



FACULTY SENATE HANDBOOK

Fall Semester 2021

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Senate Handbook: Mission of Senate and Shared Governance

Mission of Senate (R&P 1.2.1)

The Faculty Senate shall strive to institutionalize and facilitate shared University governance among the Faculty, Administration, and Board of Trustees. The Senate is the primary vehicle of Faculty participation in shared University governance and should be the “voice” of the Faculty. The Senate Chairperson will be the primary advocate respecting Faculty issues and opinions and the official representative of the Faculty to the Administration and the Board of Trustees.

The Senate will routinely act for the University Faculty on substantial policy issues.

Shared Governance (R&P 1.1)

Shared governance means Faculty involvement in decision-making in key areas including, but not limited to, those listed below.

1. Consultation. Areas of shared governance where the faculty expect consultation include:
 - i) Long-term University planning, fundraising, and budget priorities.
 - ii) University operation of facilities and provision of services.
 - iii) Research facilities and finance.
2. Shared decision-making. Areas of shared governance where the faculty expect shared decision-making include:
 - i) Development of policies and programs to implement long-term university plans.
 - ii) Academic employment policies.
 - iii) Student conduct and campus culture development.
3. Faculty responsibility. Areas of shared governance where the faculty retain responsibility encompass undergraduate and graduate educational requirements and procedures.

Senate Handbook: Senators' Responsibilities

It is the responsibly of all Faculty Senators to:

- 1) Attend all Senate meetings and perform service required to fulfill the Senate mission;
- 2) Seek to increase the quality of undergraduate and graduate education, research, and service to the wider community at Lehigh University;
- 3) To the extent that it is consistent with the above, conscientiously represent the interests of their College; and
- 4) Ensure effective continuous communication of information provided to the Senate, and Senate discussions and decisions to their College. In addition, Senate members are tasked with delivering to the Senate opinions of the Faculty including reports to the Senate on Faculty needs and requests.

Senators representing a College have an affirmative responsibility to coordinate attendance at Department meetings in their College at least once a semester to ensure effective two-way communication.

In addition: While they are Senators, serve as either Chairperson of one of the University Standing Committees or as a member of one of the five Senate Subcommittees.

Senate Handbook: Diversity, Equity, and Inclusion Goals of the Faculty Senate**14 June 2021**

- Creating a Faculty Code of Conduct to ensure that all faculty adhere and support the values that we espouse and aspire to achieve.
- To include Diversity and Inclusiveness criteria as components of our Tenure and Promotion process.
- To work with, and hold accountable, the Administration and Sr. Leadership to provide tangible support for all vulnerable groups on campus, to educate members of the campus on historical and existing racial and ethnic inequities, and to diversify hiring at all levels.
- To work with the broader faculty, students, and staff on programs, curricula, and opportunities to turn our words into action for real and measurable change.

Source: Lehigh Senate Website

R&P 2.1.1 Policy on Academic Freedom

Lehigh University's mission of teaching, learning, research and scholarship for the common good depends on an atmosphere in which Faculty enjoy the fullest protection for freedom of inquiry, thought, expression, research, publication, and peaceable assembly. Academic Freedom is essential to the unfettered search for knowledge and its free expression. This spirit of free inquiry is personified by Socrates's example to follow the argument wherever it leads, and it applies to teaching as well as research and publication. Academic freedom includes a corollary concept of responsibility on the part of teacher-scholars to their profession, students, colleagues, institution, and community. In a democratic society, the University in particular plays a crucial role as the quintessential marketplace of ideas upholding the principle that free thought must prevail, not just "free thought for those who agree with us," as Justice Holmes wrote, but "freedom for the thought we hate." Democracy's future, as Justice Brennan observed, "depends upon leaders trained through the wide exposure to that robust exchange of ideas which discovers truth out of a multitude of tongues, [rather] than through any kind of authoritative selection." To these ends, Faculty must be free from the coercive fear that others, inside or outside the University, may threaten their professional endeavors through censorship, discipline, or any other form of punishment because their views may differ.

Additionally, when speaking or writing as citizens in the public arena, Faculty are free, within their civil rights and liberties, from institutional censorship or discipline, although they should strive to avoid creating the impression that they speak for the University.

