

Rationale

Why Create New Faculty Ranks at Lehigh? (Version 16)

1. An estimated 50% or more of current Professors of Practice (PoP) fail to meet current R&P 2.12 standards
 - PoP’s “prior occupational experience...add instructional value to university programs”
2. Lehigh must continue to re-invent itself and adjust structures that are changing due to changes in the economy and higher education in order to stay competitive.
 - Need to provide quality teaching in undergraduate introductory courses
 - Need for greater flexibility in faculty ranks to take advantage of what are perceived to be short-term opportunities
3. We are losing or expect to lose good PoP
 - Failure to recognize contributions
 - Perception of being “second class citizens” at Lehigh
 - PoP expressed need for increased job security

Data

Full Time Faculty: 2020, 2019, and 2008

	Fall 2020	Fall 2019	Fall 2008	% Increase 2008 to 2020
Tenure and tenure track faculty	455 (82%)	455 (83%)	408 (92%)	12%
Professors of Practice	77 (14%)	72 (13%)	29 (7%)	166%
Lecturers and Visiting Faculty	20 (4%)	6 (1%)	6 (1%)	233%
Total	552 (100%)	548 (100%)	443 (100%)	25%

Source: LU University Profile

Professors of Practice by College, Gender, and Semesters at Lehigh, Fall 2019

College	Male	Female	Total	% Female	Average # Semesters
Arts and Sciences	11	10	21	48%	13
Business	18	2	20	10%	12
Engineering and Applied Science	17	9	26	35%	21
Education	2	4	6	67%	11
Total	48	25	73*	34%	15

* 72 are full time.

Source: November 1, 2019 Employee Census, LU Office of Institutional Research, Slide 3.

Race/Ethnicity	Total	% of Total
Asian	8	11%
Black/African American	2	3%
Hispanic of any Race	2	3%
Non-resident Alien	3	4%
Two or More Races	1	1%
Unknown/Not Reported	13	18%
White	44	60%
Total	73	100%

Source: November 1, 2019 Employee Census, LU Office of Institutional Research, Slide 4.

Professors of Practice by Highest Degree, Fall 2019

Degree Type	Total	% of Total
Bachelor's Degree	2	3%
Master's Degree	24	33%
Doctorate Degree	47	64%
Total	73	100%

Source: November 1, 2019 Employee Census, LU Office of Institutional Research, Slide 5

Full-Time Faculty Tenure Status Benchmark, Fall 2018 Data

Peer Institutions without Medical Schools	Total Full-time Faculty	% of FT Faculty not Tenured nor Tenure Track
Carnegie Mellon U.	1,089	35%
Rensselaer Polytechnic Institute	447	30%
U. of Notre Dame	1,189	25%
Rice University	683	22%
Lehigh University	540	16%

Source: IPEDS HR Survey, Fall 2018, LU Office of Institutional Research

Note: Among the Board of Trustees Peer Institutions, eleven have medical schools. Of peer institutions with medical schools, the percentage of full-time faculty who are neither tenured nor tenure track ranges from a high of 50% (Emory U) to a low of 21% (U. of Pennsylvania).

Summary of Changes

Current	Proposed
Tenured and Tenure Track Faculty	Tenured and Tenure Track Faculty (Unchanged)
Professors of Practice	Professors of Practice Granted Exemption
	Professors of Practice (Strict definition)
	Teaching Term Faculty
	Research Term Faculty (Internally funded)
	Research Term Faculty (Externally funded)
Visiting Faculty	Visiting Faculty (Two-year limit)
Adjunct Faculty	Adjunct Faculty (Part-time)
Lecturers	(Transition to Teaching Faculty, Lecturer category eliminated)

R&P Changes Required to Create New Faculty Ranks Version 16

- 2.2.1 Preamble: Six Categories of Faculty Ranks (New)
- 2.2.2.2 Voting Members (Amended)
- 2.2.5.9 Transitioning before Tenure (New)
- 2.9 Lecturers (Eliminated)
- 2.12 Professors of Practice (Amended)

- 2.13 Teaching Faculty (New)
- 2.14 Research Faculty (New)
- 2.15 Limits on Non-tenured and Non-tenure Track Faculty (New)

Changes since First Reading are given as follows: **New text is in red was added in response to comments during the first Senate reading.** **New text in green was added after discussion with Provost and the Deans.**

In addition to the changes listed above, there will be several dozen additional changes intended to avoid confusion in existing R&P text. The most common such revision is to change “faculty” to “tenured or tenure track faculty” in Section 2 discussions of tenure.

