

If you have questions, please contact K. Sivakumar (kasg@lehigh.edu).

## **MEETING OF THE LEHIGH UNIVERSITY FACULTY SENATE**

Minutes of the Meeting held on November 1, 2024, at 1:10 pm

BIB 108 and Via Zoom

**Do the Minutes include R&P Changes? Yes/No**  
**Do they require a vote of the entire Lehigh Faculty? Yes/No**  
**Do they require Board of Trustees approval? – Yes/No**

The roster of senators present for the meeting appears in Appendix 1.

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

### **1. Minutes of the Prior Faculty Senate Meeting**

The 10/04/2024 meeting minutes were included in the consent calendar. The minutes were deemed approved since no request to discuss them separately was made.

The approved minutes are available at <https://facultysenate.lehigh.edu/meeting-minutes>.

### **2. Update on Lehigh's Strategic Plan**

Interim Vice President for Strategic Planning Mark Erickson introduced himself to the Faculty Senate and provided an update on Lehigh's strategic planning. The pre-reads are available in Appendix 2.

[Appendix 2 available at <https://facultysenate.lehigh.edu/meeting-minutes>]

The following were the salient points made during the discussion.

- The current emphasis is on raising the visibility of Lehigh's strategic goals to enable fundraising. [Vice President Mark Erickson in response to Professor Frank Gunter's question about the first-year progress]

- Active engagement of faculty is needed to implement the various elements of the strategic plan. [Vice President Mark Erickson in response to Professor Jenna Lay’s comment about the process of consultation for the exploratory first semester]
- It is unclear how the data-driven decision-making process applies to faculty since faculty do not have access to data due to data privacy issues. [Professor Angela Hicks]
- OIR is looking into data training, availability, and analysis issues and how faculty and staff can use the data effectively. The goal is to make a dashboard available by the end of the academic year. [Vice President Mark Erickson in response to Professor Jenna Lay’s question about the time frame for the data lake being made available to faculty and the need for additional capacity in the office of Institutional Data]
- With the availability of AI tools for data analysis, data curation and data availability may be more important than data analysis training for faculty since AI tools can do some of the analyses. [Professor Siva K. Sivakumar]

### **3. Update on the Research Evaluation Criteria**

Vice Provost for Research Anand Jagota and Associate Vice Provost for Research Dominic Packer provided an update. The pre-reads are available in Appendix 3.

[Appendix 3 available at <https://facultysenate.lehigh.edu/meeting-minutes>]

The following were the salient points made during the discussion.

- Regarding measuring success, we should focus on successful proposals rather than submissions and resubmissions since unsuccessful proposals represent wasted effort. [Professor Mike Spear]
- There is a correlation between the number of submissions and the number of funded proposals. Therefore, submissions and resubmissions are important in increasing research funding. [Associate Vice Provost Dominic Packer]
- Broad-based measures are required to assess progress along different dimensions. [Associate Vice Provost Dominic Packer in response to Professor Frank Gunter’s point about measuring things beyond the already existing upward trajectory, which is not due to the strategic planning process]
- We should also ensure that translational research is appropriately evaluated and recognized. [Vice Provost Anand Jagota]

- Lehigh's procedures related to faculty participation in businesses are governed by federal rules about PIs [Associate Vice Provost Dominic Packer in response to Professor Kristi Morin's point that faculty are not allowed to be CEOs of companies]
- Can faculty become CEOs when federal funding for a project ends? [Professor Kristi Morin]
- We are working to make Lehigh's research translation procedures more streamlined and flexible than before (e.g., an express license agreement template is nearly finalized). [Associate Vice Provost Dominic Packer]
- Assessing faculty contributions holistically is very complicated. For example, when faculty help others write proposals without being PIs or Co-PIs, such help is not given credit. [Professor Filippo Casati]
- It is challenging to capture faculty effort if money does not flow to Lehigh. [Vice Provost Anand Jagota]
- Metrics will be used as diagnostic tools to measure progress within a department rather than to compare across departments. [Associate Vice Provost Dominic Packer]
- It is useful to follow models of industry collaboration followed by universities such as Stanford University. [Professor Ravi Chitturi]
- Any measurement of the impact of research should consider how the research has changed the thinking in the subject domain and how the research has changed practice. [Professor Siva K. Sivakumar]
- The Office of Research will aim to provide more cohesive and timely support. Shared services teams will help ease the problems caused by staff turnover. [Vice Provost Anand Jagota and Associate Vice Provost Dominic Packer in response to Professor Ethan Van Norman, who talked about procedural complexity that creates tension just before the due date for submission of proposals]
- Where do humanities and arts fit in these measurements? Public-facing scholarship should be given due recognition. [Professor Jenna Lay]
- We need inputs from all disciplines to ensure the measurement system is appropriate for different disciplines. [Associate Vice Provost Dominic Packer]
- We need broader measures to assess the quality and impact of research. [Vice Provost Anand Jagota in response to Professor Mike Spear's question about awarded grant money not resulting in impactful publications.]