Faculty Affairs (FA) Chairperson: TBD)

- Responsible for faculty input on policy and regulations pertaining to the faculty, and for enhancing equity and diversity within our community
- Focus on developing/participating in a more organized, faculty-led effort toward an inclusive community
- Prepare, for Senate approval, any related additions or changes to regulations or policy

Academic and Student Affairs (ASA) (Chairperson: Ray Pearson)

- Responsible for faculty input on policy and regulations pertaining to the students and academics
- Prepare, for Senate approval, any related additions or changes to regulations or policy

Inclusive Community (IC) (Chairperson: Ed Gomez)

- Responsible for faculty input on policy and regulations pertaining to the promotion of a diverse, inclusive, and equitable campus climate
- Prepare, for Senate approval, any related additions, changes to regulations or policy

Research Environment (RESC) (Chairperson: Craig Hochbein)

1. Responsible for overseeing and coordinating all faculty-involved efforts to increase Lehigh's research reputation and output by faculty, and by graduate and undergraduate student

Major Initiatives (MISC) (Chairperson: Peter Zeitler)

- Engagement of Faculty Senate in planning and assessing major University initiatives or programs.

There are Five Faculty Governance Committees with Policy Roles in University Governance

Educational Policy Committee (Chairperson: Mary Beth Deily)

“Responsible for the study of the university curriculum, long-range academic plans, and undergraduate academic rules and regulations.” (R&P 1.3.2.1)

Committee consists of eleven tenured members of the teaching faculty, the provost, and the dean of each of the five colleges. If a dean is not present, the associate dean may vote in his/her absence.

Graduate and Research Committee (Chairperson: Susan Woodhouse)

“Considers policies and procedures related to graduate education and research.” (R&P 1.3.2.2)

Committee consists of fourteen elected faculty members, eleven ex-officio members (non-voting), and four additional non-voting members (registrar, two graduate students, and one undergraduate student.)

Faculty Personnel Committee (Chairperson: Sibel Pamukcu)

“The faculty personnel committee acts as the appellate committee of the university faculty.” (R&P 1.3.2.3)

Committee is composed of five tenured faculty members.

Faculty Committee on Student Life (Chairperson: TBD)

“Advises the administration on all aspects of undergraduate and graduate co-curricular student life, providing collaborative discussion related to policy initiatives, concerns, and long-range plans that impact students.” (R&P 1.3.2.4)

Committee consists of five faculty members, three ex-officio administrators, and two student representatives.

Faculty Committee on Global Affairs (Chairperson: Charles Stevens)

“The committee on global affairs represents the faculty in setting strategic priorities and policies for the internationalization of Lehigh University, especially in relation to academic programs and research.” (R&P 1.3.2.5)

Committee consists of ten voting members of the faculty and three ex-officio members (Associate Provost for International Affairs, one graduate and one undergraduate student representatives.)

Note: “The creation of any new temporary university committee with faculty participation shall be coordinated with the Executive Committee of the Senate. The Senate must approve the creation of any new permanent university committee with faculty participation.” (R&P 1.3.1)

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.)
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 2.13.)
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 2.12.)
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 2.11)
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)

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 2.14.)

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

Course and curriculum changes generally originate with a Department before being submitted through the CIM system for approval at the College and University levels. Changes are either substantive or non-substantive as defined in R&P 3.2.1.

Non-substantive changes only require Department approval. They are then forwarded to the Registrar for incorporation into the University catalog.

Most substantive course/curriculum changes have the following approval route.

1. Department
2. College Policy Committee
3. College Faculty
4. Educational Policy Committee (Ed Pol, for undergraduate programs) or Graduate and Research Committee (GRC, for graduate programs)
5. Senate Subcommittee on Academic and Student Affairs (ASA)
6. Registrar for incorporation of change into catalog

However, if the undergraduate or graduate course/curriculum change only affects prerequisites, course level, content, or credit hours for existing courses then ASA approval is not required. In these cases, the approval route is:

1. Department
2. College Policy Committee
3. College Faculty
4. Ed Pol or GRC Committee
5. Registrar for incorporation of change into catalog

Note that R&P is silent on the College approval process for substantive course/curriculum changes. Therefore, a College may modify its approval route. For example, a College may decide that some or all changes do not require College Faculty Committee approval i.e. such changes will go directly from the College Policy Committee to Ed Pol or GRC.

The approval process is more complex for a change that affects both graduate and undergraduate programs or involves interdisciplinary programs. Please refer to R&P 3.2.1.

Senate Handbook: Faculty Resolutions, Petitions, Referendums, and Appeals

12 July 2021

Sense of the Faculty Resolutions

A Faculty resolution obligates and empowers the Senate Chairperson to act on behalf of the Faculty regarding certain University matters.

