

Faculty Meeting Agenda 2 May 2005

Call to order at 4:10 p.m., Sinclair Auditorium

Refreshments will be served at 3:30 p.m.

1. Minutes

Corrections or approval of the 21 March 2005 faculty meeting minutes

2. Memorial Resolutions

- Professor C. Robert Phillips will give the memorial resolution for Edna DeAngeli professor emerita and former chair of classics
- Professor Don Bolle will give the memorial resolution for Curtis Clump, professor emeritus of chemical engineering and former associate dean of the college of engineering and physical science

3. Graduation Motions – Bruce Correll Registrar

4. Committee Motions

- Educational Policy Committee – Professor David Small
 - Tuesday-Thursday course-time block revisions
 - Revision of R&P 3.1.6 Study Abroad
 - CBE Minor Program in IPRE and courses
 - Revised Marketing major
 - Catalog course guidelines – joint proposal with GRC

Motions are available on the Registrar's web page:
<http://www.lehigh.edu/~inrgs/ccindex.shtml>
- Graduate and Research Committee – Professor Jill Schneider
 - Catalog course guidelines – joint proposal with Ed Pol
 - Course changes for MACC
 - Revised ESL and TOEFL guidelines and practices

Motions are available on the Registrar's web page:
<http://www.lehigh.edu/~inrgs/ccindex.shtml>
- Personnel Committee and Promotion/Tenure Subcommittee of the Personnel Committee – Professor Jeff Sands

Proposed Revisions to R&P Section 2

5. **Nominations Committee** – Professor Lucinda Lawson

6. **Unfinished Business**

7. **New Business**

8. **Committee Reports**

End of the Year Reports from the following:

- Faculty Financial Planning & Operations Committee – Professor Steve Thode
- Faculty Personnel Committee – Professor Jeff Sands
- Disciplinary Appeals Committee – Professor Ed Kay
- Faculty Steering Committee – Professor Rosemary Mundhenk
- Governance Committee – Professor Mike Kolchin
- Graduate and Research Committee – Professor Jill Schneider

9. **President's Report**

10. **Provost's Report**

11. **Adjournment**

2005-6 Meeting Schedule

12 September 2005

17 October 2005

5 December 2005

6 February 2006

20 March 2006

1 May 2006

Location: Sinclair Auditorium

3:30 Reception

4:10 Meeting

NEXT MEETING: 4:10 PM 12 September 2005, Sinclair Auditorium.
Refreshments at 3:30 in Sinclair Auditorium lounge.

Lehigh University

MINUTES OF THE FACULTY MEETING

2 May 2005

Presiding: Gregory Farrington (Sinclair Auditorium)

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

1. **Minutes.** The minutes of the March 21, 2005 faculty meeting were APPROVED.
2. **Memorial Resolutions.** Professor C. Robert Phillips read a tribute to Edna De Angeli, late Professor Emeritus and former Chair of Classics. Professor Phillips then MOVED that his remarks be incorporated in these minutes [see Attachment 1] and that a copy be sent to the family. The President declared the motion APPROVED by acclamation and the faculty STOOD for a moment of silence in memory of Edna De Angeli.

Professor Don Bolle read a tribute to Curtis Clump, late Professor Emeritus of Chemical Engineering and former Associate Dean of the College of Engineering and Physical Science. Professor Bolle then MOVED that his remarks be incorporated in these minutes [see Attachment 2] and that a copy be sent to the family. The President declared the motion APPROVED by acclamation and the faculty STOOD for a moment of silence in memory of Curtis Clump
3. **Graduation Motions.** Registrar Bruce Correll MOVED the four customary May graduation motions and the three customary September graduation motions [see Attachments 3 and 4]. The motions were SECONDED and PASSED.
4. **Admissions Update.** President Farrington gave a brief update on the Class of 2009. The class will be larger than planned, perhaps as large as 1,145 matriculants; the quality is the highest in Lehigh history; and interest in engineering is on the rebound.
5. **Standing Committee Elections.** Professor Lucinda Lawson on behalf of the Nominations Committee, circulated paper ballots for elections to the various university standing committees, and solicited nominations from the floor. There being none the election proceeded.
6. **Committee Motions.** Professor David Small, on behalf of the Educational Policy Committee, announced that a proposal to revise Tuesday/Thursday class time blocks will be presented to the faculty in the

fall.

Professor Small then MOVED a revision to R&P 3.1.6 - Study Abroad - to insert three new sections, labeled 'a', 'b' and 'c' [see Attachment 5]. The motion was SECONDED.

An amendment, deemed unfriendly by Ed Pol, to eliminate section 'c' was MOVED and SECONDED. The amendment FAILED. The original motion PASSED.

Professor Small then MOVED a package of course and curriculum changes for the College of Business and Economics including: a new minor proposed by the Perella Department of Finance (Integrated Program in Real Estate); proposed new courses offered by the Perella Department of Finance; change in prerequisites for Bus 347; and, revisions of the requirements for the major in Marketing) [see Attachment 6].

The motion was SECONDED and PASSED.

Professor Jill Schneider, on behalf of the Graduate and Research Committee, MOVED procedural changes to the updating of catalog courses [see Attachment 7]. The motion was SECONDED.

Professor Jim Roberts asked if there would be exceptions for Special Topics courses. Registrar Correll noted that as long as one Special Topics course is offered every two years it stays on the books.

The motion PASSED.

Professor Schneider then MOVED course changes for MACC [see Attachment 8]. The motion was SECONDED and PASSED.

Professor Schneider then MOVED to finalize a new TOEFL policy [see Attachment 9]. The motion was SECONDED.

Dean Carl Moses inquired as to the impact on the certification of teaching assistants. Professor Schneider replied that the policy does not affect certification: only admission to Lehigh.

The motion PASSED.

Professor Jeff Sands on behalf of the Personnel Committee and the P&T Subcommittee of the Personnel Committee, reviewed the various proposed changes to R&P Section 2 [see Attachments 10 and 11]. He thanked the members of the Personnel Committee and, especially, the members of the P&T Subcommittee, for their hard work.

The various proposed changes will be voted on electronically later this month.

Professor Rick Matthews asked if Jonathan Knight had seen the whole package. Professor Sands replied that Mr. Knight had seen the relevant parts.

Professor Sudhakar Neti asked if the Personnel Committee intended to send the entire package to the faculty prior to the vote. Professor Sands replied in the negative.

Professor Barry Bean said he would like to see a roll call vote.

Professor Jean Soderlund stated that today, as agreed would be the final discussion of the proposed changes.

Professor Ed Kay MOVED to postpone the vote until after the first faculty meeting of the fall semester of 2005. He stated that he was making the motion on behalf of the Lehigh University chapter of AAUP. The motion was SECONDED.

Professor Kay articulated two reasons for the postponement: 1) the faculty were not given a reasonable chance to file amendments as this is the end of the semester; and, 2) there has been no opportunity for outside counsel to review the proposed changes

Professor Mike Kolchin observed that the Personnel Committee and P&T Subcommittee have sponsored two town meetings, and that both town meetings were poorly attended by faculty. He asked what was gained by a postponement.

Professor Pete Beidler CALLED the question.

Professor Roger Nagel asked Professor Kay if there was time before the end of the month to satisfy his concerns. Professor Kay stated he did not know the answer to that question

The motion to postpone FAILED by voice vote.

A request for a show of hands on the motion revealed the following vote: 26 Yea; 43 Nay; 3 Abstentions.

Professor Bean asked about committee discussions concerning administrative appointments. Professor Sands stated that the committee and subcommittee did take a hard look.

Professor Nagel asked for another meeting prior to a vote to discuss the changes.

Professor Slade Cargill said he was against the idea and thanked the Personnel Committee and P&T Subcommittee.

Professor Jacob Kazakia observed that delaying a vote loses momentum.

Professor Rosemary Mundhenk noted all the good work that has been accomplished.

Professor Schneider affirmed that the Personnel Committee and P&T Subcommittee had produced an excellent document.

