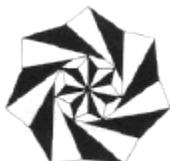


Policies and Procedures Manual

College of Science

Purdue University



Revised by CoS Dean's Office – Summer 2011
Reviewed by Faculty Council – September 2011

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I. Organization and Responsibilities of the Dean's Office

The general responsibilities for each area of the Dean's Office are described briefly below. For specific details of the organization and delegation of responsibilities in the Dean's Office, please consult <https://www.science.purdue.edu/images/orgflowchart10oct.pdf>.

A. Dean of the College of Science

The Dean is the chief academic officer for the College and oversees all aspects of its administration. Specific responsibilities that involve academic affairs, undergraduate education, graduate education, international programs, and research are shared with Associate Deans in charge of these areas. The Dean directly oversees the Office of Advancement, the Office of Diversity, the Office of Information Technology and the Office of Financial Affairs. The Office of Advancement is responsible for development, alumni relations, special events, donor relations, and communications. The Office of Diversity's mission is to develop and provide programs to increase the diversity of the faculty, staff, and students within the College. The Office of Information Technology handles the computer and electronic information for the College. The Office of Financial Affairs is responsible for all budgetary matters and financial planning.

B. Associate Dean of Academic Affairs

The Associate Dean for Academic Affairs is charged with providing leadership in building and maintaining strong interactions between the College administration and the Departments. The Associate Dean and the Dean are the key contacts for Department Heads regarding issues involving the faculty and budgets. The Associate Dean for Academic Affairs is the College's main resource for issues involving faculty governance, the tenure and promotion process and procedures, departmental external reviews, grade appeals and space allocation. The Associate Dean coordinates the hiring of new faculty. The Outreach Program is also overseen by this office.

C. Associate Dean of Research and Graduate Education

The Associate Dean for Research and Graduate Education is the major liaison with Discovery Park Centers and Directors and the Vice Provost for Research, and is responsible for catalyzing and coordinating the establishment of College-wide research initiatives and centers, and for assisting investigators involved in various entrepreneurial enterprises. The Associate Dean alerts faculty to major funding opportunities, helps build teams for multi-investigator grant proposals, and coordinates the review of internal grant competitions.

The Associate Dean for Research and Graduate Education also provides leadership in evaluating and improving graduate programs within the College and in interdisciplinary research areas, evaluating and enhancing graduate student support mechanisms, and interacting with the Graduate College. The Associate Dean is responsible for overseeing and helping to develop international programs and collaborations.

D. Associate Dean of Undergraduate Education

The Associate Dean for Undergraduate Education provides leadership for curricular development within the College of Science, evaluates requirements and new courses, and is the liaison with the Provost's Office and other Colleges for interdisciplinary programs and other curricular issues. The Associate Dean is responsible for programs recognizing outstanding undergraduate achievement, such as the Science Scholars and other honors. The Associate Dean oversees the Special Cases Committees and supervises the operation of the Advising Office. The Associate Dean provides leadership for multi-cultural issues. The Associate Dean is also responsible for a variety of student issues, coordinates scholarship awards with the University and Departments, supervises the Recruiting Offices, deals with catalog issues and oversees the undergraduate international programs.

II. Faculty Council

The Faculty Council, which consists of the Dean, the Associate Dean for Academic Affairs, and two elected representatives from each Department plus an additional elected member from each of the four largest departments, serves as an advisory board to the Dean and facilitates communication between the faculty and the Dean. It is responsible for approving new courses and degree candidates. The Undergraduate Education Policy and Curriculum Committee (UEPCC), the Graduate Education Policy and Curriculum Committee (GEPCC) and the Faculty Committee for Diversity (FCD) shall report to the Faculty Council.

III. College of Science Committees

Several College Committees are specified in the College's Constitution in addition to the Faculty Council, the Undergraduate Educational Policy Curriculum Committee (UEPCC), the Graduate Education Policy and Curriculum Committee (GEPCC), and the Faculty Committee for Diversity (FCD). These include Elections, Grade Appeals, Area Promotions and Student Cases Committees. In addition, ad hoc committees are often established to deal with specific issues.

A. Committee Responsibilities

1. The Elections Committee

The Elections Committee shall consist of three members, appointed by the Dean, to supervise all elections required by the College of Science. Its duties will include the dissemination of any necessary information about candidates, supervision of the nomination and voting procedures, and counting of the ballots. Term of service shall be two years.

2. The Undergraduate Education Policy and Curriculum Committee (UEPCC)

The Undergraduate Education Policy and Curriculum Committee shall consist of the Undergraduate Committee Chair from each of the departments in the College, plus two members from the Faculty Council to be selected by the Faculty Council. Under exceptional

circumstances, if an Undergraduate Committee Chair prefers not to serve, a member of the corresponding committee can be designated by the Department Head as a substitute. The Associate Dean for Undergraduate Education shall be a non-voting member of the UEPCC.

The UEPCC oversees graduation requirements, improvement of instruction, curriculum standards, evaluation of new programs and other matters related to undergraduate education and curriculum. The Chair of the UEPCC shall be elected by its members. The UEPCC shall submit to the Faculty Council matters that require ratification by the Council. Other items shall be sent to the Faculty Council for a vote if a majority of the UEPCC votes to do so.

The UEPCC shall report to the Faculty Council. A written UEPCC report will be provided for Faculty Council review one week before each Faculty Council meeting. The Chair of the UEPCC is invited to attend meetings of the Faculty Council to answer any questions concerning the written report. The Chair of the UEPCC will not be a voting member of the Faculty Council unless already a member of the Faculty Council.

3. The Graduate Education Policy and Curriculum Committee (GEPCC)

The Graduate Education Policy and Curriculum Committee shall consist of the Graduate Committee Chair from each of the departments in the College, plus two members from the Faculty Council, to be selected by the Faculty Council. Under exceptional circumstances, if a Graduate Committee Chair prefers not to serve, a member of the corresponding committee can be designated by the Department Head as a substitute. The Associate Dean for Graduate Education & International Programs shall be a non-voting member of the GEPCC.

The GEPCC oversees graduation requirements, improvement of instruction, curriculum standards, evaluation of new programs and other matters related to graduate education and curriculum. The Chair of the GEPCC shall be elected by its members. The GEPCC shall submit to the Faculty Council matters that require ratification by the Council. Other items shall be sent to the Faculty Council for a vote if a majority of the GEPCC votes to do so.

The GEPCC shall report to the Faculty Council. Proposals from the GEPCC are sent to the Faculty Council for approval. A written GEPCC report will be provided for Faculty Council review one week before each Faculty Council meeting. The Chair of the GEPCC is invited to attend meetings of the Faculty Council to answer any questions concerning the written report. The Chair of the GEPCC will not be a voting member of the Faculty Council unless already a member of the Faculty Council.

4. The Faculty Committee for Diversity (FCD)

This committee shall be called the Faculty Committee for Diversity. It will report to the Faculty Council. The Faculty Committee for Diversity will consist of seven departmental representatives, the Associate Dean for Academic Affairs and Associate Dean for Research and Graduate Education, and the Director and Associate Director of the Science Diversity Office who will be non-voting members. The Co-chairs will be the two associate deans and one faculty member elected from the group.

Department representatives will be chosen in the spring/summer to serve a renewable two-year term.

It is the mission of the Faculty Committee for Diversity to improve the climate for diversity in the College of Science. The Committee will address the climate for diversity for faculty, staff and graduate and undergraduate students. The Committee will act as a resource for the Departments and the College in this regard. The FCD shall report to the Faculty Council. A written FCD report will be provided for Faculty Council review one week before each Faculty Council meeting. The Chair of the FCD is invited to attend meetings of the Faculty Council to answer any questions concerning the written report. The Chair of the FCD will not be a voting member of the Faculty Council unless already a member of the Faculty Council.

5. The Grade Appeals Committee

The Grade Appeals Committee shall consist of faculty, undergraduate and graduate student members as stipulated by the University Senate. Faculty members shall be selected randomly by department from the voting faculty of the College by the Elections Committee in a public drawing. The roster of eligible faculty members shall be made public prior to the time of the drawing. The Grade Appeals Committee shall hear and act upon all cases brought before it in accord with the provisions of the appropriate University Senate Documents. Term of service shall be two years.

Undergraduate students shall be selected for a one-year term by the College of Science Student Council. Graduate students shall be selected by their home department for a two-year term.

6. The Area Promotions Committee

The Area Promotions Committee of the College of Science shall consist of:

- (a) The Dean
- (b) The Heads of Departments
- (c) One full professor from each department, to be elected for a term of two years by the full professors in that department.
- (d) One additional full professor from each department having more than twenty full professors with at least a half-time appointment in that department, to be elected for a term of two years by the full professors in that department. Faculty with half-time appointments in more than one department will have to choose the department in which they will be counted. Faculty participating in the VEPR (Voluntary Early Partial Retirement) program will be treated, for the purposes of this section, as if they are full-time employees.
- (e) The elections specified in subsections (c) and (d) shall be held during either the fall or spring semesters.
- (f) Effective from July 1, 2004 all candidates for election to the area promotions committee shall be full professors and shall not hold the positions of Assistant or Associate Head or Assistant or Associate Dean.
- (g) The Associate Dean for Academic Affairs attends the meetings as a non-voting member.

A vacancy occurring among the members of group (c) or (d) shall be filled by election for the period of the unexpired term by the procedure specified by (c) or (d) respectively.

The Area Promotions Committee, with the Dean as Chair, shall review and act upon recommendations for promotion made by the Department Heads.

