

**UNIVERSITY SENATE**  
First Meeting, Monday, 8 September 2008, 2:30 p.m.  
Room 302, Stewart Center

**AGENDA**

1. Call to order Professor Raymond A. DeCarlo
2. Approval of Minutes of 21 April 2008
3. Acceptance of Agenda
4. [Remarks by the President](#) President France A. Córdova
5. [Report of the Chairperson](#) Professor Raymond A. DeCarlo
6. [Résumé of Items Under Consideration](#)  
by Various Standing Committees For Information  
Professor Joan R. Fulton
7. Question Time
8. [University Senate Document 08-1](#)  
Nominee for Student Affairs Committee For Action  
Professor William D. McInerney
9. [The Banner System](#) For Information  
Registrar Robert A. Kubat
10. [OnePurdue: Status and Future Directions for  
Finance & Human Capital Systems](#) For Information James S. Almond  
Vice President and Assistant Treasurer
11. New Business
12. [Memorial Resolutions](#)
13. Adjournment

## UNIVERSITY SENATE

Seventh Meeting, Monday, 8 September 2008, 2:30 p.m.  
Room 302, Stewart Center

**Present:** *President France A. Córdoba, Raymond A. DeCarlo, (Chairperson of the Senate) presiding, Professors Salvador F. Acuña, Christopher R. Agnew, Janet M. Alsup, Eric M. Barnard, Alan M. Beck, Ernest R. Blatchley, John E. Blendell, George M. Bodner, J. Stuart Bolton, Lawrence W. Braile, James E. Braun, Kristina K. Bross, Lynn A. Bryan, Bernd W. Buldt, Christian E. Butzke, Patrice M. Buzzanell, Joseph W. Camp Jr. (Secretary of Faculties and Parliamentarian), Gary L. Carter, Steve H. Collicott, Martin V. Curd, Lawrence P. DeBoer, Brian G. Dillman, Shawn S. Donkin, Nancy E. Edwards, Charlotte E. Erdmann, James P. Greenan, John B. Grutzner, Chong Gu, Steven G. Hallett, Sally A. Hastings, L. Tony Hawkins, Michael A. Hill, Jeffrey D. Holland, Kristine Holtvedt, Gerald C. Hyner, James L. Jenkins, Richard Johnson-Sheehan, Robert J. Joly, Joseph F. Kmec, Ravi Krishnan, Robert A. Kubat, Christine M. Ladisch, Morris Levy, Andrew U. Luescher, Scott Mandernack, Stephen Martin, William G. McCartney, James D. McGlothlin, William D. McInerney, Samuel P. Midkiff, Joseph D. Mikesell, P. Jane Morris (Sergeant at Arms), Daniel K. Mroczek, Rabindra N. Mukerjea, Morgan R. Olsen, Kathryn S. Orvis, Alyssa Panitch, Robert D. Plante, Phillip E. Pope, Robert E. Pruitt, Teri Reed-Rhoads, Melissa J. Remis, Tom B. Robinson, Carolyn Roper, Charles R. Santerre, John A. Sautter, Geoffrey Schultz, A. Paul Schwab, Thomas M. Sellke, Glenn Sparks, John A. Story, A. Charlene Sullivan, Elizabeth J. Taparowsky, Thomas J. Templin, Marion T. Trout, Bert Useem, Samuel S. Wagstaff, Whitney Walton, Mara H. Wasburn, Val J. Watts, Herbert L. Weith, David J. Williams, and Howard Zelaznik.*

**Absent:** *David C. Anderson, James C. Becker, Jeffrey L. Brewer, Becky A. Brown, Donald D. Buskirk, Christine L. Corum, Wei K. Cui, John P. Denton, Phillip S. Dunston, Joan R. Fulton, Mark A. Green, David B. Janes, Mark M. Moriarty, Mary B. Nakhleh, Martin R. Okos, Gintaras V. Reklaitis, J. Paul Robinson, Alysa C. Rollock, Sivakumar Santhanakrishnan, Jie Shen, Robert Skeel, Volker K. Thomas, Lefteri H. Tsoukalas, S. Laurel Weldon, Charles W. White, G. Thomas Wilson, William R. Woodson, Yuehwern Yih, and William J. Zinsmeister.*

**Guests:** *John Beelke, Max Cohen, Nancy Wilson Head, Pam Horne, Valerie O'Brien, John Shipley, Drue Whitworth*

1. The meeting was called to order by the chairperson of the senate, Professor Raymond A. DeCarlo at 2:30 p.m.
2. The minutes of the meeting of 21 April 2008 were approved as distributed.
3. The agenda was presented and accepted by acclamation.
4. President France A. Córdoba presented remarks to the University Senate (See Appendix A). Following her presentation, President Córdoba entertained questions from the Senators concerning fundraising activities, implementation of an Honor Code, and expansion of international programs for students and faculty.
5. Professor DeCarlo presented the report of the chairperson (see Appendix B).

6. In Professor Fulton's absence, Professor Zelaznik presented, for information, the Résumé of Items under Consideration by Various Standing Committees (see Appendix C). Professor Luescher (chair of the Educational Policy Committee) noted that additional items should be added to the Résumé of Items under Consideration from his committee and these will be added prior to the next Senate meeting. Professor McInerney came to the podium and briefly described the duties of the Nominating Committee and urged the Senators to sign up for openings on the Standing Committees when new members are chosen in the spring semester. Secretary of Faculties Camp then gave a brief presentation illustrating several of the features of the Senate and Faculty web sites.
7. At question time the secretary reported no questions had been submitted in writing and no questions came from the floor.
8. Professor McInerney presented for action, Senate Document 08-1, *Nominee for Student Affairs Committee*. Professor Thomas Templin was the nominee for the single opening on the Student Affairs Committee. Professor McInerney made a motion to approve this document. His motion for approval was seconded and Professor McInerney called for nominations from the floor. No additional nominations were forthcoming and the vote was taken. Professor Templin was elected to the Student Affairs Committee by unanimous voice vote.
9. Standing in for Registrar Robert Kubat, Assistant Vice President for Enrollment Management and Dean of Admissions Pamela Horne presented, for information, an update on the student component of the OnePurdue system entitled "Student Systems: Update for the University Senate" (See Appendix D).
10. Vice President and Assistant Treasurer James Almond presented, for information, a report entitled "OnePurdue: Status and Future Directions for Finance & Human Capital Systems" (See Appendix E).
11. There was no new business.
12. Two memorial resolutions had been received from the Department of Physics for Donald J. Tendam, a member of the Physics Department for over 40 years, and Robert L. Mieher, Emeritus Professor of Physics. To honor their departed colleagues the Senators stood for a moment of silence.
13. The meeting adjourned at 4:00 p.m.