- 7 **President's Report.** Due to the late hour, President Farrington asked that a formal reading of the University Standing Committee reports be waived.

The meeting stood adjourned at 6:06 PM.

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**Memorial Resolution for Professor Edna De Angeli
May 2, 2005 — A.D. VI Non. Mai.**

We note with sadness the death of Professor Emerita of Classics Edna Sophia De Angeli (formerly Silverman) 19 April, 2005 at the age of 88. She is survived by her brother, two children (Nina and Tony), two grandchildren and one great-grandchild

Edna's higher education began at the Philadelphia High School for Girls, aka Girls' High, and continued at Temple University. She had significant avocations in secondary education and modern dance; in this latter she met her spouse, John "Jack" De Angeli, who predeceased her. But the powerful pull of classical antiquity could not be ignored; Edna later entered the graduate program of the University of Pennsylvania and received her doctorate in classical studies with a dissertation on the Roman love poet Catullus.

Around this time the late chair of the then-existing Department of Classics, Joseph Maurer, hired her as an instructor; in 1965 she became the first woman to receive tenure here. On 1 July 1975 she became Department Chair, another first, a date I cannot forget since three weeks later she hired me, thereafter guiding my own tenure process; in the year of her retirement, 1982 she nominated me as the next Chair. Edna, I will never forgive you the last deed

Edna's accomplishments among what we now call "the three criteria" were legion. As a scholar she was deeply involved with Roman amatory poetry, and made valuable contributions to their interpretation. As a teacher she introduced many new courses, some of which are still offered here; enthusiastic students populated her classes and her office hours. Enumerating her formal service activities could of itself could fill this resolution.

But Edna's less-formal accomplishments could fill several resolutions. Not only did students from entering freshmen to exiting seniors find their way to her office; so did junior faculty, senior faculty, and members of the administration. Indeed, I was not surprised to see the President, W. Deming Lewis, making the journey, although Deming told me with a wink that he wished he had been a better Latin student in school. Certainly I often made the journey, for Edna was a good colleague, a fine Chair, and a wonderful friend, a balancing act which many essay but few accomplish

Edna came to a Lehigh of a very different climate for women, where women were openly called "girls" and assumed to be secretaries (the term "academic department coordinator" did not yet exist). She successfully navigated such parlous shoals not by frontal assault but by the proven Roman strategy of divide-and-conquer. When she encountered egregious sexism she shunned the overt approach, at most confiding in her friends "he's a creep." But, inevitably, matters went badly for the creep. Her quietly effective approach to the equality of women and the equality of people unfortunately led many of the younger women on the campus to ignore her accomplishments in those areas. But she was a role-model before the phrase became formulaic, a mentor before the word became formulaic. I can think of no one who did more for women at Lehigh than did Edna.

Edna De Angeli received much from Lehigh and returned much more. Sensitive scholar, inspiring teacher, subtle feminist, dear friend — she had it all and she gave it her all. Those who knew her miss her grievously, and know that we will not see her like again

Mr. President, I move that this memorial resolution for Edna De Angeli be made a part of the permanent record of this faculty by inclusion in the minutes of this meeting and that we observe a moment of silence to signify our assent thereto

A handwritten signature in black ink, reading "C. Robert Phillips, III". The signature is written in a cursive style with a horizontal line above the name.

C. Robert Phillips, III
Professor of Classics and Ancient History
[Department of History]



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May 2, 2005

MAY GRADUATION MOTIONS

- I. 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 8:30 a.m. on Wednesday, May 18, 2005, 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 those individuals.
- II. That the appropriate graduation honors be awarded to those individuals whose averages as computed by the Office of the Registrar shall entitle them to be graduated with honors, high honors, or highest honors, according to regulation 3.11.1 of the current edition of the Rules and Procedures of the Faculty.
- III. 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 the close of the semester; that the Graduate Committee be empowered to so act in cases involving candidates for graduate degrees.
- IV. That prizes awarded to the appropriate individuals and that the announcement be made in the commencement program.



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May 2, 2005

SEPTEMBER 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, August 31, 2005 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 August 31 and that the Graduate Committee be empowered to so act in cases involving candidates for graduate degrees

R&P 3.1.6 Study Abroad

Revise to insert the following three sections:

Students must be in good academic and disciplinary standing.

- a. 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.
- b. 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.
- c. 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.

April 13, 2005

To: Bruce Correll, Registrar
Fr: Joan B DeSalvatore, Associate Dean

College of Business and Economics
Program Changes and Additions

The following have been passed by both the College faculty and the Committee on Educational Policy. They are now submitted for University faculty approval.

- **New minor proposed by the Perella Department of Finance: Integrated Program in Real Estate**
- **Proposed new courses offered by the Perella Department of Finance**
- **Change in prerequisites for BUS 347 Practicum in Real Estate I**
- **Revision of the requirements for a Major in Marketing**

College of Business and Economics
New Minor Proposed by the Perella Department of Finance
Title: Integrated Program in Real Estate

Approved by the College of Business and Economics Faculty on March 16, 2005

The goal of this minor is to complement functional skills acquired within a given major, with a broad understanding of entrepreneurship as it is applied to the real estate development process. Available to undergraduates from any College at Lehigh. Involves a number of hands-on, out-of-classroom, integrated learning experiences.

Requirements (12 credits)

IPRE 001	Introductory Seminar in Real Estate (3 credits)	(new)
IPRE 002	Field Laboratory (2 credits)	(new)
IPRE 301	Case Studies in Real Estate Value Creation (3 credits)	(new)
Internship	Non-credit	
BCS 347	Practicum in Real Estate I (2 credits)	
BUS 348	Practicum in Real Estate II (2 credits)	
Community Service	minimum of 45 hours	non-credit

Learning Objectives

- * Awareness and understanding of the many crucial components inherent to creating real estate development, i.e.: History, Economics, Urban Planning, Architecture, Environment, etc.
- * Examine the breadth and depth of the real estate development process
- * Gain familiarity with and understanding of the history and success or failure of past large-scale real estate development projects.
- * Learn ways to establish a real property's highest and best use.
- * Appreciate the entrepreneurial thought process.
- * Understand zoning, planning and land use regulations as they affect real estate development.
- * Familiarity with the potential methods of overcoming barriers to development.
- * Learn the concepts of diminished value and adaptive reuse and value.
- * Learn to analyze the process of developing a property.
- * Study the market and financial characteristics of commercial real estate, related to value

Resource Requirements

The three new courses will be managed and taught by the new faculty member who will be hired to fill the Collins-Goodman Chair in Real Estate. No other new resources are required.

College of Business and Economics
Proposed New Courses
Offered by the Perella Department of Finance

Approved by the College of Business and Economics faculty on March 16, 2005

IPRE 001 Introductory Seminar in Real Estate (3 credit hours)

New Course

Required of all entering IPRE minor students, explores a variety of issues related to real estate, entrepreneurship and leadership. Topics include: the relationship of real estate to finance, architecture, environmental issues, government, engineering, urban planning and economic development; the role of the entrepreneur in real estate and real estate development; ethical considerations in real estate; and, models of leadership.

IPRE 002 Field Laboratory (2 credit hours)

New Course

Introduction to the real estate development process. An extensive inquiry into the breadth and depth of the real estate development process using actual, planned commercial real estate development. Topics include: the sequence of events in the development process; parallel and sequential activities; impediments to highest and best use; strategies for overcoming impediments; managing relationships with various constituents; sources of capital; and, market analysis.

IPRE 301 Case Studies in Real Estate Value Creation (3 Credit Hours)

New Course

Entrepreneurial value creation through development or redevelopment of real estate. Issues include: establishing a real property's highest and best use; the entrepreneurial thought process; zoning, planning and land use regulations and effects on real estate development; environmental impacts, the effects on real estate development; the role of government in real estate development; overcoming barriers to development; negotiation; and, alternative strategies in development. *Prerequisite: Permission of the instructor.*

IPRE 302 Summer IPRE Internship (1 credit hour)

New Course

This course is available summers and open to students in the Integrated Program in Real Estate. The student will be evaluated on a directed writing assignment of no fewer than 9 pages and on a detailed evaluation provided by his or her work supervisor. A minimum of 150 hours of work must be completed in the internship, and verified by work supervisor. It should be noted that the work experience itself is not the basis for academic credit. Course registration and related arrangements must be made in advance of the work experience. This course cannot be used to satisfy any major requirements. *Prerequisite: permission of the program director. In extraordinary circumstances and with the approval of the program director this requirement can be altered according to the director's stipulations.*

Students with equivalent non-credit work experience may have this requirement waived.