7. The Student Cases Committee

The Student Cases Committee shall consist of one faculty member per department selected annually by the departments. The Committee shall consider petitions by students seeking waivers, or alternative course approval, of published graduation requirements of the College. The Committee shall act only on College requirements, not departmental requirements.

B. Reconstituting the College of Science Faculty Committees

The Associate Dean for Academic Affairs (ADAA) is responsible for reconstituting all College of Science Committees each spring. New committee members begin their term of office at the start of the following fall semester.

1. Elections Committee

This Committee consists of three faculty members appointed by the ADAA for a two-year term. One new two-year member is appointed each year by the ADAA, and a letter of thanks is sent to the outgoing member.

2. The Undergraduate Education Policy and Curriculum Committee (UEPCC)

The Undergraduate Education Policy and Curriculum Committee shall consist of the Undergraduate Committee Chair from each of the departments in the College, plus two members from the Faculty Council to be selected by the Faculty Council.

3. The Graduate Education Policy and Curriculum Committee (GEPCC)

The Graduate Education Policy and Curriculum Committee shall consist of the Graduate Committee Chair from each of the departments in the College, plus two members from the Faculty Council, to be selected by the Faculty Council.

4. The Faculty Committee for Diversity (FCD)

The ADAA sends a memo to appropriate Department Heads each year asking for the appointment of new members to replace those whose two-year terms are expiring.

5. The Grade Appeals Committee

Before the Grade Appeals Committee can be reconstituted, the College of Science faculty list must be updated. Each Department Head secretary is sent the list pertaining to that

Department and asked to add new faculty, cross off faculty no longer in the Department, and indicate which faculty will be on leave for the following academic year. The final list should indicate the faculty who are currently serving on the Grade Appeals Committee. After the department lists are complete they are made public prior by being sent electronically to all faculty in the College.

The Grade Appeals Committee is randomly selected by the Elections Committee from the final faculty lists. The Elections Committee fills the Committee slots according to the needs for the upcoming academic year for each Department. It is required that the College of Science Grade Appeals Committee have 14 faculty members. Seven of these are regular members and seven are alternates. Each serves two years. No member is to serve more than two consecutive terms.

Other details are described in the booklet *Regulations Governing Student Conduct, Disciplinary Proceedings, and Appeals*: Part 5 –Student Conduct; Section III, E. Grade Appeals:

http://www.purdue.edu/univregs/pages/stu_conduct/stu_regulations.html

3. 'College/School Grade Appeals Committees

- a. *Each of the colleges/schools of Purdue University at the West Lafayette Campus will establish a Grade Appeals Committee to hear grade grievances and appeals that are not resolved informally at a lower level. Each committee will consist of two students (undergraduate or graduate corresponding to the status of the appellant), three members of the instructional faculty, and a non-voting chairperson. The chairperson of the committee will be an assistant or associate dean of the college/school appointed by the dean. The chairperson will be responsible for assuring adherence to established procedures, convening members for an appeal, and maintaining records. The chairperson has the authority to grant warranted time extension in the appeals process described below.*
- b. *Voting members of the committee will be selected from a pool of at least eight students and eight instructional faculty. The pool of members of the committee will be selected according to school/college procedures in the spring (not later than May 1) to commence serving on the first day of the following fall semester. No member shall serve more than two consecutive terms in the pool.*

Undergraduate students shall be selected for a one-year term by the College of Science Student Council. Graduate students shall be selected by their home department for a two-year term.

After the appointments have been made, an e-mail is sent to each new committee member from the ADAA.

6. The Area Promotions Committee

The ADAA sends a memo to appropriate Department Heads each year asking for the appointment of new members to replace those whose two-year terms are expiring.

7. The Student Cases Committee

The ADA sends a memo to appropriate Department Heads each year asking for the appointment of new members to replace those whose one-year terms are expiring.

8. Faculty Council

The ADAA sends a memo to the Department Heads each year asking for the appointment of new members to replace those whose three-year terms have expired

The Council shall elect one of its members to be both Secretary of the Council and Secretary of the Faculty and to report on the Council's actions in meetings of the Faculty. At the first meeting of the fall semester, appropriate members for the UEPCC and GEPCC shall be selected by the Council.

After all the committees have been reconstituted, and the members of each committee is completed, a copy of the College's committee roster file is then sent to all College of Science deans, department heads, faculty, dean's assistants and department heads assistants.

IV. Faculty Hiring Procedures

A. Requests and Search Initiation

Requests for new hires should be sent to the Dean and Associate Dean for Academic Affairs by the Department Head. They should include reasons why the particular search is desired, the rank of the proposed hire, and estimates of start up and renovation costs. Requests for Departmental Core hires are usually due in August. Occasionally, special requests will be considered at other times of the year.

After a search for a position is approved by the Dean, typically a search committee is formed. Some Departments have a standing personnel or hiring committee. The College of Science strongly recommends that the hiring committees include junior faculty, underrepresented minorities, and women, if at all possible.

B. Ads

The search committee writes an ad for the hire and completes a Position Announcement Authorization (PAA). The PAA with the ad are sent to the Associate Dean for Academic Affairs for approval who then forwards it to the Office for Institutional Equity (OIE) for final approval. Ads can be placed in publications and on-line after this final approval.

University policy (see the Faculty Search & Screen Procedures Manual, available at http://www.purdue.edu/ethics/oie/documents/OIE_FacultyManual.8.2009_000.pdf) requires that all positions be advertised in *The Chronicle of Higher Education*. The College of Science has received an exemption from this requirement with the stipulation that ads be placed in

department-specific alternative publications. These are: Biological Sciences, *Science*; Chemistry, *Science* and *Chemical & Engineering News*; Computer Science, *IEEE Computer* and *Communications of the ACM*; Earth and Atmospheric Sciences, *Science* and *Earth Observing Systems*; Mathematics, *Employment Information in the Mathematical Sciences* and the *National Association of Mathematicians Newsletter*; Physics, *Science* and *Physics Today*; and Statistics, *Amstat News* and the *Bulletin of the IMS*. Ads should also be placed in publications directed at underrepresented minority groups and women; such ads can be placed by the College of Science on behalf of all searches in the College.

There may be particular areas of specialization that are priorities in the search. However, ads for all positions must allow the possibility of open searches—regardless of area of specialization—for exceptional candidates. Here is the recommended language:

The Department of [Dept] in the College of Science at Purdue University seeks outstanding candidates for [one or more] tenure-track faculty positions at the level of [assistant, associate, and/or full professor]. Primary consideration will be given to candidates in the areas of [priority areas]. Candidates of exceptional merit in other areas will also be considered.

All ads should also reference commitment to diversity and indicate that a background check will be required. Here is the recommended language:

Purdue University is an Equal Opportunity/Equal Access/Affirmative Action Employer fully committed to achieving a diverse work force. A background check will be required for employment in this position.

The following sample ad includes these provisions.

PURDUE UNIVERSITY
Department of Computer Sciences

The Department of Computer Sciences in the College of Science at Purdue University seeks outstanding candidates for tenure-track positions beginning August 2048 at the Assistant Professor level. Highly qualified applicants may be eligible for a senior position. Primary consideration will be given to candidates in the areas of programming languages and compilers, software engineering, operating systems, data mining, and bioinformatics. Candidates of exceptional merit in other areas of computer science will also be considered.

The Department of Computer Sciences offers a stimulating and nurturing academic environment. Forty-one faculty members direct research programs in analysis of algorithms, bioinformatics, databases, distributed and parallel computing, graphics and visualization, information security, networking, programming languages and compilers, scientific computing, and software engineering. The department is implementing a strategic plan for future growth supported by the higher administration. This plan includes a new building expected to be operational in 2006 to accommodate significant growth in faculty size. Further information about the department is available at <http://www.cs.purdue.edu>.

Applicants should hold a Ph.D. in Computer Science, or a closely related discipline, be committed to excellence in teaching, and have demonstrated strong potential for excellence in research. Salary and benefits are highly competitive. Applicants are strongly encouraged to apply electronically by sending a detailed curriculum vitae, research and teaching statements, and names and contact information of at least three references in PDF to fac-search@cs.purdue.edu. Hard copy applications can be sent to: Faculty Search Committee Chair, Department of Computer Sciences, Purdue University, West Lafayette, IN 47907-1398. Applications are being accepted now and will be considered until the positions are filled. Purdue University is an Equal Opportunity/Equal Access/Affirmative Action Employer fully committed to achieving a diverse work force. A background check will be required for employment in this position.

C. Search Procedures

The search committee should review the *Faculty Search & Screen Procedures Manual* (available at http://www.purdue.edu/ethics/oie/documents/OIE_FacultyManual.8.2009_000.pdf) to ensure that proper procedures are followed in the search and interview process. In particular, the search committee needs to use an evaluation form for keeping track of comments on each candidate. The Office for Institutional Equity (OIE) sends Applicant Self-Identification Forms and confirmation material to the search chair or the contact person listed on the PAA. The search chair is responsible for sending this material to each applicant with a stamped envelope addressed to OIE.

The search committee reviews the files of the applicants to identify a pool of qualified applicants. From this pool they select a proposed list of applicants to be interviewed.

To comply with the University faculty search and screen procedures, the Associate Dean for Academic Affairs will review the search process before approving a request to invite faculty candidates for interviews. A request will include the items below, many of which can be prepared early in the search process. A response indicating whether or not the process can move forward with interviews will normally be given within a day.

i. Procedure for requesting a search:

- (1) The name of the department making the request.
- (2) A statement of how this position will advance the goals of the department, the college, and the university.
- (3) A draft of a job ad.
- (4) Expected FTE allocation for the position. If a joint position is requested, an accompanying statement of support from the department head(s) in the other department(s) will be included as an appendix.
- (5) Expected rank
- (6) Expected salary
- (7) Expected startup with a brief description of the kinds of items that will be included including summer support, grad assistants, etc.
- (8) A description of the space needs for the hire and the availability of this space. If renovations will be needed, a brief description with approximate costs will be included.