- Interfolio can keep track of some publication metrics. [Deputy Provost for Faculty Affairs Larry Snyder]

#### **4. Mid-year graduation motion (for January 2025)**

Mid-year graduation motion was moved, seconded, and unanimously approved. The motion available at

<https://facultysenate.lehigh.edu/sites/facultysenate.lehigh.edu/files/January%20'25%20graduation%20motions.pdf>

#### **5. Consent Calendar: Second reading, R&P revision 3.11.2 (Departmental Honors)**

Professor Jenna Lay requested that this item be pulled from the consent calendar and discussed separately. Due to concerns about deleting the entire section (Professors Jenna Lay and Filippo Casati), Professor Jenna Lay proposed adding, “Individual departments may offer departmental honors programs. See under individual departments in the catalog.” The amendment was seconded, voted on, and approved.

The Faculty Senate then approved the entire motion to incorporate this amended language. The approved wording is given below.

##### ***3.11 Honors***

##### ***3.11.2 Departmental Honors***

*Individual departments may offer departmental honors programs. See under individual departments in the catalog.*

#### **6. DEI Statement on Hiring: Sense of the Faculty Senate**

Professor Will Lowry made the motion, and it was seconded.

The document is available at

<https://facultysenate.lehigh.edu/sites/facultysenate.lehigh.edu/files/11.1.24.%20Statements%20on%20Contributions%20to%20an%20Equitable%20%26%20Inclusive%20Community%20in%20Faculty%20Hiring.pdf>

The following were the salient points made during the ensuing discussion.

- This is a “sense of the Senate” resolution being forwarded to the Provost. The administration can decide if and how to implement it. [Professors Will Lowry and Peter Zeitler in response to Professors Subhrajit Bhattacharya, Frank Gunter, Wenxin Liu, and Mike Spear]
- The phrasing was made to be consistent with Lehigh’s “Principles of Equitable Community.” The goal was to make things easier for the departments to implement. There is no upper bound regarding what the departments can do to implement the guidelines. [Professor Will Lowry in response to Professors Subhrajit Bhattacharya and Filippo Casati]
- It is rather unusual to have this requirement for hiring but not for promotion and tenure. [Professor Angela Hicks]
- Incorporating DEI in the promotion and tenure process will require amending the R&P, and the process will be more involved. The current effort is only related to hiring. [Professor Peter Zeitler in response to Professor Frank Gunter’s question about including DEI as a promotion and tenure criterion]
- If the motion is passed, the Faculty Senate’s working group on tenure and promotion may examine whether to incorporate a parallel effort into their proposals. [Professor Jenna Lay in response to Professor Wenxin Liu]
- It is possible to incorporate DEI in the Promotion and Tenure process without adding it as a separate category, like what we do concerning interdisciplinary research. [Deputy Provost for Faculty Affairs Larry Snyder]
- If colleges act in bad faith, any guideline can be misused. But that is not the expectation with respect to DEI statements for hiring. [Professor Anders Knospe in response to Professor Frank Gunter’s question about the resolution being used against people who are against the DEI movement]
- Research evidence shows that these statements result in the hiring and retention of diverse candidates. [Advance Program Director Marci Levine in response to Professor Subhrajit Bhattacharya, who asked about the effectiveness of the DEI statements]
- It is important to provide detailed guidelines about the statement to potential applicants. [Professor Damien Thévenin]
- It is unclear what we are recommending and what the signs of inclusiveness are. [Professor Filippo Casati]
- The Senate resolution is not prescriptive. Colleges are responsible for implementation. [Professor Peter Zeitler]

The motion was put to a vote and passed (20 votes in favor and 3 votes against).

## **7. New Business**

The following were the salient points made during the discussion.

- Various working groups of the Faculty Senate will provide brief progress reports during the Senate Meeting on 12/06/2024. [Professors Jenna Lay and Peter Zeitler]
- The Senate can communicate with all faculty members at Lehigh, and the ERAC can communicate with staff. The Senate does not have the power to communicate with the entire Lehigh community. Even the Student Senate cannot communicate with all students independently without prior approval. The issue of broader communication will be taken up with the senior administration. [Professor Jenna Lay in response to Professor Anders Knospe about the Faculty Senate reaching the entire student body]
- The annual University Faculty meeting is scheduled for February 2025. The goal is to make the meeting interactive to discuss substantive issues. [Professor Peter Zeitler]

Respectfully submitted by

K. Sivakumar (“Siva”)  
Arthur Tauck Chair and Professor of Marketing  
**Secretary of the Faculty**