College of Business and Economics

Change in Prerequisites - Bus 347 Practicum in Real Estate I

Approved by the faculty of the College of Business and Economics. March 16 2005

Recommended Change

Eliminate Eco 145 (or its equivalent), Acct 151 (or its equivalent) and Fin 225 (or its equivalent) as formal prerequisites.

Rationale

When Bus 347 was offered as an experimental course, these courses were "recommended" prerequisites. However, several students without some of these prerequisites, particularly students from the CAS, enrolled in the course (with the instructor's permission). All these students performed at a very high level in the course. Content has been added to the course to address the needs of students who do not have these prerequisites.

Instructor permission will still be required to enroll in the course. This will permit the instructor to evaluate students' preparation on a case-by-case basis

Current Catalog Description

Bus 347 Practicum in Real Estate I The interdisciplinary study of the creation of value in commercial real estate. Organized into groups, with each group assigned a different subject commercial real property, the class will engage in the study of the physical and locational characteristics of commercial real estate as they relate to value including: property history; architecture; physical attributes that add to or detract from value; tenant mix; the immediate neighborhood environment; and, the specific market in which the real property competes for tenants. Each group submits a written report of their findings and produces a 10-minute video documentary on their subject property. *Prerequisites: Eco 145 (or its equivalent), Acct 151 (or its equivalent), Fin 225 (or its equivalent), and permission of the instructor. Students enrolling in this course must also commit to enrolling in the follow-on course - Bus 348 - Practicum in Real Estate II.*

Suggested Catalog Description

Bus 347 Practicum in Real Estate I

The interdisciplinary study of the creation of value in commercial real estate. Organized into groups, with each group assigned a different subject commercial real property, the class will engage in the study of the physical and locational characteristics of commercial real estate as they relate to value including: property history; architecture; physical attributes that add to or detract from value; tenant mix; the immediate neighborhood environment; and, the specific market in which the real property competes for tenants. Each group submits a written report of their findings and produces a 10-minute video documentary on their subject property. *Prerequisite: Permission of the instructor. Students enrolling in this course must also commit to enrolling in the follow-on course - Bus 348 - Practicum in Real Estate II.*

**COLLEGE OF BUSINESS & ECONOMICS
MARKETING CURRICULUM REVISION**

Approved by the faculty of the College of Business and Economics March 16, 2005

Proposal

We propose that the number of credits required to complete the undergraduate "marketing major" be increased from 15 credit hours to 18 credit hours. This means the addition of one course to the previous requirements for the major. This course will be chosen by the student in consultation with an advisor and will be either a 300-level Marketing course or an approved non-marketing course.

Rationale

The increased number of credits will enable the students to have stronger preparation for their chosen career tracks. Moreover, broadening their skill base will enable them to better meet the challenges posed by the rapid globalization of the professional labor pool. This increase in credit hours along with the planned continuous improvements in our courses, and stronger career orientation will result in a more rigorous curriculum and graduates with superior preparation.

Resource Implications

We expect some redistribution and increase of enrollment in selected elective course offerings. This proposal does not involve adding new courses and therefore can be managed with existing faculty resources and planned faculty additions. Further, there are no other significant resource implications including library and computing services, or other financial resources.

Required Courses:

MKT 311	Buyer Behavior	(3)
MKT 312	Marketing Research	(3)
MKT 387	Marketing Strategy	(3)

Marketing Electives

Two 300-level Marketing courses (list below) (6)

MKT 313:	Integrated Marketing Communications
MKT 331:	Electronic Commerce
MKT 320:	Global Marketing Strategies
MKT 321:	Business-to-Business Marketing
MKT 319:	Development & Marketing of New Products
MKT 325:	Quantitative Marketing Analysis
MKT 332:	Sales Management
MKT 348:	Management of Marketing Channels
MKT 360:	Marketing Practicum
MKT 366:	Marketing of Services
MKT 371:	Directed Readings
MKT 372:	Special Topics

plus

One additional course chosen in consultation with advisor which will be either a 300-level Marketing course or an approved non-marketing course (3)

Total credits required 18

To: University Faculty
From: Bruce Correll

RE: Catalog Course Update

At the request of the Faculty Steering Committee (FSC), and with the approval of the EPC and GRC, a small working group met to examine issues relating to the aging of courses in the catalog and courses not offered for lengthy times. There has been a Lehigh tradition, defined as an unwritten rule, that courses not offered for two years should be removed from the catalog. Obviously this rule has been ignored in recent years.

These procedural changes are intended to make it easier for departments to maintain their active course list and allow for some flexibility when due to some constraints a course can not be offered for short time. These guidelines have been approved by both the graduate and Research Committee and the Committee on Educational Policy.

The working group would like to make several process recommendations that will eventually lead to changes in R&P 3.2.1:

- The Banner catalog data base will be updated to accurately reflect active and dropped courses. We will add an inactive category.
- Each fall term the Registrar will distribute to all department chairs and deans a list of all active courses that have not been offered for two years for courses numbered 400 or above, and three years for those below 400.
- Each fall term the Registrar will distribute a list of active courses with their term enrollment counts for all courses offered in the last five years.
- All courses listed in the second item will be eligible to be dropped from the catalog. If the department wishes to designate a course as inactive, this will suspend its drop eligible status and take it out of the catalog pending further action by the department. If no action is taken by the department, the Registrar will remove it from the catalog.
- If a course is designated as inactive by the department, to return it to active status all it will take is a request from the department. That request must be approved by the dean and address all resource issues. The course will NOT be required to go through the entire faculty approval process.
- If a course is dropped it will have to go through a more detailed process to be added to the catalog and offered for credit.
- The EPC and the GRC will define a process to allow departments to make editorial changes to course descriptions and titles without seeking full faculty approval. Changes to indicate a course upgrade or modernization will be considered editorial. Any changes to general requirement designation, pre-requisites or level will continue to require approval.
- Courses designated as Inactive by the department may only remain that way for three years. After that the course will be dropped. This time schedule will permit a course to not be offered for 5 or 6 years before it is dropped from the active list by rule.

The intent of all these changes is to ease the problems created and streamline the ability of departments to keep their catalog course list up to date. Students will be able to easily find courses and feel comfortable that courses in the catalog will be offered during their degree program. It will also make it easier to make small course changes without a full faculty process

Graduate and Research Committee
Proposed Course Changes

1. Current course number and course description (from course catalogue):

MACC 412. Advanced Information Systems and IS Auditing (3 Credits)

This course deals with advanced topics in systems analysis, systems design, systems implementation, internal controls, and auditing of computer-based information systems (CBIS). Students study business process and database modeling techniques, including traditional and REA (Resources, Events, and Agents) modeling. Students use a CASE tool to analyze a business problem and forge a solution that meets internal control and auditing standards. Additionally, the risks, controls, and auditing objectives in key IS areas including operating and data management systems, revenue and expenditure cycles and computer fraud techniques are covered. Students use ACL to perform standard audit tests and fraud detection procedures. Prerequisites: A course in accounting information systems and a course in auditing.