- (9) A list of possible members of the search committee.
 - (10) Steps to be taken to insure that there is a large and diverse pool of applicants, including places where ads will appear, lists of colleagues to whom emails will be sent, etc.
 - (11) A detailed explanation of the process by which information supplied by the candidates will be reviewed by the search committee to narrow the pool of candidates.
 - (12) A description of the process by which candidates will be selected for interviews on campus. Include information about the use of telephone interviews (with drafts of possible questions) and any other procedures designed increase the diversity of the final interview pool.
- ii. When there is a sufficiently large set of candidates to start the review process:
- (1) An evaluation of the success of the methods used to encourage a large and diverse applicant pool. This evaluation should include summary statistics regarding the applicant pool obtained from the Office of Institutional Equity (OIE). (The OIE will not provide specific information regarding any individual candidates.);
 - (2) Additional steps to achieve a large and diverse pool of applicants if the methods initially used were not sufficiently successful.
- iii. For telephone interviews:
- (1) A list of the questions to be asked with responses that are considered desirable and undesirable. Note that telephone interviews are encouraged;
 - (2) An evaluation of the summary statistics obtained from the OIE for the list of candidates interviewed by telephone.
- iv. When a request to invite candidates for campus interviews is made:
- (1) List of the members of the search committee.
 - (2) Provide a detailed explanation of the process by which information supplied by the candidates will be reviewed by the search committee. This includes the criteria used to narrow the pool, such as universities from which degrees were earned, year of degree, status of the research or post doc advisor within the field, number of years of post doc experience, evidence of teaching ability, number of publications, journals where published, etc. Note that details regarding this part of the search process should be discussed and determined by the search committee before the records of any specific candidates are reviewed.
 - (3) Describe the methods used to encourage a large and diverse applicant pool. In addition to ads, these will typically include some or all of the following: contacts of individuals and departments by search committee members via email, phone, or letter; distribution of materials related to the search at meetings; use of lists provided by the Affirmative Action Office or other sources. Contact the Affirmative Action Office to obtain summary statistics regarding the applicant pool. (They will not provide specific information regarding any individual candidates.) Evaluate these indicators of the success of the methods used to encourage a large and diverse applicant pool.
 - (4) If telephone interviews are used, describe the procedures used. Include a list of the questions asked with responses that are considered desirable and undesirable. If this process is used to narrow the pool of candidates, obtain and evaluate the summary statistics from the Affirmative Action Office.

- (5) A recommended list of candidates to be invited for interviews. This should be accompanied by a statement from the search committee describing their articulated shared view of the position and how that view supports their recommendations.

These items will be reviewed by the Office of the Associate Dean for Academic Affairs prior to the invitation of candidates for interviews. A response indicating whether or not the process can move forward with interviews will normally be given within a day. Note that items 1 through 4 can generally be completed prior to the determination of a final list of candidates to be invited.

Note that building a large and diverse pool of candidates is the key to the process and is essential to being able to move forward when an exceptional candidate appears.

The interview process includes a scientific presentation by each candidate that is widely advertised in the Department and in other relevant Departments or Centers. During the interview, as many faculty as possible should meet the candidate in order to provide input to the search committee. Graduate students often provide a unique perspective on candidates and should be included in the interview schedule. Departments have different cultures as to how the decision about which candidate is offered the position is made. In all cases, the College highly recommends obtaining as much feedback from the entire Department as possible, especially from junior faculty, as well as obtaining input from others outside the Department who can comment upon the scientific accomplishments and promise of the candidates. Departments should have a written policy on how this feedback will be obtained and assessed by the search committee.

Search committees should solicit written comments from all faculty and students who met the candidates. Committees should make their hiring recommendations to the relevant Department Head and the Dean's Office. The recommendation should include a description of the strengths of the candidate and how the hire would advance the goals of the Department(s) and the College.

At the request of OIE, all searches should only remain open for one year. At the end of a year, if a department does not foresee making an offer to any of the candidates within their current candidate pool, the search should be closed. An appropriate search authorization request should be submitted to the Associate Dean for Academic Affairs for the next hiring cycle and the process restarted.

D. Tenure-Track Offer Letter Guide

At the December 3, 1962 meeting of the CIC presidents, the following motion was unanimously approved:

Inquiries about an individual's interest in and conversations concerning a new full-time, academic appointment are in order at any time of the year, but after May 1 an offer of appointment at the assistant professor level or above, to take effect in the next academic year, will not be made unless the administrative head (usually the dean, or his designated substitute) of the offering college, school or institute, etc., has determined that the date at which the appointment is to take effect is agreeable to the administrative head of the college, school or institute, etc., which the individual will be leaving if he accepts the new appointment.

This information was produced by a committee of Business Managers to aid Department Heads and Administrative Assistants with the preparation of tenure-track faculty offer letters. Below are some recommended templates for an offer letter.

Check the following before making an offer:

- Verify that authority to search for the position and make the offer has been obtained from the Dean.
- Review faculty search and screen procedures to ensure compliance. See http://www.purdue.edu/ethics/oie/documents/OIE_FacultyManual.8.2009_000.pdf for details.
- Verify that the Dean or a representative of the Dean has conducted a personal interview with the candidate for offers with tenure.
- Refer to the Provost's approval delegation guidelines.
- Submit offer letter and curriculum vitae to the Associate Dean for Academic Affairs for approval before sending the offer. The preferred method for doing this is electronically.

D1. Opening (Required)

State the appointment *title*, the fact that it is tenure-track, the effective start date, the academic year and base salary, and that the offer is contingent upon the Provost's approval. If the appointment is split between more than one Department, the offer letter must list the tenure home Department.

Examples:

On behalf of myself and Jeffrey T. Roberts, Dean of the College of Science, I am pleased to offer you an academic year appointment as an Assistant Professor in the Department of Earth and Atmospheric Sciences beginning (insert date). This is a tenure-track faculty position with a starting salary rate of \$XX for the 20XX-XX academic year, which extends from (insert date) through (insert date). Your appointment, as in the case of all Purdue University appointments, is subject to approval by the Provost. In your case we have every reason to believe that such action will be forthcoming.

Ph.D. not yet received:

This rank and salary are stipulated on the assumption that you will have completed all of the requirements for the Ph.D. by the time you join us. If the Ph.D. requirements have not been completed your title will be Visiting Instructor and your salary will be adjusted accordingly.

H1-B visa not yet received:

This rank and salary are stipulated on the assumption that you will have obtained an H1-B visa. Without the H-1B visa, your title will be prefixed by the word "Visiting", and fringe benefits will be applicable to a visiting appointment. Upon approval of the H-1B status, your title will become "Assistant Professor". However, your tenure clock will still begin at the start of the 20XX-20XX academic year, which is (insert date). For legal reasons, tenure cannot be awarded to a faculty member until he or she has received permanent residency.

With tenure to International Employees:

We will assist you in obtaining an H1-B visa initially, and later in obtaining permanent-resident status. Until you receive an approved H1-B visa, your title will be Visiting Professor of XXX, and your fringe benefits will be those applicable to a visiting appointment. Upon approval of the H1-B status, your title will become Professor of XXX" and you will have "conditional tenure." For legal reasons, tenure cannot be awarded to a faculty member who does not have permanent residency. It is understood that you will actively pursue permanent residency, and conditional tenure will automatically convert to regular tenure upon receipt of permanent-resident status.

D2. Tenure Details (Required)

Discuss the seven-year maximum for Assistant Professors and four-year maximum for Associate Professors to gain tenure. Credit can be given for working toward tenure at another institution in individual cases if stated in the offer letter. Offers with tenure need prior approval by the Provost. (See Executive Memorandum No. B-48, Principles and Policies for Academic Freedom, Responsibilities and Tenure and Procedures for Termination of Faculty Appointments for Cause, http://www.purdue.edu/policies/pages/human_resources/b_48.html). If the faculty member is a mid-year hire starting at the beginning of the spring semester or after, it is generally acceptable to extend the probationary period for one extra semester so the initial appointment period would be 3 ½ years instead of 3. If the person will start prior to the beginning of the spring semester, increasing their tenure clock would require provost prior approval.

Examples:

Normal Tenure Clock

Your initial employment contract will be for a period of three years, beginning (insert date) and ending (insert date). Your appointment as Assistant Professor will be reviewed after three years, with a maximum probationary period, before granting tenure, of seven years. Thus, your maximum probationary service at Purdue will be seven years, with tenure to be considered at the latest during the (insert date) academic year. However, the Primary Promotions Committee of the Department reviews all non-tenured faculty members each year and, depending on research productivity as well as performance in teaching and service, a faculty member may be recommended for tenure and promotion at any time prior to the end of the seven year period.

Shortened Tenure Clock

Your appointment as Assistant Professor makes you eligible for tenure consideration. The maximum total probationary period before granting tenure is seven years. In your particular case, your previous appointments will be considered as two years' prior probationary service. Thus, your maximum probationary service at Purdue will be five years, with tenure to be considered at the latest during the XXXX-XX academic year. Your initial employment contract will be for a period of three years, beginning August XX, XXXX, and ending May XX, XXXX. (Insert sentence specifying the tenure home Department if a split appointment)

D3. Benefits Information and Summer Salary Language (Required If Part of the Offer)

In addition to your salary, Purdue University provides a generous fringe benefit package that includes retirement benefits as well as major medical, disability and life insurance. The University provides a 403(b) defined contribution retirement plan administered by Fidelity Investments, and you will be eligible for university-funded contributions immediately. Upon joining Purdue, the University will contribute an amount equal to 10 percent of your budgeted salary (and summer earnings) to the 403(b) plan, and you will be required to contribute 4 percent of your budgeted salary (and summer earnings) to Purdue's 401(a) defined contribution retirement plan. Voluntary savings options are also available upon hire.

