

**Lehigh University**  
**MINUTES OF THE FACULTY MEETING**  
**(Sinclair Auditorium)**  
**November 2, 2009**

**Presiding: President Alice Gast**

President Gast called the meeting to order at 4:15 PM.

**1. Minutes:** The September 14, 2009, meeting minutes were approved unanimously by the Faculty, as posted in the folder “Secretary of the Faculty/2009-10” on the Lehigh University Faculty Blackboard.

**2. Consent Calendar:** There were no Consent Calendar motions posted on the “Lehigh University Faculty” Blackboard.

**3. Old Business:** None.

**4. New Business:** None

**5. Committee Reports:**

**Faculty Compensation Committee:** (See PowerPoint slides at the end of these minutes. Secretary’s note: Prof. Gary Lutz is the Interim Director of the Office of Institutional Research)

Prof. Roger Nagel provided introductory comments about the FCC progress on the market-based, benchmarking study of faculty salary conducted last spring and through the summer by the Provost’s Office, deans and the FCC. Using a 6-year time frame for comparison, this study’s purpose has been to identify gaps between existing Lehigh faculty salary levels and the appropriate academic markets. The compilation of the data and early preliminary analyses were completed about 10 days ago and were delivered to the FCC last week on Monday (Oct. 31). Last year (2008-09 AY, FY 2008) there was \$300,000 for market adjustment for faculty, which was awarded to 111 faculty members’ salaries, based on a market-gap adjustment for July 1, 2008. An additional \$150,000 in salary market funds (FY2009) was awarded to 119 faculty for July 1, 2009. Last year department benchmark schools were established by chairs with their respective deans for peer salary comparisons. When Provost Farrell arrived this summer he worked with the FCC and OIR to finalize the Salary Market Study. The FCC will look at possible refinements of the study rubrics for the 2010-11 AY. The FCC has met several times this fall to discuss the process and progress with data analyses. They will continue to discuss possible improvements with the benchmarking process. Prof. Nagel then introduced Provost Farrell to explain the new process and the data that will be used in it.

The Provost presented four slides during his discussion, with the first following the same categories as the FCC’s 3 x 3 slide with productivity categories at the column heads (below, average and above) and time in rank categories for the rows (short time, medium and long times for each of the three faculty ranks). In addition, the data from Deans and department chairs had categorized each of 389 faculty members into one of the 9 cells. The next slide showed a scatter plot of salary deviation from the respective benchmark as percent of salary vs. headcount, starting from greatest negative deviation. The plot showed about 56% of the faculty are within 10% of their benchmark, 30% are more than 10% below their benchmark, and 14% are more than 10% above their benchmark. His third slide (also deviations from benchmark) used a  $\pm 5\%$  from benchmark and the same data. This plot showed 29% of the faculty are within 5% of their respective benchmarks, 49% more than 5% below their benchmark, and 22% more than 5% above their benchmark. His fourth and last slide recast the data from slide #3 with graphs of the data by productivity level (below, average and above). This depicted the

individuals' distribution within each of the productivity categories ranked from lowest to highest deviation from benchmark within productivity category. The Provost found this last slide to provide the best insights about where Lehigh has major gaps with the market that must be addressed, where the biggest challenges will be and where his largest concerns are for the faculty. As the FY '11 budget is built, he will be seeking funding to begin to address the most serious gaps and will seek advice from deans and chairs on how to allocate these funds if they are available. It is very likely that correcting the gaps will be a multi-year process. The positive message from these data analyses is that we now can see where the major gaps exist and thus can address issues about how to implement strategies to deal with them.

Prof. Kodama asked whether a faculty member will know where s/he is compared to the benchmark used in his/her evaluation. The Provost responded that it will be more important for each faculty member to understand in which of the 3 columns their performance ranks. There is an entire discussion that has not yet been held about what the salary should be for each department and college. Prof. Gunter asked if a breakdown by faculty rank was available or possible to obtain from the data because our current data appear to show that some associate professors are paid at about benchmark assistant professor levels. Prof. Nagel responded that data by rank are possible, but the data has so recently arrived at both the Provost's, OIR's and FCC's desks, that there has not been time to perform all the analyses that would be useful. Prof. Maskulka asked where the relevant peer schools list could be found. Prof. Nagel said that both department chairs and deans have this list, available for any faculty member.

Faculty Steering Committee: Prof. Ed Lotto provided an update on the process we will follow after the two failed election attempts for a new member of the Faculty Personnel Committee. As chair of the FSC, he has consulted with the FSC, the Faculty Personnel Committee, and the President, with the resulting decision to wait for the next main election for standing University committees in May '10. The reasoning is that this election was not for a person whose term had ended, but to adjust the committee members' terms to conform to R&P which calls for only one replacement member to be elected each year on a 5-year cycle. This results in the maximum amount of experience to remain within the committee which has an extensive "learning curve" to become familiar with the intricacies of Lehigh's personnel policy, past precedents and decisions, as well as formal legal requirements on any employer. This amount of background for each committee member is essential as they provide critical input directly to the President's final decisions on difficult questions.

According to Prof. Lotto, his investigation revealed that this "out of cycle" problem began over 10 years ago with "an error that was made" (the Secretary noted faculty LOL – "laughing out loud" – when Prof. Lotto commented parenthetically on the utility of passive voice). Further, one committee member, Prof. Szczepanski, had agreed to leave the committee voluntarily, ahead of schedule in order to resolve the problem. However, she has agreed to complete her term in May '10, when the Nominations Committee will construct the slate with an adjusted term to bring the term for her replacement into the correct cycle. There was no discussion or questions from the Faculty.