2. Proposed course number and course description (as it will appear in course catalogue):

MACC 412. Information Systems Auditing (3 credits)

This course deals with a number of issues related to modern information technology auditing. Computer control issues and their impact on both operational efficiency and the auditor's attest responsibility under Sarbanes-Oxley legislation and other authoritative pronouncements are dealt with in depth. The course focuses on identifying key threats and describes the audit tests and procedures in the following areas: Operating Systems (mainframes and PCs), Data Management, Systems Development, Electronic Commerce (including networks, EDI and Internet risks), Organizational Structure, Computer Center Operations, ERP systems, and Computer Applications (Revenue and Expenditure cycle). Emerging issues in fraud prevention and detection are examined. A key learning objective in this course is to develop proficiency in the use of data extraction software for auditing. Towards this end, the course integrates ACL into relevant auditing problems, projects and cases. Prerequisites: Accounting 311, Accounting 320, and MACC 401 or permission of the instructor.

3. Description of proposed change(s):

Description revised to better reflect what is currently being taught in the course.

4. Rationale for proposed change(s):

New description better reflects what is currently being taught.

5. Resource Impact Statement:

None.

Graduate and Research Committee
Proposed Course Changes

1. Current course number and course description (from course catalogue):

MACC 413. Corporate Financial Reporting: Research, Theory and Practice (3 Credits)

This course examines the structure of corporate financial reporting, its role in providing decision-useful information to capital market participants, and theoretical and empirical assessments of its performance. Topics include the FASB's conceptual framework, efficient markets theory and research, positive accounting theory, income determination theory, recognition versus disclosure, harmonization of international accounting principles, and select current reporting issues. Prerequisites: Graduate standing and at least two semesters of financial accounting beyond principles.

2. Proposed course number and course description (as it will appear in course catalogue):

MACC 413. The Corporate Financial Reporting Environment (3)

Uses theory and research results to study financial reporting's role in providing decision-useful information to capital market participants. Examines the financial reporting revolution, efficient markets theory and research, economic consequences, positive accounting theory, owner/manager conflict, executive compensation, earnings management, international concerns, standard-setting, the FASB's conceptual framework, and current issues. Prerequisites: Accounting 316 or equivalent and MACC 401

3. Description of proposed change(s):

Description revised to better reflect what is currently being taught in the course.

4. Rationale for proposed change(s):

New description better reflects what is currently being taught.

5. Resource Impact Statement:

None.

Graduate and Research Committee
Proposed Course Changes

1. Current course number and course description (from course catalogue):

MACC 420. Business Consulting: Process and Practice (3 Credits)

Provides an overview of the consulting process as it relates to public accounting and other consulting firms. The course also focuses on various aspects of the delivery process such as approaches to gaining and retaining clients, proposal development, pricing mechanisms, defining client needs, models and methodologies of consulting, diagnosing problems, and recommending and implementing change. Several types of consulting will be addressed including strategic, process, technology, and organizational change consulting.

2. Proposed course number and course description (as it will appear in course catalogue):

MACC 420. Consulting Process and Practice in Professional Accounting (3 credits)

This course provides an overview of the consulting and advisory process as it relates to accounting firms and internal consultation in industry. The course focuses on various aspects of the consulting process life cycle such as gaining and retaining clients, developing proposals and engagement letters, defining client needs and diagnosing problems, utilizing effective data collection and analysis methodologies, documenting information gathered, developing solutions, presenting recommendations, and managing project requirements. Several types of consulting services and related issues are addressed through the use of case studies and outside speakers. Students gain experience in basic consulting skills by completing a real life consulting project and presenting their findings orally and in writing. Prerequisite: MACC 401.

3. Description of proposed change(s):

Description revised to better reflect what is currently being taught in the course.

4. Rationale for proposed change(s):

New description better reflects what is currently being taught.

5. Resource Impact Statement:

None.

Graduate and Research Committee
Proposed Course Changes

1. Current course number and course description (from course catalogue):

MACC 424. Information Quality Assurance and Business Risk (3 Credits)

Focuses on new products and services offered by independent assurance and business risk professionals to improve the quality of management decision making. Building on topics in business strategy, information technology, operations management, and strategic cost management, this course develops an in-depth understanding of industry-based business models and the related universal set of processes, integrated risk management, control self-assessment, and normative control models. Students gain experience with a number of information technology-based assurance service tools. Prerequisite: MACC 412.

2. Proposed course number and course description (as it will appear in course catalogue):

MACC 424. Corporate Governance and Business Risk (3)

Focuses on assurance and risk management services offered by public accounting firms. Integrating topics from accounting, auditing, ethics, economics, risk management, internal control, and business strategy, the course develops an in-depth understanding of how corporate governance and business risk issues relate to assurance practice in today's post-Sarbanes-Oxley environment. Students complete an assurance and risk management engagement for a "real-life" small-to-medium size client. Prerequisites: MACC 401 and MACC 412 or concurrent.

3. Description of proposed change(s):

Description revised to better reflect what is currently being taught in the course.

4. Rationale for proposed change(s):

New description better reflects what is currently being taught.

5. Resource Impact Statement:

None.

Graduate and Research Committee
Proposed Course Changes

1. Current course number and course description (from course catalogue):

MACC 427. Information Analysis for Management and Business Solutions (3 Credits)

Focuses on information analysis and technology as an enabler of business solutions. Besides placing technology in the context of organizations, this course exposes students to the interaction of accounting information with information technology, business models, and analysis to bring about the resolution of complex business problems. Topics covered include the impact of technology, economic and financial analysis, simulation of the firm, its functional activities and optimization models. Various issues related to Enterprise Resource Planning (ERP) will be addressed utilizing ERP software. Prerequisite: MACC Core. (To be taken during the last semester of the program.)

2. Proposed course number and course description (as it will appear in course catalogue):

MACC 427. Analyzing Accounting Information for Management and Business Solutions (3 Credits)

Focuses on accounting information as an enabler of business solutions. This course exposes students to the interaction of accounting information, business models, financial analysis, and information technology to bring about the resolution of complex business problems. Topics include using control systems as guides to business strategies, creating performance measurement systems, evaluating strategic profit performance, linking internal operations to external markets and balancing the dynamics of profit, growth, management attention, and control. Issues relating to Enterprise Resource Planning (ERP) are addressed. Prerequisite: MACC Core or concurrent. (To be taken during the last semester of the program)

3. Description of proposed change(s):

Description revised to better reflect what is currently being taught in the course.

4. Rationale for proposed change(s):

New description better reflects what is currently being taught.

5. Resource Impact Statement:

None.

GRC and Ed Pol Motion to finalize new TOEFL policy: April 12-14, 2005

University base "targets" for the new TOEFL Test starting Fall 2005.

Target Scores refer to the minimum university scores that students should not fall below in order to be admitted to Lehigh University without some remedial language assistance. Please note that some departments may have higher scores than the minimum.

1. Individual skill section score recommendations are:

Writing--25; Speaking--24; Reading--21; Listening—15 (Composite = 85)

2. For any student with one or more individual skill section scores below these targets, but with a composite score of 82 or above, the dept. must consult with ESL, which will identify the required ESL coursework to be taken during the initial academic year concurrent with their regular department coursework.

3. Any student with one or more skill section scores below these targets, and a composite score below 82, will be required to attend the StepUp Intensive English Program at Lehigh. The ESL Department must be consulted regarding this requirement.

4) Should a college or department wish to increase the new iBT TOEFL target scores as stated above, the dean or department chair must consult with the ESL Department to reset their scores to the appropriate level.

5) These scores will be tracked and revisited over the next two years, and there will be subsequent meetings in 2007 and 2008 to determine if changes need to be made to the current scores.