**REMARKS BY PRESIDENT FRANCE A. CÓRDOVA**

Good afternoon and welcome back to Purdue University for a new academic year. We are off to a great start.

Thank you for everything you are doing through your service on this University Senate.

My special thanks to the Senate leadership: Chair Raymond DeCarlo, Vice Chair Howard Zelaznik, Joan Fulton and Secretary of the Faculties Joe Camp. I look forward to working with all of you this year.

The excellence of our faculty is very apparent. It is apparent in many scholarly metrics. It is apparent in the quality of the faculty inducted recently into the Book of Great Teachers. It is apparent in the growth of research.

In fiscal year 2007-2008, which ended June 30, Purdue generated a record \$333.4 million in sponsored research funding, fueled by a 36 percent jump in research activity at Discovery Park.

Purdue posted solid funding increases from federal agencies such as the National Science Foundation, NASA, and the U.S. departments of Agriculture, Defense, Energy, and Health and Human Services. Industries, foundations and international institutions also played larger roles in growing Purdue's research portfolio.

Total research funding for the year was up 11 percent from fiscal 2006-07. At Discovery Park, funding jumped to \$73.7 million from \$54 million a year ago.

These are very good results in the face of current federal funding trends. Congratulations to our faculty teachers and researchers. We will continue to grow our reputational quality and our Strategic Plan has a strong focus on this.

It's going to be a busy fall.

Our Libraries Distinguished Lecture Series will present NBC News Presidential historian Michael Beschloss, an award-winning author of eight books, at Loeb Playhouse on October 1.

On October 2, actor James Earl Jones will be on campus as part of Experience Liberal Arts, a month-long celebration highlighting programs in the College of Liberal Arts.

Ben Stein will be on campus October 23 as part of our Krannert Leadership Speakers Series.

Author and *New York Times* columnist Thomas Friedman will be at Purdue on September 19. Among his books is *The World Is Flat*, which includes stories and insights on globalization and how it is affecting all of us. His new book, *Hot, Flat and Crowded*, is just now coming out. It describes how the United States can lead a green revolution in the 21st century.

Thomas Friedman's appearance is part of Green Week at Purdue promoting environmentally sound and energy-saving practices and policies. Green Week begins next week – actually next Saturday, when we vanquish the mighty ducks on the gridiron.

Our College of Engineering -- including its Division of Environmental and Ecological Engineering, the Global Engineering Program, and School of Mechanical Engineering -- has partnered with the Center for the Environment, the Energy Center, the Office of the Provost and the Purdue Climate Change Research Center in sponsoring the Thomas Friedman speech and related activities.

We are all working to make this a greener university. We are increasing recycling, monitoring the energy use of buildings and making improvements based on our findings.

Our new Roger Gatewood wing in Mechanical Engineering will be a LEED-certified building. LEED stands for Leadership in Energy and Environmental Design. It is a certification through the U.S. Green Building Council. With the new hire of **Robert McMains** as VP for Facilities, working with the campus sustainability council, we hope to have more focus on sustainability. Bob was a leader in these efforts at Emory University; he will start on October 1.

Also this fall, one of our 22 Purdue graduate astronauts will be aboard the Space Shuttle Atlantis. **Drew Feustel** will take part in three space walks to repair and improve the Hubble Space Telescope.

Drew earned his bachelor's and master's degrees in earth and atmospheric sciences from Purdue in 1989 and 1991. He was studying on our campus when Hubble was launched, and this is a wonderful opportunity for him to play a key role in a mission that is so important to space science and space exploration. Launch for the 11-day mission is set for October 10, and we will host a campus outreach event to educate the public about space science and Purdue's role in exploration.

In June, our Board of Trustees approved a new Strategic Plan for Purdue. This plan focuses on people, programs and partnerships. Called "New Synergies," it runs from 2008 to 2014.

The plan has three major goals.

First: Launching Tomorrow's Leaders. This focuses on promoting excellence in learning experiences and outcomes. We are focused on student success both within and outside of the classroom, recruitment of excellent students, including the best and brightest from Indiana, and higher retention and graduation rates.

We want to increase recruitment of students into STEM fields; we want to attract a relatively untapped talent pool of women and minorities. We also want to tout our academic strengths across the university – including stellar faculty, departments, research and programs -- to build Purdue's brand nationally. We recently hired **Teri Lucie Thompson** as our new VP for Marketing and Media and she will be helping us achieve a coherent campus-wide approach to this. We want to develop new scholarly synergies among the colleges, including the development of an institute or school for public policy that bridges our academic strengths, and we are formulating a strategy to accomplish this.

Our second Strategic Plan goal is Discovery with Delivery. We need increased investment in basic research, and one way to do this is to seek broader partnerships with both the public and private sectors. We also need to seek investment and new partnerships to move our discoveries into development and, with effort, into delivery in the market place. There are many efforts at Purdue, like the AI Mann Institute, Discovery Park centers, and Purdue's commercial research parks that are increasingly focused on developing new research to the point where it can be patented, licensed, and turned into new companies and new products. We would like for Purdue to be recognized nationally as a university that not only makes new discoveries in basic research, but develops this research into businesses, jobs, and applications. To help us will be our new VP for Research **Richard Buckius**, who starts Sept. 16.

Our third goal is Meeting Global Challenges. Businesses are reaching across borders, and we can attract more of them to Indiana because of the quality of our research here. The biggest challenges we face are global –energy, the environment, health, education, poverty. Because of the special skills of its faculty and staff, Purdue has the opportunity to partner with other countries on these challenges. We are doing this in some measure already, and we will see an increased focus on this work, and more significant partnerships. Our students – all of them – should be challenged with learning and contributing globally. Many have told me that they want to have an international experience and are looking to us to create a more flexible menu of opportunities.

This plan that will build on everything that has been accomplished to date and enable Purdue to reach higher and farther as a great global public research university.

As we advance with our Plan, we will compare Purdue with peer institutions.