## **6. Reports and Announcements:**

Report by Vice President for Advancement, Joe Kender, Jr. (See his PowerPoint slides at the end of these minutes; his email address is [jkender@lehigh.edu](mailto:jkender@lehigh.edu).)

Vice President Kender provided the Faculty with an update on the progress towards Lehigh's current campaign and the fund raising process which will close on the originally planned date of December 31, 2009, very likely to be over the top of the goal of \$500 million. Currently, at the end of October, 2009, the donations committed by our supporters – alumnae/i, parents and friends – totaled \$490 million. He said that many people have expressed interest and concern about Lehigh's progress during this time of

financial crisis. His first slide gave some perspective with a comparison between Lehigh's performance and the trends in the top 32 schools that have billion dollar campaigns under way. He explained the terminology of gifts "received" (through September '09, \$479 million) versus "open" gifts, still under discussion, or with a verbal commitment that are likely to close within six months (about \$44 million), to give some perspective on the estimated, expected total for closing the campaign of \$510 million. Prof. Gunter asked if all of the donations were for endowed chairs. VP Kender responded that most were for "bricks and mortar" purposes. However, he was quite pleased with the results for earmarks for endowed chairs, which over the eight-year campaign were more than double the number of chairs achieved in any previous Lehigh effort. Because "selling" donors on a chair is more difficult than for a physical asset, the campaign objective for the number of endowed chairs was a "stretch goal" for us. Prof. Gunter followed up with "How much for a chair?" (Faculty LOL.) VP Kender replied that typically, his team has sought about \$2 million for this use of a gift; given changing conditions and practices in the development market, his office will be surveying some benchmark schools to document where the various price points are for an existing line chairs vs. a newly endowed chair, because he could foresee, e.g., \$2, 3, 5 or 10 million levels, depending on the funding needs for a chair in different disciplines or different faculty levels.

VP Kender presented data on campaign commitments within varying time intervals, on cash performance of donors' delivery on promised amounts, on the Lehigh Fund and the impacts and outcomes visible on funding uses over the past eight years. The last included improvements to Grace Hall, Linderman Library, and the new STEPS building. For the Lehigh Fund, the \$100 million in additions to current income would have required over \$2 billion in financial assets to generate a similar amount. Endowed scholarships doubled during the campaign. VP Kender mentioned that there will be a formal, closing event on Feb. 18, 2010, during the scholarship banquet to thank donors and faculty for their efforts in achieving the campaign goals. Rather than resting for a while on these laurels, he also described current work that has begun on the next strategic plan for fund raising, as the Deans and Department Chairs identify priorities that are consistent with the new University Strategic Plan, and some test marketing is done with key donors.

Prof. Sivakumar asked when the next silent part of a new campaign would begin, perhaps right away. VP Kender said that Lehigh operates on an approximate ten-year cycle. The most important part of any campaign begins with the Faculty's classroom presence and instructional role as they meet and teach our students. Alums consistently and constantly tell advancement officers about the influence a particular professor had on their lives and careers. He encouraged all faculty to contact him or someone in his office if they have alum contacts. There are now also individual officers assigned to each college to facilitate these information channels. Prof. Arrington commented that she was pleased to hear that VP Kender knows the essential role played by individual faculty members with individual students. She also noted that her alma mater sends a letter from the graduate's major department chair every fall, with newsy updates. She suggested this to senior faculty who responded that our conventional "wisdom" for this sort of grass-roots communication by an individual faculty member wasn't allowed at Lehigh because it might compete with efforts by development. VP Kender responded vigorously that he'd like to dispel this myth, although keeping his office informed could help avoid any embarrassing faux pas, keeping the right and left Lehigh hands coordinated. He definitely wants to keep open lines of communication between his office and all interested faculty members. Prof. Weintraub asked how much of the Lehigh Funds support of scholarships went to graduate students. VP Kender said that he didn't have this data this afternoon, but he estimated that about 90% had supported undergrads. Prof. Gunter closed the discussion with a query about the current amount of our endowment. President Gast replied that it is about \$900 million, a figure confirmed by Finance Vice President Peggy Plympton.

President's Report: President Gast commented on the success of this year's Founder's Day and the address by Prof. Storer. She also reported briefly that the October Board of Trustees meeting was successful, and included presentations by faculty members and students. She and the Board are looking for ways to engage the whole campus in the celebration of our Founder and opportunity to celebrate the student leaders, faculty member beneficiaries, and donors. The Board's discussion of implementation of the new University Strategic Plan had a part focused on the impact of a Lehigh education on student success and the qualities that Lehigh students should include, both at graduation and in later phases of their careers. A list of those qualities is appended. A few of the factors the trustees mentioned that were important to their learning process were:

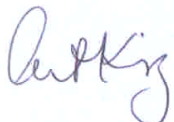
- Role models and mentors, often provided by faculty;
- The ability to take chances in making the transition from youth to young adult;
- And the opportunity to make mistakes and learn from them before entering a world where consequences are typically much more severe (e.g., failing a test vs. losing a full time job).