R&P Section 2
Faculty Personnel Committee and T&P Subcommittee
Notes/Rationale on Proposed Changes from Current R&P
May 2, 2005

- 2.1 Employment policies
 Up-to-date equal opportunity/affirmative action language
- 2.2.1.1 Incorporation by reference
 Updated to distinguish between tenur/tenure track faculty and other faculty members (i.e. adjuncts, etc.)
- 2.2.1.4 Faculty Responsibility
 Changed to emphasize the key role of faculty recommendations in the tenure and promotion process in a manner consistent with the legal responsibility of the Board. The proposed new wording was developed in consultation with Jonathan Knight of AAUP.
- 2.2.1.6 Criteria to be applied
 Changed to insure the uniform application of university standards at all levels.
- 2.2.1.6 Appeals
 Changed slightly to make the wording more consistent with sections 1.2.2.6 and 2.3.
- 2.2.2.1 Faculty Recommendation
 No change from current R&P suggested.
- 2.2.2.2.1, 2.2.2.2.2, 2.2.2.2.3 Reappointment, Tenure, Promotion to professor
 Better specification of the process and the inclusion of the candidate in the selection of voting members.
- 2.2.2.4 Probationary period
 Updated to assure that the terminal date of probationary periods are clearly identified and communicated to all involved.
- 2.2.2.6 Tenure
 Changed to incorporate AAUP recommended language on the legal definition of tenure.
- 2.2.3, 2.2.4 Appointments, Faculty review
 Clarification.
- 2.2.5.1 Promotions that include tenure
 Clarification.
- 2.2.5.4 Timely Tenure Review (new title, replacing Tenure by Default)
 Changed in consultation with Jonathan Knight of AAUP to ensure a timely review of all candidates and to specify the process that would apply in the unusual case that a candidate is not reviewed during the probationary period.
- 2.2.6.2 & 2.2.9.3 External evaluation
 Clarification of the process of selecting external candidate evaluations and procuring the external evaluations.
- 2.2.6.4 & 2.2.9.5 Departmental evaluation
 Changed as suggested by both the previous (Guntton) committee and the Board to better clarify the department evaluation process.
- 2.2.6.9 & 2.2.9.9 College tenure (promotion) review committee
 Changed to reflect recommendations of the previous committee that were also supported by the Board.
- 2.2.6.10 & 2.2.9.10 Dean's recommendation
 Changed to encourage a consultative meeting of the Dean with the department faculty and the college promotion and tenure committee if appropriate.
- 2.2.6.11 & 2.2.9.11 Pre-submission dean consultation with candidate
 New section added to ensure updated communication to the candidate throughout the tenure review process.
- 2.2.6.12 & 2.2.9.12 Submission to the provost
 New section to specify the timing and content of the submission to the Provost.
- 2.2.7.5.5 Failure to provide timely notice
 Changed to reflect revision to 2.2.5.4.
- 2.2.8.1 Three years service as an instructor
 Clarification to make consistent with 2.2.3.
- 2.2.9 Promotion review process
 Minor editorial changes in sub-sections 1 and 2.

2 Employment policies for academic employees

2.1 Employment policies

Lehigh University offers equal employment opportunity to prospective and current employees on the basis of individual qualifications and merit, without discrimination because of race, color, religion, age, sex, national origin, handicap, or veteran status.

Copies of the university's affirmative action plan are available for your inspection in the provost office. 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
(<http://www.lehigh.edu/~policy/university/eo.htm>)

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 ~~modifications or amendments to faculty contracts~~ and 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 are the most qualified to judge academic competence, they are assigned key the principal 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 to the university are the criteria for reappointment, promotion, and tenure. 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, as required in section 2.2.4, will indicate that faculty member's progress toward meeting these criteria, the department and college standards. In applying these criteria, voting members of the concerned department(s), members of the college tenure and promotion committee, 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 dispute arising from the procedures described in section 2.2 may be made appealed 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 ~~administration-president~~ shall explain his/her decision show-cause-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~~ ~~administrative officers~~ 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. ~~tenured faculty from closely-related departments.~~ In the case of a joint appointment (section 2.2.3.1), voting members from both departments participate.

2.2.2.2.2 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. ~~related departments in the tenure review process.~~ In the case of a joint appointment (section 2.2.3.1), tenured faculty from both departments will participate. 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, departments. In the case of a joint appointment (section 2.2.3.1), tenured full professors from both departments will participate. 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.

2.2.2.3 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. All initial contract letters for tenurable appointments shall identify the terminal date of the probationary period. Tenure may be granted at any time prior to this date, following the procedures in section stipulations of 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 adequate 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 incapacitated 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 dean and approval of 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.

~~Both the applicant and the institution must have the terms and conditions of the appointment in writing by the provost or the president before the appointment is considered settled.~~

If the administration should desire to appoint anyone to an administrative position and to grant that person professorial rank either with or without tenure, the rank and tenure offered must first be approved by the appropriate faculty members of the appropriate department(s). Persons may be appointed to non-departmental administrative positions with the equivalent rank of professor, associate professor, or assistant professor, all without tenure.

Tenure may be recommended at the time of initial appointment at the rank of professor and associate professor. See section 2.2.5.3.

2.2.3.1 Faculty Joint Appointment

Initial Appointment

The standard practice for all faculty appointment is that whenever funds for faculty position become available, the dean(s) whose funds will underwrite the position will determine in which department(s) that position is to be located, subject to the 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 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 the 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 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.

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 area 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 is 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 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 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 from the secondary department, programs, and research centers in evaluating performance in these two areas. 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.

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. 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, 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.

2.2.4 Faculty review

2.2.4.1 Untenured faculty

During a reappointment review, ~~the final year of a contract~~, 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~~carried out~~. 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 ~~monitors the substance and process of the~~ evaluation process for consistency with the criteria, stated in section 2.2.1.5

2.2.4.2 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. Only tenured full professors who are voting members participate in this process. In small departments and for joint appointments, the procedures for including personnel from other departments, described in section 2.2.2.2.3, are followed. (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 promoted from assistant to associate professor or from associate to full professor will have 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 tenure may be recommended at the time of initial appointment at the rank of professor or associate professor, although the granting of tenure shall not be considered by the university as a condition for appointment. All of the provisions described in section 2.2.6 apply, including the role of the college promotion and tenure committee(s). The role of external evaluators may be especially important, since an external candidate is apt to be less known to the university than an internal candidate. Thus the possible need to compress the process should not truncate it. In particular, the list of external evaluators for tenure should be chosen with special care and must include individuals in addition to those suggested by the candidate.

A faculty member who does not receive tenure at his/her initial appointment must complete at least one year of service before his/her department can consider recommending tenure.

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. A faculty member who has not been notified of tenure denial by the end of the probationary period automatically receives tenure. (Also note section 2.2.7.5)

2.2.5.5 Time included in probationary period

2.2.5.5.1 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) This revision is made retroactive for any current (as of 8 December 2003) regular tenure-track faculty who had previously been visiting at Lehigh.

2.2.5.5.2 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

Semesters on leave of absence granted due to disability, family and medical leave, or for impaired health, maternity, or other personal reasons. The letter granting the leave must state that the time on leave is not included within 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.

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.

2.2.6 Tenure review process

2.2.6.1 Initiating the tenure review process

The formal tenure review process commences in any of the following circumstances:

- a. The candidate begins the final year of his/her probationary period as per section 2.2.2.4
- b. The departmental tenured faculty recommends beginning the formal tenure evaluation and the candidate concurs.
- c. The candidate requests the formal tenure evaluation.

In cases b and c, the department shall notify the dean at the initiation of the process.

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 at least three 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 ~~is told of his/her right to 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.

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.

2.2.6.4 Departmental evaluation

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.

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.

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, immediately upon receipt from the department, a copy of the complete tenure review file to the college tenure committee(s).

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., the Preamble (excellence in teaching, research and scholarship, and service to the university), taking into account the weight given each of these factors by the evaluating department. The committee's recommendation, the departmental recommendation, and the tenure review file are forwarded to the dean, for transmission to the provost, along with the dean's own recommendation.

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, the chairperson must be notified in writing. The department may submit a rebuttal. The tenure committee must include this departmental rebuttal with its recommendation. In this instance, there is not a "faculty recommendation," as defined in section 2.2.2.1.

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.

2.2.6.10 Dean's recommendation

After receiving the tenure review file, the department's recommendation and the promotion and tenure committee's recommendation, the dean prepares his/her own recommendation and forwards it, along with these other materials, to the provost. In the event that the dean is considering a recommendation contrary to the recommendation of the department or of the college promotion and tenure committee, the dean will meet with the college promotion and tenure committee and the voting members of the department who participated in the evaluation of the candidate and provide reasons for non-concurrence. After receiving the tenure review file, the department's recommendation and the tenure committee's recommendation, the dean prepares his/her own recommendation. In the event that the dean is considering a recommendation contrary to the recommendation of the department and/or the college tenure committee, the dean will meet with the college tenure committee and the voting members of the department who participated in the evaluation of the candidate. The purpose of the meeting will be to discuss issues of potential non-concurrence and to seek to resolve differences if possible.

