

**Department of Electrical and Computer Engineering
Southern Illinois University Carbondale**

OPERATING PAPER

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I. Mission Statement

The mission of the Department of Electrical and Computer Engineering at SIUC is to serve society as a center for learning and innovation in all major areas of electrical and computer engineering. The Department accomplishes its mission by disseminating existing knowledge through teaching, by creating new knowledge through research and publications, and by converting original ideas and concepts into new technologies. Through integration of education and research, the Department creates the academic environment necessary for training innovators and leaders for the future.

II. Educational Objectives

The educational objective of the Department is to provide the students with high-quality education and to equip them with lifelong learning skills, which will allow them to adapt to a continuously changing work environment throughout their professional career. This objective is achieved by providing the students with a strong background in basic and engineering sciences, by exposing them to extensive design experiences, and by placing heavy emphasis on laboratory training and the use of computer-aided design tools. The specific educational objectives of each program offered by the Department shall be published in the respective SIUC catalog and on the web site of the Department.

III. Department Organization

A. Faculty

The Faculty of the Department shall consist of all Professors, Associate Professors, Assistant Professors and Visiting Instructors, as well as Adjunct, Emeritus and Visiting appointees holding academic rank in the Department.

B. Voting Faculty

1. Composition

The Voting Faculty shall consist of the tenured and tenure-track continuing faculty who have at least fifty percent appointment in the Department.

2. General Authorities and Responsibilities

The Voting Faculty of the Department, in consultation with the Chair, shall initiate, formulate, approve and modify any and all general, academic and operating policies and procedures within the mission, objectives and goals of the Department.

The Voting Faculty of the Department shall have original jurisdiction over the establishment of new degree programs, the degree requirements, the establishment of new courses and the modification or cancellation of existing courses.

The Voting Faculty shall review the detailed fiscal report (for all accounts), prepared by the Chair at the end of each fiscal year.

C. Graduate Faculty

The Graduate Faculty shall consist of all members of the Faculty of the Department who are members of the University Graduate Faculty.

D. Department Chair

The Chair represents the Department and provides leadership for the achievement of the mission, educational objectives and goals of the Department, based on the respect, trust and confidence of the Faculty. As the executive officer of the Department, the Chair implements the decisions and policies approved by the Faculty. The Chair, in consultation with individual faculty members and staff, assigns their expected contributions and evaluates their performance, based on this assignment. Finally, the Chair is responsible for facilitating and assisting the growth and professional development of the faculty and staff. The Chair has the appropriate fiscal and administrative responsibilities and authorities assigned by the Board.

E. Associate Chair

The Associate Chair assists the Chair with the daily operation of the Department, and could be assigned (with the approval of the Voting Faculty) one of the major areas of responsibility, such as Industrial Relations, Assessment or Accreditation. The Associate Chair substitutes for the Chair when absent.

F. Coordinator of Undergraduate Studies

The Coordinator of Undergraduate Studies is the chief Undergraduate Advisor, and is responsible for approving the satisfactory completion of all graduation requirements for undergraduate students. The Coordinator of Undergraduate studies oversees the assessment of the undergraduate programs and is the Chair of the Undergraduate Committee of the Department.

G. Coordinator of Graduate Studies

The Coordinator of Graduate Studies is the chief Graduate Advisor, and is responsible for approving the satisfactory completion of all graduation requirements for graduate students. The Graduate Coordinator oversees the graduate admission process and the assessment of graduate programs, and is the Chair of the Graduate Committee.

H. Coordinator of Computer Engineering

The Coordinator of Computer Engineering is the Chair of the Computer Engineering Committee.

I. IEEE Advisor

The IEEE Advisor oversees the operation of the IEEE student branch at SIUC, and works toward encouraging the students to join IEEE and to participate in its activities.

J. Faculty Secretary

The Faculty Secretary records the minutes of the Faculty Meetings, and is responsible for signing any document requiring verification of the vote of the Faculty.

K. Undergraduate Committee

The Undergraduate Committee reviews proposals regarding courses, graduation requirements and changes to the undergraduate programs and makes recommendations to the Faculty. Based on the assessment outcomes or other inputs, the Committee initiates proposals to the Faculty regarding changes to the undergraduate programs.