The President ended her report with two requests for the Faculty. First, she announced that the FSC would hold a special extra meeting on Friday, Nov. 6, to discuss ways that faculty standing committees could assist in implementing the new Strategic Plan. If anyone has suggestions please email her or Prof. Lotto, FSC Chair. Second, she mentioned briefly her observations from the Science and Technology in Society Forum, in Kyoto. As the only American university president in the meeting, she noted that there are many common issues and desires among the presidents. For example, she noted that other participants expressed a very strong desire for educational experiences beyond their own national borders for their countries' students. While all countries seem to have this goal, for some it is a struggle because their own teaching language is not English, the current, global language of preference, which offers the most benefit for their students. She noted that there are striking opportunities for Lehigh and for our competitor schools. She asked that when faculty members are travelling for Lehigh to conferences, other programs, and individual research, that when time permits, they would consider visiting with alums, student parents and our seemingly ubiquitous "friends of Lehigh," all of whom welcome contact with Lehigh people.

Provost's Report: Provost Farrell provided a brief report in response to the Faculty's request for a regular report on any impact of the US Patriot Act on limiting access to international visiting scholars, either outbound or inbound, or restrictions on research or its publication by Lehigh faculty members. He reported that no one was denied a visa or research/publications suppressed, results also certified by the Office of the Vice Provost for Research.

**7. Adjournment:** It was moved, seconded and approved unanimously by acclamation to adjourn at 5:30 pm.

Respectfully submitted,



**Next Meeting: December 7, 2009, 4:10 p.m., Sinclair Auditorium, 3:30 p. m. reception.**

**UNIVERSITY FACULTY MEETINGS REMAINING for Spring, 2010**

1. February 8, 2010

2. March 22, 2010
3. May 3, 2010

**Sep 16<sup>th</sup> 2008**

FCC Report

**This slide is from a note sent by the Provost to the FCC on May 5<sup>th</sup>, 2008  
The FCC is pleased that we are making progress on market gap adjustments**

**Process being used by the colleges for identifying benchmarking schools and how the benchmark salary data will be used for market adjustment**

1. Scott Knauss has already sent to the deans the list of schools for which he has benchmark salary data by rank and the ability to calculate quartiles. The source of this data is both from CUPA and AACSB.
2. The colleges/departments will be generating a list of peers by department from the lists provided in #1.
3. These lists will be sent to Scott Knauss who will generate the 07/08 salary data for each of the peer institutions identified by the colleges/departments by rank and by quartile.
4. The 07-08 peer institution salary data will be increased by 4% in order to extrapolate the 08-09 peer institution salary data by rank and quartiles.
5. The 08-09 peer institution data will be compared to Lehigh University's 08-09 salary data by rank and by quartile to identify areas where a market adjustment is needed.
6. This process will be completed and in place for the next salary cycle, namely 09-10.

Nov 2<sup>nd</sup> 2009

FCC Report

- “During the 2008-2009 salary merit raise process **an additional 0.5%** was allocated by the university to be used specifically for faculty market equity salary adjustments, more and **above and separate from the merit raise pool.**
- The total amount was distributed to 111 faculty members at all ranks from all colleges, which represented 28.32% of the entire faculty population.
- The determination who received this equity adjustment was completed through the combination of evaluating CUPA or AACSB data for benchmark schools and
- via a dialog between the Provost and College Deans by considering the faculty contribution to the university mission of the integration of teaching, research and service productivity and number of years in rank.” *part of an email sent to FCC 12-2-2008*

# Individualized Market gap Calculation

- We were surprised but not unhappy at the idea of calculating a market gap for each individual based on rank, number of years in rank and productivity

“...In regards to your request for the market gap demographic data, below is the comparison data for 2008 and 2009 ( which has just been completed).

The next step is for FCC to meet with the Council of Deans to review the process used for distribution and the benchmark data provided to the deans. The next COD meeting is scheduled for Tuesday, April 21st from 8:00 - 10:00. I would like to propose that FCC attend that meeting to discuss this topic.” *part of an email sent to FCC 4-8-2009*

Number of Faculty Who Received Market Equity \$\$

	Assistant	Associate	Full	Total	\$\$ Distributed
2008	38	32	41	111	300 K
2009	49	27	43	119	150 K

# We went to the meeting

- The department chair is to give each faculty a *salary benchmark index* taking into consideration the faculty member's
  - (a) *years in rank*, and
  - (b) *productivity* as measured by his/her performance in teaching, research, and service over six years.
- ***This sounded reasonable to us!***

# They had tried it and we got a book full of data

Specifically, the *salary benchmark index* (ranged 0 to 5) shall be assigned using the following guideline:

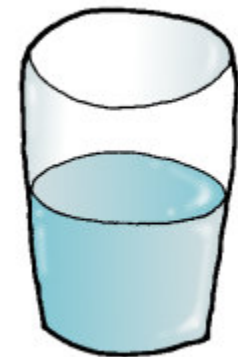
	Below Average Productivity	Average Productivity	Above Average Productivity
Assistant 1-2 yrs Associate 1-4 yrs Full 1-8 yrs	0-1	2	2-3
Assistant 3-4 yrs Associate 5-9 yrs Full 9-18 yrs	0-2	3	4
Assistant 5-6 yrs Associate 10+yrs Full 18+ yrs	0-3	2-4	3-5

This process was documented and shared with the faculty at the last meeting in spring of 2009 see CI (FCC 2008 - 2009)

# FCC decided the glass was half full

*We set up Two meetings with Dean's over summer to discuss the process and its implementation –New Provost appointed and we agreed to wait and revisit in Fall*