On Friday, September 26 our Board of Trustees will meet at IPFW. At that meeting I will give a presentation on the benchmarks and metrics in our Plan. These measures were chosen based on competitiveness factors used nationally and the availability of reliable data for such measures. They are benchmarks that track the ambitious goals of the Strategic Plan.

We will make our comparisons with peer universities and Big Ten universities on an annual basis using the benchmark measures. We will set target metrics and timelines to achieve them. The trustees are very invested in this effort; they have challenged us on the targets.

This is a work in progress until the BOT presentation, so I'd like to present it to you in a more finished form at the next Senate meeting.

Our strategic plan goals cannot be achieved without resources. Since part of our plan is to increase student success, we are pursuing funds for increased financial aid and scholarships, focused on both need and merit.

We have launched two phases of an Access and Success Campaign.

Phase One of Access and Success is the Mackey Arena Project. It will have enormous impact on the basketball programs, our student-athletes and our fan experience at the games.

We have raised nearly \$24 million toward the \$32 million campaign goal, which will be used to help complete this \$99.5 million renovation and expansion.

Phase Two of the Access and Success Campaign has a goal of \$304 targeting on scholarships for lower- and middle-income families as well as top students. These funds will boost our endowment and enable bright students from all income levels and backgrounds to attend Purdue at an affordable level and to receive the support they need to succeed.

About \$60 million has already been raised toward the \$304 million goal for Phase Two. About two-thirds of the money will go to scholarships for students at all Purdue campuses. The rest will go to support programs in K-12 grades and help students succeed after they enroll at Purdue.

We talk about Purdue and Purdue faculty moving higher and higher. One member of our faculty has taken this quite literally. Paul Robinson, Professor of Cytomics, is climbing Mount Manaslu in Nepal; it is the eighth-highest peak in the world. Some of us have been following his progress online, and we all wish him luck!

Finally, I know you are interested in hearing about progress on our new parental leave policy.

I have met with the Board of Trustees on a proposed policy. The trustees realize that this benefit is important to you and are therefore in general agreement with providing it. They agree that it is a benefit that will be accorded to staff and graduate students as well as faculty. The trustees are anxious about the cost, realizing that benefits do cost money and need to be considered as part of total compensation. That said, we are close to reaching consensus on the details of the new policy. We will be discussing these details this week with the leadership of the Senate, APSAC and CSSAC, and of course the Trustees. If all are in agreement on these details, we will have a parental leave policy ready for board consideration and approval at its meeting September 26 and it will be put into effect October 1.

Once again, thanks for everything you are doing.

## REPORT TO THE UNIVERSITY SENATE - PROFESSOR RAYMOND A. DECARLO

Remarks of the Chair: Thank you President Cordova. Your remarks as always are *a propos* and germane to our deliberations during the coming year.

It is now time for the report of the Chairperson. Let me begin with a brief introduction. I am Ray DeCarlo, Professor of Electrical and Computer Engineering. My research area is control theory; I do applied mathematics and sometimes applications. Currently I am studying hybrid electric vehicles.

*Do you know where we would be without electrical engineers? Wireless.*

As chair, I am but another in a long line of past chairs and the first in a long line to come.

Is there some descriptive phrase that sums up who I am? Yes. At a family dinner I once asked my teenage son how he would introduce himself as me. He said: Hello. My name is Ray DeCarlo, I'm stuck in the sixties. (In his late 20's now, he likes Bob Dylan.) Alan Beck, one of our distinguished senators from the Vet school said "that explains a lot"—please see Alan for details; I've been afraid to ask.

Being chair will be a challenge for me. I would ask your help in fulfilling my responsibilities. And I will do my best to facilitate your endeavors as senators.

And who are we? We are representatives of the faculty and staff and students of this university. In matters of curriculum we have a certain jurisdiction. In other matters, we are advisory. It is our corporate voice that advises. And our voice is very powerful. Let me paraphrase the words of a scene at the end of the movie, *The Interpreter*.

"The gunfire around us makes it hard to hear."

"But the human voice is different from other sounds."

"It can be heard over noises that bury everything else. "

"Even when it's not shouting. "...

"Even if it's just a whisper. "...

"Even the lowest whisper can be heard over armies...

when it's telling the truth. "

So

Let us choose honesty and truth as the best policy—Abe Lincoln

Let us always "... carry a single eye to justice and truth" -- Golden Speech, Elizabeth I, Queen of England.

Let us always temper the justice of our policies with mercy--William Shakespeare, The Merchant of Venice.

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This year there are a number of issues on our plate and surely more to come.

(i) In June the BoT approved the strategic plan. We have heard the president's remarks and so elements of the strategic plan are on our plate.

(a) The EPC with Andrew Luescher as chair will be discussing the core curriculum among other issues.

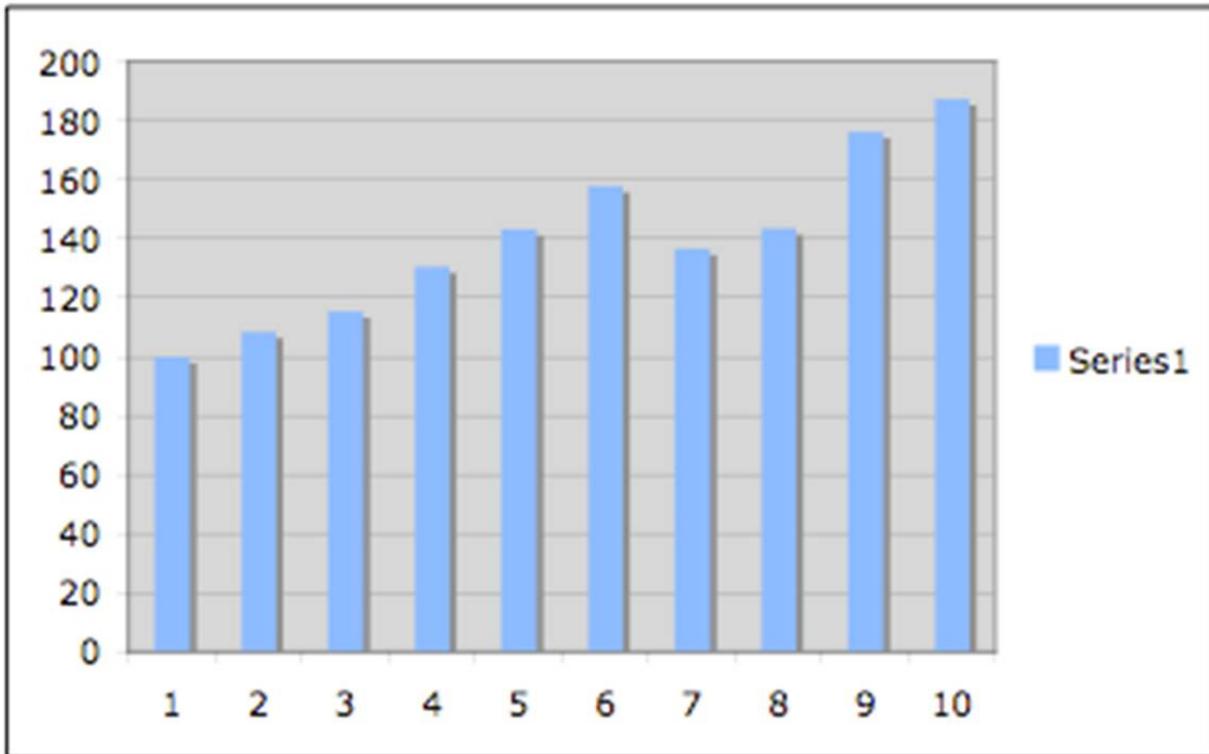
(b) The URPC chaired by Morry Levy will be discussing quality of life issues and an improved support environment for graduate education.