L. Graduate Committee

The Graduate Committee reviews proposals regarding courses, graduation requirements and changes to the graduate program, and makes recommendations to the Faculty. Based on the assessment outcomes or other inputs, the Committee initiates proposals to the Faculty regarding changes to the graduate program.

M. Computer Engineering Committee

The Computer Engineering Committee is responsible for initiating proposals and recommendations to the Undergraduate and Graduate Committees regarding all issues specifically related to the area of Computer Engineering.

N. Tenure Committee

The tenure Committee consists of all tenured Voting Faculty. The Department Chair serves as Chair of the Tenure Committee. The members of the Tenure Committee (excluding the Chair) vote with secret ballot. The Chair's vote and recommendation is provided separately with a letter to the Dean. The decision of the Tenure Committee is an independent recommendation to the University.

If the number of negative votes is more than fifty percent of the number of tenured Faculty eligible to vote (including the Department Chair), tenure is denied and such a vote cannot be overruled, except in cases of failure to observe the standards or of demonstrated discrimination.

O. Promotion Committee

The Promotion Committee Consists of the members of the tenured Voting Faculty at rank equal to, or higher than, the rank sought by the individual being evaluated. The

Department Chair serves as Chair of the Promotion Committee. The members of the Committee (excluding the Chair) vote with a secret ballot. The Chair's vote and recommendation is provided separately with a letter to the Dean. The decision of the Promotion Committee is an independent recommendation to the University.

P. Industry Advisory Council

The members and the chair of the Industrial Advisory Council are selected by the Department Chair, in consultation with the faculty. The Council meets with the Department at least once per year to address issues related to:

- Undergraduate and Graduate curricula in view of the anticipated trends in industry.
- Senior Design Projects.
- Interface with industry regarding research and development.
- Industry support for the Department, in general.

IV. Departmental Procedures

A. Departmental Meeting

Departmental meetings are called by the Chair at the scheduled time and location, when warranted by Departmental business. All faculty members are encouraged to attend. However, the Voting Faculty have a duty to both attend and participate. The Chair shall circulate the Agenda at least two days prior to the meeting. For the purposes of quorum and decision making at the Departmental meeting, members of the Voting Faculty on Leave of Absence or on Sabbatical Leave are not counted in the total number of Voting Faculty, unless present in the meeting or represented by proxy. Quorum requires the presence of the majority of the Voting Faculty. Items not included in the Agenda may be introduced for discussion and vote at the meeting, with the approval of two-thirds of the total number of Voting Faculty. Items are approved at the meeting when voted by the majority of the total number of Voting Faculty.

Extraordinary Departmental meetings may be requested with a written petition by at least twenty-five percent of the Voting Faculty members. The petition will include the purpose and the Agenda of the meeting, which shall be called within ten days from the presentation of the petition.

The Departmental meetings will be conducted in accordance with the Robert's Rules of Order. When requested by a Voting Faculty member, the decision of the Department will be taken with secret ballot.

B. Department Chair Search

Within fifteen days from the official announcement that the Department Chair position will be vacated, a Departmental meeting (for Voting Faculty only) is called to decide whether a national or an internal search will be requested. This decision is a

recommendation to the Dean. If the recommendation is for national search, the Department works with the Dean to secure his approval and the approval of the University.

1. National Search

The Department elects a Search Committee consisting of seven members of the Voting Faculty, making every effort to maintain diversity. The Committee elects their Chairperson. The Search Committee prepares the position announcement, obtains Departmental approval and submits it for final approval from the Dean and the Provost. Following normal administrative procedures (and approval from the Dean and the Provost) the Search Committee coordinates the effort for publicizing the announcement and for attracting quality applicants. The Search Committee narrows the field of applicants down to the semi-finalists group, typically consisting of the seven to ten top applicants, and then solicits letters from their references.

