

Changes to the PAR System for Next Year

Next year's faculty review cycle the current PAR system (the Lyterati module that faculty have been using) will no longer be used. Thus, next winter, faculty will not be required to enter information into the PAR system. Additionally, this system will no longer be used or available for the salary review process. Instead, for at least next year, decisions about salary increases will be based on a CV (in a standard format) along with a brief document outlining the major activities/accomplishments in research, teaching and service over the last three years. These documents will be provided by each faculty member to their department chairs. Details of the format and collection process for these documents will be announced this summer after consultation with department chairs and deans. I have discussed this change with the deans and they are all in agreement with moving forward with this change.

Several reasons led me to this decision, including:

- The annual review system should better align with the system of reviews for promotion and tenure.
- Many chairs were already requesting that faculty provide a CV and statement of activity and basing assessments on these documents, rather than information provided in the PAR.
- The PAR system is cumbersome and time consuming.
- While the PAR system has the potential benefit of serving as a database of faculty activity, this capability is not broadly used and we will explore better alternatives for this function.
- Through the strategic planning process I have said that we need to identify things that we will stop doing to make time for the things that are most important to do. My assessment is that the current PAR is something that takes more time and effort than it is worth. My belief is that this change will create time for faculty to do more of the things that are most critical to their and Lehigh's success.

Faculty who provide material for a tenure and/or promotion case in the summer will be asked only to provide updates to the key materials (CV, research accomplishments, etc) in January. The goal is to minimize any additional work for faculty who are involved in this process.

Decisions about salary increases should be largely unaffected by the elimination of the PAR system. However, I am encouraging colleges to simplify their process for distributing the increased salary pool. For example, I would encourage chairs to avoid the false precision of assigning every faculty member a different level of salary increase and instead choose to create a small number of "levels" of salary increase to which all faculty in the department are assigned.

As part of this change, I am encouraging all faculty to make information about their research, teaching, and service activity publicly available by posting their CVs as well as research and teaching statements to a departmental university-wide site. Details on this process will be available in the summer. I also encourage all faculty to create and regularly update other publicly available information about their scholarly work on sites such as [Google Scholar](#), [ResearchGate](#), [ORCID](#), Wikipedia or personal web pages. When information about the work of our faculty is public, this helps to raise the visibility of Lehigh and of the work of our faculty. It also allows colleagues, graduate and undergraduate students easier access to information about faculty activities.

I am announcing this change now so that there is ample time to discuss how best to implement it and to signal that we should be looking for ways to eliminate processes that take time and effort and are not particularly valuable to the operation of the university.

Thanks for your attention and for all that you do to support Lehigh and our students.