

Rationale

Why Create New Faculty Ranks at Lehigh? (Version 11 with Amendment)

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. As a result of rapid technological change Lehigh must continue to re-invent itself and the adjust structures that are changing economies of due to changes in the economy and higher education, Lehigh must evolve or die 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, 2019 and 2008

	Fall 2019	Fall 2008	% Increase 2008 to 2019
Tenure and tenure track faculty	455 (83%)	408 (92%)	12%
Professors of Practice	72 (13%)	29 (7%)	148%
Lecturers and Visiting Faculty	21 (4%)	6 (1%)	250%
Total	548 (100%)	443 (100%)	24%

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).

Justification for the Amendment: Standards for promotion in these new faculty lines should be clearly established in advance, mirroring 2.2.1.5 Criteria to be Applied for the tenure track lines. The diversity of these positions across colleges, however, suggests a more college specific approach is more appropriate. Thus we suggest that reappointments for each of these new lines be based on performance using criteria established and approved by the faculty in each college.

R&P Changes Required to Create New Faculty Ranks Version 511

- 2.2.1 Preamble: Six Categories of Faculty Ranks (New)
- 2.2.2.2 Voting Members (Amended)
- 2.2.5.9 Transitioning ~~from before~~ Tenure Track (Amended(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: ~~Deleted R&P text is strikethrough.~~
New text is in blue/purple.
Amended text from version 11 is in red.

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, and assistant professors) 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, and assistant professors) 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.

The total of full-time faculty who are neither tenured nor tenure track (research faculty, teaching faculty, and professors of practice) is limited. (See R&P 2.15.)

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. 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 ~~from~~before tenure ~~track~~review

Tenure track university assistant professors who have not yet initiated the tenure review process (see R&P 2.2.6.1) may request transition from tenure track university faculty status to non-tenure track teaching or research faculty status. This process is initiated by a letter from the faculty member to their Dean (copies to appropriate Department Chair 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.

~~A university tenured associate professor who has completed a minimum of three years in rank may request transition from their tenured position to non-tenure teaching or research associate professor. This process is initiated by a letter from the faculty member to their Dean (copies to appropriate Department Chair and Provost). In the letter, the faculty member may request immediate promotion to full research or teaching professor if the request for transition is accepted. After consultation with the tenured full professors of the relevant Department, the Dean will notify the faculty member in a timely manner whether this request is accepted or not and, if accepted, at what teaching or research rank.~~

~~If the faculty member's request is accepted, the faculty member will submit a letter to the Provost voluntarily surrendering tenure and the faculty member will receive a three-year rolling contract if transitioning to teaching/research associate professor or a five-year rolling contract if transitioning to a teaching/research full professor. Note that an associate professor who has voluntarily surrendered tenure is not eligible to have tenure restored at any later time. If the faculty member's transition request is not accepted, the faculty member will continue to have tenure protection. Neither the letter requesting transition, nor any associated correspondence will be included in the faculty member's promotion review package and external reviewers will not be informed.~~

~~A university tenured full professor may request transition from their tenured position to non-tenure teaching or research full professor. This process is initiated by a letter from the faculty member to their Dean (copies to appropriate Department Chair and Provost). After consultation with the tenured full professors 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 faculty member will submit a letter to the Provost voluntarily surrendering tenure and the faculty member will receive a five-year rolling contract. Note that a full professor who has voluntarily surrendered tenure is not eligible to have tenure restored at any later time. If the faculty member's transition request is not accepted, the faculty member will continue to have tenure protection.~~

2.9 Lecturer

~~Individuals will be appointed lecturer for term appointments of one to five years, with the approval of the department voting faculty, the appropriate dean, and the provost. There are no rank differentials within the lecturer title. Appointments are not tenurable and may be renewed for specified terms. Lecturers provide full-time teaching in skill-based areas such as first-year English composition and elementary foreign language. They are intended to replace some appointments as adjuncts and are not intended to fulfill the integrated role of teaching, research and scholarship, and service provided by tenured and tenure-track faculty. Lecturers are not voting members of the university faculty.~~

~~Although they may engage in limited departmental service roles, they may not serve as principal academic advisors to students or be elected to standing college and university faculty committees. A candidate for a Lehigh degree is not eligible for this position.~~

~~The university shall not have more than ten lecturer appointments at one time.~~

~~Appointments and reappointments are considered by the provost upon recommendation by the voting faculty of a department and the dean. This section will be deleted.~~

~~Reappointments are based on performance and a continuing need. Notice of reappointment or non-reappointment shall be given at least four months before the terminal date of the appointment. The department chair and/or appropriate college dean shall provide the lecturer with an annual assessment of performance which may be coordinated with salary review.~~

~~An assessment of unsatisfactory performance may result in termination prior to the end of the appointment.~~

Lecturers who have an active employment contract when the university board of trustees approve the termination of the rank of lecturers must transition to teaching faculty on or 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.

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 voting faculty, the appropriate dean, and the provost. Full-time professors of practice are limited to a total of ten cumulative regular semesters ~~years~~. 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.

~~There are no rank differentials within the professor of practice title. After ten regular semesters of cumulative full-time service as a professor of practice at Lehigh, a professor of practice will notice of reappointment or non-reappointment shall be eligible for rolling employment contracts given at least twelve months before the terminal date of the appointment.~~ The length of the ~~rolling~~ 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 twenty-four 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.

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 3.23.3).

2.12.2 Appointments, Reappointments, and Voting Rights of Professors of Practice

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 using criteria established and approved by the faculty in each college 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 chair 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.