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

In the absence of a "faculty recommendation" (that is, when the departmental recommendation and the ~~promotion-and-tenure~~ committee's recommendation do not agree), the provost will review carefully both the departmental recommendation and the ~~promotion-and-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. In the event that the provost is considering a recommendation contrary to the recommendation of the department or the college ~~promotion-and-tenure~~ committee, the provost will meet with the college ~~promotion-and-tenure~~ committee, the voting members of the department who participated in the evaluation of the candidate, and the dean and provide reasons for non-concurrence.

In the event that the provost is considering a recommendation contrary to a "faculty recommendation" as described in section 2.2.2.1, the following procedures will be observed: The provost will call a meeting with the dean, the college ~~promotion-and-tenure~~ committee, and the voting members of the department who participated in the evaluation of the candidate. The provost will provide reasons for non-concurrence. All those involved will seek to resolve their differences. In the event that the issue cannot be resolved, the college ~~promotion-and-tenure~~ committee and the department will select three advocates for the "faculty recommendation". This group and the provost will present their respective positions to the academic affairs committee of the board of trustees, first in writing and then in person. The academic affairs committee will then render an opinion on the matter for the consideration of the president and the board of trustees.

2.2.7 Reappointment

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 nontenured 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 and writes his or her evaluation of the untenured faculty member's suitability for reappointment. The dean's evaluation and the departmental materials are then sent to the provost.

2.2.7.4 In matters of disagreement

If either the dean's or the provost's recommendation(s) differ(s) from the departmental recommendation, the dean and provost must meet with the tenured members of the department and attempt to resolve the disagreement. In so doing, they must provide reasons for disagreeing with the department's recommendation.

2.2.7.5 Timely notice of termination

The untenured faculty member due for reappointment receives formal notification of the university decision in the spring semester, following the decision of the board of trustees. Prior to that formal notification, the dean or the department chairperson may informally notify the untenured faculty member of the recommendation to be made to the board of trustees.

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. ~~granted tenure as per the provisions of 2.2.5.4.~~

2.2.8 Promotion - general provisions

2.2.8.1 Three years of service as an instructor

A member of the faculty who serves three years 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. ~~except on notification not later than the end of the second year as instructor that the following year is terminal.~~

2.2.8.2 Nine years of service as an associate professor

An associate professor will be considered for promotion 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 review, but not less often than every nine years. The provost will promptly give written reasons to an associate professor that is not promoted as the result of such a review. This rule does not apply to associate professors nine or more years in rank who are appointed to administrative positions that remove them from the normal functions of teaching and research. Such persons must remain in rank until they return to normal faculty functions within their departments and can be appropriately evaluated in their faculty duties.

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 departments 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 (section 2.2.3.1), voting faculty of both departments participate.

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 at least three 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 is told of his/her right to 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.

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. 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.

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.

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, immediately 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 ~~for transmission to the provost, along with the dean's own recommendation.~~

~~When the college promotion and tenure committee agrees with the departmental recommendation, their recommendations constitute a "faculty recommendation." If the committee's recommendation is contrary to that of the department, the chairperson must be notified in writing. The department may submit a rebuttal. The promotion and tenure committee must include this departmental rebuttal along with its recommendation. In this instance, there is not a "faculty recommendation," as defined in 2.2.2.1.~~

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, she/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.

2.2.9.10 Dean's recommendation

After receiving the promotion review file, the department's recommendation and the promotion committee's recommendation, the dean prepares his/her own recommendation and forwards it, along with these other materials, to the provost. In the event that the dean is considering a recommendation contrary to the recommendation of the department and/or the college promotion committee, the dean will meet with the college promotion committee and the voting members of the department who participated in the evaluation of the candidate. The purpose of the meeting will be to discuss issues of potential non-concurrence and to seek to resolve differences if possible, and provide reasons for non-concurrence.

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

In the absence of a faculty recommendation (that is, when the departmental recommendation and the promotion committee's recommendation do not agree), the provost will review carefully both the departmental recommendation and the 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 the triennial evaluations) before making his/her final recommendation. In the event that the provost is considering a recommendation contrary to the recommendation of the department or the college promotion committee, the provost will meet with the college promotion committee, the voting members of the department who participated in the evaluation of the candidate, and the dean and provide reasons for non-concurrence.

In the event that the provost is considering a recommendation contrary to a "faculty recommendation" as described in section 2.2.2.1, the following procedures will be observed: The provost will call a meeting with the dean, the college promotion committee, and the voting members of the department who participated in the evaluation of the candidate. The provost will provide reasons for non-concurrence. All those involved will seek to resolve their differences. In the event that the issue cannot be resolved, the college promotion committee and the department will select three advocates for the "faculty recommendation". This group and the provost will present their respective positions to the academic affairs committee of the board of trustees, first in writing and then in person. The academic affairs committee will then render an opinion on the matter for the consideration of the president and the board of trustees.

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

- b. A faculty member may be appointed to a faculty chair in recognition of exceptional achievement in research and scholarship or teaching and education.
 - c. For such appointments, 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 shall be sought.
3. 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.
 4. 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 administrative 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.
 5. Other considerations being equal, an appointment should be made to an older rather than to a young faculty member, and to one with longer service at the university rather than to one with fewer years of service.
 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 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.

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 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 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 designated representative.

The board of trustees deems the physical and athletic exercises of the student body to be as vital elements in the training of students as any other educational requirements and as far as possible the studies and roster shall be so limited and adjusted that the students may be dismissed from scholastic work not later than 4 P.M. daily.

No Lehigh University teacher shall teach in more than three consecutive summer sessions at Lehigh University except by special written permission of the vice president and provost. This regulation does not apply to courses required for graduation but offered only in summer sessions. (See also section 3.15, last paragraph).

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 required to enter the academic procession on university day, baccalaureate Sunday, and other formal celebrations, unless excused by the president. Academic costume is required.

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 chairman of his department.

2.6 Vacations for Instructional Staff

Any full-time member of the teaching staff or full-time graduate assistant has vacation arrangements included in his appointment as teacher or graduate assistant and will not draw vacation pay from additional projects to which he may be assigned during summer months or in addition to his teaching or graduate study.

The annual salary of members of the teaching staff is compensation for academic duties, including attendance at the first faculty meeting at the beginning of the academic year and at commencement exercises on university day, even though such salaries may be paid in twelve monthly installments.

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

retirement plan
tuition remission

group total disability insurance plan
salary continuation plan

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 Employee Retirement Income Security Act of 1974.

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:

chairman, College of Arts and Sciences policy committee
chairman, College of Business and Economics committee
secretary, 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

Contracts for up to five years of full-time teaching in skill-based areas such as freshman English composition and elementary foreign language may be given with the title of lecturer. Appointments are renewable but neither carries tenure nor lead toward tenure-track positions. They are intended to replace some appointments as adjuncts, and are not intended to substitute for the integrated role of teaching, scholarship and service provided by regular tenured and tenure-track faculty. Lecturers are not voting members of the faculty. Although they may engage in limited departmental service roles, they may not serve as principal academic advisors to students or serve on regular college and university faculty committees. A candidate for a Lehigh degree is not eligible for this position.

No more than ten appointments as lecturer may be extant in the university at one time. Appointments and reappointments are considered by the provost upon a majority request by the voting faculty of a department and the recommendation of the dean. Reappointments are based on performance and a continuing need. Notice of reappointment or non-reappointment shall be given six months or more before the terminal date of an appointment of two years duration or longer, and four months or more before the terminal date of a shorter appointment. The provost or appropriate college dean shall provide the lecturer with an annual assessment of performance and need, which may be coordinated with salary review.

