Faculty Meeting Agenda
(Revised 9/19/01)
24 September 2001

Call to order at 4:10 pm, University Center Room 308
Refreshments will be served at 3:30 pm in the Faculty Lounge of the University Center

1. Corrections or approval of the 30 April 2001 faculty meeting minutes

2. Unfinished Business
   - Special Election – Faculty Financial Planning & Operations Committee

3. New Business
   - Motion to incorporate the procedures for Joint Appointments into R&P: Section 2

4. Committee Reports
   - Faculty Steering Committee – Professor Judith Lasker

5. President's Report

6. Provost's Report

7. Adjournment

Please note the following meeting dates for Fall 2001 and Spring 2002:

15 October 2001   3 December 2001
4 February 2002    25 March 2002    6 May 2002

All meetings will begin at 4:10 p.m. in the University Center Room 308, preceded by refreshments served at 3:30 p.m. in the Faculty Lounge of the University Center.
Next Meeting: 4:10 PM 15 October 2001, University Center Room 308. Refreshments at 3:30 PM in the Faculty Lounge

Lehigh University

Minutes of the Faculty Meeting

24 September 2001

Presiding: Gregory Farrington (University Center Room 308)

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

1. Minutes. The minutes of the April 30, 2001 faculty meeting were APPROVED.

2. Announcements. President Farrington thanked the faculty for their quiet acts of compassion toward students in the wake of the events of September 11. He is in the process of handwriting letters to two students whose fathers died in the World Trade Center attack. No complete report yet on the names of alumni whose lives were lost. President Farrington also announced the creation of a scholarship fund for students impacted by the September 11 events.

The president then asked the faculty to rise and observe a moment of silence in honor of alumni and parents who were lost on September 11.

Professor Roger Nagel commended President Farrington for his leadership during this moment of crisis, and for providing a strong sense of community. The faculty gave the president a round of applause.

Provost Ron Yoshida, noting we haven't celebrated successes often enough, announced that several events celebrating scholarship at Lehigh will be forthcoming.

President Farrington remarked that Lehigh was a good place to be.

3. Unfinished Business. Professor Alex Levine, on behalf of the Nominations Committee, circulated ballots for an open position on the Faculty Financial Planning and Operations Committee (two-year term at the Associate/Assistant Professor level). After calling for nominations from the floor (and hearing none) the election proceeded.

4. New Business. Provost Yoshida offered a proposal to incorporate procedures for joint appointments into R&P. Section 2 [see Attachment 1]
Professor Roger Simon moved a friendly amendment [see Attachment 2] to the original proposal noting that the original proposal diffuses the power of departments. The amendment gives responsibility to the primary department while permitting joint appointments.

The amendment was seconded.

Provost Yoshida accepted the amendment as friendly and moved to accept the proposal (with the friendly amendment). The motion was seconded and passed.

5. Committee Reports. Professor Judith Lasker, on behalf of the Faculty Steering Committee, provided a brief oral report. Professor Lasker noted that the committee's biggest task is the review of R&P. A subcommittee consisting of faculty representatives from each of the four colleges (plus Professor Frank Gunter) is in charge.

FSC is involved in the creation of five task forces – the first being on equal opportunity and sexual harassment. The next task force will be on employment practices for faculty.

Professor Lasker concluded by noting that FSC's larger agenda is to find ways to better recognize and reward faculty who have lasting impacts on students' lives.

6. President's Report. President Farrington began his remarks by noting that the academic year began with things seemingly nicely in order with new deans in engineering and education, and a new alumni director. Lehigh welcomed the best freshman class in history and things appeared to be right where the president wanted them to be.

After September 11, much has changed. Donor generosity has been affected, but it is too early to tell by how much. No one really knows.

Thinking about what has changed, the president noted that international outreach would be affected along with alumni events and development efforts. He said we will proceed forward and was optimistic that things will turn out nicely in the end. Donors are poorer but still love Lehigh. Education is a solution, not a problem.

At the state level, Governor Ridge's acceptance of the new cabinet position in Washington creates some uncertainty with respect to several initiatives on the verge. On the other hand, the president noted he has known the Lieutenant Governor for six years.
The president observed that he is uncertain what will change, but noted several initiatives still on target: Campus Square is rising; the street lighting project for New Street is on the horizon; the new access road from Interstate 78 will open in October; and the Governor’s School on Entrepreneurship was a huge success.