(c) FAcCom (Faculty Affairs Committee) considers a whole host of related issues. One specific issue is a report on promotion and tenure guidelines for interdisciplinary research that will be forthcoming.

(ii) A committee to look at a five year vision of electronic communications (of which email is a part) was finalized over the lunch hour. It is a collaborative senate-ITAP effort.

(iii) There is a new policy on amorous relationships out of VP Rollock's office. One of our senators, with his wife's permission, wants to sign up for one. Seriously however, VP Rollock will address the senate at the October meeting and I hope you will engage her in conversation.

(iv) Budget Transparency—on the view graph behind me, there is a bar graph showing the normalized budget increase of a non-academic unit of the university. Over 10 years the base budget of this unit has expanded by 87%. Has your department/school budget expanded by 87% over the last 10 years? This type of information needs to be made public so that we can talk more rationally and openly about the distribution of resources at the university.



1999

2008

There is an Ad Hoc Committee chaired by Professor Charlene Sullivan which is looking into budget transparency issues—how the pie is split among the academic and non-academic units—they are moving from the general to the specific. We look forward to a preliminary report at our October meeting.

(v) Another possible issue is a rewrite of the code of conduct which has not been updated for a very long time—late 70's I recall. So Academic and Administrative and Student integrity would seem to be important. In particular the Revised C22, our policy on Research Misconduct, is part of this effort. I would like to postpone a discussion of this document until after a meeting with the Provost on Wednesday afternoon, at which time we will look at the incorporation of suggestions made during a May email vote on an April draft of the document. So the sequence of events since last April-May will be set forth at the October meeting.

(vi) At the October meeting I would also like your feedback on a list of issues. This assumes we can get sufficient clickers. I promise you a Chicago style voting process where you get to vote for your favorite issue multiple times.

(vii) There is more, but it would be best to move on with the meeting.

Today we have presentations on the “Banner Implementation” which is a metaphor for a much broader project on interactive educational services for students and faculty. There has been a huge effort by many at the university to bring this system on line and they are to be commended for their efforts.

Also, we will hear an update on the OnePurdue business services system. Howie Zelaznik has been working over the summer to facilitate the communication between end users and those that shape the improvements. Howie is to be commended for his many hours of effort. Thank you Howie.

**TO:** University Senate  
**FROM:** Joan R. Fulton, Chairperson, Steering Committee  
**SUBJECT:** Résumé of Items under Consideration by the Various Standing Committees

**STEERING COMMITTEE**

Joan R. Fulton, Chairperson  
[fultonj@purdue.edu](mailto:fultonj@purdue.edu)

The primary responsibility of the Steering Committee is the organization and distribution of the agenda for each meeting of the University Senate. This committee also receives communications from any faculty member or group of members and directs such communications to appropriate committees or officers for attention.

**ADVISORY COMMITTEE**

Raymond A. DeCarlo, Chairperson of the Senate  
[decarlo@purdue.edu](mailto:decarlo@purdue.edu)

The responsibility of the University Senate Advisory Committee is to advise the President and/or Board of Trustees on any matter of concern to the faculty.

**NOMINATING COMMITTEE**

William D. McInerney, Chairperson  
[bmcinern@purdue.edu](mailto:bmcinern@purdue.edu)

The Nominating Committee is responsible for presenting nominations for the University Senate and University committees. In filling committee vacancies the Nominating Committee seeks to have all interested Senators serve on at least one committee.

**EDUCATIONAL POLICY COMMITTEE**

Andrew Luescher, Chairperson  
[Luescher@purdue.edu](mailto:Luescher@purdue.edu)

1. On-Line Teaching Evaluations
2. Implementation of +/- grading
3. Moving Spring Break
4. Tornado Procedures
5. Core Curriculum

**FACULTY AFFAIRS COMMITTEE**

David J. Williams, Chairperson  
[djw@purdue.edu](mailto:djw@purdue.edu)

1. Interdisciplinary Research
2. TIAA-CREF Task Force

**STUDENT AFFAIRS COMMITTEE**

H. Lee Weith, Chairperson  
[weith@purdue.edu](mailto:weith@purdue.edu)

1. Review of the Student Bill of Rights
2. Follow-up concerning the Student Conduct Code
3. Follow-up with Student Services Office concerning disciplinary process

**UNIVERSITY RESOURCES POLICY COMMITTEE**

Morris Levy, Chairperson  
[levy0@purdue.edu](mailto:levy0@purdue.edu)

1. Faculty input into the budgetary process: enhancing excellence in research and graduate education
2. Review of campus energy sufficiency, safety, and other Physical Facilities operations
3. Review of Faculty Committees

Chair of the Senate, Raymond A. DeCarlo, [Decarlo@purdue.edu](mailto:Decarlo@purdue.edu)  
Vice Chair of the Senate, Howard N. Zelaznik, [hzelaz@purdue.edu](mailto:hzelaz@purdue.edu)  
Secretary of the Senate, Joseph W. Camp, Jr., [jcamp@purdue.edu](mailto:jcamp@purdue.edu)  
University Senate Minutes; <http://www.purdue.edu/usenate>



**University Senate Document 08-1**

Approved 8 September 2008

**TO:** The University Senate  
**FROM:** University Senate Nominating Committee  
**SUBJECT:** Nominee for University Senate Student Affairs Committee  
**REFERENCE:** Bylaws of the University Senate  
**DISPOSITION:** Election by the University Senate

The Nominating Committee proposes the following nominee for service on the University Senate Student Affairs Committee. The individual is to serve the period of years shown following the name.