2.10 Graduate Assistants

Graduate assistants are appointed on recommendation of the chairman 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 chairman 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 chairman 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 contracts of one to five years, with the approval of the voting faculty, the appropriate dean, and the provost. There will be no rank differentials within the professor of practice title. Contracts may be renewed for specified terms, subject to the approval of the faculty, dean and provost. Professors of practice will be considered non-voting members of the academic department with which they are affiliated. However, at the discretion of the department they may be invited to participate in some departmental activities, excluding appointment and tenure/promotion decisions.

Report to the Faculty

Faculty Financial Planning and Operations Committee

May 2, 2005

Introduction

During AY 2004-05, the FFPOC focused on four issues we believe are essential. First, the committee continued its work on developing a deeper understanding of the university budget and the budgeting process. Second, the committee began developing an understanding of the strategic planning process of the university. Third, the committee had wide-ranging discussions on the possibility of a merger between FFPOC and the Faculty Compensation Committee. And, fourth, the committee developed a set of general principles about the work of the committee, and how best to accomplish that work.

The University Budget and Budget Process

The committee spent most of the fall semester taking an in-depth look at the construction of the university budget, with particular emphasis on the distinction between discretionary spending and non-discretionary spending. As with any budget, the Lehigh University budget must allocate a substantial portion of its revenue to expenses that are mandatory - e.g., baseline salaries and benefits, utilities, physical plant maintenance. The committee spent little time discussing these expenditures. Where the committee did devote its time was in the area of discretionary spending, i.e. expenditures that may not necessarily be considered mandatory.

In particular, the committee sought to answer the following question: how does the administration decide which new expenditures, not contained in the university's pro forma budget, should be made? In other words, among all the competing uses of discretionary funds, what process is used to decide which new expenditures make it into the budget?

The committee feels very strongly that, in a time period in which budgets are very tight, the faculty needs much better information from the administration on how it establishes budget priorities.

Strategic Planning

The committee decided late in the fall semester that the best way to investigate the development of budget priorities and decisions regarding new expenditures was to engage the administration in conversations about the university's strategic planning process. The committee met with the provost in January and scheduled interviews with each of the four academic deans for later in the semester.

However, subsequent to the meeting with the provost, the provost recommended that the committee defer the interviews with the academic deans until the strategic plans for each of the four colleges are more fully developed. Hence, those interviews will occur in the fall of 2005.

Merging FFPOC and FCC

FFPOC and the FCC have discussed recommendations for the future of these two committees in anticipation of a forthcoming change in the university's governance structure. We anticipate the new governance structure will have a Finance Committee, and that the current functions of FFPOC and FCC will be integral parts of that committee. FCC and FFPOC share common principles about the work of the proposed Finance Committee and about how that work should be accomplished. Both FFPOC and FCC need a full understanding of the university's resource allocation decisions and how the components of the budget fit together. Both committees need to be able to advise the President, the Provost and the Vice President for Finance and Administration, in a timely way, about matters concerning the budget. The FFPOC also endorses the idea that the proposed Finance Committee should have representation across faculty, the administration and staff.

While we foresee the existing FFPOC as an integral part of a proposed Finance Committee, the FFPOC also believes it is important for the FCC to function as a separate subcommittee of the proposed Finance Committee. The FCC subcommittee must be able to have candid conversations, in a confidential setting, as its advice is constructed and, as it reports to the faculty. To fulfill the FCC's function of engaging the entire faculty in important faculty-related decisions, we believe the FCC subcommittee should be comprised solely of faculty representatives from all four colleges. We believe this is necessary if the FCC subcommittee is to be effective in representing the interests of the faculty.

FFPOC General Principles

Going forward, the committee has developed some general principles about the work of the FFPOC.

To function effectively, the FFPOC must:

- fully understand the university's resource allocation decisions, and how the component parts of the budget fit together;
- provide timely advice to the President, Provost, the Vice President for Finance and Administration and others as appropriate about matters such as the annual budget assumptions, the capital budgeting process, and specific issues - for example, financial aid, faculty compensation parameters and academic unit budgets;
- operate in an environment in which candid conversations with the administration and the trustees are welcomed so that the committee may report back to the faculty about important resource allocation choices;
- meet regularly, and for long-enough periods of time, so that its members are fully informed about the multiple and complex considerations involved in constructing the budget and in the development of budget priorities;
- represent the entire faculty rather than only the specific thoughts of a few individuals; and
- communicate to the faculty in a way that is both understandable and useful.

Acknowledgments

The committee gratefully acknowledges the cooperation of senior members of the university administration during the past year. In particular, the Vice President for Finance and Administration - Peggy Plympton - and the Provost - Mohamed El-Aasser - have been very helpful to the committee.

The committee is optimistic that the administration will continue to engage in open and frank dialogue in the coming year.

Stephen F. Thode, Chair and CBE Representative
Alastair McAulay, RCEAS Representative
Edward Lotto, At-Large Representative
April Metzler, CoE Representative
John Smith, CAS Representative

Faculty Personnel Committee: Report to the University Faculty, June 2005

The Faculty Personnel Committee (FPC) is composed of five tenured faculty members, full professors from each college and one university-elected member who must be an associate professor at the time of election. All members serve for five years. Membership during the '04-'05 academic year included Jennifer Swann from university-wide, Jacob Kazakia from engineering and applied sciences, Mike Kolchin from business and economics, Arnie Spokane from education, and Jeff Sands from arts and sciences. Jeff Sands served as committee chair from January 2004 through June 2005. Arnie Spokane, fifth year member of the committee and previous chair, served as FPC representative to the Faculty Steering Committee during '04-'05. Chair of FPC for the '05-'06 academic year will be Jacob Kazakia.

During the past year, the FPC dealt with several confidential faculty personnel matters that will not be detailed in this report. Other matters are summarized briefly below.

1. Provost Search Fall 2004. The FPC was an appropriate participant in the process that led to the appointment of Provost Mohamed El-Aasser during the fall semester.

2. RCEAS Dean Search Fall 2004. The FPC met with all candidates in the internal search for a new RCEAS Dean, which resulted in the appointment of Dean David Wu.

3. Analysis of Faculty Diversity Data The FPC requested a complete "faculty diversity data collection and analysis from the administration during the academic year. This culminated in a meeting of the committee with President Farrington, Provost El-Aasser, Vice Provost Devlin, and Deputy Provost Soderlund. A general plan for future action was agreed upon by all.

4. Tenure and Promotion Subcommittee. In November, the FPC agreed to "host" an *ad hoc* Subcommittee on Tenure and Promotion Policies for the spring semester, to attempt to resolve differences between various proposed revisions to R&P section 2. Sands agreed to serve officially on the subcommittee, and all other members of FPC were invited to attend meetings and participate. The subcommittee met first, in December, with the president and provost to receive its charge, and subsequently met regularly throughout spring semester. In addition to consulting with several individual faculty members, the subcommittee also held two town meetings, in March. The subcommittee's recommendations were submitted to the FPC in April. The FPC and the Subcommittee consulted with the president and provost, and then brought the recommendations to the faculty near the end of the semester. An electronic ballot was held in May, with the result that the proposed revisions were endorsed by a vote of 181 in favor and 29 opposed. The Board of Trustees endorsed the revisions at their meeting in June.

5. Further Revisions Necessary Regarding R&P Policy Matters. Near the end of the academic year, the FPC considered briefly several matters that will require detailed consideration and action by appropriate committee(s) next year. It is clear that there are policy-type revisions needed to R&P that go beyond what was the charge to the T&P Subcommittee this year. These include (1) changes to bring individual college policies into compliance with stated university policies, particularly in the administration of tenure and promotion procedures; (2) the 'tenurability' of positions (R&P 2.2.1.3); and (3) dismissal for cause (R&P 2.2.11).

6. Academic Leave Policy. Various committees have been informed of concerns about limitations on frequency of externally-funded academic leaves. The FSC has asked the FPC to consider this matter, focusing on the question of leave policy when the faculty member is not requesting university salary support during the leave.