If requested by either the Administration or the Board of Trustees, the Senate shall respond with a Sense of the Faculty resolution concerning any University issue. The Senate can also decide to issue a Sense of the Faculty resolution based on its own evaluation of any University issue.

Any member of the University Faculty can seek a Sense of the Faculty resolution using the petition procedure given in R&P 1.2.8.2.

In the rare instance when disagreement with the Administration about a Sense of the Faculty resolution occurs, see R&P R&P 1.2.8.1.

Faculty Petitions and Referendums

Voting members of the Faculty have the right to bring a petition (for a topic to be discussed) or a referendum (proposing a specific change) before the Senate or a general meeting of the Faculty.

A referendum takes the form of a resolution to be approved or rejected. The referendum should contain the exact wording of the resolution that is to be put to a vote.

The procedure for the submission of a petition/referendum are given in R&P 1.2.8.2.

Faculty Appeals

Senate decisions generally become effective after the approval of the Senate minutes at the next Senate meeting.

The Senate may decide by a separate two-thirds vote that a decision becomes effective immediately.

Faculty members may appeal any action of the Senate to the Faculty as a whole. The procedure for such an appeal is given in R&P 1.2.8.3.

Senate Handbook: Faculty Data

14 June 2021

Full-time Faculty	Male	Female	Total	
University Faculty (Tenure and Tenure Track)	296	159	455	82%
Professors	147	45	192	35%
Associate Professors	96	67	163	30%
Assistant Professors	53	47	100	18%
Instructors	0	0	0	0%
Research Faculty	0	0	0	0%
Teaching Faculty	0	0	0	0%
Professors of Practice	52	25	77	14%
Visiting Faculty	7	9	16	3%
Lecturers†	1	3	4	1%
Total Full Time Faculty	356	196	552	100%
	64%	36%	100%	
Adjunct Faculty (Part-time)			84	

† Lecturers must transition to teaching faculty. Lecturer category will be eliminated.

Source: LU Profile 2020

College	Faculty	Percent of Total LU Faculty
Arts and Sciences	262	48%
Business	93	17%
Education	32	6%
Engineering and Applied Science	158	29%
Health	7	1%
Total Full Time Faculty	552	100%

Source: LU Profile 2020

Race of Faculty (Self-identified)	Percent of total LU Faculty
White	65%
Asian	15%
Black	3%
Hispanic	4%
Pacific Islanders	0%
American Indian	0%
Two or more races	1%
(Minority Faculty)	(25%)
Unknown	11%
Non-resident Foreign Faculty†	6%

† Non-resident foreign faculty are included in race data.

Source: Chronicle of Higher Education (2021)

Lehigh Annual Budget Calendar

Date	Description
August/October	Initial budget process. VPs submit investment requests.
November/December	Develop overall budget parameters
January	President prepares final budget parameters for BoT.
Late-January	Presentation of budget parameters to BoT Executive Committee
Mid-February	Budget parameters approved by BoT Finance Committee
Late-February	Budget parameters approved by BoT Executive Committee
Early-March	Budget materials distributed on campus.
Late-March	Salary determinations completed for non-academic areas. Also, expense forms returned to Budget Office.
Early-April	Salary determinations completed for academic areas (faculty and staff).
Mid-April	Budget Office provides salary verification forms to VPs and Deans. After review, these forms returned to Budget Office.
Late-May	BoT approves operating budget.
TBD	Individuals notified concerning salaries.
July 1st	Fiscal year begins.

Lehigh University Revenues and Expenditures: 2020-2021

Total Revenues	\$507.1 million	100%
Tuition and Fees	\$308.2 million	60.8%
Investment Earnings	\$82.6 million	16.3%
Grants and Contracts	\$32.7 million	6.4%
Auxiliary – Room and Board	\$19.0 million	3.8%
Gifts	\$13.9 million	2.7%
Indirect Cost Recovery	\$10.2 million	2.0%
Transfers (Prior year cash)	\$8.5 million	1.7%
Financial Aid - Government	\$7.0 million	1.4%
Auxiliary – Other Sources	\$4.7 million	0.9%
Other	\$20.4 million	4.0%
Total Expenditures	\$507.1 million	100%
Salaries and Wages	\$193.9 million	38.4%
<i>(All Faculty Salaries)</i>	<i>(\$83.0 million)</i>	<i>(16.3%)</i>
<i>(Tenured and tenure track only)</i>	<i>(\$60.9 million)</i>	<i>(12.0%)</i>
Employee Benefits	\$42.5 million	8.4%
<i>(Total Compensation)</i>	<i>(\$236.4 million)</i>	<i>(46.8%)</i>
Financial Aid	\$125.1 million	24.8%
General Expenses	\$75.7 million	15.0%
Facilities – Operations and Maint.	\$37.6 million	7.4%
Debt Service	\$22.4 million	4.4%
Contract Meal Operations	\$7.9 million	1.6%
Unappropriated Balance	\$1.9 million	0.4%