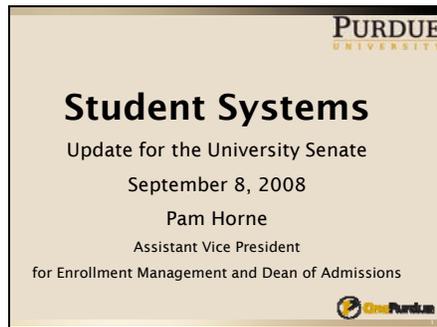
- A. For one vacancy on the **Student Affairs Committee**, the following faculty member is proposed:

Thomas Templin	3	Health & Kinesiology
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**Members Approving (via email vote):**

Patrice M. Buzzanell  
William D. McInerney  
Mary B. Nakhleh  
Kathryn S. Orvis  
Melissa J. Remis  
Yuehwern Yih

Slide 1

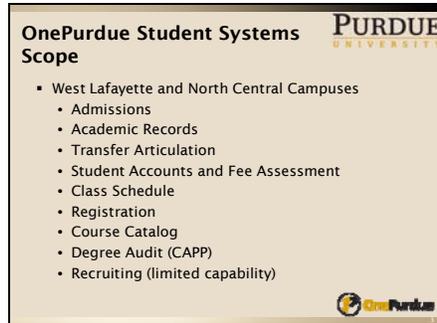


Slide 2



Thank you for the opportunity to provide an update to the University Senate regarding the OnePurdue Student Systems. Throughout the project and as we transition to a production and post-go-live management, we have been continuously aware that “student” systems don’t just serve students – they are indeed the core academic infrastructure of the University. As such, it is critical that we continue to engage faculty – the heart of the academic enterprise – in the present successes and challenges of our new systems, as well as their continued development.

## Slide 3



**OnePurdue Student Systems**   
**Scope**

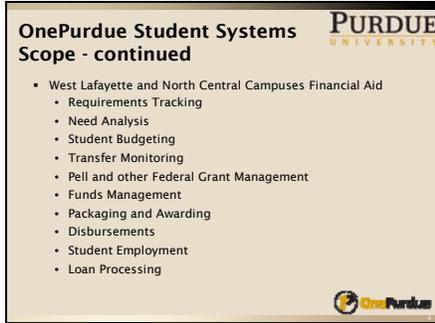
- West Lafayette and North Central Campuses
  - Admissions
  - Academic Records
  - Transfer Articulation
  - Student Accounts and Fee Assessment
  - Class Schedule
  - Registration
  - Course Catalog
  - Degree Audit (CAPP)
  - Recruiting (limited capability)



The new student systems encompass much more than course registration and grading. This is the West Lafayette's first modern and fully integrated student system – historically we have operated functions such as billing, financial, aid, admissions, and registration in separate silos of software – some over 30 years old. The higher education technology industry generally acknowledges student systems as the most complex of any ERP implementation – and also that they are “in front of the curtain” – highly visible to important constituencies across campus and beyond. This has been a massive undertaking and we're still on the journey of implementation.

Although colloquially faculty and staff are calling our new systems “Banner” and students are beginning to be comfortable with “myPurdue” – in fact Purdue has purchased a suite of products, from SunGard – the largest vendor of higher education software in the world. In addition, we have several third party products to handle such functions as e-Commerce and room scheduling. Down the road, we will be looking for a Constituent Relationship Management system, as Banner's admission recruitment capabilities are limited.

Slide 4



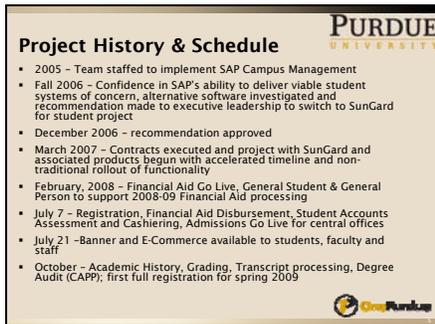
**OnePurdue Student Systems**  
**Scope - continued**

- West Lafayette and North Central Campuses Financial Aid
  - Requirements Tracking
  - Need Analysis
  - Student Budgeting
  - Transfer Monitoring
  - Pell and other Federal Grant Management
  - Funds Management
  - Packaging and Awarding
  - Disbursements
  - Student Employment
  - Loan Processing



Financial Aid was the first Banner module rolled out at Purdue. The complexity of Purdue’s institutional aid programs, combined with the unique set of aid from the state of Indiana, and the every-changing set of federal programs and their accompanying regulations all contribute to our challenges in implementing a new financial aid system. And of course, keeping up-to-date with this constantly changing landscape is a critical responsibility of our production environment as we move forward.

Slide 5



**Project History & Schedule**

- 2005 - Team staffed to implement SAP Campus Management
- Fall 2006 - Confidence in SAP’s ability to deliver viable student systems of concern, alternative software investigated and recommendation made to executive leadership to switch to SunGard for student project
- December 2006 - recommendation approved
- March 2007 - Contracts executed and project with SunGard and associated products begun with accelerated timeline and non-traditional rollout of functionality
- February, 2008 - Financial Aid Go Live, General Student & General Person to support 2008-09 Financial Aid processing
- July 7 - Registration, Financial Aid Disbursement, Student Accounts Assessment and Cashiering, Admissions Go Live for central offices
- July 21 -Banner and E-Commerce available to students, faculty and staff
- October - Academic History, Grading, Transcript processing, Degree Audit (CAPP); first full registration for spring 2009



Purdue’s history with the student systems has been start, stop and start again, with an extraordinary effort toward the “finish line” the past 18 months! Although the vision had been to use one major technology vendor and set of software for the entire Purdue enterprise, it became apparent – only two years ago – that SAP would not be able to deliver a viable student system. Because two of our regional campuses had been successfully using SunGard Banner for a number of years, the decision was made to pursue a contract with that company. 11 months after the software was installed, we went live with portions of the student record and began to process fall 2008 financial aid. The go-live since that time has been phased in and is not yet complete. Although the OnePurdue “project” officially ends at the end of this month, we have not yet rolled out all functionality nor converted all records. October is a critical month for us – need academic history, degree audit, and requisites and permissions in the system for December graduation

and spring 2009 registration.