2.2.1 Preamble

There are six categories of faculty: tenure and tenure track, research, teaching, professor of practice, visiting, and adjunct.

1. **University faculty: tenured and tenure track** (professors, associate professors, assistant professors, and instructors) denotes a full-time faculty member who engages in and is evaluated for promotion, tenure, and compensation on the basis of excellence in teaching, research and scholarship, and service. (See R&P 2.2.5.) (Note that this proposal doesn't change the current appointment, tenure, or promotion standards or procedures for tenured or tenure track faculty.)
2. **Research faculty** (professors, associate professors, assistant professors, and instructors) denotes a full-time faculty member who performs service and may periodically teach but whose dominant activity is research. Research faculty can be funded externally (e.g. soft money grants) or internally. (See R&P 2.14.)
3. **Teaching faculty** (professors, associate professors, assistant professors, and instructors) denotes a full-time faculty member who performs service and may periodically do research but whose dominant activity is teaching. (See R&P 2.13.)
4. **Professors of practice** denotes a full-time faculty member *who has prior non-academic occupational experience that adds instructional value to university programs.* (See R&P 2.12)
5. **Visiting faculty** (professor, associate professor, assistant professor, and instructor) denote a full-time faculty member whose initial academic appointment is one year or less. **May be renewed for a second year.** (See R&P 2.2.3)
6. **Adjunct faculty** (professor and instructor) receive a part-time appointment that may not exceed one year. Such part-time appointments may be renewed. (See R&P 2.2.3)

All **Lecturers** will either transition to the appropriate teaching faculty rank or receive a terminal contract. R&P Section 2.9 will be deleted.

Full-time faculty who are neither tenured nor tenure track including research faculty, teaching faculty, and professors of practice will collectively be referred to as Term Faculty. Term faculty

contracts will not preclude early termination for cause or financial exigency. The total number of term faculty is limited. (See R&P 2.15.)

2.2.2.2 Voting Members

Voting members of a departmental or college faculty include voting members of the university faculty who hold appointments in the respective department or college. University faculty (tenured and tenure track) have the right to vote on all Department, College, and University issues including elections, curriculum issues, and changes to all sections of R&P. As discussed below in Section 2.2, university faculty (tenured and tenure track) may participate in hiring, tenure and promotion decisions for all faculty and are eligible for college promotion and tenure committees. University (tenured and tenure track) faculty are eligible to serve on all college and university committees subject to the specific R&P guidance on committee membership.

Teaching and research faculty at the full or associate professor levels as well as professors of practice who have spent six or more cumulative semesters at Lehigh have the right to vote on department, college, and university issues including department and college elections and changes to Section 3 of R&P. Teaching faculty and research faculty at the full or associate professor ranks as well as professors of practice who have spent six or more cumulative semesters at Lehigh also have the right to vote on curriculum issues in their department and college.

As discussed below, teaching and research faculty at the full or associate professor levels may participate in hiring and promotion decisions of teaching or research faculty at or below their rank consistent with their employment contracts and their college's rules on such activities. Teaching and research faculty at the full or associate professor levels are eligible to serve on all college and university committees subject to the specific R&P guidance on committee membership and consistent with their employment contracts and their college's rules on such activities.

Visiting and adjunct faculty are not voting members of the Lehigh faculty. However, consistent with their college's rules, visiting and adjunct faculty may serve on committees as non-voting members.