For the upcoming trustees’ meetings, the objective is to showcase real people, beginning with Deans Mohamed El-Aasser and Sally White in October. For the January/February trustees’ meeting, the president is organizing 3 or 4 faculty groups to discuss topical areas.

7. **Provost’s Report.** Provost Yoshida provided an update on a variety of topics. He will be visiting numerous faculty members and sitting in on classes. The coming month will see release of a report on the merit process, the Lehigh 20/20 program and an academic plan for academic affairs.

The university welcomes 29 new faculty this fall after an exciting recruiting year. For the current year, 30 positions will be recruited including 17 in various departments involved with information technology and 3 in biosciences.

The provost is also reviewing a variety of new programs on the agenda for the next academic year.

As for the freshman class, the provost noted the tangible difference in the quality of the student body over the past several years.

The provost emphasized that not all of the money for the 20/20 program has been spent. The proposal review process diligently seeks to fund proposals that will have a profound effect on Lehigh. The provost will provide a report on specifics at the next faculty meeting. He did emphasize that 20/20 funds are not permanent. To be sustained, funded programs must increase student enrollment, or seek reallocation of funds from other areas. The provost stated that, with the right menu of funded proposals, we should begin to see an increase in the number of undergraduate students.

Professor Bob Folk asked whether there were limitations on areas where faculty recruiting may take place. He wondered if recruiting was limited to so-called fashionable fields.

Provost Yoshida noted that he had turned back very few recommended offers to new faculty during the past year.
The provost concluded by calling on Dean Dick Durand to introduce K. (Siva) Sivakumar – the newly appointed Tauck Professor of Marketing

The meeting stood adjourned at 5:12 PM.

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Stephen F. Thode
Secretary to the Faculty
304 Rauch Business Center
(610) 758-4557
FAX: (610) 882-9415
E-mail: sft@
Subject: minutes
Date: Fri, 12 Oct 2001 15:53:06 -0400
From: Judith Lasker <jml0@lehigh.edu>
To: Judith Lasker <jml0@lehigh.edu>

5. Committee Reports. Professor Judith Lasker, on behalf of the Faculty Steering Committee, provided a brief oral report. Professor Lasker noted that the committee’s biggest task is the review of R&F. A subcommittee consisting of faculty representatives from each of the four colleges (plus Professor Frank Gunter) is in charge.

FSC is involved in the creation of five task forces - the first being on equal opportunity and harassment. The next task force will be on employment practices for faculty.

Professor Lasker concluded by noting that FSC’s larger agenda is to find ways to better recognize and reward faculty who have lasting impacts on students’ lives.

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[Signature]
Provost Yoshida will present a motion to incorporate the procedures for Joint Appointments as described below into R&P, Section 2

Lehigh University Faculty Joint Appointments
September 2001

This document presents the rationale and specific procedures under which faculty members will be recruited, appointed, mentored, evaluated on an annual basis, reappointed, evaluated for tenure and for promotion.

These sections will be put into R&P format and given appropriate R&P numbers after appropriate consideration and approval.

Rationale

Lehigh University encourages joint appointments at all levels of the tenure-track professorate. Such appointments enhance Lehigh’s capability to develop interdisciplinary research and instructional programs. These positions are to be funded only by the permanent budget of respective colleges. Thus, appointments must be made to departments although appointments may also be made to recognized programs and research centers.

Joint appointments shall be limited to no more than two units, one of which must be a department in a College. Under special circumstances, appointment can be made in more than two units with the approval of the faculty within the units, dean(s), and the provost.

Initial Appointment

The standard practice for all faculty appointments is that whenever funds for a faculty position become available, the dean(s) whose funds will underwrite the position will determine which department(s) that position is to be located, given the Provost’s approval.