Purdue University's benefit package is summarized at:

www.purdue.edu/hr/Benefits/Welcome.html.

The Faculty and Staff Handbook is located at:

www.purdue.edu/oop/faculty_staff_handbook/index.html

You are expected to apply for external and/or internal competitive summer salary funding, which could provide up to a 30% salary supplement. The Department will provide a backstop for summer (insert date) of two months of summer salary only if you have made such applications for summer (insert date) in your proposals and they have not been funded. The summer salary backstop for (insert date) totals \$XXXX and adding in the retirement benefits, brings the total (insert date) summer package to \$XXXX. When your retirement benefits are considered, the total value of this offer is \$XXXX for your first year.

Example of additional language needed for highly paid individuals:

Federal law presently limits the University's contribution to salaries up to \$245,000, which amounts to \$24,500 for the first year. The employee can contribute additional funds up to the grand total of \$49,000 (Purdue and employee contributions combined). These limits may be indexed by the IRS and could be subject to change.

D4. Background Check Language (Required)

Successful completion of a background check is required for the selected candidate for any faculty positions advertised on or after May 1, 2011. The ad attached to the PAA form must include the following statement: "Employment in this position is subject to the results of a mandatory background check." After you have had interviews, selected your top candidate, and are ready to make an offer, the hiring department should fill out the **Background Check for Faculty Request Form** found at:

<http://www.purdue.edu/ethics/oie/documents/BackgroundCheckFacultyRequestForm.pdf> and submit it electronically as instructed on the form to empofficer@purdue.edu.

Required Language:

This offer is contingent upon the results of a required background check. As part of the background check process, you will be contacted via e-mail by a company named HireRight. Please respond promptly with the information requested.

D5. Start-up Fund Package (Required If Part of the Offer)

List the dollar amount given and time period available, including expiration date. List any restrictions on use of funds. You can also include office/lab space and the estimated value of any renovations that will be done for the faculty member in this section. If there is shared equipment available, specify the equipment and specify a dollar value. A dollar amount is an important psychological factor to candidates. Common infrastructure is critical for us to be able to compete, but only if it is truly valued by the candidate.

Example

As for faculty startup costs, we can provide you with \$ XXXX for supplies, equipment and incidentals, which will be dispensed in the following way: a) \$ XXXX available on (insert date), b) \$ XXXX available on (insert date), and c) \$ XXXX available on (insert date). The balance of these funds will carry forward at the end of each fiscal year, until the end of FY XXXX-XX. You will have free access to the ITaP research supercomputers, valued at \$XXXX. We will assist you in securing the necessary cost sharing commitments from the University for additional equipment that you may acquire through competitive grants that require matching funds. The department will also provide graduate student support equivalent to 1.0 FTE (this can be used for either two half-time students for one year or one half-time student for two years) through University or Departmental funding. You will be assigned laboratory space in the XXXX building, the typical space ranging from 350 – 500 sq. ft. of floor space and your faculty office will also be in the XXXX building, occupying roughly 125 sq. ft.

D6. Teaching Load (Optional)

Be careful about giving specifics on teaching loads because you may be held to these in other situations.

Example:

The normal teaching load for a faculty member varies from two to four courses per academic year, depending on the amount of externally sponsored research activity. In the (insert year) Fall semester you would be free of teaching duties to help facilitate establishment of your research laboratory and the preparation of research proposals. In the Spring semester of (insert year) you would be expected to teach at least one course in our current curriculum or in your specialty area. Teaching assignments are at the discretion of the head and subject to change depending on departmental needs.

Example:

You will be expected to be an active participant in our teaching program in areas generally related to your research interest. We will relieve you of a full teaching load during your first semester in order that you may focus on getting your laboratory established and grant proposals written. Beginning in the (insert year) Spring semester, you will be given teaching assignments. As I described to you earlier, my expectation for highly research-active faculty is to teach 2 courses per academic year. The specific teaching assignments may exploit your expertise in XX and XX, although they have not been determined as of now. Teaching assignments are at the discretion of the head and subject to change depending on departmental needs.

D7. Moving Expenses (Required If Part of the Offer)

Without specific Provost prior approval, the maximum moving allowance approval delegated to the Dean is \$10,000.

Example:

In order to assist you with your move to Purdue, you will be provided a moving allowance of \$7,500. This lump-sum payment represents taxable income and taxes will be withheld from the payment. If these funds are used for qualified moving expenses per current Internal Revenue Service guidelines, income taxes withheld may be recovered on your tax return. Please consult your tax advisor. The procedures and available discount options associated with this allowance will be sent to you under separate cover once an acceptance has been received. The total additional compensation beyond your academic year salary is \$XX,XXX including the summer backstop, startup funds, moving allowance, and computer support.

D8. Mentoring Statement (Required for all hires below the level of Full Professor)

As an Assistant (Associate) Professor in the Department of xxxx, your continued growth as a scholar is very important to us. To this end, we will provide you with a mentoring program individually designed to provide you with feedback on your work and support for your academic career.

D9. Closing/Response (Required)

Request a response by a certain date.

Example:

Our faculty was extremely impressed with your visit and the potential importance of your addition to our department and the scientific leadership that you can provide to our program. Our commitment to sustaining a nationally renowned program in XXXX is most sincere, and we look forward to you joining us to help make this possible. We look forward to receiving your acceptance in writing by no later than (insert date). Please feel free to call me at (765)-494-XXXX or send an e-mail to xxx@purdue.edu.

E. Employment Dates for Contracts

The following dates are to be used when preparing contracts for academic year faculty and staff.

Aug. 15, 2011– Jan. 1, 2012; Jan. 2, 2012- May 13, 2012
Aug. 13, 2012-Dec. 30, 2012; Dec. 31, 2012-May 12, 2013
Aug. 12, 2013-Jan. 5, 2014; Jan. 6, 2014-May 18, 2014
Aug. 18, 2014-Jan. 4, 2015; Jan. 5, 2015-May 17, 2015
Aug. 17, 2015-Jan. 3, 2016; Jan. 4, 2016-May 15, 2016
Aug. 15, 2016-Jan. 1, 2017; Jan. 2, 2017-May 14, 2017
Aug. 14, 2017-Dec. 31, 2017; Jan. 1, 2018-May 13, 2018
Aug. 13, 2018-Dec. 30, 2018; Dec. 31, 2018-May 26, 2019

V. Joint Faculty Appointments

(approved by College of Science faculty May 2004)

A. Policy for Joint Faculty Appointments with the College of Science

1. Explicit, written policy.
 - A. Each department shall have a written document detailing in general terms the framework for a joint appointment and the rights and privileges of the position.
 - B. For any joint appointment between departments there must be a clear, written statement agreed to by the two department heads and the faculty member as to the conditions and rules governing the appointment. This statement should describe research and teaching arrangements and expectations, and should include details about the promotion process. This statement shall be provided to the faculty member prior to the start of the appointment and shall be included in the file of record of the faculty member. Changes in joint fractions can be made if all parties agree.
 - C. The two departments shall decide on how this agreement shall be reached. For example, this may involve the search committees, the heads, and specific faculty. In all cases the appointment shall be approved by faculty vote or whatever procedure is conventionally followed in each department.
2. Clear and consistent regular evaluation and promotion process, with formal involvement of the minority department.
 - A. In the case of hires at the assistant or associate level, there must be a majority department, and the evaluation and promotion procedures must be defined clearly by the two departments at the time an offer is made. The mechanism for evaluation and promotion could include already-established promotion subcommittees or another form of joint committee as agreed to by the faculty.
 - B. The departments shall provide regular, preferably annual, performance reviews through a single head or both heads. These evaluations shall include the usual information about research and teaching performance and progress toward promotion. Salary increments must be acceptable to both heads and must not change the proportions of the appointment. This review could also be the appropriate vehicle for considering changes in the joint fractions of an appointment.
 - C. The majority department shall take the lead role in the promotion process, with an agreed-upon role by the minority department, as established by the faculty and department heads. The minority department shall contribute to the promotion process and promotion documents. A list of referees for promotion shall be evaluated and agreed to by both departments, and the solicitation letter to referees should carry the signatures of two faculty members each one designated by the primary committee in

his/her department. The minority department can participate fully in the promotion process and, for example, could have a formal vote in their primary committee and/or have one or more faculty participate in the discussion at the majority primary committee (but not vote). For candidates in two colleges, the promotion could be reviewed by both area committees. It is particularly important that, prior to the promotion being considered, both departments are satisfied with and in clear agreement concerning the joint arrangement.

VI. Mentoring and Retention of Tenure-Track and Tenure Faculty

A. Mentoring

Mentoring is the activity in which more experienced faculty provide less experienced faculty with feedback on how to become successful in research, teaching, and service.

Guidelines for Mentoring

1. Departmental mentoring policies must be written and describe minimum expectations for mentoring.
2. Mentoring is required for all untenured professors and must be offered to tenured associate professors.
3. Mentoring must address both teaching and research issues.
4. Whether mentors are formally involved in the promotion and tenure process should be determined at the department level, if at all.
5. Mentoring should occur at least once a semester, and as often as needed.
6. Departmental oversight of mentoring is required, to verify that effective mentoring is occurring.