2.2.5.9 Transitioning before tenure review

Tenure track faculty who have not yet initiated the tenure review process (see R&P 2.2.6.1: Initiating the tenure review process.) may request transition from tenure track university faculty status to term faculty status as teaching or research faculty. This process is initiated by a letter from the faculty member to their Dean (copies to appropriate Department Chairperson and Provost). After consultation with the tenured members of the relevant Department, the Dean will notify the faculty member in a timely manner whether this request is accepted or not.

If the faculty member's request is accepted, the tenure review process will stop. Note that an assistant professor who has had their transition request accepted is not eligible for a tenure review at any later time. If the faculty member's transition request is not accepted, the tenure review process will continue. Neither the letter requesting transition, nor any associated correspondence will be included in the faculty member's tenure review package and external reviewers will not be informed.

2.9 Lecturer

This section will be deleted.

(Explanatory note: Lecturers who wish to continue employment at Lehigh and have an active employment contract when the university board of trustees approves the termination of the rank of lecturers must transition to teaching faculty before the expiration of their contract. (See R&P 2.13.1))

2.12 Professor of Practice

Professors of practice denotes a full-time faculty member *who has prior non-academic occupational experience that adds instructional value to university programs*. Because of their prior non-academic occupational experience, professionals appointed to these positions add instructional value to university programs, enhance the research or professional missions of their departments, and/or permit the university to expand its course offerings, often in cutting-edge areas.

Professors of practice are not required to fulfill the integrated role of teaching, research and scholarship, and service provided by tenured and tenure-track faculty, though some professors of practice may have responsibilities in each of these areas. In addition, as faculty members, professors of practice are distinguished from administrative staff and must fulfill teaching and/or scholarly responsibilities in addition to any administrative service. They may serve as principal academic advisors to undergraduate and master's students, direct academic programs, serve on department and program committees, and provide other service consistent with their expertise and academic credentials. A professor of practice who has a doctoral degree may serve on a doctoral committee with the written approval of the college dean but may not serve as committee chair (see R&P 3.23.3).

2.12.1 Professor of Practice Contract Terms, Titles, and Responsibilities

Individuals will be appointed professor of practice for term appointments of one to five years, with the approval of the department's voting faculty, the appropriate dean, and the provost. Initial appointments and reappointments are not tenurable and may only be renewed for specified terms. Appointments and reappointments are considered by the provost upon recommendation by the voting faculty of a department and the dean.

Reappointments are based on performance and a continuing need. Notice of reappointment or non-reappointment shall be given, whenever possible, at least four months before the terminal date of the appointment. The Department Chairperson and/or appropriate college Dean shall provide the professor of practice with an annual performance assessment, which may be coordinated with salary review. An assessment of unsatisfactory performance may result in termination prior to the end of the appointment.

Full-time professors of practice are limited to a total of ten cumulative regular semesters. In order to stay on the Lehigh faculty for more than ten cumulative regular semesters, professors of practice must either demonstrate currency in their field or transition to the research or teaching faculty. (See R&P 2.13.1 and 2.14.1) If the standards for currency are not defined in the professor of practice's memorandum of understanding or employment contract, such standards will be developed by the dean in consultation with the appropriate department's associate and full professors.

After ten regular semesters of cumulative full-time service as a professor of practice at Lehigh, notice of reappointment or non-reappointment shall be given at least twelve months before the terminal date of the appointment. The length of the employment contract is determined by the

dean in consultation with the appropriate department's associate and full professors but will not exceed 5 years.

After twenty regular semesters of cumulative full-time service as a professor of practice at Lehigh, a professor of practice may receive the title of "Senior Professor of Practice" upon a department or program's recommendation and the dean's approval. A senior professor of practice shall be given notice of reappointment or non-reappointment at least eighteen months before the terminal date of the appointment. The length of the employment contract is determined by the Dean in consultation with the appropriate department's associate and full professors but will not exceed 5 years.

The voting rights of professors of practice are stated in R&P 2.2.2.2. Professors of practice may not be elected to university faculty standing committees. They also may not be elected to college standing committees, although they may be invited to participate as non-members on such committees. As discussed above, professors of practice may provide service to the department/program but they may not participate in appointment, reappointment, and tenure/promotion decisions.