2 May 2005

Annual Report of the Judicial Review Panel

Edwin Kay, Chair (ejk0)

Overview:

Categories of accused: individual and corporate.

Kinds of hearings: Hearing panel (e.g., University Committee on Discipline, IFC Judiciary Committee), and informal (administrative hearing).

Grounds for Appeal: a) New evidence not previously available
b) Violation of rules for process
c) Unduly harsh sanction

Outcomes:

Formal Hearings:

Fall 2004

Individuals: 28, 26 found responsible. Warning – 1, Probation – 16,
Suspension – 3, Expulsion – 1.

Corporate: 1, found not responsible.

Spring 2005 (as of 12 April)

Individuals: 30, 28 found responsible. Warning – 2, Probation – 25,
Suspension – 1.

Corporate: 1 pending

Informal (administrative) Hearings:

Corporate (Fraternity): 10 found responsible. (Unregistered party – 10,
“Kegs” – 2, Drinking game – 1)

Individual (see p. 10 of 12 April 2005 edition of Brown and White):

Fall 2004

Warning – 142, Probation – 165, Suspension – 2.

Spring 2005 (as of 1 March 2005)

Warning – 15, Probation 18, Suspension – 1

Appeals:

Fall 2004: 5, all denied

Spring 2005: 4, 2 denied, 2 pending

To: University Faculty
From: Faculty Steering Committee
Re: End-of-Year Report, 2004-05

Chaired this year by Alwyn Eades in the fall and Rosemary Mundhenk in the spring, the Faculty Steering Committee consists of four elected college representatives, the chairs/past chairs of faculty standing committees, the provost, assistant provost, and the president. This year's activities and accomplishments include:

- Appointment of the Promotion/Tenure Subcommittee (of the Personnel Committee), chaired by Tom Hyclak. The Subcommittee's charge is to come to some resolution of the differences between the changes to the tenure and promotion process that squeaked by with a faculty vote last year and the changes the Board of Trustees has suggested. The Subcommittee is proposing its revisions to R&P at the May 2005 meeting.
- Electronic polling of the faculty's reactions to the Governance Task Force Report.
- Appointment of the New Governance Committee, chaired by Mike Kolchin and including representatives from all faculty standing committees, as well as former members of the Governance Task Force and Asst. Provost Jean Soderlund. The Committee will propose changes to the structure of faculty governance during the Fall 2005 semester.
- Finally successful negotiation of a revision of the University's Policy Structure Statement. The revision was approved by the faculty in spring 2005.
- Coordinating overlapping committee responsibilities and steering of several issues raised by faculty to the appropriate faculty standing committees.
- Continued revision of archaic or inconsistent passages in R&P, with faculty approval (see November 2004 faculty meeting minutes).

Who is the Faculty Governance Subcommittee

- Established by the Faculty Steering Committee in the spring of 2005 in response to the overwhelming acceptance of the Faculty Governance Review Committee's report in a "straw poll" in the fall of 2004.

Faculty Governance Subcommittee

Status Report
September 12, 2005

Faculty Straw Poll

- Specifically, item #5, to wit:

"5. Considering the Task Force's Report as a whole, are you willing to accept this Report as a foundation for future discussions of governance at Lehigh?"

Yes = 139 No = 19

Change to the Subcommittee

1. Faculty Steering Committee's change to the Faculty Governance Subcommittee:
2. To create a proposal recognizing and developing the Task Force's recommendations for a representative faculty body and a new standing committee structure.
3. To engage the faculty community in a discussion of your desired proposal by means of Town Hall meetings, College Meetings, Department meetings, and meetings with College Policy Implementation or Interest Groups. Special attention should be given to securing input from all interested and contributing members.
4. To present the final version of the proposed changes to RFP for faculty discussion at a University Faculty Meeting in Fall 2005 with an explicit vote to take place immediately afterwards.

Who is on the Subcommittee?

- Mike Kalchin, Chair (FSC and FPC)
- John Pattenaw (EPC)
- Shada Cargill (FGRC)
- Jean Soderlund (Deputy Provost)
- Mike Gill (FCC)
- Barbara Traister (FGRC)
- Art King (FGRC)
- Alastair McAulay (FFPOC)
- George White (GRC)

Subcommittee Activities

- Have met 12 times beginning in March and carrying through the summer.
- Working on the following issues:
 - size, composition, election, and terms of the representatives.
 - interface between standing committees and the now governing body.
 - Obliging Faculty Involvement and communication to faculty.
 - Relationship between the *new* governing body, the administration, and the board of trustees.
 - structure and composition of the standing committees.

Engaging the Faculty

- Establishment of a Faculty Governance Blackboard page.
- Updates at university faculty meetings.
- Town hall meetings to discuss major issues involved with developing a new faculty governing body.

Moving Forward

- Timeline of activities:

Date	Activity
9/19	Meet with officers of AAUP Chapter.
10/3-6	Town hall meetings in Rauch 91 from 12:00 – 2:00.
10/17	Update at university faculty meeting
10/24	Town hall meeting if desired from 4:00 – 6:00.

Moving Forward (Continued)

Date	Activity
11/19	Distribute draft of proposal to faculty.
12/5	Present proposal to faculty at the university faculty meeting.
1/19	Distribute final draft to faculty and invite amendments.
2/6	Present proposal and amendments to faculty. Electronic vote to follow immediately thereafter.

Invitation to the Faculty

- This is an important issue that impacts all of us.
- We encourage you to join the discussion by:
 - Monitoring Blackboard and participating in the discussion board.
 - Attending the town hall meetings.
 - Discussing the issue at college and department meetings.
 - Contacting members of the subcommittee to give your input.
- We want to hear from you!

Graduate and Research Committee

Annual Report
May 2005

Jill Schneider Chair

The New GRC

Policies that improve

- graduate programs
- the research environment
- graduate student life

Summary of GRC Policies 2004-2005

- **Research**
 - Policies that promote vitality in centers and institutes
- **Graduate Student Life**
 - New policies and a task force based on the principles of humane treatment of graduate students and truth in advertising
- **Curriculum**
 - Supporting faculty initiatives
 - New user-friendly forms
 - A policy to allow nonsubstantive changes without GRC approval
 - New TOEFL target scores

Research Subcommittee

- **Promote Vitality in Research Centers and Institutes**
 - New centers approved
 - International Materials Institute – New Functionalities in Glass
 - Institute of Sustainable Nanotechnology
 - Center for Financial Services Studies
 - Old centers terminated
 - Polymer Interface Center
 - Institute of Thermal-Fluid Engineering and Science
- **New Improved User-Friendly Application Form for the Formation of a New Center/Institute**
 - On the ORSP website

Research (continued)

- **Recognition and Celebration of Research**
 - New Libsch Early Career Award
 - New Criteria for the Libsch Award
 - Ph.D. Dissertation Award (CAS)

Graduate Student Life

- **Leave of Absence Policy** *(see notes below)*
 - Based on principles of human treatment, not on financial considerations
- **Catalog Reform** *(see notes below)*
 - Based on principles of truth in advertising
 - Removed courses that have not been offered
 - Courses can be "benched" and brought back into the catalog without reapproval of GRC
- **Formation of a New Task Force**
 - Stipends/benefits
 - Housing
 - Transportation

Petitions Subcommittee

- Faculty members on the petitions committee make policy using a democratic process
- Advice of the registrar is solicited
- Faculty-initiated policies are implemented by the registrar
- Policies are aimed at facilitating graduate student progress

Curriculum Subcommittee

- A plethora of new graduate programs and various course and curriculum changes
- New user-friendly forms for submitting proposals for new programs and course and curriculum changes (on the web)
- An attitude toward helping faculty improve their graduate programs
- A new policy that allows departments to make minor changes without approval of the GRC (see notes)

Curriculum (continued)

- Updated residency requirements *(see notes)* that account for use of new teaching technologies and travel opportunities while maintaining Lehigh standards
- New target scores approved for the Test of English as a Second Language (TOEFL)

Summary of the new GRC

Policies that improve
graduate programs,
the research environment and
graduate student life