Budget Notes:

1. Net tuition and fees: \$183.1 million (Gross Tuition and Fees minus Financial Aid)
2. Cost of attendance: \$64,520 (Tuition/required fees plus room and board charges)
3. Enrollment: 5,033 full-time-equivalent students on 10th day of Fall Semester 2020.
4. Unrestricted items:
 - a. Revenues: \$381.1 million (75.2% of total revenues)
 - b. Expenditures: \$379.2 million (74.8% of total expenditures)

- Board of Trustees (Chair: Kevin L. Clayton)
- President (Joseph J. Helble)
 - Chief of Staff (Erik Walker)
- Provost and Senior VP, Academic Affairs (Kenneth N. Urban)
 - Dean, CAS (Robert A Flowers)
 - Dean, CoB (Georgette C. Phillips)
 - Dean, CoE (Bill Gaudelli)
 - Dean, RCEAS (S. P. DeWeerth)
 - Dean, CoH (Interim, Beth Dolan)
 - VP and Associate Provost, Research and Graduate Studies (A.J. Snyder)
 - VP and Vice Provost, International Affairs (Cheryl A. Matherly)
 - Vice Provost, Admissions and Financial Aid (Dan Warner)
 - Vice Provost, Innovation in Education (Bill Gaudelli also Dean, CoE)
 - Vice Provost, Institutional Research (Yenny Anderson)
 - Vice Provost, Library and Technology Services (Greg M. Reihman)
 - Vice Provost, Creative Inquiry and Mountaintop Initiative (K. Mehta)
 - Deputy Provost, Faculty Affairs (J. Krasas)
 - Deputy Provost, Academic Affairs (J. M. Jensen)
 - Deputy Provost, Graduate Education (Interim, Oliver Yao)
 - Associate Deputy Provost, Graduate Education (Kathleen Hutnik)
 - Registrar (Steve H. Wilson)
- VP, Finance and Administration (Pat A. Johnson)
 - Associate VP, Human Resources (C. Halladay)
 - Assistant VP, University Architect (Brent Stringfellow)
 - Executive Director, Student Auxiliary Services (D.M. Joseph)
 - Assistant VP, University Business Services (M.R. Ironside)
 - Director, Parking and Transportation (S. Field)
 - Chief, University Police (Jason Schiffer)
- VP, Development and Alumni Relations (Joe Buck)
- VP, Equity and Community (Donald A. Outing)
 - Deputy VP and Associate Provost for Academic Diversity (Henry Odi)
 - Chaplain (L.H. Steffen)
- VP, Communications and Public Affairs (Interim, Ira Rubien)
- VP, Student Affairs (Ricardo Hall)
 - Dean of Students (Katherine Lavinder)
 - Associate Dean (Chris Mulvihill)
 - Executive Director, Health and Wellness Center (David Rubenstein)
 - Director, Medical (Sarah Stevens)
 - Director, Counseling and Psychological Services (Aaron Sterba)
 - Military Science (Preston Jackson)
- Chief Investment Officer (K. Agatone)
- Dean, Athletics (Joe D. Sterrett)
- General Counsel (Frank A. Roth)
- Managing Director, Nasdaq Center (S. Dewalt)
- University Ombudsman (Jennifer Swann)

Executive Committee

M. Kathy Iovine (Chair)
 Frank Gunter (Vice Chair)
 Peter Zeitler (CAS)
 Craig Hochbein(COE)
 Ray Pearson (ROSSIN)
 George Nation (Business)
 Eduardo Gomez (COH)
 K. Sivakumar (Secretary of the Faculty)

College of Arts and Science

Tony DiMaggio (2022)
 Kathy Iovine (2022)
 Peter Zeitler (2022)
 Jeremy Littau (2022)
 Damien Thevenin (2022)
 Mellie Katakalos (2024)
 Chad Kautzer (2024)
 Jenna Lay (2024)
 Danielle Lindemann (2022)
 Joshua Pepper (2024)
 Angela Hicks (2024)