The Voting Faculty, after reviewing all materials submitted and after making their own independent inquiries, return a secret ballot to the Search Committee, ranking the semi-finalists in order of preference and, in addition, indicating which of the semi-finalists are not acceptable. The tenured members of the Voting Faculty return a second secret ballot indicating which of the semi-finalists meet the criteria for granting tenure in the Department. The Search Committee ranks all the semi-finalists in accordance to the rankings provided by the Voting Faculty (if N semi-finalists then the candidate ranked first receives N points and the candidate ranked last receives one point). Semi-finalists acceptable to less than two-thirds of the Faculty who voted are eliminated from further consideration. Semi-finalists receiving positive tenure vote by less than fifty percent of the tenured Faculty voted are eliminated from further consideration. The Search Committee submits to the Dean the group of finalists, consisting of the three to five highest ranked candidates, with the request to be invited on campus for interview.

After the on-campus interview process, the Voting Faculty return a secret ballot to the Search Committee, ranking the finalists and, in addition, indicating which of the candidates are unacceptable. The Search Committee solicits written evaluation and relative ranking of the finalists, from all who interview the candidates. The Search Committee ranks the finalists, taking into consideration the rankings provided by the Voting Faculty and the input from all who interviewed the candidates. Candidates who do not receive at this stage at least two-thirds acceptance vote are eliminated from further consideration. The names of the remaining candidates, in the order ranked by the search committee, are submitted to the Dean as the recommendation of the Department. If none of the candidates interviewed receives at least two-thirds acceptance vote from the Faculty who voted, more candidates from the pool may be invited for interview in the order they have been ranked until the list of eligible candidates is exhausted.

Usually the Search Committee's top candidate is the obvious choice and is offered the position by the Dean. The Dean, however, has the latitude, especially in the case

of closely ranked top candidates, to select any of the candidates submitted by the Search Committee. Before making his final decision, the Dean meets with the Search Committee and if necessary, all the faculty to discuss the strengths, the weaknesses and the relative rankings of the candidates.

2. Internal Search

The Department elects a Search Committee, consisting of five Voting Faculty who are not candidates for the position. The Search Committee develops the position description, which is to be approved by the Department, the Dean and the Provost, in accordance to the standard administrative procedures. The Search Committee seeks applications with a vita, and a “statement of educational and administrative philosophy,” from all tenured faculty members in the Department. The Voting Faculty will return a secret ballot ranking the candidates in order of preference. The Search Committee will rank the candidates in accordance to the rankings provided by the Voting Faculty. The two candidates with the highest ranking will be the finalists. In the event that more than two candidates tie at the top of the list, a runoff election will be held among them, until the two top candidates emerge.

The Search Committee will submit the names of the two finalists to the Dean, with the request to initiate the interview process. The Search Committee seeks written evaluation and relative rankings of the candidates from all who interviewed the finalists. Following the interview process, the Voting Faculty return a secret ballot to the Search Committee, indicating the ranking of the finalists in terms of preference. The Search Committee ranks the finalists in accordance to the rankings of the Voting Faculty and the input from all who have interviewed the candidates, and it submits these rankings to the Dean as the final recommendation of the Department. The staff and non-voting faculty are encouraged by the Search Committee to provide confidentially their feedback to the Dean.

The Dean makes the decision to offer the position using the same process as in the case of the national search.

C. Re-appointment of the Department Chair

The appointment of the Department Chair is a continuing appointment. Following the review process at the Department level, the Dean considers the result and recommends to the Provost with regard to the re-appointment of the Chair.

In the case that the review of the Chair is negative, and in addition, there is a serious crisis in the relation between the Chair and the Voting Faculty, the Dean (at the request of the majority of the Voting Faculty with a written petition) may assign the duties of the Chair to the Associate Chair or to an Acting Chair, while the Chair serves the remaining time of the current continuing appointment.

D. Review of the Department Chair

The Department Chair shall be reviewed every three years, early in the fall semester, in accordance with the current University policy regarding the review of administrators. In the case of a serious crisis in the relations between the Chair and the Voting Faculty, documented with a written petition by one-third of the Voting Faculty, the Dean shall initiate an early review of the Chair. The early review shall take place within three weeks from the submission of the petition.

