

## **2. GOVERNANCE / ADMINISTRATION**

### **2.1. Administrative Organization**

Purdue University's Landscape Architecture Program is an integral part of the Department of Horticulture and Landscape Architecture. It is one of the five undergraduate plans of study within the department, the others being Landscape Horticulture and Design, Public Horticulture, Horticulture Production and Marketing and Horticultural Science. While the Landscape Architecture Program is integrated into the department, it also maintains its own structure. There is a program chair responsible for coordinating the program. The members of the LA faculty have regular faculty meetings and an annual retreat. At such meeting, issues related to curriculum, course offerings, program administration, awarding of scholarships, fund raising, outreach, program infrastructure and a variety of other issues are discussed and approved. In addition, members of the LA faculty play an active role in departmental administration through appointments in various departmental committees (Table 2-1).

The Department of Horticulture and Landscape Architecture is one of eleven academic departments in the School of Agriculture at Purdue University (Figure 2-1). The Department Head, who reports directly to the Dean of Agriculture, administers the department. The Dean is supported administratively by the Associate Dean and Director of Agricultural Research Programs, the Associate Dean for Academic Programs, the Associate Dean of International Programs in Agriculture, and the Associate Dean and Director of the Cooperative Extension Service. All HLA faculty members are administratively responsible to the Department Head. The Dean of Agriculture reports directly to the Provost and the University President (Figure 2-2).

The Department Head is assisted by a professional business administrator, an assistant business manager, an administrative assistant and head secretary, and a student services coordinator. Faculty members contribute to the administrative activities by holding key leadership positions. These include the Chairperson of the Landscape Architecture Program as well as the Chairperson of the Curriculum Committee, Chairperson of the Graduate Committee, Extension Coordinator, and the Directors of various centers of excellence housed in the Department of Horticulture and Landscape Architecture. In addition, faculty members are involved in administration through appointments to various departmental committees (Table 2-1).

The Department Head in consultation with the LA faculty appoints the Chair of the Landscape Architecture Program. The individual serves a 3-year term with no term limit. The Chair has numerous duties, which include: serving as the spokesperson for the LA Program, convening and chairing LA faculty meetings and retreats, coordinating the LA Co-op program, coordinating the screening of candidates for acceptance into the professional LA program and providing advice and counsel to the Department Head regarding teaching assignments, space, budget, personnel issues and program direction. A complete description of this position is included in the appendix to this section (Appendix 2-1).

## **2.2 Administrative, Faculty, Professional and Support Staff Associated with the Landscape Architecture Program**

### University Administration

University President: Dr. Martin Jischke

Provost: Dr. Sally Frost Mason

Dean of Agriculture: Dr. Victor Lechtenberg

Associate Dean and Director of Academic Programs in Agriculture: Dr. Dale Whittaker

Associate Dean and Director of Agricultural Research Programs: Dr. W. Randy Woodson

Associate Dean and Director of Cooperative Extension Service: Dr. David Petritz

Associate Dean and Director of International Program in Agriculture: Dr. David Sammons

Head, Department of Horticulture and Landscape Architecture: Dr. Edward Ashworth

Chair, Landscape Architecture Program: Professor Bernard Dahl

### Landscape Architecture Faculty and Teaching Staff

Bernard Dahl, Associate Professor

Matthew Kirkwood, Assistant Professor

Dr. Rabindra Mukerjea, Professor and Director of University Strategic Planning

Gregory Pierceall, Professor

Kenneth Schuette, Jr. Administrative Professional / Instructor

Paul Siciliano, Assistant Professor

Robert Sovinski, Professor

Kim Wilson, Assistant Professor

### Support Staff

Robin Tribbett, Student Services Coordinator

Colleen Martin, Administrative Assistant to Department Head

Jane Slipher, Clerical Assistant for LA Program

Richard Feiertag, Business Manager

Barbara Wireman, Business Assistant

Carl Geiger, Computer Specialist

## **2.3 Policies and Procedures**

University policies are outlined in the Faculty/Staff Handbook, which is revised yearly. This handbook is distributed to all faculty members. The following text outlines some policies and procedures of relevance for this accreditation review.

