

NEXT MEETING: 4:10 PM 5 February 2001 University Center Room 308.
Refreshments at 3:30 PM in the Faculty Lounge.

Lehigh University

MINUTES OF THE FACULTY MEETING

20 November 2000

Presiding: Gregory Farrington (University Center 308)

President Farrington called the meeting to order at 4:10 PM.

1. **Minutes.** Professor Jim Largay provided two corrections to the minutes of the October 16, 2000 faculty meeting [see Attachment 1]. The minutes of the October 16, 2000 faculty meeting were then APPROVED.
2. **January Graduation Motions** Provost Ron Yoshida, on behalf of Registrar Bruce Correll, MOVED the three customary January graduation motions [see Attachment 2]. The motions were SECONDED and APPROVED.
3. **Unfinished Business.** None.
4. **New Business.** None.
5. **e-Mountain Presentation.** Vice Presidents Dave Williams and Rhonda Gross provided a graphic presentation on e-Mountain – Lehigh is developing plans for the Mountaintop Campus. They started with the Sasaki plan integrating the Campus Square and e-Mountain concepts.

The university has engaged the firm of Hammer, Siler and George of Silver Spring, MD in a three-part study of the Mountaintop Campus as a research park. The study will look at market potential, other university research parks, and the local real estate market.

There is a market niche for an integrated research park in the Lehigh Valley. Dave Williams reiterated a number of university strengths including the significant amount of research support that comes from industry as well as active local technical industry relationships. In fact, 60 per cent of survey respondents indicated a desire to expand their relationship with Lehigh.

Reference research parks include University City Science Center in Philadelphia, RPI Technical Park, Penn State Research Park, and

Centennial Park at North Carolina State. The lessons learned from these research parks include: financing approaches; leveraging of co-location; optimum scale and sequencing of activities; and, the importance of experienced project staff.

As for real estate trends, the Lehigh Valley has roughly 865 tech companies with a total of more than 25,000 employees as well as strong and growing office and industrial markets with projected space absorption of 25,000 to 50,000 square feet per year.

The primary use of e-Mountain would be a university-related research park with a secondary use as a general business park with multi-tenant buildings on the South Side and Mountaintop and single tenant buildings on the Mountaintop.

The next steps in the process include a \$250,000 planning grant from the Commonwealth, the development of an implementation plan, and preliminary discussions with the administration and prospective corporate tenants.

e-Mountain is seen as an asset to the university in a variety of ways – recruitment and retention of faculty, increasing research funding, access to specialized equipment, creation of assets and profits, regional economic impact, and a growing reputation as a technical community to name a few

Professor Mohamed El-Aasser inquired whether this meant creation of a Lehigh corporation. Rhonda Gross said she was not prepared to say whether that was best. Professor Bob Thomson asked about the financial impact research parks had on other institutions. Dave Williams replied that RPI, for example, both drew cash from and provided cash to their research park. He also indicated that no decision had been made whether Lehigh itself would provide venture capital. As for environmental impacts they will be studied in the first step of the sequence.

Professor El-Aasser made a number of points including the fact that other research parks had enhanced the research and education missions of their host institutions, and that North Carolina State is moving its engineering college into Centennial Park.

Professor Bob Folk asked about transportation in and out of the proposed park. Dave Williams said access would be studied but emphasized that the Mountaintop will not be strictly for research nor would the Packer campus be strictly for teaching.

President Farrington noted that the 'e' in e-Mountain stands for entrepreneurship. He also bid farewell to Rhonda Gross, noting her spectacular contributions and initiating a round of applause on her behalf.

President Farrington also emphasized the e-Mountain concept as one piece of the university's overall strategy for growth that also includes the Packer campus and the South Side. He noted that BethWorks has set aside land for development of a corporate park. He will propose an ad hoc committee of the board of trustees to look at all the e-Mountain issues and answer questions.

6. **Committee Reports.** Professor Jim Largay, on behalf of the Faculty Compensation Committee, provided an interim committee report [see Attachment 3] Using a mixed sports metaphor, Professor Largay remarked that this was "a game of inches not of home runs." He said the FCC would keep the communications channels open and reviewed the discussion with Provost Ron Yoshida on November 2.

