td>
<td><strong>787</strong></td>
<td><strong>11.57</strong></td>
<td><strong>306</strong></td>
<td><strong>39%</strong></td>
<td><strong>111</strong></td>
<td><strong>370</strong></td>
</tr>
</tbody>
</table>

¹ PI = Principal Investigator. In addition to these proposals the faculty submitted 261 additional proposals as Co-Principal Investigator, which is not reflected in the above data. Source of Data: Office of Research and Sponsored Programs.

* Not all fields of scholarship require the submission of research proposals.
Lehigh University
Current Faculty Hired 2000-06
Achievements During Lehigh Career
Through 2006

Total Number of Faculty = 106

Research Fellowships and Early Career Awards = 17

External honors and awards = 134
(such as National Academy membership, best article prize)

Books published = 16

Patents = 50