B. Retention

Retention refers to activities that prevent the loss of productive faculty. Proactive retention concerns activities designed to prevent potential problems from becoming serious. Such activities are either formal or informal. Reactive retention concerns activities designed to address an actual situation in which faculty may depart. Department Heads and Deans play a key role in retention.

Guidelines for Formal Proactive Retention

1. Department Heads, with the concurrence of a faculty committee, should meet annually with each assistant professor and provide written feedback on performance.
2. Department Heads, with the concurrence of a faculty committee, are encouraged to meet with each associate professor at least once every 2 years and give them written feedback.
3. Department Heads are encouraged to meet with each full professor at least once every 5 years to discuss performance and other issues.
4. Deans should meet regularly with groups of faculty to get their input.

Guidelines for Informal Proactive Retention

1. Social activities within departments and across the college should be encouraged.

2. Quality of professional life, including research environment, teaching environment, and overall collegiality should be monitored.
3. Infrastructure needs, including space and staff, should be reassessed at least every 2 years.
4. Administrative and committee responsibilities should be shared equitably.
5. The effort and accomplishments of faculty should be recognized.
6. Positive and constructive attitudes in faculty should be encouraged.

Guidelines for Reactive Retention

1. Spousal issues need to be addressed.
2. Outside offer letters should be examined before preparing counter-offers and the number of counter-offer packages offered to any one individual should be limited.

VII. Courtesy Appointments

Courtesy appointments are made at the discretion of the various departments based upon an individual's contributions and interactions within that area. General guidelines would be the following:

- Courtesy appointments are offered to a faculty/staff member who currently has a regular position at the University and it is a faculty position.
- Generally, these positions are offered to faculty, but can be offered to Administrative/Professional Staff with the appropriate education and qualifications. These are forwarded to the Provost for approval.
- There is no financial commitment from the courtesy department.
- There is no voting rights or tenure in the courtesy department.
- Staff members may serve on departmental committees and contribute to the courtesy department's teaching, research and service mission.

VIII. Tenure and Promotion Policies and Procedures

A. University Policy

The University Policy regarding promotion can be found at <https://www.science.purdue.edu/images/finalpromotionpolicy2010-11.pdf>

B. College of Science Promotion Documents

Per West Lafayette Campus Promotions Policy, "A candidate should be given the opportunity to help create and review his/her promotion documentation and should receive a copy of any document (with confidential statements omitted) that will be submitted to the primary, area, and/or University committee(s). It is the right of the candidate to have included in his/her departmental file whatever the candidate chooses to add, including the candidate's own brief (one page) comments about teaching, research/creative activities, and service. The candidate may choose that these brief comments be attached to the promotion document."

The following is a College of Science Promotion Document format that incorporates current University formats.

All pages of the document, including the first page which is the Form 36, should include the footer “LastName, Page 1 of XX” in the lower right corner. In the lower left should be the department name.

Earth and Atmospheric Sciences	Jones, Page 2 of 56
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Page 2 should be the Table of Contents. Use the outline format:

- I.
- A.
- 1.

I. General Information

- A. Education
- B. Previous Positions
- C. Present Position
- D. Awards and Honors
- E. Professional and Scholarly Associations
- F. Other items unique to the person or Department – example, citations in biographical works such as *Who’s Who in America*, *American Men & Women of Science*, etc.

II. Learning

The University Promotions Committee Guidelines state that the last 3 years of teaching data should be included; however, all the teaching data seen by the College of Science Area Promotions Committee should be forwarded to the University Promotions Committee. The 3 years was chosen to avoid listing courses by semester for 10-15 years. Therefore, showing 3-5 years by semester and summarizing earlier data in a table or in the narrative is appropriate, especially for promotions emphasizing teaching.

- A. Teaching Assignments at Purdue
A table format is suggested. Present the most recent 3-5 years by semester. Summarize older data by grouping, if appropriate. **Do not try to show 10-15 years by semester.** Use the narrative to indicate teaching commitment over time. Please list courses with most recent first.

Semester & Year	Course Number, Credit Hr. and Type	Title of Course	No. of Students	Student Classification
S 1999	SCI 150, 4 cr, lecture/lab	Principles of Science	408	Fr through Sr
S 1999	SCI 430, 1 cr, seminar	Science Seminar	12	Sr
F 1998	SCI 350, 3 cr, lecture	Science Lectures	45	Jr & Sr

B. Selected Discussion of Courses

Include innovation, significant impact on curriculum, or other evidence of impact on undergraduate education.

C. Course Evaluations

1. Student Evaluation

List two to five of the major questions on your Department's evaluation instrument (e.g., I rate the instructor's teaching as excellent, very good, etc.) and show the results. Give the number of students in each course and the number responding. Go as far back as feasible to show trends, listing the most recent course information first. Include course-specific norms for the past 5 years if this information is available. Do NOT include student comments.

Semester & Year	Course	Responses/Enrollment	C1 Score (overall median)	C2 Score (overall median)
S 1999	SCI 150	140/115	4.3 (4.7)	4.5 (4.9)
S 1999	SCI 430	23/21	4.2 (4.5)	4.6 (4.3)
F 1998	SCI 350	46/55	4.6 (4.4)	3.2 (4.5)

C1: "Overall, this course is among the best I have ever taken!"

C2: "Overall, this instructor is among the best I have ever known!"

2. Peer Evaluation

The format for peer evaluation is determined by the department policy.

D. Other Contributions to Undergraduate Education

Supervision of undergraduate research should be included here. Numbers or lists of undergraduates doing projects in a lab and a brief overview of the types of projects should be included. Counseling, being a faculty fellow, etc., can also be included here.

III. Discovery

A. Discussion

The primary committee is responsible for writing a summary of the research with comments on the significance and quality of the publications. An optional summary written by the candidate may be included if the candidate chooses. In this case, the document should contain a clear indication regarding what material was written by the candidate.

B. Publications

A list of the top-tier journals (and conferences, if appropriate) in the candidate's field should be at the beginning of this section. The method by which the top-tier ranking was determined should be stated. List publications in conference proceedings separately with an indication of the importance of such publications in the particular field. The primary author(s) should be indicated by an asterisk (*), post docs by "P", graduate students by "G" and undergraduate students by "U". **Note:** all publication sections should be listed with the most recent publications first.

1. Refereed
2. In press
3. Submitted
4. Non-refereed books and book chapters, etc.

C. Invited Lectures

D. Other Presented Papers

E. Other Professional Activities

F. Interdisciplinary Activities

G. Patents

H. Funding

1. Discussion of support
2. Award information

Agenda/Title of Grant: _____

Duration of Funding (Dates): _____

Total Amount of Award: _____

Your Role: _____

If Co-PI, for how much of the total funding are you directly responsible: _____

The above is the University required information. May be placed into table format if desired, as long as all elements are included.

- I. Evidence of Involvement in Graduate Research Program
 1. M.S. and Ph.D. students graduated – for each student, please list name, date graduated and position taken
 2. Current graduate and postdoctoral students

IV. Engagement

- A. Discussion of Service
- B. Department
- C. College
- D. University
- E. Professional (editorial boards, study sections, panels, consulting, etc)
- F. Diversity Activities
- G. Other Engagement Activities

V. External Referees

- A. Credentials and, if appropriate, relationship to candidate. Identify which referees were suggested by the candidate and which by the Department.
- B. Excerpts with packet of full letters appended. Include all other correspondence or communications with the referees. Non-written communications should be recorded or summarized in writing.
- C. Copy of letter soliciting external comments. (Be sure to include the appropriate University disclaimer statement on all letters requesting comments from external referees-see below.)

University regulations require that the following paragraph be included in all requests for outside evaluations of present and potential faculty and administrators:

Your evaluation will become a part of Dr. xxx's promotion documentation, which will be shared with those faculty and administrators directly participating in the promotion process. Your letter will be held confidential to the extent such protection is afforded by University policies and state and federal laws. Under some circumstances, Purdue may be required to disclose external review letters of candidates in defense of agency investigations and lawsuits brought by unsuccessful candidates.

C. College Policy on Promotion Letters

(adopted by College of Science Area Promotion Committee December 11,1996 and revised January 28,1998)

Promotion cases presented to the College of Science Area Promotion Committee in the fall of one year may have been considered by College of Science Departments for presentation to Area Promotion Committee during the previous fall. This section gives the Area Promotion Committee recommended policy for evaluating reviewer letters for a candidate's promotion case when letters were solicited for a case the previous year. Some recommendations are also included for handling reviewer letters that are solicited for the first time.

1. Definition

Reviewer letters solicited for a candidate's promotion case before the fall meeting of the Area Promotion Committee for the current year and after its meeting of the previous fall shall be considered current year letters, and include all such letters whether solicited by Departmental Promotion Committees or Subcommittees. These letters are designated current year letters whether or not the Departmental Promotion Committee or Subcommittee recommends the case for promotion. A target for the number of letters is 8 to 12.

2. Policy

A. No consideration in a current year case shall be given to letters solicited for a promotion case that would ultimately have been considered in an Area Promotion Committee fall meeting two or more years earlier.

B. If letters were solicited in the previous year for a candidate's promotion, the list of current-year reviewers shall consist of all writers of letters of evaluation in the previous year (with additions possible) of each letter if the author explicitly states that it is appropriate to use his or her letter from the previous year.

C. Only potential reviewers who respond to a solicitation for a report shall appear in the list of reviewers for the current promotion year. Potential reviewers shall be included in the list of reviewers described above for the current promotion year only if they responded in the previous year.