<b>Years need discussion</b>	<b>High Potential Productivity</b>	<b>Excellent Productivity</b>	<b>Star Quality Productivity</b>
Assistant 1-2 yrs Associate 1-4 yrs Full 1-8 yrs	0-1	2	2-3
Assistant 3-4 yrs Associate 5-9 yrs Full 9-18 yrs	0-2	3	4
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# Summer & Fall 2009

- August FCC meets with President and Provost agrees on enhanced relationship and FCC participation in budgeting etc.
- The market gap data was not properly reported and contained processing errors.
- Provost meets with FCC three more times and shares corrected market gap data
- We agree to use the process described in April for this year and discuss improvements for the future.
- Gary Lutz (Director Institutional Research) working closely with FCC and attending meetings regularly now to help analyze the data and improve the process for the future

# The Provost Promised to Share the Data at this meeting

- FCC received the corrected and accurate market gap data last Monday and began the analysis process with the Provost and Gary Lutz.
- We have asked the Provost to join us at this point and present the Market Gap data to you.
- Please join me in thanking him!



## Market Adjustment for Faculty Salary

Market adjustment is conducted as a two-stage process as follows:

1. **Establish Benchmark.** Identify, for each academic department at Lehigh, a comparable list of 20 -25 *benchmark departments* that forms the foundation for competitive salary analysis. The Lehigh department is at the mid-point of the list.
2. **Perform Gap Analysis.** Given the list of *benchmark departments*, and the national salary databases, establish market gap by academic rank and discipline.

In the following, each of the two stages is described in greater detail.

### Establish Benchmark

1. Each Department chair, in consultation with the faculty, identifies a list of 20-25 benchmark departments among U.S. institutions. A brief rationale is provided for the institutions chosen. The rationale may include (but is not limited to) the following:
  - Similarity of the quality/reputation/standing (e.g., department's ranking within +/- 10 places)
  - Competitive standing (e.g., Lehigh competes directly for faculty/students against the institution/department)
  - Size and scale (e.g., the department has comparable undergraduate and graduate programs, enrollment and/or faculty size)
  - Research productivity (e.g., research expenditures, scholarly output, etc.)
2. The selection of benchmark departments is based on *current* standing and stature of the department, rather than *aspirational* stature or ranking. The Lehigh department is at the mid-point of the list by standing and stature.
3. The benchmark lists submitted by the departments are evaluated and approved by the academic dean and the Provost to ensure fairness and consistency.

### Perform Gap Analysis

The process for identifying salary gaps from the national data by department and rank will follow the steps below.

1. Given the list of benchmark departments, the Office of Institutional Research compile salary benchmarking data based on the national salary database provided

by CUPA and AACSB. The benchmark data categorizes salary by academic rank, and within each rank, minimum, mean, and maximum salary.

- The department chair is to give each faculty a *salary benchmark index* taking into consideration the faculty member's (a) *years in rank*, and (b) *productivity* as measured by his/her performance in teaching, research, and service over six years. Specifically, the *salary benchmark index* (ranged 0 to 5) shall be assigned using the following guideline:

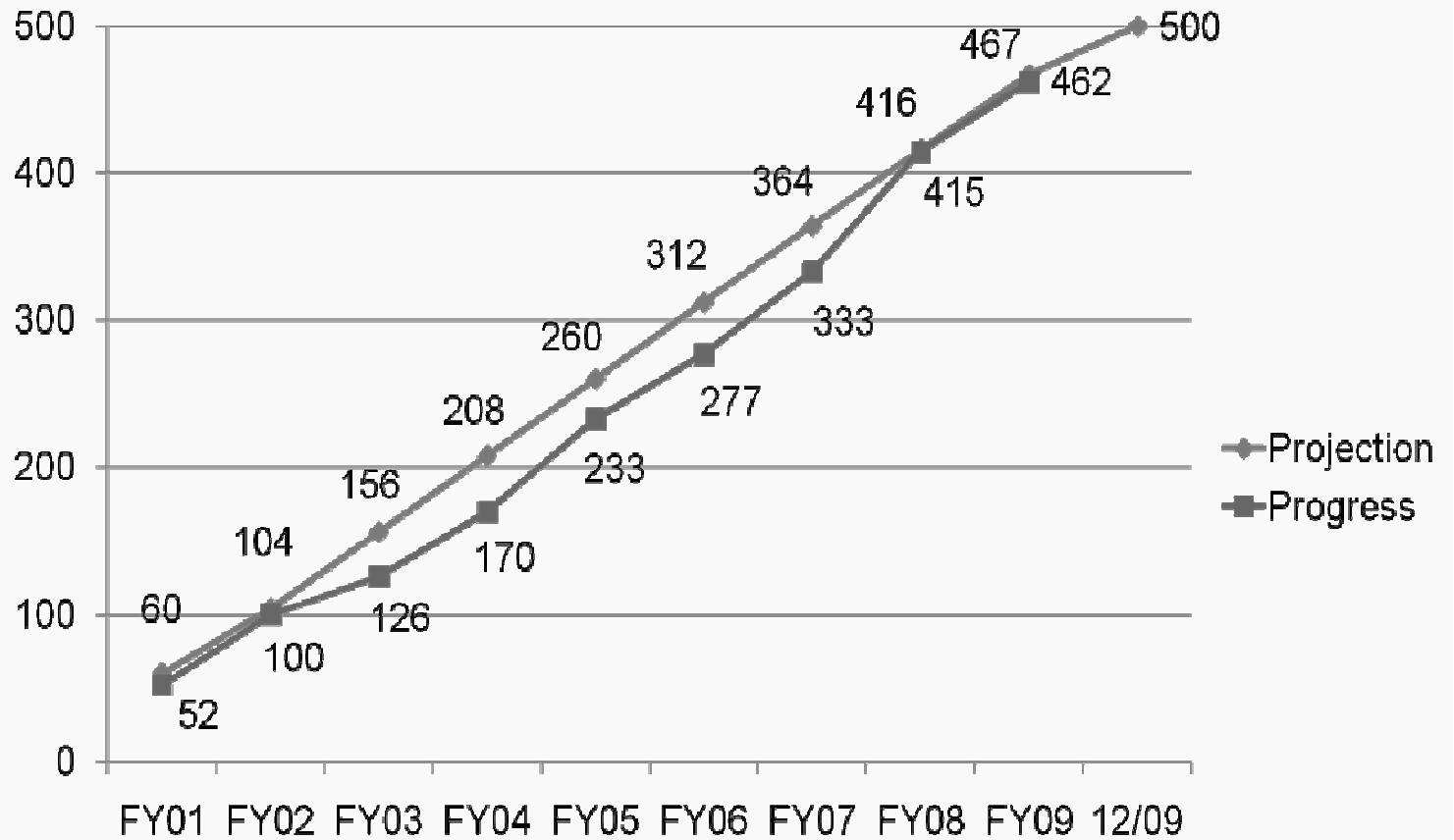
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Assistant 5-6 yrs Associate 10+yrs Full 18+ yrs	0-3	2-4	3-5