In the case of joint appointments, a position may be located in departments within a single college, or departments in more than one college. The dean(s) involved need(s) to assemble an appropriate group of faculty (drawn from two or more departments, which may include the department chairs, program chairs, and/or center directors) to develop a draft position description. That description must designate the department in which the new faculty member will hold his/her primary (tenurable) appointment; and designate one or more other departments, programs or research centers to which s/he will be expected to actively contribute. The position description must also include not only the interdisciplinary scholarly expertise required for the position, but also state the instructional expectations and proposed assignments. Each department, program or research center with which the position is to be affiliated must approve the position description.
If the dean(s) and Provost approve the position description and budget, the dean(s) will select a search committee, with the advice of the department chairs, program chairs, and/or center directors responsible for the appointment. The search committee is to consist of faculty with disciplinary expertise related to the proposed hire and any other professionals deemed qualified to review prospective candidates for the position. With the approval of the dean(s), the search committee identifies qualified candidates for review and recommends candidates for employment. The search process shall be conducted in consultation with the faculty in all departments, programs, or research centers involved in the appointment. As with all appointments to the faculty, the dean(s) will make their recommendation to the Provost for approval.

Mentoring

The chair of the primary department in which the faculty member holds his/her appointment shall be responsible for the mentoring of the faculty member in the areas of research, teaching, and service. The chair of the primary department will also seek the guidance of the chair or program head of the secondary unit(s). If there are any disagreements about the expectations for the faculty member that cannot be resolved informally, the respective chair(s) or program head(s) shall meet jointly with the dean(s) to whom they report to resolve any disagreements. A report of this meeting shall be given to the faculty member.

Annual Evaluation for Merit

The chair of the primary department in which the faculty member holds his/her appointment shall be responsible for the annual evaluation of the faculty member. In addition to the annual report of the faculty member, the chair shall solicit a written evaluation of the faculty member's performance from the secondary department chairs, program directors, or research center directors that will be included as part of the annual evaluation. The chair of the primary department shall recommend the merit increase. The respective dean(s) shall review the recommended increase to insure that the merit increase fairly reflects the evaluations submitted. The chair of the primary department shall provide written feedback to the faculty member.

Reappointment

The chair of the primary department shall be responsible for conducting the reappointment of the faculty member using the standard criteria of research, teaching, and service. In the area of research only, the chair will assemble with the approval of the dean(s), a special committee of no more than five faculty members from the department(s), program(s), or research center(s) with which the faculty member is affiliated. All faculty in the primary department shall evaluate the faculty member's teaching and service. The chair shall also solicit faculty letters and recommendation(s) from the secondary departments, programs, and research centers in evaluating performance in these two areas. These letters and recommendations shall be made available to the faculty in the primary department for consideration during deliberations. The chair of the primary department shall consider the reports and letters from all of the above sources before making his/her recommendation to the respective dean(s).
Tenure and Promotion

The chair of the primary department shall follow the procedure outlined in the Reappointment section in making his/her recommendation to the appropriate College-wide Promotion and Tenure committee(s). If the faculty member's joint appointment is within one college, that college's Promotion and Tenure committee shall make the recommendation to the respective dean and Provost. If the appointment is in two or more colleges, the Promotion and Tenure Committees of both colleges will meet jointly to make a single recommendation to the respective dean(s) who will also make a single recommendation to the Provost.

Conversion to or from a Joint Appointment

A decision to convert an appointment in one department into a joint appointment in another department, program, or research center shall require an agreement between the faculty member, department chairs, and appropriate dean(s). The decision shall become final upon the approval of the Provost. This procedure shall be followed to convert a joint appointment into an appointment in a single department.

Once either change is approved, any personnel decisions concerning merit, reappointment, tenure and promotion shall follow the specific procedures outlined for appointments in single departments or for joint appointments.
PROPOSED AMENDMENT TO FACULTY JOINT APPOINTMENT PROPOSAL

[Suggested additions in **BOLD AND SOLID CAPS**; deletions as strike-outs]

**Initial Appointment**

The standard practice for all faculty appointments is that whenever funds for a faculty position become available, the dean(s) whose funds will underwrite the position will determine which department(s) that position is to be located given the Provost’s approval.

In the case of joint appointments, a position may be located in departments within a single college, or departments in more than one college. The dean(s) involved need(s) to assemble an appropriate group of faculty (drawn from two or more departments, which may include the department chairs, program chairs, and/or center directors) to develop a draft position description. That description must designate the departments, programs or research centers in which the new faculty member will hold his/her primary (tenable) appointment, and designate DEPARTMENTS, PROGRAMS OR RESEARCH CENTER to which HE OR SHE will be expected to actively contribute. The position description must also include not only the interdisciplinary scholarly expertise required for the position, but also state the instructional expectations and proposed assignments. Each department, program or research center with which the position is to be affiliated must approve the position description.