### Academic Rank and Promotion Process

Academic ranks include Instructor, Assistant Professor, Associate Professor and Professor. Promotion is based on excellence in teaching; excellence in research, scholarship and/or creative endeavor; and/or excellence in outreach, engagement and service. Promotions are considered during the first semester of each academic year. It is a three-step process that begins with each of the junior faculty preparing a current vitae. All assistant and associate professors are reviewed annually, even though not necessarily eligible for promotion. The Department Primary Committee, composed of all full professors within the department, reviews the current vita submitted by junior faculty members. The process of primary review is comprehensive. The members of the primary committee receive the faculty member's vitae, and a copy of the current promotion guidelines plus an evaluation form. (Samples are included in Appendix 2-2 to 2-4 of this section.) Following their review, any member of the primary committee may nominate a faculty member for promotion. If nominated and seconded, that person is supported by the nominator plus another professor and guided through preparation and improvement of final materials to be carried forward through the rest of the intended promotion sequence. This "coaching" process is extremely supportive and

helpful to the candidate. Persons not eligible or not successful in the promotion sequence are not simply forgotten but are discussed in detail by the Primary Committee. The Department Head plus a committee representative meet with these persons to explain their status and offer both written and verbal advice and guidance regarding further advancement.

Individuals that receive a majority vote in the Primary Committee are forwarded to the Area (School of Agriculture) Committee. The Area Committee is composed of the department heads in Agriculture; the Associate Deans of Agriculture and one elected full professor from each department. The Dean of Agriculture chairs this meeting. Each department head presents the document of each individual being considered for promotion. A majority vote on a secret ballot of this committee is required for candidates to be forwarded to the University Committee on Promotions. This committee is chaired by the Provost and is composed of the various Deans plus a full professor from each school. At this stage, the Dean presents the case of advancing faculty. Candidates receiving a majority vote are recommended for promotion to the Board of Trustees. Tenure is a matter of university policy rather than a legal obligation. The policy establishes that Assistant Professors and Instructors must achieve tenure during a six-year probation period. Tenure is automatically granted to all faculty members as a consequence of promotion to the rank of Associate Professor or Professor. (Promotion policies are included in Appendix 2-5.)

### Faculty and Staff Performance

The performance of all faculty and staff are evaluated annually. The Department Head solicits an annual report of activities from each employee. The department head meets with each individual to review job performance. Using this information, the department head then makes a raise recommendation to the Dean of Agriculture.

### Sabbatical Leaves

Sabbatical leaves are considered to be privileges rather than rights, and approval or denial is at the discretion of the administration. In practice, the University has supported most legitimate sabbatical leave requests. The staff member appointed for the academic year may take a) one semester of half pay after 6 consecutive semesters of service, or b) two semesters leave at half pay or one semester at full pay after 12 consecutive semesters of service. Faculty appointments for the fiscal year provide sabbatical leaves a) for 6 months at half pay after 3 years of service, and b) 6 months at full pay to one year of half pay (with proportional rate adjustments) after 6 years of service. At least one complete year must be spent at the University following such a leave. Since our last accreditation, two members of the LA faculty (Sovinski and Peirceall) have taken a sabbatical leave.

## Consulting, Professional Practice, and Scholarly Efforts

Consulting and outside activities that do not interfere with the teaching or research mission of the University and that involve a payment of personal compensation may be performed upon approval of the University President. Faculty must seek such approval annually and also disclose any potential conflicts of interest. Such approval is generally granted, as it is in the University's best interest that its faculty remain professionally active. A complete description of these policies is available in the latest Faculty/Staff Handbook.

Scholarly effort is a central factor in consideration of faculty promotions. Purdue University is a research university and as such, faculty members are expected to contribute to the advancement of their field of specialization. Faculty members are encouraged to seek grant support for their scholarly efforts and are notified of possible opportunities on a regular basis. Funds are also available from the Departmental budget on a limited basis to support research, provide "seed" money to initiate projects and to assist faculty to attend professional conferences. The products of faculty research are important to the University. Copyright ownership of textbooks and manuscripts and their royalties belong to the author, except when the material is prepared as an assigned project. Inventions and patents resulting from research or investigations, conducted by Purdue staff or students using its time or facilities, are the property of the university and are assigned ordinarily to the Purdue Research Foundation with 1/3 of the royalties going to the author. The Purdue Research Foundation (PRF) is a non-profit corporation, which has been established to assist the university in development of facilities. The foundation accepts gifts, administers trusts, acquires property, negotiates contracts and performs other services as required.