Slide 6

**Student Project Guiding Principles & Goals**

- ✓ Implement as "vanilla" a system as possible. No customizations to core code.
- ✓ Replace proprietary solutions with integrated, supported and licensed commercial software.
- ✓ Examine policies, processes and practices; make changes in ways that accommodate and take advantage of new software and modern practice, yet still meet Purdue's needs.
- ✓ Learn and implement best practices.
- ✓ Communicate to end users as much as possible.
- ✓ Eliminate shadow databases.
- ✓ Capture data at the source and avoid asking for the same information more than once.

PURDUE UNIVERSITY

OnePurdue

Although we changed software midstream – we did not change the underlying principles and goals as we moved forward. We do not have time today to go through all of them, but I think it's important for you to know that there were criteria used as we configured and implemented and that these will form the foundation as we move forward into production and continuous improvement. The common theme is to take as much hand work as possible out of the system, conserve resources not and into the future, and become competitive with our peers.

Slide 7

**Student Project Guiding Principles & Goals**

- ✓ Reduce the use of paper as much as possible to streamline processes for students, faculty and staff.
- ✓ Improve and expand services and communication using a multimedia approach.
- ✓ Provide online, user-friendly self-service and secure access to data for students, service providers and decision makers.
- ✓ Know that not everything we want will be available at go-live; there will be ongoing, continuous improvement of systems and processes.
- ✓ Understand that change, while challenging, can also be invigorating and exciting.
- ✓ Recognize that the system doesn't only serve students and their needs, but it is also the academic infrastructure of the University.
- ✓ Support Purdue's strategic goals.

We knew that we wouldn't be "done" at the various go-lives and of course we are not – we still need to learn how to take full advantage of the products we've purchased and improve them to even better serve Purdue students, faculty and staff. And of course, to use the student/academic system in ways that enable the community to achieve Purdue's strategic goals.

Slide 8

**Accomplishments**

- Completed on schedule and within budget
- Very rapid implementation by SunGard and other student ERP implementations
- Extraordinary collaboration and teamwork
- Comprehensive change management
- Broad communications with community
- Successful go-live with no major glitches

•Our software installed and project team trained only 18 months ago. We were further challenged by a schedule that did not allow for module go lives following the traditional student life cycle – and the fact that you only get one chance a year to implement financial aid. This was all extremely challenging – but a can-do spirit and many nights and weekends prevailed. We have staff who have not had any vacation in that 18 months – but we met the schedule.

•Teamwork between the project staff and core offices – admissions, financial aid, registrar and bursar has been outstanding. There were literally thousands of hours of in-kind resources from these offices and in the case of degree audit and curriculum – from the colleges as well. This was great sacrifice as these staff had to also maintain services and operations in their home offices– but we saw it as an investment in both the present and the future. At times in the past year, as many as 20 staff from these offices working 30 or more hours a week on the project. Several such FTE devoted full-time efforts to the

project not on the project budget and that will continue through this academic year.

- Change management and communication was owned by advisory committee and core offices with OnePurdue resources providing expertise – but much communications developed and delivered by end users, including training for over 1000 users this summer

- Examples include open forums, Exponent ads, departmental meetings, newsletters, extensive involvement with Educational Policy Committee of the Senate, head advisors, and scheduling and curriculum deputies. Many of these activities, along with brown bags for particular constituencies, will continue. Specifically, there will be a quarterly newsletter for faculty.

- Just a few weeks after go-live with have successfully disbursed financial aid to over 25,000 students, billed and collected from over 40,000, and have about that number in classes for the fall semester, have a new online catalog of courses, – sounds basic, but these are incredibly complex operations. Many of our peers have stumbled with such implementations – and although we have had some hiccups – nothing has crashed and we began the semester successfully.

- But for the staff member whose security role wasn't quite right and she couldn't do her job or help students because she didn't have the right access – the early weeks were very frustrating. For the continuing student who didn't read our emails all summer about the new master promissory note signing

and loan acceptance process (two clicks, but both HAVE to be done) – he probably felt that his financial aid was “screwed up.” And for some of the non-standard classes, e.g. variable credit graduate courses – we still have work to do to make the system work for us.

## Slide 9



**Changes of Greatest Impact**

- For faculty
  - Web-based delivery of course rosters
  - Web-based grade entry with plus/minus grades
  - Integration with Blackboard Vista
  - Real-time delivery of information
- For advisors
  - Elimination of data entry responsibility further enables developmental advising
  - System enforcement of rules
  - Web-based degree progress and graduation audit
- For students
  - Real-time, online self registration at the course section level
  - Web-based degree progress and audit including “what if” analyses
  - Single online billing and payment for housing and fees
  - Accept and reject financial aid on-line



•Purdue is one of the last of our peers to move toward online grade entry –but will still be an adjustment for some faculty – but the good news is that grade submission will not require a trip to campus, but can be done from anywhere one has Internet access.

•The change of greatest impact for the West Lafayette campus is to online registration and the subsequent change in the advisor role. Students have not had the ability to schedule themselves; advisors have done the data entry. Purdue is one of the last major universities to change to real time scheduling. In general, students are pleased, but some trepidation on the part of advisors – concern that students will not always make the best choices. Much of our communication over the past year has been devoted to this issue. Emphasized the theme of student self-responsibility and the freeing of advisors from data entry to devote more time to true developmental advising – helping students explore and plan.

•Students are already expressing appreciation of being able to take

care of all business on one portal and the myPurdue will evolve and become even more central to the student experience.