The voting rights of professors of practice are stated in R&P 2.2.2.2. ~~not voting members of the university faculty. They~~ 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.

2.12.3 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 grandfathered or may request to transition to research or teaching faculty.

Grandfathered professors of practice 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 chair 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 ~~faculty member's~~ transition request is not accepted, a grandfathered professor of practice may continue to serve as a professor of practice as defined in their current contracts. ~~for the remainder of their contracts. If he or she is eligible for grandfather status, they may be reappointed, and receive reappointment.~~ Such reappointments are based on performance using criteria established and approved by the faculty in each college and a continuing need. ~~If the current professor of practice is~~ not eligible for grandfather status, ~~Once the current contract is~~

~~expired~~ they may continue as professors of practice only if they demonstrate currency and meet the other- parameters as discussed in R&P 2.12.1.

2.13 Teaching Faculty

Teaching faculty (professors, associate professors, ~~and~~ assistant professors, ~~and~~ 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 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 using criteria established and approved by the faculty in each college and a continuing need. Re-appointments 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.

2.13.2 Promotion to Teaching Associate Professor

Teaching faculty who have spent a cumulative ten regular semesters as teaching assistant professors at Lehigh University will be promoted to teaching associate professor.

~~Teaching associate professors will receive three year rolling employment contracts. Therefore, every year, the associate professors will either receive a one year extension or notice that their contract is terminated effective in two years. The department chair and/or appropriate college dean shall provide the teaching associate professor with an annual performance assessment, which may be coordinated with salary review. Notice of reappointment or non-reappointment shall be given at least eighteen months before the terminal date of the appointment.~~

2.13.3 Promotion to Teaching Full Professor

Teaching faculty who have spent a cumulative fourteen regular semesters as teaching associate professors at Lehigh University will be promoted to teaching full professor.

~~Teaching full professors will receive five year rolling employment contracts. Therefore, every year, the teaching full professors will either receive a one year extension or notice that their contract is terminated effective in four years. The department chair and/or appropriate college dean shall provide the teaching full professor with an annual performance assessment, which may be coordinated with salary review. Notice of reappointment or non-reappointment shall be given at least thirty-six 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.

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2.14 Research Faculty

Research faculty (professors, associate professors, ~~and~~ assistant professors, ~~and instructor~~) 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. ~~The number of research faculty are subject to the limits stated in 2.15.~~

~~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 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 ~~or full~~ professor ~~level~~ levels require the approval of the voting members of the appropriate department faculty. (See 2.14.3 for guidance on initial appointments of research faculty at the full professor level.) ~~Appointments are not tenurable and may be renewed for specified terms. Reappointments are based on performance using criteria established and approved by the faculty in each college and a continuing need.~~

2.14.2 Promotion to Research Associate Professor

Research faculty who have spent a cumulative ten regular semesters as ~~teaching~~ research assistant professors at Lehigh University will be promoted to research associate professor. ~~Appointments to research associate professor are not tenurable and may be renewed for specified terms. Reappointments of research associate professors are based on performance using criteria established and approved by the faculty in each college and a continuing need.~~

~~Research associate professors~~ ~~The department chair and/or appropriate college dean shall provide the research associate professor with an annual performance assessment, which may be coordinated with salary review. Notice of reappointment or non-reappointment for internally funded research associate professors shall be given at least eighteen months before the terminal date of the appointment.~~ ~~can be funded externally (e.g. soft money grants) or internally. Externally funded research associate professors will receive contracts appropriate to the characteristics of their funding. Internally funded research associate professors will receive a rolling three-year employment contract. Under a rolling three-year employment contract, every year, the research associate professors will either receive a one-year extension or notice that their contract is terminated effective in two years.~~

~~Research associate professors, who have mixed internal and external funding will consult with the appropriate dean or program director concerning the terms of their employment contract.~~

2.14.3 Promotion to Research Full Professor

Research faculty who have spent a cumulative fourteen regular semesters as research associate professors at Lehigh University will be promoted to research full professor. Appointments to research full professor are not tenurable and may be renewed for specified terms. Reappointments are based on performance using criteria established and approved by the faculty in each college and a continuing need.

~~Research full professors can be funded externally (e.g. soft money grants) or internally. Externally funded research faculty will receive contracts appropriate to the characteristics of their funding. Internally funded research associate professors will receive a rolling five-year employment contract. Under a rolling five-year employment contract; every year, internally funded research professors will either receive a one-year extension or notice that their contract is terminated effective in four years.~~

~~Research faculty who are full professors and who have mixed internal and external funding will consult with the appropriate dean or program director concerning the terms of their employment contract.~~

The department chair and/or appropriate college dean shall provide the research full professor with an annual performance assessment, which may be coordinated with salary review. Notice of reappointment or non-reappointment for internally funded research associate professors shall be given at least thirty-six 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 Non-tenured and Non-tenure Track Faculty*

The total of full-time faculty who are neither tenured nor tenure track ([internally funded](#) research faculty, teaching faculty, and professors of practice) will be 23% or less of all faculty (tenured or tenure track faculty, [internally funded](#) research faculty, teaching faculty, and professors of practice). The ~~Provost~~provost will administer non-tenure track positions to ensure that the University doesn't exceed the 23% ceiling. [The provost may decide to assign individual ceilings to specific colleges.](#) If unexpected circumstances lead to or are expected to lead to a breaching of the ceiling, the Provost will immediately contact the Senate Executive Committee with a short-term plan to return to 23% or less.