The review is conducted by the Chair Review Committee, consisting of five members of the Voting Faculty (elected by the Department). The committee members elect the committee chairperson. The Voting Faculty return to the Review Committee a secret ballot, rating the performance of the Chair, providing feedback regarding the operation of the Department, and stating whether or not the appointment of the Chair should be extended. If the majority of the Voting Faculty (the majority of the total Voting Faculty, not those that voted) recommend that the appointment of the Chair be continued, then the result of the Chair review is positive at the Department level. Otherwise the Department recommendation is negative. The recommendation of the Department is submitted to the Dean.

E. Selection and Appointment of Associate Chair

The Department Chair nominates one of the tenured Voting Faculty as Associate Chair. The Voting Faculty return a secret ballot, indicating whether or not the nominee is acceptable. If the majority of those who voted approve the nomination, then the Chair appoints the nominee.

F. Selection of Acting Department Chair

If, for any reason, the position of the Chair is vacated and the appointment of the new Chair is not expected to occur within six months, then an Acting Chair shall be selected. The voting faculty meet, select (with secret ballot) and submit to the Dean the names of two candidates (if there are two or more interested tenured faculty members). The Dean offers the position to one of these candidates.

G. Selection of Departmental Committees and Representatives

The members and Chairs of all the Departmental Committees referenced in the previous sections (with the exception of the Promotion, Tenure and Computer Engineering Committees) shall be elected with secret ballot by the Voting Faculty. The term of Departmental committees shall be one year. The same process applies for the members of ad-hoc Departmental Committees, the IEEE Advisor and for Departmental Representatives to standing or ad-hoc College or University Committees. The members of the Computer Engineering Committee are the faculty with technical expertise in the area of Computer Engineering, and the Computer Engineering Coordinator shall be a tenured member of the Committee elected with secret ballot by the Department.

The election process is based on the point system, if N is the number of candidates then the candidate ranked first receives N points and the candidate ranked last receives one point. In the case of committees the candidate with most points is elected as committee chair and the remaining top candidates are elected as committee members.

V. Faculty Evaluation

For the purposes of promotion and tenure, the Faculty are evaluated based on the Departmental Guidelines for Promotion and Tenure. For the purpose of merit raises, the Faculty are evaluated based on their performance with regard to their assignments, during the period since the previous merit raise was awarded, unless this period is otherwise specified by the University.

A. Documentation

Faculty members are responsible for providing evidence regarding their performance and achievements. This evidence shall be included in the Departmental file of the faculty member, along with any other relevant document(s) submitted to the Department. Any document not submitted by the faculty member shall be copied to him/her (for response, if necessary) before it is included in the Departmental file. At the beginning of the spring semester, all faculty shall review their departmental files, shall submit an updated curriculum vitae and shall submit a detailed achievement and productivity report covering the past calendar year. The Department Chair, based on these individual reports, shall prepare the Departmental Achievements and Productivity Report. This report shall be the only Agenda item of a Departmental meeting called for the purpose of developing strategies to improve the productivity of the Department.

B. Assignment of Duties

During the spring semester, the Chair shall meet individually with all faculty, discuss their current interests and plans, explain the needs of the Department programs and give them their assignments for the next academic year. In making the assignments of duties, the Chair shall make every effort to best utilize the talents and expertise of the faculty, accommodate their research plans and interests, and maximize the efficiency and productivity of the Department. In the case of Assistant Professors, and to a lesser extent of Associate Professors, the first criterion in assigning their duties is their professional development and promotion. The teaching load, in the Department, ordinarily is not expected to be higher than two courses per semester. The "Duties Assignment Form" is signed by both the faculty member and the Chair. If, due to unforeseen circumstances, a change of this assignment is necessary at a later date, the Chair will explain, in writing, the reasons for the change to the faculty involved.

C. Merit Raises

The Departmental Achievements and Productivity Report provide a fairly accurate measure of the average productivity of the Department Faculty. During the spring

semester, the Chair reviews the Achievements and Productivity Reports of the faculty, in conjunction with their respective assignments of duties, and assesses the productivity of each faculty member in relation to the average productivity of the Department. The Chair then meets with each faculty member to discuss this assessment. Following these meetings, the faculty members receive the evaluation of their productivity by the Chair in writing. Faculty who may disagree with the Chair's assessment regarding their productivity shall express and explain their disagreement in writing within fifteen days.