Professor Largay also indicated that he had just received Nelson Markley's analysis of the phased retirement program and will be working on it.

Provost Ron Yoshida remarked on item 3 of the FCC's interim report noting that extraordinary teaching and extraordinary service are not substitutes for a failure to pursue scholarship. He also noted that an overemphasis on scholarship, at the expense of teaching and service, is not acceptable either. As for the competitiveness of faculty compensation, Provost Yoshida said that some deans are working on benchmarks, that he would be meeting with the deans in the next several days, and gave the example of rank-and-field adjustments in the College of Business and Economics based on AACSB data.

President Farrington expressed agreement with the provost saying it is an exaggeration to state that no benchmarks exist citing the AACSB data, the fact that the College of Engineering and Applied Science has been collecting data for years, and that the College of Education is well along the process. The challenge that remains is in the College of Arts and Sciences.

Professor Largay replied that he chooses his words carefully emphasizing the term "no mutually-agreed-upon benchmarks."

Dean Ray Bell noted that open meetings had been held in the College of Education. Some meetings have also been held in departments in the College of Engineering and Applied Science.

President Farrington observed that this issue is principally between the deans and the faculty of the individual colleges.

Professor Bruce Hargreaves, on behalf of the Faculty Financial Planning and Operations Committee, provided a progress report to the faculty [see Attachment 4]. He reviewed the items contained in the report and noted the reports of the FFPOC are available on the Web.

- 7 **President's Report.** President Farrington stated that the search for a new vice president for finance and administration was coming along nicely and that he hoped to have an announcement before Christmas.

He has had an opportunity to watch the admissions process firsthand greeting many visitors and has good vibes about it.

Early next week, he will issue a copy of the 7 goals for Lehigh with explanatory information and implementation initiatives including steps to be accomplished during the next 12-24 months. This document will form the basis for comment, and, after comment and adjustment, it will form the basis for a February 2001 discussion with the board of trustees. It will shape the next development campaign that will have a decidedly academic texture, i.e., an emphasis on the endowment of faculty chairs and academic scholarships.

- 8 **Provost's Comments.** Provost Ron Yoshida referred to the e-mail on the "20/20" fund and acknowledged Bruce Hargreaves help in clarifying the document. Meetings regarding the fund will be held in UC403 on December 12, 2000, January 16, 2001 and February 21, 2001. Provost Yoshida said he was happy to meet regarding the viability of any proposal.

Graduate fellowships will be allocated based on graduate enrollments. As soon as viable candidates are identified, rolling offers are made. The fellowships include a \$15,000 stipend. Financing the second year of the fellowships is the responsibility of the applicable college.

The provost noted that he is studying space issues, in particular, science laboratory space. His goal is to develop an 'academic vision' for space utilization and think through the process of providing appropriate space.

The meeting stood adjourned at 5:35 PM.

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November 20, 2000

Additions and Corrections to Minutes of October 16, 2000, Faculty Meeting

One addition:

The minutes should include the additional statement that "Professor Largay based his comments about the slow start of the reference group exercise on reports he received from FCC members who contacted their own deans. Perhaps some progress was made between the time the FCC members spoke with their deans and his October 16, 2000, report. However fast or slow that exercise is proceeding, though, he has no evidence that departmental or college faculties are involved in discussions of this, voting or otherwise approving reference group selection, or participating in any of the activities normally required for faculty buy-in on this very important matter."

Two points of correction:

1. The minutes should state that "The Faculty Compensation Committee has no direct role in selecting reference groups for salary comparison purposes. However, the FCC stands ready to assist in this process and to help resolve differences of opinion on reference group composition when asked to do so. The 'engine' driving the reference group exercise is the May 31, 2000, email memo to the deans and faculty co-signed by President Farrington, Provost Markley and FCC Chair Largay."
2. The minutes should state that "Professor Largay concluded his report by acknowledging an observation from the audience that 'consumer prices have been accelerating.'"

A handwritten signature in cursive script, appearing to be "J. Largay".