## Impact of Policies and Procedures

The policies and procedures related to the Landscape Architecture program are supportive and positive. Direction and encouragement are clearly given. Good effort is noticed and is rewarded. Poor progress is also noticed and advice or assistance is promptly directed at revising this condition. The "system" is essentially fair and generous. Within the occasional constraints of budget realities, the opportunity is unlimited for faculty members to satisfy their goals and flourish as productive teachers and professionals.

### **2.4 Equal Opportunity**

The Department of Horticulture and Landscape Architecture, the School of Agriculture and Purdue University value ethnic and gender diversity. Purdue University is an Equal Opportunity/Affirmative Action Employer. We strive to provide equal access to students, employees and other clients of the University. The University maintains an Affirmative Action Office. This office plays an active roll in faculty recruiting. They review all employment ads, review recruiting plans and review the outcomes of faculty searches to insure that practices resulted in equal opportunity for all candidates. Dr. Nicole Gale, coordinator of multicultural programs, was recently hired by the School of Agriculture to assist in student recruiting and retention efforts.

## 2.5 Faculty and Student Population in 2003-2004

		Student : Faculty ratio
No. Teaching FTE	7	
Total Number of LA Students	175	25 : 1
No. LA students on campus (Less students on Co-op)	153	21.8 : 1
No. LA students on campus and in Professional Program (Less Pre-LA students and those on Co-op)	100	14.3 : 1

The ratio of students to faculty during studio periods.

### Pre-LA

LA 116 (fall) - 2 studios, 51 students; ratio = 25.5:1

LA 216 - 2 studios, 43 students; ratio = 21.5:1.

### Professional LA Program

LA 117 – 2 sections, 29 students; ratio = 14.5:1

LA 226 - 3 studios, 39 students; ratio = 13:1.

LA 227 - 2 studios, 34 students ratio = 17:1.

LA 246 - 2 studios, 34 students; ratio = 17:1.

LA 316 – 2 studios, 30 students; ratio = 15:1

LA 325 – 2 studios, 30 students; ratio = 15:1

LA 326 – 1 studio, 17 students; ratio = 17:1

LA 346 – 2 studios, 30 students; ratio = 15:1

LA356 – 1 studio, 17 students; ratio = 17:1

LA416 – 1 studio, 25 students; ratio = 25:1

LA 516 – 1 studio, 25 students; ratio = 25:1

## 2.6 Landscape Architecture Faculty Responsibilities.

The faculty at Purdue University are responsible for the curriculum. Course content and degree requirements are controlled by the faculty through well-established procedures. New courses and changes in courses or curriculum are first approved within the Landscape Architecture faculty. The department faculty and the faculty of the School of Agriculture must then approve such changes. All faculty take this responsibility seriously.

All faculty members have the opportunity and responsibility to prepare a budget each May for their activities for the following year. These budgets include requests for funds to cover the preparation of teaching materials, field trip expenses, special materials or equipment, and wages for students assistants. The department head does his best to honor requests while working with in the confines of the department budget. Once allocated, individuals have the flexibility and responsibility to use these funds as best serve the needs of their program. Faculty and staff also have control of gift and grant funds that are associated with their programs. The HLA Business Office maintains accurate and timely account information to assist individuals in tracking their expenditures.

There are opportunities for faculty to compete for internal University and School of Agriculture resources. Programs to fund instructional equipment, instructional computing equipment, international travel, summer salary, service learning projects and undergraduate research are available annually and the LA faculty have been successful in obtaining such funds to support our program.

## 2.7 Budget

University general funds come from student tuition, state support and overhead on sponsored programs. These funds are allocated to Schools by the central administration and in turn allocated to departments by the Dean of Agriculture. The bulk of general funds are used for faculty and staff salaries. A smaller proportion is used to support the general operation of the department and the support individual teaching, research and outreach programs. The Department Head is responsible for allocating these funds. Allocations are based on faculty requests, records of past expenditures, infrastructure needs and efforts to support new initiatives.

The budgeting process begins in late winter and concludes with approval from the Board of Trustees sometime in June. The budget becomes effective on the first of July, the beginning of the fiscal year. Although recurring funds support most costs associated with instructional programs, faculty members are expected to pursue external grant funding to support their scholarly endeavors and to supplement teaching funds. Members of the Landscape Architecture faculty have had fair success in such efforts.