- After assigning each faculty a *salary benchmark index*, the faculty member's salary is compared against the benchmark data as follows: the salary of someone with an *index* of 5 is benchmarked against the maximum salary in his/her rank. Similarly, someone with an *index* of 3 is benchmarked against the mean in his/her rank, and one with an *index* of 1 is compared to the minimum. An *index* of 0 signifies that no market adjustment will be considered. Others are compared to corresponding numbers in between, e.g., for someone with an *index* of 4, his salary is benchmarked against the *average between the mean and the maximum* of his rank, etc.
- Following this analysis, faculty members who require an upward salary adjustment are identified and the amount of the adjustment is calculated from the amount of money available. The department chair and dean discuss and agree on the amount of the adjustment. Note that the CUPA data reports previous year salary data, which is then adjusted by the Lehigh raise percentage to reflect the salary levels for the current academic year (inflation/raise is already reflected in the numbers); as such, the comparison should be made with the current salary figure *before* adding the coming year's raise.
- The dean will present the proposed salary adjustments, by department and rank, to the provost. The dean and the provost discuss and agree on the final amount of the adjustment. The provost will determine the total adjustment and the portion of that total adjustment that will be allocated in the coming academic year.

# **Advancement Update**

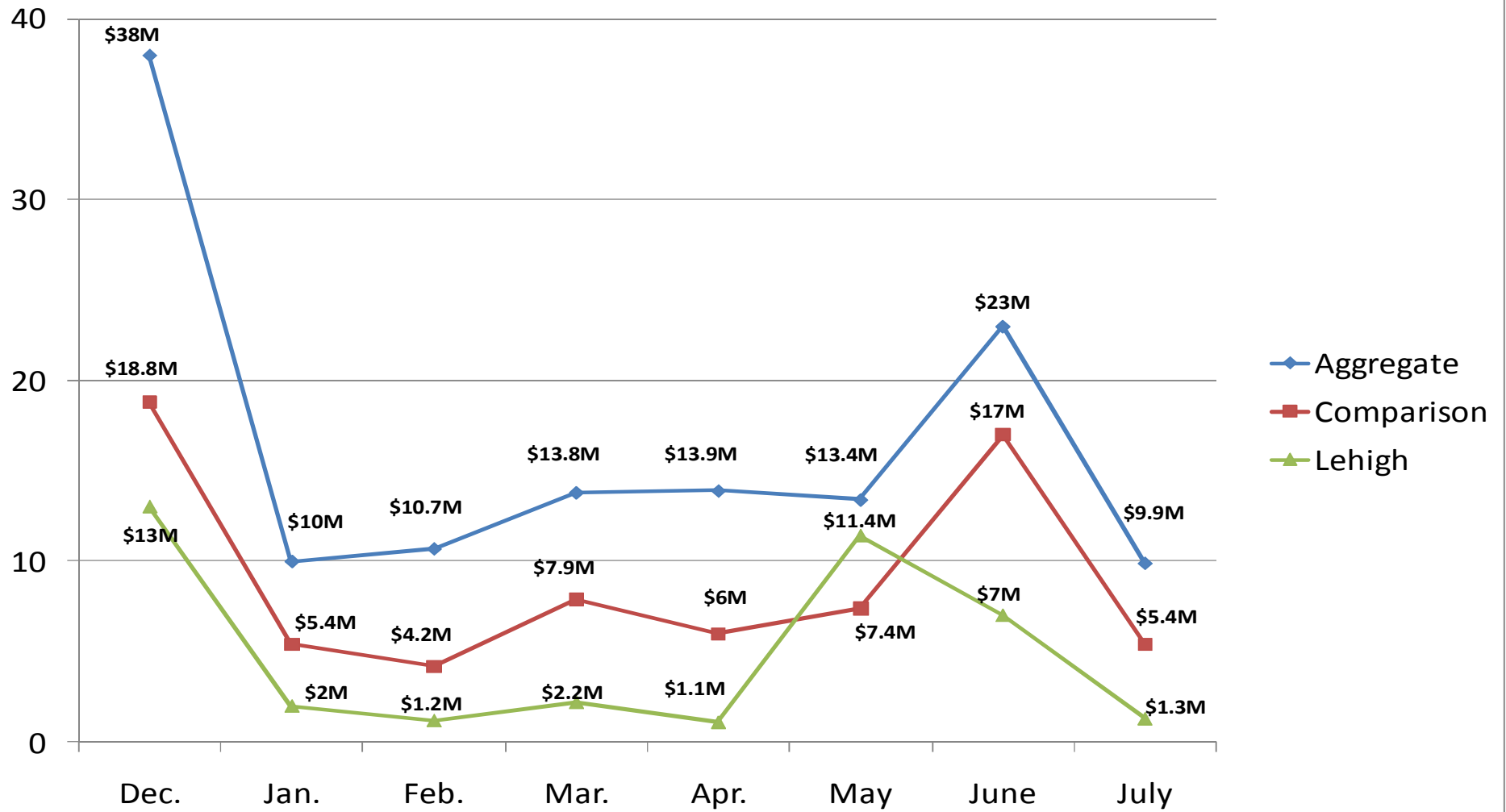
**November 2009**

# Campaign Performance Model



# Tracking of \$1 Billion Campaigns

FY09 Monthly Performance



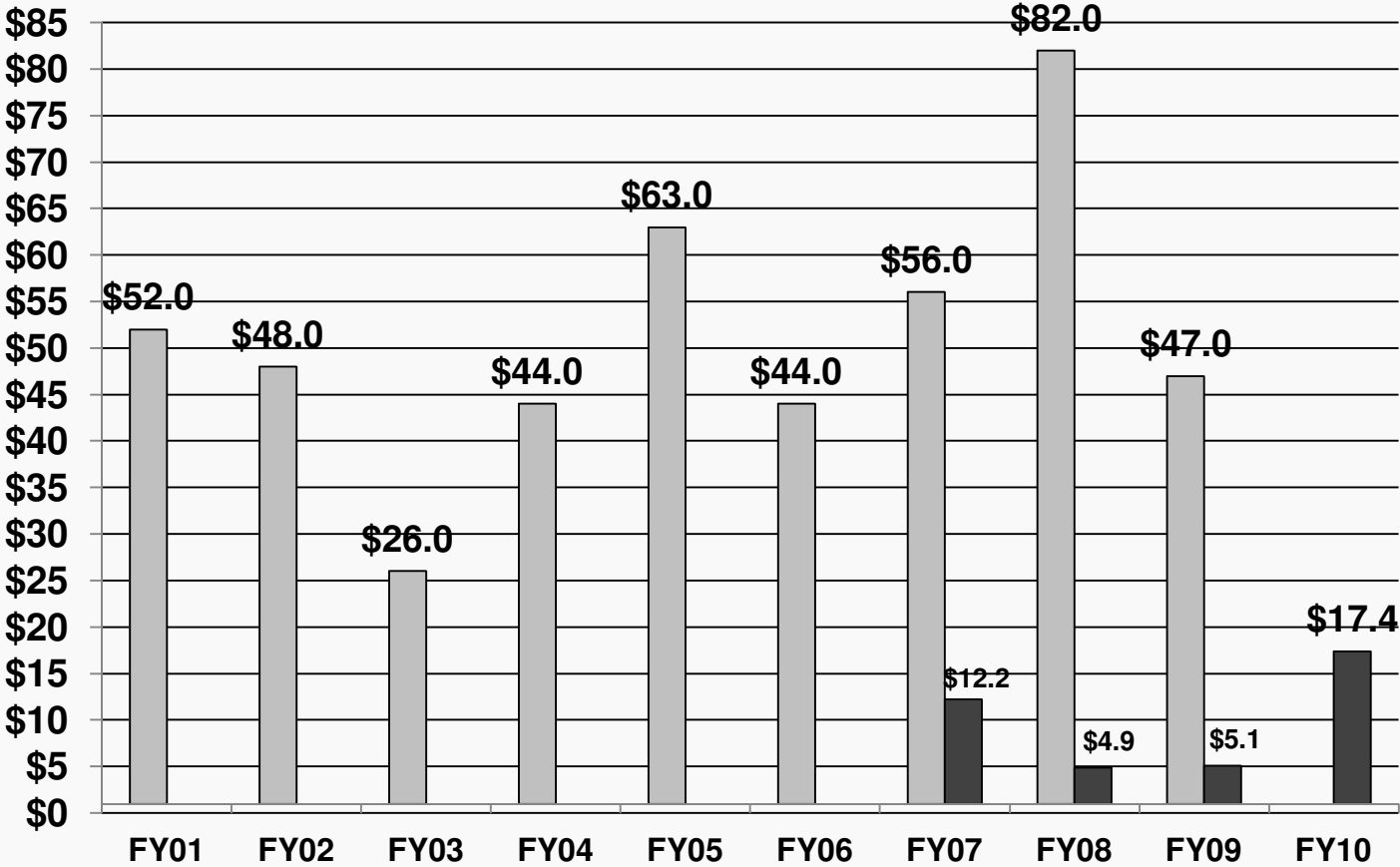
# Campaign Gift Table

Through September 2009

Campaign Priorities	Completed Gifts/Pledges	Verbal Commitments	Open Proposals	Campaign Goals	% to Goal
Endowed Scholarships	\$130M	\$460K	\$4.3M	\$100M	130%
Endowed Chairs & Programs	\$129M	\$17K	-	\$200M	64%
Facilities	\$46M	\$605K	\$2.8M	\$75M	62%
Current Operating	\$35M	\$3.4M	\$32M	\$25M	140%
Lehigh Fund	\$117M	\$67.4K	\$172K	\$100M	117%
Testamentary Gifts	\$21.4M	N/A	N/A	N/A	N/A
<b>Grand Total</b>	<b>\$479M</b>	<b>\$4.6M</b>	<b>\$39.2M</b>	<b>\$500M</b>	<b>96%</b>