Slide 10

**Changes of Greatest Impact** 

- For central offices
  - First ever integrated system for West Lafayette campus
  - Major changes to business processes
  - Mix of both new and reduced automation
  - Real-time processing
  - Imaging and work flow (not yet implemented)
- For reporting
  - Learning curve and enormous effort in progress to re-build every report - operational, compliance, and strategic
  - Colleges and schools empowered to create own reports
  - Easily consumable validated reports will be available for many



- Legacy systems were customized over many decades and in silos – changes in financial aid, for example, were not reflected in the student account until next day
- Now full integration and real time transactions within core student systems, with a single authoritative source of information
- Not yet implemented imaging and work flow – but we will become “more green” over coming year
- Good news is that Banner’s data warehouse is robust and Cognos reporting tool is user-friendly
- Challenge is that all reports are being built from scratch and validated by experts – will be challenges with longitudinal reports and frozen files – but those are being worked through
- Our reporting philosophy is to “teach how to fish” and create and maintain a reporting user community who understand both the tool and the data – over 200 people already trained
- Longer term goal is to provide customizable dashboards so that users can view fresh data daily that they need to for both operational and strategic decision making

purposes

Slide 11



**Challenges**

- Mix of new automation and reduced automation
- Access and security roles still being fine-tuned
- One Student/One Record for all four campuses
- Community patience for reports
- Legacy data integration with Banner data
- Setting priorities for future development

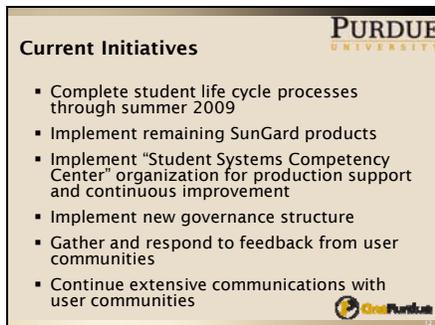


- Examples for bullet one – much loss of automation in financial aid – had had finely tuned legacy system –will be some time before efficiencies are realized – Will eventually increase automation through software upgrades eventually and by “programming around the edges”; But new automation for Advanced Placement Scores and articulation of the credit by Purdue’s rules – had previously been done completely by hand
- Example for second bullet – group of clerical staff in colleges were missed as security roles and training were assigned and new advisor role in Banner being created; we’re still playing some catch-up in access to the system
- Expect some frustration on the part of the colleges with more limited access and enforcement of academic policy through system
- OSOR is unique to Purdue and quite complex – although all four campuses use Banner – not all configured exactly the same with– will gradually move toward more coordination and consistency. Further complicated by ICHE’s reporting requirements – but we’ll

get there!

•Longitudinal and year-to-year comparisons will be challenging, particularly during first two years

Slide 12



**PURDUE UNIVERSITY**

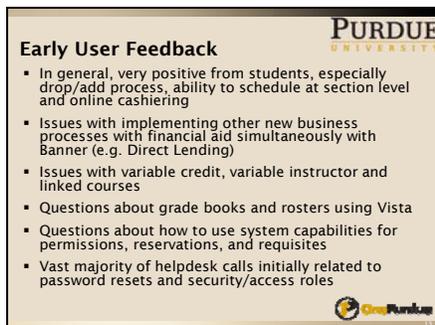
**Current Initiatives**

- Complete student life cycle processes through summer 2009
- Implement remaining SunGard products
- Implement "Student Systems Competency Center" organization for production support and continuous improvement
- Implement new governance structure
- Gather and respond to feedback from user communities
- Continue extensive communications with user communities

**OnePurdue**

- Completion of spring master schedule is in progress
- Academic history loaded in October
- First full registration beginning in late October
- Graduation
- Implement imaging, workflow, enterprise summary data warehouse
- Governance, feedback and communication

Slide 13



**PURDUE UNIVERSITY**

**Early User Feedback**

- In general, very positive from students, especially drop/add process, ability to schedule at section level and online cashiering
- Issues with implementing other new business processes with financial aid simultaneously with Banner (e.g. Direct Lending)
- Issues with variable credit, variable instructor and linked courses
- Questions about grade books and rosters using Vista
- Questions about how to use system capabilities for permissions, reservations, and requisites
- Vast majority of helpdesk calls initially related to password resets and security/access roles

**OnePurdue**

Slide 14

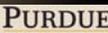
**Continuous Improvement** 

- Any major systems implementation is a journey that does not end at go-live
- Implementation/project mode will continue by necessity through first student life cycle
- Major improvements and enhancements will be identified, but likely not delivered during first year as baseline operations and regulatory demands will have to take priority
- Vendor upgrades (which include desired functionality, as well as regulatory changes and "fixes") and federal and state compliance regulations have to be in priority mix
- Determining criteria for priorities will be one of the first priorities of Steering Committee – improvements that create time and resource efficiencies for faculty and staff will be among those criteria 

We know we're not done and to a certain extent – we will never be done – the software will evolve, as will Purdue's needs

We have much work to do to automate and program around the edges to make tedious tasks for the end user easier and to eliminate as many repetitive tasks as possible. One of our principles moving forward needs to be to free people from doing the tasks that machines can do best so that people can do what they do best. We know our most valuable resource is our people – faculty and staff – so using technology to free them to do their primary work is critical.

Slide 15

**Post Project Governance** 

- Oversight Executive Committee
- Student Systems Steering Committee
- Student Systems Advisory Committee
- Subcommittee for Intercampus Integration and Coordination
- myPurdue Portal Policy and Advisory Committee 

The voice of the community was critical as we moved through the project and it continues to be paramount for continuous improvement.

The post-go-live governance structure has been improved and appointments are in the process of being made at every level.

The Oversight Executive Committee, with academic representation by the Provost and an appointed Dean, oversees the student as well as the finance and HR systems; it is this group that identifies and allocates resources as needed and available.

The Steering Committee sets priorities for on-going production, improvements, projects, and enhancements within the existing budget and reports to the Oversight Executive Committee on progress toward achievement as well as requests new resources as needed. There are several faculty seats on this group.

Slide 16

**Resources for Feedback**

- [onepurdue@purdue.edu](mailto:onepurdue@purdue.edu)
- EPC (Teri Reed-Rhoads), faculty (tba), advisor (Sara Stein Koch), and associate dean (tba) representatives to Student Systems Campus Advisory Committee
- Faculty representative to Student Systems Steering Committee (tba)
- Dean representative (tba) to Oversight Executive Committee

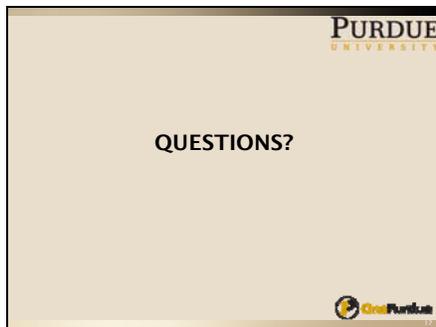
The Advisory Committee is the voice of the entire user community, including students and advisors, as well as faculty.