### **Expenditures linked to Landscape Architecture Program for FY 2002-2003 and funds budgeted in support of program in FY 2003-2004.**

	FY 2002-2003	FY 2003-2004
Instructional Faculty	\$474,631	\$501,155
Limited-term Lecturers	\$ 41,000	0
Supporting Personnel	\$ 68,601	\$ 74,232
Faculty Allocations for S & E	\$ 30,000	\$ 33,500
Department Administration	\$ 98,523	\$ 68,100
Funds for Special Projects <sup>1</sup>	\$ 53,000	--

<sup>1</sup>Such funds came to support the program through internal grants and allocations to support instructional equipment, instructional computing equipment and the co-op program. These internal grant competitions have not been announced for the current FY.

## Appendix 2-1

### **Chair of the Purdue University Landscape Architecture Program**

#### Nature of appointment

- Appointed by the Head of the Department of Horticulture and Landscape Architecture with consultation from the Landscape Architecture faculty.
- Serves a 3-year term  
No term limit.  
An individual may be appointed to successive terms.
- The LA chair will receive a summer stipend equivalent to 10-weeks salary during their term in office. This stipend will enable the chair to meet their responsibilities year-round.
- The Department Head may terminate this appointment, if the Department Head and the Landscape Architecture faculty lose confidence in the incumbent's ability to serve the landscape architecture program effectively.

#### Duties of the Landscape Architecture Chair

1. Spokesperson and advocate for the Landscape Architecture Program
  - ASLA and CELA representative
  - Responsible for preparation of the annual ASLA report and accreditation documents
  - Serves as the chief representative for the LA Programs to students, alumni, parents, co-op offices and other interested parties
  - Serves as coordinator of fund raising activities for the LA Program
2. Convenes and chairs LA faculty meetings and faculty retreats.
  - Develops the agenda for such meetings in consultation with the LA faculty
  - Leads program in curriculum reviews
  - Coordinates selection of scholarship recipients
3. Provides advice and counsel to the HLA Department Head regarding teaching assignments and scheduling.
4. Provides advice and counsel to the HLA Department Head regarding allocation of resources associated with the Landscape Architecture Program.
5. Provides advice and counsel to the HLA Department Head regarding the job performance of faculty and staff associated with the Landscape Architecture Program for the purposes of promotion and annual performance evaluation.
6. Provides advice and counsel to the HLA Department Head regarding the assignment of office and studio space associated with the Landscape Architecture Program.
7. Leads LA faculty in the implementation of the LA Co-op program and the Student Exchange Program.

8. Coordinates the screening of candidates from the Pre-Landscape Architecture Program for admission into the Professional Program. This involves the following duties.
  - Solicitation of student portfolios and documents,
  - Assembling student materials and records in cooperation with the HLA Student Services Coordinator.
  - Coordinating faculty evaluation of students.
  - Informing students of the outcome.
  - Counseling of students not accepted into the program of alternatives.

## Appendix 2-2

### **Principles and Procedures for Promotion of Faculty in the Horticulture and Landscape Architecture Department**

1. During the first week of September the Department Head will collect CVs from all Assistant and Associate Professors. When the CVs are collected, an evaluation and nomination form will be attached to each (see attached). This nomination form will provide a basis for discussion and shall provide a mechanism to improve the CVs for those candidates who may be nominated for promotion.
2. The Department Head will utilize an advisory committee to appoint two presenters for each candidate who is nominated by two members of the Primary Committee. If a candidate receives only one nominating vote, the Department Head will poll members of the Primary Committee to determine if there is a second to that nomination. Presenters will be appointed if a second is obtained. One presenter should be very knowledgeable about the candidate's research, teaching and/or extension expertise, whereas the second may not. For example, an extension specialist should be assigned to a person who has a 90% research appointment. The presenters shall meet with the candidate to determine major strengths and weaknesses of the record. The presenters should strive to highlight strengths and weaknesses where possible. The comments of the Primary Committee will be used to enhance the strength of the CV, depending on the recommendation to promote or not to promote. The presenters may seek advice from various members of the Primary Committee. The revised CVs and a summary evaluation form for each shall be sent to the Primary Committee one week before it meets to discuss promotion of candidates.

Persons who are in their penultimate probationary year shall be automatically nominated for promotion and voted on by the Primary Committee, unless they specifically request otherwise in writing at any step in the process.