If the dean(s) and Provost approve the position description and budget, the dean(s) will select a search committee, with the advice of the department chairs, program chairs, and/or center directors responsible for the appointment. The search committee is to consist of faculty with disciplinary expertise related to the proposed hire and any other professionals deemed qualified to review prospective candidates for the position. With the approval of the dean(s), the search committee identifies qualified candidates for review and recommends candidates for employment. The search process shall be conducted in consultation with the faculty in all departments, programs, or research centers involved in the appointment. **THE SEARCH COMMITTEE WILL MAKE A RECOMMENDATION TO THE DEPARTMENTS, CENTERS OR PROGRAMS INVOLVED. THE PRIMARY DEPARTMENT IN WHICH THE CANDIDATE WILL HOLD HIS OR HER APPOINTMENT WILL BE IDENTIFIED. THE PRIMARY DEPARTMENT WILL RECOMMEND A CANDIDATE TO THE DEAN. As with all appointments to the faculty, the dean(s) will make their recommendation to the Provost for approval.**

**Annual Evaluation for Merit**

The chair of the primary department in which the faculty member holds his/her appointment shall be responsible for the annual evaluation of the faculty member. In addition to the annual report of the faculty member, the chair shall solicit a written evaluation of the faculty member’s performance from the secondary department chairs, program directors, or research center directors that will be included as part of the annual evaluation. The chair of the primary department shall recommend the merit increase. The respective dean(s) shall review the recommended increase to ensure that the merit increase fairly reflects the evaluations submitted. The chair of the primary department shall provide written feedback to the faculty member.

**Reappointment**
The chair of the primary department shall be responsible for conducting the reappointment of the faculty member using the standard criteria of research, teaching, and service. In the area of research only, the chair will assemble with the approval of the dean(s), a special committee of no more than THREE TO five TENURED faculty members from the department(s), program(s) or research center(s) with which the faculty member is affiliated. THE SPECIAL COMMITTEE SHALL MAKE A WRITTEN REPORT TO ALL THE RELEVANT DEPARTMENTS AND PROGRAMS. All TENURED faculty in the primary department shall evaluate the faculty member's teaching, and service. The chair shall also solicit faculty letters and recommendation(s) from the secondary departments, programs, and research centers in evaluating performance in these two areas. These letters and recommendations shall be made available to the faculty in the primary department for consideration during deliberations.

SECONDARY DEPARTMENTS, PROGRAMS, AND RESEARCH CENTERS SHALL MAKE A RECOMMENDATION THAT SHALL BE AVAILABLE TO THE TENURED FACULTY IN THE PRIMARY DEPARTMENT. THE TENURED FACULTY OF THE PRIMARY DEPARTMENT SHALL CONSIDER ALL THE REPORTS AND MAKE A RECOMMENDATION ON REAPPOINTMENT TO THE DEAN. The chair of the primary department shall consider the reports and letters from all of the above sources before making his/her recommendation to the respective dean(s).

Tenure and Promotion

THE PROCEDURES OUTLINED IN THE REAPPOINTMENT SECTION ABOVE SHALL BE FOLLOWED IN MAKING A RECOMMENDATION ON TENURE OR PROMOTION. THE RECOMMENDATION ON TENURE OR PROMOTION MUST COME FROM THE PRIMARY DEPARTMENT. The chair of the primary department shall follow the procedure outlined in the Reappointment section in making his/her recommendation to the appropriate College-wide Promotion and Tenure committee(s). If the faculty member's joint appointment is within one college, that college's Promotion and Tenure committee shall make the recommendation to the respective dean and Provost. If the appointment is in two or more colleges, the Promotion and Tenure Committees of both colleges will meet jointly to make a single recommendation to the respective dean(s) who will also make a single recommendation to the Provost.

Conversion to or from a Joint Appointment

A decision to convert an appointment in one department into a joint appointment in another department, program, or research center shall require an agreement between the faculty member, THE DEPARTMENTS, CENTERS OR PROGRAMS INVOLVED, department chair(s), and appropriate dean(s). The decision shall become final upon the approval of the Provost. This procedure shall be followed to convert a joint appointment into an appointment in a single department.

Once either change is approved, any personnel decisions concerning merit, reappointment, tenure and promotion shall follow the specific procedures outlined for appointments in single departments or for joint appointments.

Proposed by Roger Simon and Sudhakar Neti 9/224/01