

Lehigh University

Minutes of the Faculty Meeting held on March 25, 2022, at 2:00 pm
Via Zoom

Professor Doug Mahony called the meeting to order and invited Provost Nathan Urban and Vice President Pat Johnson to provide an update on the Lehigh budgeting process.

1. Discussion on the University Budget

Provost Nathan Urban provided an overview of the budget (with Vice President Patricia Johnson helping during faculty questions). The slides used by them are available in Appendix 1.

[Appendix 1 available at <https://facultysenate.lehigh.edu/meeting-minutes>]

The following are the salient points made during the discussion.

- The overall budgeting picture at Lehigh is similar to private R2 Universities. [Provost Nathan Urban]
- How the colleges spend the revenue received from the graduate programs is not clear [Professor Doug Mahony]
- Deputy Provost for Graduate Education Oliver Yao is working on processes to ensure that (1) high-quality graduate programs are provided resources to scale up, and (2) part of the surplus revenue from graduate programs is distributed to the people participating in such programs. [Provost Nathan Urban]
- In most universities, undergraduate tuition and endowment subsidize research activities. [Provost Nathan Urban in response to Professor Clay Naito]
- Salary inequities across colleges create faculty morale problems, especially in disciplines with low faculty salaries. Women are also overrepresented in some of these low-paying fields. [Professor Jodi Eichler-Levine]
- The Provost's Office's salary equity study will consider the equity issue across disciplines. [Deputy Provost Jackie Krasas]
- The salary structure should reflect the long-term values of the institution. [Provost Nathan Urban]
- Liquidating enrollments to meet operating expenses during the pandemic is not advisable and not practiced by institutions except those in dire financial

situations. [Vice President Patricia Johnson in response to Professor Doug Mahony]

- Endowment returns cannot be applied toward cost-of-living increases in faculty salaries. Furthermore, many faculty endowments are limited to specific faculty lines. [Provost Nathan Urban in response to Professor Tony DiMaggio]
- Currently, there is no university policy for providing salary bumps for faculty promotions for teaching professors, research professors, and Professors of Practice. [Provost Nathan Urban in response to Professor Kathy Olson]
- The Responsibility Center Management budget model is not feasible for a university of Lehigh's size. It will be challenging to account for periodical fluctuations in student enrollment across colleges and departments. [Provost Nathan Urban in response to Professor Peter Zeitler's question about allocating money based on student enrollment]
- For situations like the pandemic, we should have nondedicated endowment funds as a rainy day fund. [Professor Al Wurth]
- The Board of Trustees makes decisions on spending unrestricted funds. [Provost Nathan Urban]
- Picking up on the provost's earlier reference to higher education as mission-driven: if employees in a mission-driven organization feel that the institution's values do not match employee values, their commitment to the institution—and their morale—will suffer. Even beyond salaries, faculty and staff should feel that they are valued for contributing to the institutional mission. At the moment, faculty and staff are instead asked to do more with less. [Professor Jenna Lay]
- We should create an environment that values and supports faculty and staff. In the past, staff retirements have resulted in faculty stepping in to do the work usually performed by the staff. The administration is willing to discuss ways of improving faculty members' work and impact, such as increasing staff assistance so faculty can focus on their unique skills and strategic matters rather than mundane administrative matters and streamlining department chairs' administrative workflow. [Provost Nathan Urban]

Respectfully submitted by

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Secretary of the Faculty