3. When the Primary Committee meets, the Department Head will ask each presenter to summarize the pros and cons of the candidate they represent. Following the presenters' discussion, the Department Head shall provide his evaluation of the candidate in relation to the Department's programs and needs. Subsequently, each member of the Primary Committee will be given an opportunity to discuss the candidate. It is of paramount importance that all of the Full Professors participate actively in an open and candid manner in this process.
4. At the meeting of the Primary Committee, all candidates for promotion from Assistant to Associate Professor shall be discussed first. After this discussion, a secret ballot shall be taken on a preprinted ballot with all candidates listed. Following each candidate's name, there shall be a place to signify yes or no for promotion. This secret ballot will constitute the only and final vote for promotion for that year. Those candidates receiving a simple majority shall be sent forward to the Area Committee. Only members of the Primary Committee present at the meeting shall vote.

Following the vote of candidates considered from Assistant to Associate Professor, those candidates considered for promotion from Associate to Full Professor shall be voted on by secret ballot in a similar manner. The Department Head will inform these candidates about the outcome of the actions taken by the Primary Committee as soon as practical.

5. These principles and procedures are consistent with the "University Promotion Policy," written by Provost Sally Frost Mason dated **May 1, 2003**. In these evaluations, it is critical that each person be evaluated on their own merit without regard or consideration of how many individuals totally or how many individuals in a specific area of responsibility (i.e. extension, teaching, research) are being considered for promotion.
6. The records of candidates not nominated for promotion will be discussed by the Primary Committee using the evaluation form as the basis of discussion. This discussion should address pertinent questions about the candidate's rate of progress toward promotion, areas of outstanding achievement, and areas of needed improvement. Transmittal of the evaluation form or its paraphrased summary along with the discussions of the Primary Committee will be done in a meeting with the candidate, the Department Head, and one member of the Primary Committee.

## **Appendix 2-3**

### **General Considerations to be Applied When Using the Evaluation & Nomination Form**

#### **A. Teaching**

Recognition by students: This is the cafeteria score by students.

Peer Recognition: Peer recognition for teaching is based on local awards, nomination by the department for awards, invitation to lecture in classes not taught by the candidate, involvement in University teaching symposia, etc.

Development of teaching materials: This can include articles and books published, sets of handout materials developed, video presentations, computer programs, or other materials that improve teaching methods.

National or international recognition: Consideration should be given to invitations to participate in regional, national or international meetings as well as serving as officers of regional, national or international societies. A major consideration will be an award from a national or international association. Invitations by universities and other organizations outside of Indiana to speak or give lectures reflect this recognition.

Scholarly activity: Publishing a book or articles in national or international journals and magazines related to teaching or education is considered scholarly work. Other acts of scholarly activity are an involvement in educational courses and training sessions to improve teaching methods.

#### **B. Research, Scholarship or Creative Endeavor**

Program establishment: When a research program is established it must have people doing research. Research information should be presented at meetings and published in refereed journals. An established research program will provide a basis for preparation of research proposals to augment the ongoing research.

Refereed publications: Refereed publications are papers that have been accepted by journals having an editor and an editorial board that obtain two or more reviews. Abstracts at state, regional or national meetings are not considered refereed publications.

Relevance to job assignment: In this consideration, the professional activities reported by the candidate must reflect the job assignment made by the administration.

National or international recognition: Same as for teaching with the addition that research candidates might serve on various review panels for research grants.

Graduate student involvement: Regard should be given for the training of graduate students at the MS and PhD levels. Also, the number of graduate student committees the candidate serves on is an important consideration. Training of postdoctoral associates shall be considered important post graduate involvement.

Competitive grants obtained: This area should consider the number as well as the amount of funds obtained from sources outside the University.

### **C. Excellence in Continuing Education and/or Service**

Program establishment: When an extension program is established there must be regular organized information flow and meetings oriented toward some segment of horticulture. Consideration should be given to extension programs organized throughout the state which include a record of the number of people involved in the programs.

Extension materials developed: This can include magazine articles, books, newsletters, bulletins, handout materials, video presentations, computer programs and other materials that improve extension education.

State recognition: A staff member spending a major portion of his/her time in extension should become highly visible in the state for a specific area of expertise. This visibility should be documented by publications, reports, meetings held, etc.

National or international recognition: (Same as for teaching)

Research related to extension: Staff members involved in extension should establish a significant research program to aid in solving practical problems related to their extension appointment. Results of this research should be published in appropriate newsletters, magazines, journals, etc.

### **D. Overall Performance and Potential for Future Growth**

In considering a candidate for promotion to Associate or Full Professor, he/she must show promise for future growth and development. The candidate's CV should reflect an expanding program and an aggressive attitude toward their assigned duties. A candidate considered for Full Professor must have already demonstrated his/her recognition as a national or international leader.