D. All substantive written responses (including e-mail) to a solicitation for a letter shall be included in the documentation.

E. A description of the procedure for selecting reviewers should be included in the promotion document. No more than half of the reviewers may be from a list proposed by the candidate. Each reviewer should be identified as candidate selected or committee selected.

F. All substantive communications with reviewers must be documented. Any communication from the candidate to a reviewer must go through the primary committee.

D. Sample Letters for Promotions

1. Email to be sent to potential reviewers.

Dear (Professor, Dr.) PotentialReviewerName,

We are beginning the process of considering Dr. XXX for promotion (from Assistant to Associate Professor with tenure, from Associate Professor to Full Professor) in the Department of YY at Purdue University. Would you be willing to serve as a reviewer for this case?

Please respond to this email with one of the following three choices:

1. Yes, I will serve as a reviewer; please send me the review materials electronically.
2. Yes, I will serve as a reviewer, please send me paper copies of the review materials via courier.
3. No, I will not be able to serve as a reviewer for this case.

Note that we are not requesting any evaluation at this time. If you respond with either of the first two options above, we will send you the review materials (complete CV, a research summary, and copies of selected publications). We are aware of the busy schedules of (University faculty, scientists such as yourself), but we hope that you share our appreciation of the importance of this process to the University, and that you will be able to contribute your time to a review of this case.

We look forward to your response.

Sincerely,
FIRSTNAME, LASTNAME
Head, Department of XX

2. Sample Letter for Promotions to Associate Professor

Dr. XX is being considered for promotion from Assistant to Associate Professor with tenure in the Department of YY at Purdue University. The criteria for promotion to Associate Professor at Purdue include outstanding achievement in research and teaching and the potential for continued professional growth and recognition. We are writing to you, as an expert in Dr. XX's field of research, to seek an evaluation of Dr. XX's scientific contributions.

We would specifically appreciate your comments on the following:

1. Your relationship to the candidate.
2. The significance and quality of her/his research and achievements as an Assistant Professor and the degree of professional recognition within her/his discipline.
3. A comparison with her/his peers, with particular reference to those whom you believe are the leaders in the field.
4. Her/his research potential for the future.

We are enclosing Dr. XX's current curriculum vitae, a short description that she/he has written on her/his research, and reprints of recent published studies. We realize that relatively little information has been provided about Dr. XX's teaching and service activities, and that your judgment must be made primarily on the basis of her/his research contributions.

We recognize that a great deal of time and effort is required for a careful evaluation of this nature, and we are very grateful for your efforts. Your assessment is critical for our endeavor to maintain the highest scholarly standards at Purdue University.

We would be most grateful if we could receive your evaluation by October XX. If necessary, a secure fax number is (765)-49x-xxxx.

Your evaluation will become a part of Dr. xxx's promotion documentation, which will be shared with those faculty and administrators directly participating in the promotion process. Your letter will be held confidential to the extent such protection is afforded by University policies and state and federal laws. Under some circumstances, Purdue may be required to disclose external review letters of candidates in defense of agency investigations and lawsuits brought by unsuccessful candidates.

If I can provide further assistance, please do not hesitate to contact me.

Sincerely,

Xxxxxx
Professor of ZZ
765-494-xxxx
xxxxx@purdue.ed

3. Sample letter for promotions to Full Professor (Referees Should be Full Professors.)

Dr. XX is being considered for promotion from Associate to Full Professor in the Department of YY at Purdue University. The criteria for promotion to Full Professor at Purdue include outstanding achievement in research and teaching and international recognition of the candidate's scholarship by peers. We are writing to you, as an expert in Dr. XX's field of research, to seek an evaluation of Dr. XX's scientific contributions.

We would specifically appreciate your comments on the following:

1. Your relationship to the candidate.
2. The significance and quality of her/his research and achievements as an Associate Professor and the degree of professional recognition within her/his discipline.
3. A comparison with her/his peers, with particular reference to those whom you believe are the leaders in the field.
4. Her/his research potential for the future.

We are enclosing Dr. XX's current curriculum vitae, a short perspective that s/he has written on her/his research, and five reprints of recent published studies. We realize that relatively little information has been provided about Dr. XX's teaching and service activities, and that your judgment must be made primarily on the basis of his research contributions.

We recognize that a great deal of time and effort is required for a careful evaluation of this nature, and we are very grateful for your efforts. Your assessment is critical for our endeavor to maintain the highest scholarly standards at Purdue University.

We would be most grateful if we could receive your evaluation by October XX. If necessary, a secure fax number is (765)-49x-xxxx.

Your evaluation will become a part of Dr. xxx's promotion documentation, which will be shared with those faculty and administrators directly participating in the promotion process. Your letter will be held confidential to the extent such protection is afforded by University policies and state and federal laws. Under some circumstances, Purdue may be required to disclose external review letters of candidates in defense of agency investigations and lawsuits brought by unsuccessful candidates.

If I can provide further assistance, please do not hesitate to contact me.

Sincerely,

xxxxxx
Professor of ZZ
765-494-xxxx
xxxxx@.purdue.edu

E. General Procedural Issues for Area Promotion Committee

1. All committee members are expected to have read every promotion file, so the valuable time of the committee members at the voting meetings should be spent on discussion of the case and not on listening to a presentation of material that has already been provided to them.
2. The presentation of each case will be strictly limited to **5 minutes**, unless there are extenuating circumstances that have been discussed with the dean beforehand. To conform to the time limit, there will be **one presenter for each case**. Cases will be presented by the head of the department where the candidate has the majority of her or his appointment. If a case would be more appropriately presented by someone else, approval should be requested from the dean beforehand.
3. Any requests for consideration of a faculty member for tenure in the ultimate year of an appointment is viewed as highly unusual and requires approval of the Office of the Provost. Any such requests need to be sent to the Provost by the end of April and should

include a strong vote of the departmental primary committee, a recommendation by the department head and a recommendation from the dean.

IX. Distinguished and Named Professors

The University guidelines for Distinguished and Named Professors can be found at http://www.purdue.edu/oop/policies/pages/human_resources/iv_5_2.html

The University guidelines for allocating discretionary funds for Distinguished and Named Professors can be found at http://www.purdue.edu/oop/policies/pages/human_resources/iv_5_3.html

The following Guidelines for the nomination and selection of Distinguished and Named Professors have been developed for the College of Science in order to ensure uniformity in the College's process.

A. Distinguished Professors

Purpose: The practice of naming Distinguished Professors emphasizes the University's commitment to outstanding academic achievement. It is a special recognition that can be bestowed on a select few professors of outstanding accomplishment who have achieved national and international prominence. The purpose of such professorships is to enrich the intellectual environment by attracting or retaining truly exceptional individuals to the faculty. Conferring the title of distinguished professor requires a rigorous academic review and appointment by the Board of Trustees. Distinguished Professors are outstandingly original, creative, and productive individuals who have made a unique contribution to the Institution and whose achievements in the scholarship of discovery, learning, or engagement have received external recognition. An allocation of discretionary funds will be provided in accordance with University policy. The salary of a distinguished professor can be supplemented from the discretionary allocation in accordance with University policy. The supplement is determined annually and can be up to the equivalent of one month's salary, inclusive of the distinguished stipend paid directly from the Purdue Research Foundation.

Nominating Procedure: Science departments are welcome to submit nominations for Distinguished Professorships at any time. The College will also periodically invite nominations for the same purpose. The format of the nomination documents should be essentially that of documents used for promotion. In addition to a complete and up-to-date vita and a two to three page condensed vita, the nomination materials should include a statement, of not more than 10 pages, that speaks to the nominee's qualifications and provides a strong justification for the nomination. Qualifications typically will include external recognitions and an exemplary record of external funding. In addition, the document should report the outcome of the primary committee vote taken within the department in support of the nomination. Nomination materials should also include letters from outside experts that speak to the nominee's standing in the community, contributions to the field, and impact. Appropriate information about the referees should be included in the nomination package. Though no fixed number of such letters is

specified, past committees have sought to obtain approximately six (6) such statements from outside experts.

Selection Committee: The College's Area Promotion Committee will assess all nominations. The Dean of Science will call committee meetings, be responsible for the functioning of the committee, and record the committee vote on the nomination. If the vote is positive, a memo will be sent to the Provost asking for approval of a list of distinguished professors to serve as a committee to further evaluate the nomination. The distinguished professor committee must be composed of five distinguished professors and should include at least one member from outside the candidate's school. Once the distinguished professor committee votes, the nomination, the recommendation of the Dean, the full vita and two page condensed vita will be forwarded to the Provost's office for further action as specified by University guidelines. Should a nomination fail to pass the area committee, it is expected that person would not normally come back up for nomination for at least three years.

B. Named Professors

Purpose: The primary purpose in appointing a named professor is to attract and retain top quality faculty. A named professorship is not an academic designation. While it is expected that holders of named professorships would be individuals of high accomplishment, it is possible to hold a named position as an associate or assistant professor. The term for a named professorship should be specified; the term is always a fixed length for assistant and associate professors. A position can be named only when there is a source of funds sufficient to name the position in accordance with the University policy on naming opportunities. An allocation of discretionary funds will be provided with a named professorship in accordance with University policy. The salary of a named professor can be supplemented from the discretionary allocation in accordance with University policy. The supplement is determined annually and can be up to the equivalent of one month's salary.

Nominating Procedure: The process for designating a named professorship is a College-level process. It does not require an extraordinary academic review and, if the named position is being used in recruiting, should be an expeditious process. The approval process in the department is determined by each individual area. Science departments are welcome to submit nominations for Named Professorships at any time. The College will also periodically invite departmental nominations for the same purpose. The nomination documents should include an up-to-date two to three page condensed curriculum vitae, as well as a full vitae, and letters of support. For a new hire, reference letters will be used as letters of support.