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November 20, 2000

GRADUATION MOTIONS

That, with the approbation and consent of the Board of Trustees signified by their mandamus, the appropriate academic degrees be conferred at the end of the current semester on those individuals who shall have completed all requirements for graduation no later than Wednesday, January 10, 2001, and that the President of the University and the Secretary of the Faculty be authorized to sign, on behalf of the Faculty, diplomas issued to these individuals;

That the appropriate graduation honors be awarded to those individuals whose averages the as computed by the Office of the Registrar, shall entitle them to be graduated with honors, high honors, or highest honors according to the regulation published in section 3.11.1 of the current edition of the Rules and Procedures of the Faculty;

That the Committee on Standing of Students be empowered to act for the Faculty on any special cases involving candidates for bachelor's degrees which may arise between now and January 10 and that the Graduate Committee be empowered to so act in cases involving candidates for graduate degrees.



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MEMORANDUM

November 20, 2000

TO: Lehigh University Faculty Colleagues
FROM: Jim Largay
SUBJECT: Interim Faculty Compensation Committee Report

We had our first meeting of the semester with Provost Ron Yoshida on November 2. President Farrington was out of town working on institutional advancement on that day but promises that he and Ron will both be present at our next meeting later this semester.

We had an open and wide-ranging discussion in four general areas:

1. **Status of budget deliberations, preliminary expected raise pool:** too early in process to offer anything concrete or semi-concrete on these matters.
2. **Possible redirection to faculty compensation of academic investment funds and funds freed up by end of early retirement payback:** Provost stated and restated that the Administration is committed to competitive faculty compensation but that this "redirection" idea had not been explicitly considered.
3. **Nature of Lehigh's strategic plan, role of faculty and incentives for faculty in implementing that plan:** good general discussion of the University's aspirations to elevate its standing among national universities, emphasizing the 40/40/20 model of faculty effort allocation. Seems to be little tolerance for faculty who depart from that model even though they excel in areas other than scholarship.
4. **How to get reference group exercise moving, including faculty buy-in:** Provost agrees that this must proceed and may set a deadline so that these new comparative data can be used in Fall 2001 during the 2002/2003 budget deliberations. Committee favors efforts to insure faculty buy-in.

The issues we are pursuing are urgent. Currently there are no mutually-agreed-upon benchmarks for determining and insuring competitiveness of faculty compensation, despite an avowed commitment to doing so, and few tangible signs that faculty compensation is a higher priority than in the past. Many legitimate issues compete on this campus for financial and managerial resources. The FCC and the faculty at large want to see faculty compensation in the top set of those issues.

FFPOC Report to the Faculty, 20 November 2000

From: Faculty Financial Planning and Operations Committee
Bruce Hargreaves (brh0@lehigh.edu), chair
Richard Decker, CEAS (rdrd0@lehigh.edu), past-chair & FSC representative
Jim Hall, CBE (jah0@lehigh.edu)
Asha Jitendra, CE (akj2@lehigh.edu)
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Web page: <http://www.lehigh.edu/~inffpoc>

Subject: Progress report

(For list of goals of FFPOC, see 11 September report, posted on our Web site)

1. **Indicators of progress toward achieving University (and faculty) priorities.**

We have met with Scott Knauss to discuss use of University data (financial and otherwise) to development and post tables and graphs on our Web site and will continue to work with Scott and with Vice President Markley. We are interested in developing indicators of academic and financial status and our progress toward University priorities in both the long term and over the next several years of special investments. We are interested in internal assessments as well as comparisons with other institutions. We welcome suggestions from the faculty.

2. **Lehigh 2020 Fund** We are working with Provost Yoshida on implementation of the Lehigh 2020 Fund for investing in academic excellence

3. **Information Resources.** We met with Vice Provost Taggart to get acquainted and discuss a range of issues. We plan to meet again next semester to focus on financial aspects of IR from a faculty perspective.

4. **LEWIS.** We are continuing to provide faculty input to the LEWIS Steering Committee and welcome suggestions and comments from the faculty (direct these to BRH).

5. **Improved communication.** We beginning to use email to announce the posting of our reports and Web address to the entire faculty. Our monthly reports and several graphs are now posted under a thin veil of security (anyone with a Lehigh network user ID and password can gain access).