### **E. Departmental Contributions**

Staff members who wish to be considered for promotion must actively contribute to the general operation of the department by serving on departmental, school, and University committees. Faculty members should advise undergraduate and/or graduate students, work with student organizations when practicable, participate in regularly scheduled faculty meetings, and attend departmental seminars. In general, all faculty should work to improve programs and attempt to obtain state, national, and international recognition for the department.

**Appendix 2-4**

EVALUATION AND NOMINATION FORM  
Horticulture and Landscape Architecture Department

Name of Candidate: \_\_\_\_\_ Consider Promotion to: \_\_\_\_\_  
Assigned Responsibilities: T \_\_\_\_\_% E \_\_\_\_\_% R \_\_\_\_\_%

Degree of Professional Excellence Obtained in: Rating\*  
1      2      3      4      5      NA      U

**A. Teaching**

Recognition by students							
Peer Recognition							
Development of teaching materials							
National or international recognition							
Scholarly activity							
Other (list)							
Overall rating							

**B. Research, Scholarship, or Creative Endeavor**

Program establishment							
Refereed publications							
Relevance to job assignment							
National or international recognition							
Graduate student involvement							
Competitive grants obtained							
Other (list)							
Overall rating							

**C. Excellence in Continuing Education and/or Service**

Program establishment							
Extension materials developed							
State recognition							
National or international recognition							
Research related to extension							
Other extension activity (list)							
Overall rating							

**D. Overall Performance and Potential for Future Growth**

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**E. Departmental Contribution**

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Based on my evaluation of the above candidate, I do \_\_\_ do not \_\_\_ nominate\*\*him/her for consideration for promotion. My specific comments which summarize my evaluation are attached.

\_\_\_\_\_  
(Nominator--signature or code no.)

\*Rating: 1-excellent, 2-very good, 3-good, 4-fair, 5-poor, NA-not appropriate, U-unable or not qualified to judge.

\*\*To nominate a person for promotion, your signature is required. It is not required to sign if you do not nominate the candidate for promotion.

Comments

## Appendix 2-5

May 1, 2003

**Revised May 2003**

*(Supersedes Memorandum dated July 2002)*

**To:** Tenured, Tenure-Track, and Clinical/Professional Faculty

**Re:** *West Lafayette Campus Promotions Policy*

The following statements have been prepared for the purpose of informing the members of the tenured, tenure-track, and clinical/professional faculty of Purdue University of the policies and procedures that are followed in recommending them for promotion to higher academic rank.

### **SECTION I GENERAL CRITERIA FOR PROMOTION**

The tasks of University faculty members are to acquire, discover, appraise, and disseminate knowledge. They should communicate this knowledge and the manner of its acquisition or discovery to their immediate community of students and scholars, to their profession, and to society at large. Service to the institution, the community, the state, and the nation constitutes an important mission of University faculty members. As an institution of higher education with a commitment to excellence and a diversity of missions, Purdue University values creative endeavor, research, and scholarship; teaching and learning in its many forms; and extension, outreach and other forms of engagement activities. To be considered for promotion, a faculty member should have demonstrated excellence in at least one of these areas. Ordinarily, strength should be manifest in more than one of these areas.

### **RECOGNITION OF VARIETY IN ACHIEVEMENT**

The diversity of academic enterprise in a land-grant institution such as Purdue University is to be taken into account when promotions are considered. For example, artists' portfolios and performances that may simultaneously represent unique discoveries and their communication are equivalent to the more traditional publications and research products. The same is true of innovation in clinical instruction, diagnostic activities, extension and outreach roles, and the like. Administrative functions, committee service, special program management, contributions to staff development, leadership in community affairs, participation in scholarly and professional societies, membership on review panels, consultation to government agencies, and the like are additional examples of professorial roles worthy of appropriate recognition. Faculty also may contribute in ways such as assisting in the production of scholarly publications, devising curricula, developing courseware, counseling students, organizing laboratories and libraries, officiating in professional societies, and so on. Many other equivalents exist and have to be recognized by members of the successive committees on promotions.

Length of service in rank is one of the criteria for promotion, but by itself it should not insure promotion or cause denial of promotion.