Selection Committee: The College's review team will consist of the Dean, Associate Dean for Academic Affairs, and the Department Head. Should a nomination fail, it is expected that person would not normally come back up for nomination for at least three years. If approved, a package consisting of a memo from the dean outlining the review team's recommendation, a two to three page condensed curriculum vitae, as well as a full vitae, and letters of support will be forward to the Provost. This completes the process for named assistant or associate professors. For individuals named at the professor rank, the provost reviews the materials, and, if appropriate,

recommends approval to the president. If the president approves, the signed document is streamlined and sent to the Board of Trustees for their approval.

C. Sample Letter for Distinguished and Named Professors

Dr. YY is being considered for a Distinguished Professorship at Purdue University. The criteria for appointment as a Distinguished Professor at Purdue include being an outstandingly original, creative, and productive individual whose achievements in discovery and learning are intentionally recognized. This academic appointment requires a rigorous academic review and appointment by the Board of Trustees. Part of this review includes evaluation of the individual's work by highly accomplished and respected scientists from outside the university. Hence, I am writing to you to request your evaluation of Dr. YY's scholarly contributions.

It would be particularly helpful if you could make specific comments about the following:

1. Your knowledge of Dr. YY:
2. The significance, originality and quality of his/her research and achievements and the degree of professional recognition achieved within his/her discipline.
3. A comparison with his/her peers, with particular reference to those you believe are international leaders in the field.
4. Whether you think it likely that Dr. YY would be designated a Distinguished Professor at your institution.

To assist you in your evaluation, I am enclosing Dr. YY's current curriculum vitae and the letter of nomination for the Distinguished Professorship. Please contact me if there is any further information I can provide.

I would appreciate your evaluation by *(date)*. I understand the time and effort it takes to prepare these recommendations and I sincerely appreciate your willingness to do this evaluation.

Your evaluation will become a part of Dr. xxx's professorship documentation, which will be shared with those faculty and administrators directly participating in the professorship process. Your letter will be held confidential to the extent such protection is afforded by University policies and state and federal laws. Under some circumstances, Purdue may be required to disclose external review letters of candidates in defense of agency investigations and lawsuits brought by unsuccessful candidates. It is critical for the integrity of our process that our requests for evaluation remain confidential.

Sincerely,
Department Head

X. Emeritus Professors

The emeritus title honors those who have made significant contributions to Purdue University through teaching, research, or engagement. The University confers emeritus rank on faculty members holding professorial rank at the time of their retirement. Retirees generally must have had 10 years of continuous, full-time service at the University immediately preceding their retirement to qualify for emeritus rank.

Persons appointed to emeritus rank are listed with the faculty in the bulletin of the college; given use of the University Library facilities and faculty privileges in purchasing athletic, convocations, and other tickets; invited to academic and University functions in the areas of their interests; and, at the discretion of the dean of the school/college, may be invited to attend faculty meetings with the privileges of the floor but no vote.

Once a faculty member declares their intention to retire, an Emerita/Emeritus Nomination form is completed by the department and sent to the dean's office. This form is then sent to the Provost's office for processing. A letter granting the emerita/emeritus status is then sent to the nominee.

XI. Selection of New Department Heads

A. Department Head Search Procedures

At the end of the term of office for a department head, the dean determines whether the search should be internal or a combination of internal and open. (This is usually done in consultation with the Provost.)

The dean announces to the departmental faculty that a search process is being initiated and requests that anyone not wishing to serve on the Selection Advisory Committee to identify themselves by a certain date.

Following this deadline, a ballot to elect the Selection Advisory Committee is prepared and a memo is sent to the faculty with the ballot attached. (This may be initiated by the department or by the dean's office). Depending on the size of the department, the committee will usually consist of six to nine individuals, of whom two-thirds are elected by the faculty (see College of Science Constitution, under *The Heads of Departments*).

After the ballots are received and counted (the Hare method is used) and the remainder of the committee is appointed by the dean, a chair is selected by either of two methods: 1) by the dean or 2) by committee vote. The dean then sends a memo to all departmental faculty and staff announcing the composition of the Search Committee (there will be no mention of who was elected and who was appointed).

The dean meets with the Search Committee at its initial meeting to outline the charge to the committee. The dean will specify the makeup of the candidate list, such as the necessary diversity of the initial pool and any other procedural details required.

The Search Committee completes the Position Announcement Authorization (PAA) form from the Office of Institutional Equity (OIE) and forwards it to the dean for signing. The form is then sent to the OIE. Following OIE approval, the Search Committee advertises the position, collects applications, and screens the applicants.

The final pool of candidates should be interviewed by the departments, meeting with all constituents – faculty, staff and students. Interviews are scheduled by the Department.

The Search Committee will then present its final choices to the dean. At that point, the dean's office will schedule time for the finalists to meet with the associate deans, Faculty Committee for Diversity and other appropriate administrators within the dean's area. If none of these choices are acceptable at the end of the interviewing process, the Search Committee adds names to the list until a nominee is chosen or the dean may request a new search. The dean makes the final hiring selection.

XII. Guidelines for Review of Department Heads of the College of Science

The performance of department heads will be assessed using a web-based survey each year. All faculty and staff in each department will be invited to participate in this assessment.

A more extensive review of department heads will be conducted at the beginning of the last year of their appointment. This review process will serve as an instrument for constructive exchange between a department's head and its faculty and staff. Furthermore, the department head review report will serve to advise the dean, who will consider the report in any decision regarding the department head's continuation.

The departmental faculty and staff, at the invitation of the College of Science Faculty Council, will elect a Department Head Review Committee representing the faculty of all ranks and staff within the Department. This committee will select a Chairperson from among its members. For the purpose of this document, "faculty" is defined to mean all faculty members, including lecturers.

The Review Committee will provide for the participation of all Department faculty and staff through questionnaires, open forums, or any other means it deems appropriate for soliciting opinions about the Department Head's performance.

The Review Committee will provide the Dean, Department Head, and Department faculty with a report that discusses, in a constructive manner, the strengths and weaknesses of the Department Head's performance.

If the continuation of the Department Head in his or her administrative position is at issue, the Review Committee will provide the Dean (copy to the Department Head) with a recommendation regarding this continuation.

The Department Head has the option to respond to the report in writing to the Dean and the Review Committee.

The Dean will meet separately with the Department Head and the faculty and staff to discuss the Review Committee's findings and recommendations.

XIII. External Reviews of Departments

Departments and programs are typically reviewed every five years by an external committee appointed by the Dean. This review will provide the Dean with feedback on all aspects of the responsibilities of the Departments, including the undergraduate and graduate programs, the research enterprise, and the overall operation of the Department.

A. Procedures

1. The purpose of external reviews is systematically and periodically to evaluate the research and teaching (undergraduate, graduate, and professional) of all academic programs within the College of Science, and to recommend to the administration strategies for enhancing the effectiveness of these programs.
2. Reviews are implemented through the Dean's Office in the College of Science. The Associate Dean for Academic Affairs normally serves as the Coordinator of all reviews: inviting the External Review Team, working with the departments on appropriate scheduling of events for the site visit, and overseeing the preparation of all necessary documents.
3. Reviews are conducted on a regular cycle of approximately five years, although the timing can vary. The charge to the External Review Team is developed by the Dean. The charge will address all aspects of the Department or program, as well as its relations with other units of the institution and its general position among peers.
4. In forming the External Review Team, the Associate Dean for Academic Affairs will solicit nominations from the Department or program to be reviewed and can supplement these with other prospective reviewers suggested by the Dean. The Associate Dean works with the Department Head to finalize the list.
5. External Review Teams generally consist of 6-8 external reviewers, one of whom will be designated the Chair of the Review Team. The Chair will assume responsibility for the final version of the Team's written report. The Team as a whole, however, will be provided with time during its site visit jointly to compose an outline or first draft of that report. The Chair will also speak for the Review Team during the site visit.
6. Approximately one month prior to the site visit, the External Review Team will be sent program materials furnished jointly by the Department under review and the Dean's Office. These materials will include a detailed site visit schedule, a cover letter from the Department Head, a copy of the Department's most recent strategic plan, descriptive and statistical information on the Department's academic programs, and faculty vitae. The Department will provide all information requested by the Dean's Office.
7. Typically, the External Review Team will arrive in time for dinner the evening preceding the first day of the site visit. At that meeting, the Dean and the Associate Dean will discuss with the Team the plan for the visit and give them the formal charge.

8. Over the next two days the Team will meet with faculty, undergraduate and graduate students, and administrators of the Department or program, as well as other Purdue faculty representatives. Time will be allocated for critical questions to be answered, and to plan for the written report. There will be time for each visitor to pose particular questions to the department or program administration, and the administrators, in turn, will provide whatever historical or institutional background the Team requests.
9. Prior to the Exit Interview with the Dean's Office, the Team will be given time to draft the initial version of its report. The major findings and recommendations of that report will then be delivered orally to the administration at the Exit Interview. The Associate Dean for Academic Affairs will take notes at this meeting, which will remain confidential.
10. The final written report should be submitted to the Associate Dean for Academic Affairs within approximately one month of the site visit. The report should be public in nature and will be circulated to the full Department. If the Team wishes to provide a more private document to the administration, that should be appended as a codicil to the public report. Summarized bulleted items for action should be included.
11. Review reports are circulated to all faculty members in the program or Department, and the Department is asked to provide the Associate Dean with a written response to the report. The Dean will then create a written response to both the report and departmental response.
12. The Dean's Office will maintain complete files on all external reviews, including self-study documents, the external report and the Department's and Dean's response.
13. Annually, the Provost's office will request a governance report on all external reviews and accreditations. A list of bulleted items needs to be included in the review report that addresses Unit/Program Strengths Cited by Reviewers and Reviewers' Recommendations for Continued Unit/Program Improvement.