2.12.2 Transition Options for Professors of Practice

Professors of practice who have an active employment contract when the university board of trustees approve the addition of teaching faculty or research faculty to Rules and Procedures of the Faculty of Lehigh University may choose to be granted an exemption or may request transition to research or teaching faculty.

Professors of practice granted an exemption will not have to demonstrate currency to remain professors of practice for more than five years. However, as stated above, any reappointments are based on performance and a continuing need.

Professors of practice with ten semesters or more of cumulative service at Lehigh University may choose to be considered for transition to teaching or research associate professor. Professors of practice with more than twenty-four regular semesters of cumulative service at Lehigh University may choose to be considered for transition to teaching or research full professor. The transition process is initiated by a letter from the professor of practice to their Dean (copies to appropriate Department Chairperson and Provost). After consultation with the tenured members of the relevant department, the Dean will notify the professor of practice in a timely manner whether this transition request is accepted or not.

If the transition request is not accepted, a professor of practice granted exemption may continue to serve as a professor of practice as defined in their current contracts and receive reappointment. Such reappointments are based on performance and a continuing need.

If a professor of practice is not eligible to be granted an exemption, they may continue as professors of practice only if they demonstrate continuing currency.

2.13 Teaching Faculty

Teaching faculty (teaching professors, teaching associate professors, teaching assistant professors, **and teaching instructors**) denote a non-tenured or non-tenure track full-time faculty member who performs service and may periodically do research but whose dominant activity is teaching. The number of teaching faculty are subject to the limits stated in R&P 2.15.

2.13.1 Appointments and Re-appointments

Appointments of full-time teaching faculty at the instructor or assistant professor level will be the responsibility of the Dean in consultation with the appropriate Department Chairperson. Initial full-time appointments of teaching faculty at the associate professor level require the approval of the voting members of the appropriate department faculty. **Appointments are not tenurable and may be renewed for specified terms.**

Reappointments are based on performance and a continuing need. Reappointments of full-time teaching faculty will be the responsibility of the Dean in consultation with the appropriate chair as well as the associate and full professors in the appropriate department. The Department Chairperson and/or appropriate college Dean shall provide the teaching **assistant professor or instructor** with an annual performance assessment, which may be coordinated with salary review.

2.13.2 Promotion to Teaching Associate Professor

Teaching faculty who have spent a cumulative twelve regular semesters (6 years) as teaching assistant professors at Lehigh University will be reviewed for promotion to teaching associate professor.

If a teaching assistant professor would like to be reviewed for promotion before spending a cumulative twelve regular semesters (6 years) as teaching assistant professors at Lehigh University, they may submit a formal letter request to the Dean and Department Chairperson. If approved, the review process can commence. If denied, the candidate must wait at least **twelve months** before choosing to submit the request for early promotion again.

The Department Chairperson, in consultation with the Dean, will create a special committee to review the candidate for promotion to teaching associate professor. The special committee must include at least five members, including university faculty and teaching professors at the appropriate rank (tenured full and associate professors, and full and associate teaching professors). The membership of the special committee will be the responsibility of the Dean and Department Chairperson but must include representation of term faculty.

In a department where the total of tenured full and associate professors and full and associate teaching professors is less than five, the Department Chairperson, after consulting with the academic Dean and the candidate, will involve appropriate full or associate tenured professors or full or associate teaching professors from closely related academic disciplines as voting members of the special committee on the promotion decision. In the case of a joint appointment, see R&P 2.2.3.1. In a department in which the chairperson is not a tenured full or associate professor, the

dean, after consulting with the college promotion and tenure committee and the department, will appoint a tenured full or associate professor in the department to assume the chairperson's duties with regard to the promotion review process.