## THE FACULTY REVIEW SYSTEM

The above requirements are intended to guide all academic units of the University. Throughout the entire promotion process, primary, area, and university promotion committee members respond to each tenure or promotion nomination as individuals, interpreting achievements described in the nominating documents in the light of standards appropriate for the nominee's discipline and the University's criteria for promotion. In the course of these evaluations, the give-and-take of full and confidential discussion is a critical element to informing each committee member of the candidate's accomplishments. To this end, and with the unanimous support of the University Senate Faculty Affairs Committee, only those promotion committee members present for the entire discussion of a candidate's record shall be extended the privilege of voting (Faculty Affairs Committee Meeting Minutes, March 2, 1998). Additional information about Purdue's promotion process is included in Section III of this document.

To optimize faculty growth and productivity, it is important that heads of departments and schools (in the cases of the Schools of Engineering, the Schools of Pharmacy, Nursing, and Health Sciences), who chair primary committees and have an active role on area committees, attempt to convey, annually and as accurately as possible, to each colleague who is not a full professor, what levels of performance and achievement are viewed favorably by those two committees. Deans of schools who chair area committees and have an active role on the University Committee on Promotions have corresponding obligations to the members of their area committees.

## SECTION II PROMOTION TO DIFFERENT RANKS

### **Tenure-track Faculty**

#### *Promotion to Assistant Professor*

A tenure-track instructor may be promoted to assistant professor upon attaining the level of professional accomplishment, which would have justified appointment to an assistant professorship.

#### *Promotion to Associate Professor*

Academic tenure is acquired on promotion to this rank. A successful candidate should have a significant record of accomplishment as a faculty member and show promise of continued professional growth and recognition.

#### *Promotion to Professor*

Successful candidates should be recognized as authorities in their fields of specialization by external colleagues -- national and/or international as may be appropriate in their academic disciplines -- and be valued for their intramural contributions as faculty members.

### **Clinical/Professional Faculty**

#### *Promotion to Clinical/Professional Assistant Professor*

Required degrees, qualifications, specialty certifications, and experience shall be determined by the appointing department. Successful candidates for promotion must exhibit expertise in clinical/professional practice and be qualified to participate in the education program of the department. They also must have a primary commitment to assist the school in meeting its programmatic need for clinical/professional services and instruction.

Promotion to Clinical/Professional Associate Professor

Required degrees, qualifications (e.g., certification), or experience shall be determined by the appointing department. Successful candidates for promotion must demonstrate evidence of excellence in teaching and clinical/professional practice and have a primary commitment to assist the school in meeting its programmatic need for clinical/professional services and instruction. They also are expected to have accomplishments or potential for national prominence in their fields.

Promotion to Clinical/Professional Professor

Successful candidates must demonstrate an extremely high level of professional accomplishment in teaching, service, and clinical/professional practice and must be recognized by their peers at the national level.

**SECTION III  
GENERAL PROCEDURE**

During the first semester of each academic year, the head of each school, division, or department shall convene the primary committee, which is to consist of all tenured full professors in the respective administrative unit. The department head shall act as chair of the primary committee.

In departments with fewer than five tenured full professors, including the department head, additional tenured full professors to meet this minimum number shall be appointed by the chair of the area committee (usually the dean) to which the primary committee reports, following consultation with the appropriate department head. Tenured associate professors may be added to the primary committee by the tenured full professors to discuss and to vote upon promotions up to and including the associate professor level. Clinical/professional faculty at the professor level will sit with the committee in review of documents of clinical/professional faculty being considered for promotion.

Persons who are in their penultimate probationary year shall be automatically nominated for promotion and voted on by the primary committee, unless they specifically request otherwise in writing at any step in the process. Persons also may be nominated for promotion by any member of the primary committee. Those whose nominations are seconded shall be voted on by the committee. Persons with tenure who are not nominated by a member of the primary committee but, nevertheless, consider themselves ready for promotion may nominate themselves and have their cases for promotion considered by the primary committee, if they have not been considered for promotion during the last three years. All voting on candidates by a primary committee shall be done by secret ballot.

The department head shall prepare a form (Nomination for Promotion -- President's Office Form 36) for each nominee for whom a majority affirmative vote is obtained and forward this form to the dean of the school for consideration by the area committee. The department head may also, if he/she wishes to do so, forward a nomination form for a person nominated in the primary committee who did not receive a simple majority vote.

The department head shall not cast a vote in the primary committee; rather, his/her recommendation will appear separate from the primary committee's recommendation on the promotion document. This constraint will not apply if the number (including the chair) of tenured full professors on the primary committee is less than seven.