B. Materials for Program Reviews

1. Departmental Materials
 - A. Department Head cover letter to External Review Team
 - B. Department's most recent strategic plan
 - C. List of departmental faculty, by area of specialization
 - D. External research support expenditures by area of specialization for each of last five years
 - E. Laboratory and computer facilities
 - F. Inventory of office, teaching, and laboratory space
 - G. Overview of teaching-load policy
 - H. Tabulation of teaching loads/enrollments for each of last five years, listing for each course the number of students, number of sections, and number and types of instructors (e.g., tenure-track faculty, lecturer, grad TA)
 - I. Description of collaborations across departmental lines
 - J. Current national standing of the Department

- K. Present administrative structure of the Department
- L. Statement on the intellectual life of the Department
- M. Description of the Department's vision and mission

2. Faculty Materials

- A. Full vitae for each member of the faculty
- B. Description of each faculty member's current research interest
- C. External research support expenditures by faculty member for each of last five years, allocating expenditures so that there is no double counting
- D. Number of dissertations supervised, grand total and total for last five years, by faculty member
- E. Teaching load/enrollments for each of last two years, by faculty member

3. Undergraduate Materials

- A. Number of majors and overall course enrollments for each of last five years
- B. Description of undergraduate program
- C. Quality metrics on undergraduate majors
- D. Typical post degree positions of Department graduates

4. Graduate Materials

- A. Number and quality of graduate students over last five years
- B. Description of graduate program
- C. Application/admission statistics over last five years
- D. Pattern of graduate student financial support over last five years
- E. Time-to-degree and attrition statistics over last five years
- F. Teaching assistant/research assistant statistics over last five years
- G. Number of master's and doctoral degrees awarded per year over last five years
- H. Professional activities of graduate students
- I. Graduate student placement over past five years

C. General Charges to the External Review Committee

1. Assess the overall quality of the Department by comparison with its peers. What are the Department's most notable strengths and weaknesses? Keep in mind that Purdue is a Land Grant University with missions of discovery, learning, and engagement.
2. Assess the quality of the faculty in terms of national and international standing, quality of research, productivity, grant support, etc. Has it improved over the past five years? Is the level of grant support at the level expected for a high quality department? Are the Assistant Professors a step up/step down from the quality of the Department as a whole? Has the Department hired wisely over the past five years? What are the Department's sub-programmatic areas of strength? Weakness? What is the cause for the latter?
3. Provide a critical evaluation of the focus areas of the Department and offer specific evaluations of their potential, as well as recommendations needed for faculty development. Provide comments on the hiring plan for the Department and its fit with the strategic plans of

the Department and College of Science (see <https://www.science.purdue.edu/images/insightinnovationimpactfinal.pdf> for College of Science strategic plan). What role does the Department and should the Department play in multidisciplinary activities, especially in the coalescence areas identified in the School of Science strategic plan? How should the Department plan be modified and implemented?

4. Are there new programs/ideas/concepts that have been successful elsewhere that should be considered at Purdue? Are we well positioned to take advantage of the recent trends in government funding? Are we doing as much as we should/could to access industrial support and potential donors?
5. Assess the undergraduate teaching function of the Department. Are the proper courses being offered? Are the requirements for the major consistent with national expectations? Are the senior members of the faculty carrying their fair share of the lower level courses? Is the faculty teaching load consistent with the culture nationally? Are the courses and labs that are offered up to date? Are there too many courses offered? Too few? Are there courses that should not be taught, or perhaps taught less often or combined with other related courses, in order to better use teaching resources? Is the undergraduate teaching component getting its fair share of the Department's resources, both human and material? Are the undergraduates getting the education needed to succeed in industry or graduate school?
6. Assess the graduate program. What is the quality of the graduate students? Are their numbers appropriate to the Department's size? Is the length of time for the Ph.D. appropriate? Are the graduate program and its requirements well conceived? Are the graduate courses representative of the frontier of the field? Are there too many? Too few? Are there courses that should not be taught, or perhaps taught less often, in order to better use teaching resources? Do all the appropriate faculty have opportunities to present their specialties in course work and/or seminars? Is the program well balanced within the discipline? Are the graduate students receiving the level of education and experience needed to be competitive today? Is the graduate stipend appropriate, taking into account the cost of living?
7. Assess the infrastructure and the support staff of the Department, both as to quality and size. Is the overall staff large/small for the size of the program? Is the distribution of the staff appropriate? Are there areas of support that are notably weak or absent? Areas that are excessively large?
8. Are we working adequately towards increasing the diversity in faculty, staff, and students? What should we be doing that we're not?
9. Are the faculty search and hiring procedures working effectively to produce a highly successful and diverse faculty? Are there ways in which the procedures could be improved?
10. Assess the effectiveness of processes designed to help junior faculty be productive. Are junior faculty members being mentored effectively? Are there ways in which these processes could be improved?

11. Assess the physical facilities of the Department. Evaluate the quantity and quality of space. Is the research and office space distributed equitably among the faculty? Is it divided appropriately between teaching, research and support needs?
12. Assess the level of support being provided to the Department by the Central Administration. Is it appropriate/high/low for the Department's size and quality? What efficiencies could be achieved to free up existing monies for Departmental needs?
13. Assess the leadership of the department. Does the Head have vision? Is the Head a "leader" or a "manager"? Has the Department improved under this Headship? Does the Head have the support of his faculty and staff? How is the Departmental morale? Are there areas of faculty, staff or student concern that need to be raised between the Dean and the Head? How can we encourage all faculty members, especially the younger ones, to get engaged in setting the future directions of the Department?

XIV. Grievance Procedures for Academic Personnel

The new University Policy VIII.7.1 issued January 19, 2011, supersedes and invalidates the previous College of Science Grievance Policy and Procedures. All grievance issues will now be handled by a University level committee.

XV. Policies Concerning Graduate Students

(adopted March 8, 2000)

A. Time to Degree

The policy of the College of Science shall be that 7 years from entry into the graduate program (i.e., 14 semesters plus the intervening summers plus one additional summer to finish if necessary) be the maximum time allowed to complete the Ph.D. in Science. An additional year may be allowed if requested by the student's Thesis Committee and approved by the Department's Graduate Studies Committee. Any exceptions to this policy shall require approval by the Department Head. Each Science Department shall establish procedures to implement this policy.

The policy was developed after extensive deliberation by the College of Science Faculty Council. The intent of the policy is to ensure that students obtain their degrees in a timely fashion to maximize success in achieving their long-term goals. (There are procedures for exceptional cases to extend the time to the Ph.D. degree.) The Graduate Studies Committee in each Department will develop specific procedures to implement this policy.

XVI. General Processes

A. Sabbatical Leaves of Absence

Sabbatical Leaves of Absence will be administered in accordance with the University's Executive Memorandum B-11. Requesting a leave of absence is accomplished by completing a Request and Leave Action Form (RLA). It is important to include the purpose of the proposed sabbatical, the location at which the leave is to be taken, and the benefits which the faculty member believes will accrue to the University as a result of the sabbatical.

RLA's should be submitted at least one year in advance of the departure date being requested. To best help the departments plan for these absences, the College of Science requests a July 30 due date for RLA's for sabbaticals beginning one year out in August and a November 30 due date for sabbaticals beginning one year out in January.

Upon the completion of a sabbatical leave, a faculty member is obligated to return to the University for at least one complete year of service and to submit to the Dean of his or her College, through regular administrative channels, a special report covering the professional activities. This report does not have to be long in length, but should list the location of the sabbatical, the activities that took place during the leave, and the benefit to the University.

At the end of each fiscal year (June), the Dean will also send a reminder to the department heads to collect and forward to the Office of the Dean summaries of sabbatical activities from all departmental faculty who took a sabbatical leave that year, as specified in the Sabbatical Leave of Absence Policy B-11, Section 7.2. A reminder will be sent in August of the need for these reports to be submitted.

B. Reportable Outside Activities

- At the end of each fiscal year, the Dean of the College of Science will notify via e-mail all faculty and staff in the college of their responsibilities described in the Conflicts of Commitment and Reportable Outside Activities Policy X.2.4 for the upcoming fiscal term.
- At the beginning of each academic year, the Dean of the College of Science will require all heads and deans to attend a meeting in which he will discuss their responsibilities regarding Purdue faculty policies including the Sabbatical Leave of Absence Policy B-11 and Conflicts of Commitment and Reportable Outside Activities X.2.4.
- The annual activity reports filed by each faculty member will include a statement affirming that the person understands the Conflicts of Commitment and Reportable Outside Activities Policy X.2.4 and has filed all required requests.

C. Memorial Resolutions

When a faculty member (active or emeritus) dies, the department will write a memorial resolution which will be shared with the departmental faculty and staff in an appropriate manner. The completed resolution (including the names and addresses of appropriate family members) will be sent to the Associate Dean of Academic Affairs. The memorial resolution will be considered by the Faculty Council and then placed on the next faculty meeting agenda. At the faculty meeting, the memorial resolution will be read and a moment of silence observed.

The resolution will be sent to the Secretary of the Faculty for the agenda of the next scheduled University Senate meeting, where it will be read. Following this meeting, the University Senate office will send the family members a copy of the resolution and the memorial resolution will be included in the permanent records of the University Senate.