The special committee will prepare a letter either supporting or opposing the faculty member's promotion request. If the Dean agrees with the department's decision, the Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

If there is a disagreement between the Dean and the special committee on whether to support promotion, then the special committee's letter and a letter from the Dean will be forwarded to the Provost. Based on these letters, the Provost will notify the Dean and the department in writing whether or not the faculty member is to be promoted. The Provost's decision is final. The Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

For teaching assistant professors who receive promotion to teaching associate professor, notice of reappointment or non-reappointment shall be given at least twelve months before the terminal date of the appointment.

2.13.3 Promotion to Teaching Full Professor

Teaching faculty who have spent a cumulative twelve regular semesters (6 years) as teaching associate professors at Lehigh University will be reviewed for promotion to teaching full professor. If a teaching associate professor would like to be reviewed for promotion before spending a cumulative twelve regular semesters (6 years) as teaching associate professors at Lehigh University, they may submit a formal letter request to the Dean and Department Chairperson. If approved, the review process can commence. If denied, the candidate must wait at least **twelve months** before choosing to submit another request for early promotion consideration.

The Department Chairperson, in consultation with the Dean, will create a special committee to review the candidate for promotion to teaching full professor. The special committee must include at least five members including university faculty and teaching professors at the appropriate rank (tenured full professors, and full teaching professors). The membership of the special committee will be the responsibility of the Dean and Department Chairperson but must include representation of term faculty.

In a department where the total of tenured full professors and full teaching professors is less than five, the Department Chairperson, after consulting with the academic Dean and the candidate, will involve appropriate full professors or full teaching professors from closely related academic disciplines as voting members of the special committee on the promotion decision. In the case of a joint appointment, see R&P 2.2.3.1. 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, will appoint a tenured full professor in the department to assume the chairperson's duties with regard to the promotion review process.

The special committee will prepare a letter either supporting or opposing the faculty member's promotion request. If the Dean agrees with the department's decision, the Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

If there is a disagreement between the Dean and the special committee on whether to support promotion, then the special committee's letter and a letter from the Dean will be forwarded to the Provost. Based on these letters, the Provost will notify the Dean and the department in writing whether or not the faculty member is to be promoted. The Provost's decision is final. The Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

For teaching associate professors who receive promotion to teaching full professor, notice of reappointment or non-reappointment shall be given at least eighteen months before the terminal date of the appointment.

2.13.4 Voting Privileges

See R&P 2.2.2.2 for voting privileges of teaching faculty.

2.14 Research Faculty

Research faculty (research professors, research associate professors, research assistant professors, and instructors) denote a non-tenured or non-tenure track full-time faculty member who performs service and may periodically teach but whose dominant activity is research.

Research faculty can be funded externally (e.g. soft money grants) or internally. The research faculty member's MOU or employment contract will explicitly state whether the research faculty member is to be considered externally or internally funded. Externally funded research faculty will receive employment contracts appropriate to the characteristics of their funding. Internally funded employment contracts are discussed below.

The number of internally funded research faculty are subject to the limits stated in R&P 2.15.

2.14.1 Appointments

Appointments of full-time research faculty at the instructor or assistant professor level will be the responsibility of the dean in consultation with the appropriate Department Chairperson. Initial full-time appointments of research faculty at the associate professor level require the approval of the voting members of the appropriate department faculty. Appointments are not tenurable and may be renewed for specified terms.

Reappointments are based on performance and a continuing need. Reappointments of full-time research faculty will be the responsibility of the dean in consultation with the appropriate chair as well as the associate and full professors in the appropriate department. The Department Chairperson and/or appropriate college Dean shall provide the research assistant professor or instructor with an annual performance assessment, which may be coordinated with salary review.

2.14.2 Promotion to Research Associate Professor

Research faculty who have spent a cumulative twelve regular semesters (6 years) as research assistant professors at Lehigh University will be reviewed for promotion to research associate professor. If a research assistant professor would like to be reviewed for promotion before spending a cumulative twelve regular semesters (6 years) as research assistant professors at Lehigh University, they may submit a formal letter request to the Dean and Department Chairperson. If approved, the review process can commence. If denied, the candidate must wait at least twelve months before choosing to submit another request for early promotion consideration.