The Faculty productivity assessment shall constitute the basis for the allocation of the merit component of the annual salary raises. The recommendation of the Chair to the Dean, regarding the allocation of the merit component of the salary raises, shall be accompanied by the letters (if any) from Faculty expressing disagreement with regard to the Chair's assessment.

D. Promotion to the Rank of Associate Professor

1. Guidelines

Assistant Professors shall be promoted to the rank of Associate Professor when they provide evidence of effective teaching, and when they demonstrate their ability to independently establish and direct a successful research program.

Assistant Professors promoted to the rank of Associate Professor are automatically granted tenure in the Department of Electrical and Computer Engineering.

2. Annual Reviews

During the spring semester, the Promotion Committee reviews the Departmental files of all Assistant Professors. The Chair meets with them individually to discuss the outcome of their annual review and their progress toward promotion. The result of this annual review shall be documented by a letter from the Chair, on behalf of the Promotion Committee, to each Assistant Professor, indicating the progress made toward promotion and providing guidance for the future. In addition to the above, the Chair makes an independent review of all non-tenured faculty members (during the spring semester) and presents it to the Dean before the Dean and Chair's meeting with each of those faculty.

3. Promotion File

Assistant Professors, when they believe they are ready for promotion, shall prepare their promotion file (with the help of the Chair) by tabulating the relevant information accumulated in their Departmental file. In each case, the Chair shall solicit technical opinions from relevant external reviewers regarding the quality and visibility of the research record of the candidate. The Chair shall also solicit opinions from former undergraduate and graduate students regarding the performance of the candidate as instructor, advisor and mentor.

4. Voting Process

The members of the Promotion Committee shall review the promotion file and shall return a secret ballot rating the performance of the candidate in the areas of teaching, research and service, and concluding with a recommendation regarding the request for promotion. The performance ratings and the vote regarding the promotion must be accompanied by a detailed justification based on the guidelines, the contents of the promotion file and the annual reviews of the candidate. The contents of each ballot shall be included in the file, and therefore, ballots (although anonymous) could be challenged, if not consistent with the guidelines or the factual evidence in the promotion file. Any challenge shall be attached to the promotion file.

E. Promotion to the Rank of Professor

1. Guidelines

Associate Professors shall be promoted to the rank of Professor when they provide evidence of continuous and sustained growth in both teaching and research, following their promotion to the rank of Associate Professor. In addition, they have to demonstrate their commitment to the mission of the Department by developing and supporting scholarly activities and programs.

2. Process

The promotion evaluation process (including annual reviews, preparation of the promotion file and the voting process) shall be exactly the same as in the case of Assistant Professors.

F. Evaluation for Tenure

1. Guidelines

New Faculty recruited at the ranks of Professor or Associate Professor (without tenure) shall be evaluated for tenure not earlier than two years after their original appointment. The tenure evaluation shall be based on their sustained productivity at a level appropriate to their rank, and on their compatibility with the mission goals and objectives of the Department.

2. Process

The tenure evaluation process (including annual reviews, preparation of the tenure file and the voting process) shall be exactly the same as in the case of Assistant Professors.

VI. Evidence of Achievements and Productivity

A. Teaching

Evidence of achievements and productivity in teaching includes, but is not limited to, the following:

1. Student evaluations, administered by the Department at the request of the faculty member.
2. Textbooks or chapters contributed to textbooks.
3. Articles published in the IEEE Transactions on Education or other referred journals in the area of engineering education.
4. Articles co-authored by undergraduate students, resulting from senior design projects or other undergraduate courses.
5. Funded proposals for projects primarily educational in nature.
6. Outstanding teaching awards at the Department, College and University levels, and other teaching awards.
7. Senior Design Project reports.
8. Development of new courses, laboratory manuals and educational software.
9. Development of novel course assessment methods leading to effective feedback for optimizing the educational process.
10. Credit hour generation.

The items listed above are not ranked in terms of importance, and no single faculty member is expected to engage in all these activities. Some of the above constitute evidence of integration of teaching and research, which is an important part of the mission of the Department.