**The Provost, the ~~Vice President for Research and~~ Dean of the Graduate School, and the other members of the University Promotions Committee (see below) who are deans of academic schools will not vote in any primary committee.**

The Nomination for Promotion form and supporting documentation shall contain at least the following items: name of the nominee, date and rank of initial appointment, dates and ranks of subsequent promotions, proposed rank, list of academic degrees, basis of nomination, prior experience, teaching assignments and evaluations of performance, research responsibilities and achievements, extension assignments and evaluation of performance, scholarly work in progress, publications, administrative and committee responsibilities, other pertinent activities (membership and positions held in professional societies, consultation, committee and public service, etc.), prospects for future development, comments and recommendations by the department head, and the vote of the primary committee.

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.

To permit candidates and potential candidates to exercise these rights in a convenient fashion, it is expected that each chair of a primary committee should, during the first month of each fall semester, publish a timetable setting forth the dates of the primary committee meetings and suitable deadlines for faculty members to update their files and to receive and react to the appropriate parts of a nomination for promotion.

The area committee shall consist of the dean, serving as chair, all the school's directors (in the case of the School of Agriculture) and department heads, and/or school heads (in the cases of the Schools of Engineering and the Schools of Pharmacy, Nursing, and Health Sciences), plus tenured full professors elected by the voting faculty of the school according to procedures established by that faculty. At least one-third of the membership of each area committee shall consist of tenured faculty members without administrative responsibilities. In no case will the number of faculty members without administrative responsibilities be fewer than two. Clinical/professional faculty at the rank of full professor selected in accordance with school procedures will sit with the area committee in review of documents of clinical/professional faculty.

Each nomination shall be considered and discussed individually by the area committee, after which a secret ballot will be held. The result of the ballot shall be recorded on the nomination form.

The dean shall not cast a vote in the area committee. Rather, the dean's recommendation will appear separate from the area committee's recommendation on the promotion document.

A separate, secret ballot shall be cast for each candidate in the primary and area committees. In addition to providing for a "yes," "no," or "abstain" vote, the ballot should provide an opportunity to show reasons for the vote cast, with space allocated for comments, explanations, etc. The primary purpose of the ballot, other than to obtain a numerical vote count, is to contribute to a summary for "feed-forward" and "feed-back" use. The reasons for a negative vote are especially important.

Candidates who receive at least a simple majority vote of the area committee and support of their dean will be considered by the University Promotions Committee. In addition, the University Promotions Committee will consider candidates who receive either a simple majority vote of the area committee or

the support of their respective school dean. Panel A will consider promotions within tenured and tenure-track ranks and Panel X will consider promotions within clinical/professional ranks. These panels, following a secret ballot on each nomination, shall record the result of their ballot on a form that also shows the results of the balloting by the primary and area committees. These forms are then to be transmitted to the President of the University who, in turn, makes his/her recommendations to the Board of Trustees for final action.

In those cases where a recommendation supported by at least two-thirds of an area committee has been rejected by the University Promotions Committee, the dean may request written explanations for the vote.

Panel A of the University Promotions Committee for the West Lafayette campus shall consist of the Provost (chair); the ~~Vice President for Research and~~ Dean of the Graduate School; the academic school deans; seven tenured faculty members nominated by the University Senate Nominating Committee and appointed by the President for three-year terms.

Panel X shall consist of the Provost as chair, three academic school deans from schools employing clinical/professional faculty, and six faculty members. The Provost shall nominate three of these faculty from Panel A of the University Promotions Committee. The remaining three faculty, either tenure-track or clinical/professional professors, shall be nominated by the University Senate Nominating Committee and appointed by the President for three-year terms.

It is in the best interest of the University and faculty that full and frank discussion occur during the deliberations of promotion committees. The confidentiality of remarks made at such meetings should, therefore, be carefully preserved. Recommendations against promotion may be discussed with the faculty member affected, in a discreet manner and without undue delay, by the appropriate department head or dean. ~~Recommendations for promotion, on the other hand, should not be discussed, nor should information or publicity be given by anyone until the recommendations of the University Committee on Promotions have been acted upon by the President of the University and the Board of Trustees. Appropriate announcement will then be made from the President's Office.~~ **Faculty will be advised of their promotion progress by their department head after the Primary Committee and by their dean after the Area Committee and University Promotions Committee meetings. Official notice will be sent to promoted faculty members after the president and the Board of Trustees approve the promotions.**

Sincerely,

Sally Mason  
Provost

***NOTE: Changes are highlighted in bold.***

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POLICY-04