# Campaign Commitments

Through September 2009

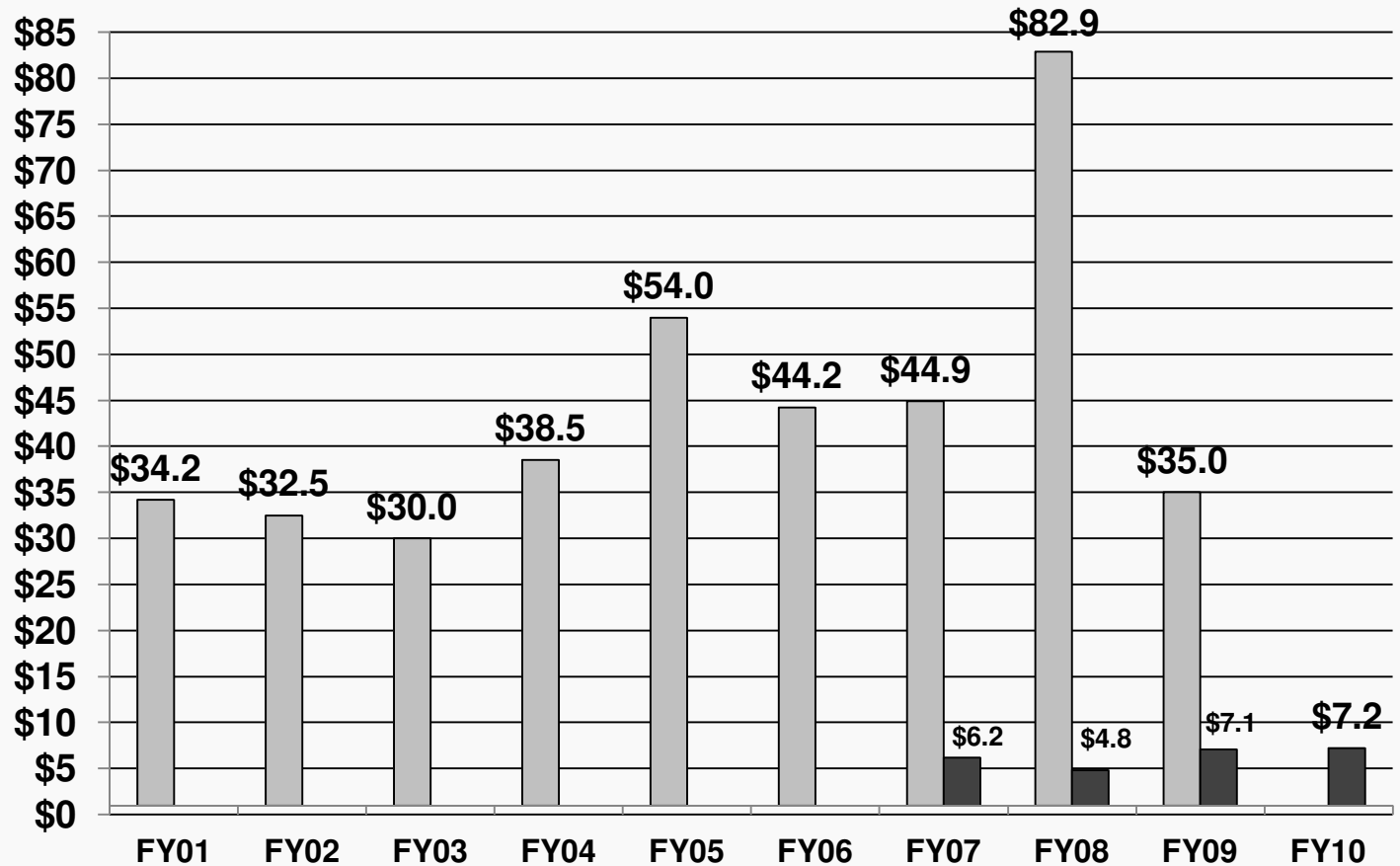


Yellow – FY Total  
Green – FY to date

Dollars in Millions

# Cash Receipts

Through September 2009

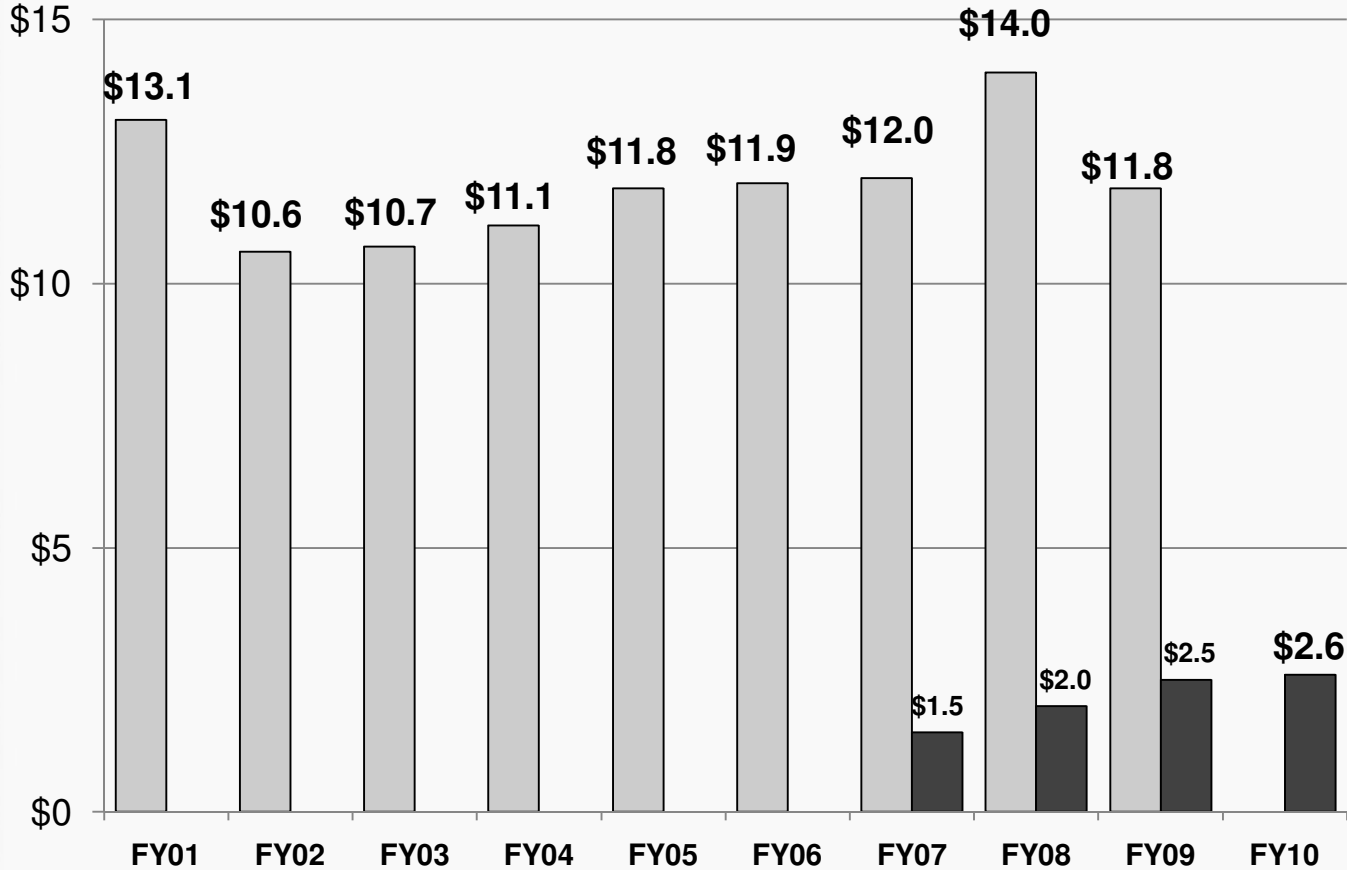


Yellow – FY Total  
Green – FY to date

*Dollars in Millions*

# Lehigh Fund Dollars

Through September 2009



Yellow – FY Total  
Green – FY to date

*Dollars in Millions*



# Campaign Impact

- **Key Facilities**

- Grace Hall
- Linderman Library
- STEPS

- **Lehigh Fund**

- \$11M in FY09 = \$220M endowment
- \$100M in current use = \$2B endowment

- **Endowed Chairs**

- 24 prior to campaign
- 27 added in the past eight years

- **Endowed Scholarships**

- 575 prior to the campaign
- 450 added in the past eight years



## What's Next

- **Prepare for Campaign Close**
  - February 18 Closing Event
  - Communications Strategy
  
- **Continue Preparation for New Fundraising Agenda**
  - Develop Marketing Plan
  - Formulate New Priorities
  - Engage New Donors
  - Workforce Planning

**Promoting Student Success:  
Summary of Discussion by Lehigh University Board of Trustees  
October 2009 Board Meeting**

As part of the discussion regarding Lehigh's goal to provide students with a foundation as they leave the university, he asked Trustees to share their thoughts on seven questions. The Trustees' responses follow.

**Qualities of Exceptional Person**

- Integrity
- Ability to communicate
- Vision
- Provocative
- Passionate
- Collegial
- Good Judgment
- Self-starting
- Takes initiative
- Relationship oriented
- Communicative skills
- Enthusiasm
- Creativity
- Understanding tradition
- Social maturity
- Technically skilled
- Team oriented

**Qualities for Next Phase of Career**

- Visionary
- Leadership skills
- Organizational skills
- Ability to delegate
- Mastery of field
- Mentoring potential
- Recognizes difference between career advancement and self promotion
- Respect for confidentiality and ethics
- Strong ethos
- Strategic thinking
- Ability to act presidential & empathetic
- Importance of listening
- Ability to transfer knowledge
- Learning from failure
- Morally grounded
- Centeredness – balancing between highs and lows
- Maintenance of high moral character in face of success
- Realistic