The student evaluation of teaching shall be administered by the Department as follows: The instructor who wishes a course evaluated notifies the Department four weeks prior to the end of the semester. The Department then notifies the instructor regarding the date and time that the Department representative will interrupt the class to administer the evaluation in the presence of the instructor. The results of this evaluation can be submitted to the Department by the instructor. The Department, however, will not accept student evaluation results, if the evaluation was not administered as above.

B. Research

Evidence of research accomplishments and productivity includes, but is not limited to, prize winning papers, outstanding research awards from professional societies, citations in the Science Citation Index, publications, research proposals, research grants awarded, patents, and theses and dissertations supervised. In terms of significance, publications are ranked as follows:

1. Archive journal publications, such as all IEEE Transactions papers or papers in other archive journals.
2. Papers in other refereed journals.
3. Monographs, graduate level textbooks or chapters contributed to graduate level textbooks.
4. Invited papers in national and international conferences, and key-note addresses in major professional meetings or workshops.
5. Conference proceedings papers.

Proposals and grants, in terms of significance, are generally ranked as follows:

1. Grants awarded through competition at the national level.
2. Grants from industry and State Agencies.
3. Proposals to national agencies receiving favorable reviews.
4. Other grants.
5. Other proposals receiving favorable reviews.

C. Service

Evidence of accomplishments and productivity in service includes, but is not limited to, the following.

1. Participation and contributions to IEEE or other professional society Committees.
2. Participation and contributions to IEEE or other professional society Working Groups.
3. Serving on editorial-boards of technical journals.
4. Serving as Chair or member of organizing committees of technical conferences.
5. Serving as Chair or member of technical committees of research conferences.
6. Reviewing for IEEE Transactions or other technical journals.
7. Reviewing for NSF or other funding agencies.
8. Reviewing of textbooks for major publishers.
9. Service to the Department as part of the duties assignment.
10. Service to the College and University appropriately documented.
11. Service to K-12 education, related to engineering and other recruiting activities, particularly those involving women and minorities.
12. Service to the community.

The items above are not listed in order of importance, and no single faculty member is expected to engage in all these activities. Some of the items above constitute evidence of high visibility in research and/or teaching.

VII. Recruiting of Faculty

The position announcement shall be approved by the Voting Faculty at a Departmental meeting and submitted for approval by the Dean and the Provost. The minimum qualifications for faculty candidates shall be an earned Ph.D. in Electrical Engineering, or related field, and a demonstrated commitment to research. A search committee with a

minimum of three members shall be elected to screen the applicants. All application materials, however, shall be available to all Voting Faculty. The recommendation of the Search Committee (regarding the ranking of the applicants) shall be discussed at a Faculty meeting. The final decision regarding the applicants to be invited for interview shall also be made at that time

Following the on-campus interviews, the Voting Faculty return a secret ballot indicating which of the applicants interviewed are acceptable and ranking the acceptable candidates in order of preference. Candidates acceptable to less than sixty percent of the Voting Faculty shall be eliminated from further consideration. Based on the recommendations of the Faculty and all others that participated in the interview process, the Chair, in consultation with the Dean, shall offer the position to one of the candidates acceptable to the Voting Faculty.

VIII. Amendment

The Operating Paper can be amended only through the following process:

1. A detailed written petition, signed by at least twenty percent of the Voting Faculty, outlining and justifying the proposed amendments, shall be submitted to the Chair and copied to all Voting Faculty.
2. A Departmental meeting, with the only Agenda item being the petition above, shall be called soon, but not earlier than, fifteen days after the submission of the petition.
3. Amendments are approved when voted by at least two thirds of the Voting Faculty.
4. The Operating Paper, amended following the process above, is submitted for approval by the Dean of Engineering and the Chancellor of the University.

IX. Implementation

This Operating Paper, approved by the Voting Faculty on this May 10, 2001, shall become effective on the first day, following its approval by the University. All the issues addressed in this Operating Paper are specific to the Department of Electrical and Computer Engineering. Other issues not addressed in the operating paper, such as faculty or student grievance or discipline, are addressed by College or University policies and procedures.