The Department Chairperson, in consultation with the Dean, will create a special committee to review the candidate for promotion to research associate professor. The special committee must include at least five members, including university faculty and research professors at the appropriate rank (tenured full and associate professors, and full and associate research professors). The membership of the special committee will be the responsibility of the Dean and Department Chairperson but must include representation of term faculty.

In a department where the total of tenured full and associate professors and full and associate research professors is less than five, the Department Chairperson, after consulting with the academic dean and the candidate, will involve appropriate full or associate tenured professors or full or associate research professors from closely related academic disciplines as voting members of the special committee on the promotion decision. In the case of a joint appointment, see R&P 2.2.3.1. In a department in which the chairperson is not a tenured full or associate professor, the dean, after consulting with the college promotion and tenure committee and the department, will appoint a tenured full or associate professor in the department to assume the chairperson's duties with regard to the promotion review process.

The special committee will prepare a letter either supporting or opposing the faculty member's promotion request. If the Dean agrees with the department's decision, the Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

If there is a disagreement between the Dean and the special committee on whether to support promotion, then the special committee's letter and a letter from the Dean will be forwarded to the Provost. Based on these letters, the Provost will notify the Dean and the department in writing whether or not the faculty member is to be promoted. The Provost's decision is final. The Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

For research assistant professors who receive promotion to research associate professor, notice of reappointment or non-reappointment shall be given at least twelve months before the terminal date of the appointment.

2.14.3 Promotion to Research Full Professor

Research faculty who have spent a cumulative twelve regular semesters (6 years) as research associate professors at Lehigh University will be reviewed for promotion to research full professor. If a research associate professor would like to be reviewed for promotion before spending a cumulative twelve regular semesters (6 years) as research associate professors at Lehigh University, they may submit a formal letter request to the Dean and Department Chairperson. If approved, the review process can commence. If denied, the candidate must wait at least twelve months before choosing to submit another request for early promotion consideration.

The Department Chairperson, in consultation with the Dean, will create a special committee to review the candidate for promotion to research full professor. The special committee must include at least five members including university faculty and research professors at the appropriate rank (tenured full professors, and full research professors). The membership of the special committee will be the responsibility of the Dean and Department Chairperson but must include representation of term faculty.

In a department where the total of tenured full professors and full research professors is less than five, the Department Chairperson, after consulting with the academic dean and the candidate, will involve appropriate full professors or full research professors from closely related academic

disciplines as voting members of the special committee on the promotion decision. In the case of a joint appointment, see R&P 2.2.3.1. 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, will appoint a tenured full professor in the department to assume the chairperson's duties with regard to the promotion review process.

The special committee will prepare a letter either supporting or opposing the faculty member's promotion request. If the Dean agrees with the department's decision, the Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

If there is a disagreement between the Dean and the special committee on whether to support promotion, then the special committee's letter and a letter from the Dean will be forwarded to the Provost. Based on these letters, the Provost will notify the Dean and the department in writing whether or not the faculty member is to be promoted. The Provost's decision is final. The Dean will notify the faculty member in a timely manner whether the promotion request is granted or not.

For research associate professors who receive promotion to research full professor, notice of reappointment or non-reappointment shall be given at least eighteen months before the terminal date of the appointment.

2.14.4 Voting Privileges

See R&P 2.2.2.2 for voting privileges of research faculty.

2.15 *Limits on Term (Non-tenure track) Faculty*

The total of full-time **term** faculty (**internally funded** research faculty, teaching faculty, and professors of practice) **in each college is limited. The number of full-time term faculty is limited to the greater of:**

- (1) 23% all faculty (tenured or tenure track faculty, **internally funded** research faculty, teaching faculty, and professors of practice) **or**
- (2) **The number of such term faculty on the tenth day of Fall Semester 2020.**

If unexpected circumstances lead to or are expected to lead to a breaching of a **college** ceiling, the **Dean of that College** will immediately contact the Senate Executive Committee with a short-term plan to return to **the applicable ceiling. A majority of a College's voting faculty may vote to change their college ceiling for full-time term faculty.**