College of Business

Frank Gunter (2022)
 Doug Mahony (2022)
 Parveen Gupta (2024)
 George Nation (2024)

College of Education

Bridget Dever (2022)
 Craig Hochbein (2022)
 Sara Kangas (2024)

College of Health

Fathima Wakeel (2024)
 Hyunok Choi (2024)
 Ed Gomez (2024)

P.C. Rossin College of Engineering and Applied Science

Wenxin Liu (2022)
 James Gilchrist (2022)
 Ray Pearson (2022)
 Tamas Terlaky (2022)
 Herman Nied (2024)
 Clay Naito (2024)
 Yaling Liu (2024)

Senate Handbook: Roberts Rules of Order

Guiding Principles:

Everyone has the right to participate in discussion if they wish, before anyone may speak a second time.

Everyone has the right to know what is going on at all times.

Only urgent matters may interrupt a speaker.

Only one thing (motion) can be discussed at a time.

A **motion** is the topic under discussion (e.g., “I move that we add a coffee break to this meeting”). After being recognized by the president of the board, any member can introduce a motion when no other motion is on the table. A motion requires a second to be considered. Each motion must be disposed of (passed, defeated, tabled, referred to committee, or postponed indefinitely).

How to do things:

You want to bring up a new idea before the group.

After recognition by the president of the board, present your motion. A second is required for the motion to go to the floor for discussion, or consideration.

You want to change some of the wording in a motion under discussion.

After recognition by the president of the board, move to amend by

- adding words,
- striking words or
- striking and inserting words.

You like the idea of a motion being discussed, but you need to reword it beyond simple word changes.

Move to substitute your motion for the original motion. If it is seconded, discussion will continue on both motions and eventually the body will vote on which motion they prefer.

You want more study and/or investigation given to the idea being discussed.

Move to refer to a committee. Try to be specific as to the charge to the committee.

You want more time personally to study the proposal being discussed.

Move to postpone to a definite time or date.

You are tired of the current discussion.

Move to limit debate to a set period of time or to a set number of speakers. Requires a 2/3^{rds} vote.

You have heard enough discussion.

Move to close the debate. Requires a 2/3^{rds} vote. Or move to previous question. This cuts off discussion and brings the assembly to a vote on the pending question only. Requires a 2/3^{rds} vote.

You want to postpone a motion until some later time.

Move to table the motion. The motion may be taken from the table after 1 item of business has been conducted. If the motion is not taken from the table by the end of the next meeting, it is dead. To kill a motion at the time it is tabled requires a 2/3^{rds} vote. A majority is required to table a motion without killing it.

You believe the discussion has drifted away from the agenda and want to bring it back.

Call for orders of the day.

You want to take a short break.

Move to recess for a set period of time.

You want to end the meeting.

Move to adjourn.

You are unsure that the president of the board has announced the results of a vote correctly.

Without being recognized, call for a "division of the house." At this point a roll call vote will be taken.

You are confused about a procedure being used and want clarification.

Without recognition, call for "Point of Information" or "Point of Parliamentary Inquiry." The president of the board will ask you to state your question and will attempt to clarify the situation.

You have changed your mind about something that was voted on earlier in the meeting for which you were on the winning side.

Move to reconsider. If the majority agrees, the motion comes back on the floor as though the vote had not occurred.

You want to change an action voted on at an earlier meeting.

Move to rescind. If previous written notice is given, a simple majority is required. If no notice is given, a 2/3^{rds} vote is required.

You may INTERRUPT a speaker for these reasons only:

- to get information about business – point of information
- to get information about rules – parliamentary inquiry
- if you can't hear, safety reasons, comfort, etc. – question of privilege if you see a breach of the rules – point of order
- if you disagree with the president of the board's ruling – appeal

Quick Reference

	Must be Seconded	Open for Discussion	Can be Amended	Vote Required to Pass	May be Reconsidered or Rescinded
Main Motion	Yes	Yes	Yes	Majority	Yes
Amend Motion	Yes	Yes	No	Majority	Yes
Kill a Motion	Yes			Majority	Yes
Limit Debate	Yes		Yes	2/3rds	Yes
Close Discussion	Yes			2/3rds	Yes
Recess	Yes		Yes	Majority	
Adjourn (End meeting)	Yes			Majority	
Refer to Committee	Yes	Yes	Yes	Majority	Yes
Postpose to a later time	Yes	Yes	Yes	Majority	Yes
Table	Yes			Majority	
Postpone Indefinitely	Yes	Yes	Yes	Majority	Yes