Two sub-groups – one on the four campus integration and one for the myPurdue student portal

- There are a number of resources for your feedback, questions and concerns and it's important that we hear from you.
- Sometimes "fixes" are simply a part of a learning curve and training, job aids, and communication need to be improved, sometimes they can be taken care of by better configuration, sometimes by user-friendly web forms that sit on top of the main system or with interfaces, sometimes through automating processes through work flow, and sometimes by a bolt-on. We can improve a lot without changing core code. But even configuration can take time and in an integrated system have downstream impacts that have to be carefully analyzed, tested, and documented – so change may be frustratingly slow in some cases and quick and easy in others!
- Your first step to get a suggestion into the queue is to email your issue to OnePurdue where it will be triaged and responded to – the answer may be easy!
- Your representatives to the Advisory, Steering, and Oversight Executive Committees will also be

eager to hear from you as they assume their important roles in setting priorities for the continuous improvement of our student systems.

Slide 17



Thank you again for this opportunity and your attention – I'm happy to take questions as time permits today and into the future.

Slide 1

**PURDUE UNIVERSITY**

**OnePurdue Status  
and Future Directions  
For Finance and Human Capital  
Systems**

*University Senate  
September 8, 2008*

*James S. Almond  
Vice President for Business Services  
and Assistant Treasurer*

~~Business Services~~

Slide 2

**PURDUE UNIVERSITY**

**Status**

- Financial Implementation - February 2007
- Human Resources - June 2007
- Primary stabilization period through September 30, 2007
- Support Pack Upgrades - October and November 2007
- Continued implementation and enhancements - December 2007 and ongoing

~~Business Services~~

Slide 3

**PURDUE UNIVERSITY**

**Original Scope**

<b>Financial</b>	<b>Human Resources</b>
▪ General Ledger	▪ Benefits
▪ Grant Management	▪ Payroll
▪ Funds Management	▪ Jobs and Positions
▪ Plant Maintenance	▪ Time Administration
▪ Treasury Module	▪ Employee Self Service (limited)
▪ SRM (Purchasing)	
▪ Accounts Payable	
▪ Accounts Receivable	
▪ Inventory Management	
▪ Project Systems (Construction)	

~~Business Services~~

Slide 4

**PURDUE UNIVERSITY**

**Post Implementation**

- Budget System (BPS)
- Effort Reporting
- SRM (Purchasing) electronic workflow and enhancements
- Enhanced Reporting
- Support Student System Implementation (over 100 interfaces)

~~Business Services~~

Slide 5

**PURDUE UNIVERSITY**

**Initiatives in Progress**

Reporting

- AIMS for Sponsored Program accounts will be rewritten with Cognos tool
  - Cognos reporting tool established as standard across platforms
  - Data review
  - AIMS application established as highest priority
  - Consultant review begins in September
  - Faculty focus groups being established
- Ability to download transaction detail into Excel spreadsheets

SRM

- Focus Groups
  - Targeted for September 19th
  - Includes faculty and business staff
  - Gather feedback for prioritization

~~Business Services~~

Slide 6

**PURDUE UNIVERSITY**

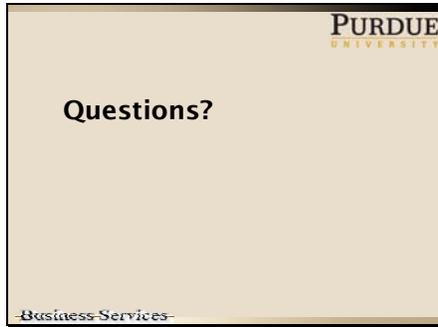
**Initiatives in Progress**

Examples of Operating Initiatives

- 2007-08 budget forward modified based on user request
- Enhanced communication and feedback
- 2009 Benefits Open Enrollment
- Rebuilding of 16 vendor interfaces for HR transactions
- Electronic time keeping system
- Academic payroll calendar review

~~Business Services~~

Slide 7



# **OnePurdue Executive Summary**

**August 18, 2008**

## **Introduction**

OnePurdue is the University's three-year enterprise-wide initiative to change the way Purdue does business by integrating mission-critical enterprise data, information, and business processes. The project scope includes financial management, human resource management, and enrollment and student affairs. The effort is referred to as an enterprise resource planning (ERP) software solution that integrates information and processes so information may be entered once into the system and shared throughout an organization. This report will document the OnePurdue project from the case for change through implementation.

## **The Case for Change**

In recent years it was generally recognized that Purdue was at increasing levels of operational risk with our existing enterprise applications. Legacy applications and business processes were 30 years old and increasingly fragile. Systems would not support modern best practices for web interfaces, E-commerce and 24/7 access by our customer base. Legacy data and processes were poorly integrated, resulting in operational inefficiencies, lost productivity and errors. Further, our data sources were redundantly stored with different values, resulting in inconsistent data and inadequate support for decision making. New institutional leadership brought strategic planning processes and a culture of managing by facts and data that could not be supported by legacy systems.

Solutions were sought that would bring:

- Real-time, accurate data for faculty, administrators and managers
- Many new web-based, self-service capabilities for students, faculty and staff
- A common database and integrated system to bring all campuses together
- More efficient, accessible, and productive operations
- Modern, updateable, stable software with dramatically fewer problems
- A reaffirmation of Purdue's standing as a technology leader

## **Alternative Solutions / Software Selection**

Alternatives considered for the applications systems to support this change initiative included in-house development, buying best of breed of separate applications, or an ERP solution. IBM was engaged to assist in assessing the environment, business processes, organizational readiness and system alternatives. IBM recommended an integrated software solution in order to achieve the University's goals to become a preeminent institution, improve service delivery, and minimize costs over the long term. A detailed RFP process ensued, considering such factors as ability to execute, training and support, financial and license terms, strategy, technology, and functionality. Vendor finalists were chosen after extensive research and effort by almost 400 stakeholders throughout the Purdue system. Eleven task force groups assessed specific areas of each vendor's proposal. With all factors finally weighed and considered, SAP was selected as our implementation software for all three applications. SAP is the world's largest enterprise software company, found in more than 20,000 organizations including

40 US institutions of higher learning. The SAP Financials and Human Capital Management applications were implemented as planned.

Following an extensive review by the implementation team and significant input from the user community, a mid-project correction was made for the student application. SunGard "Banner" software already in use for student systems at Purdue's Calumet and Fort Wayne campuses was selected for enrollment and student affairs systems for all the Purdue campuses.

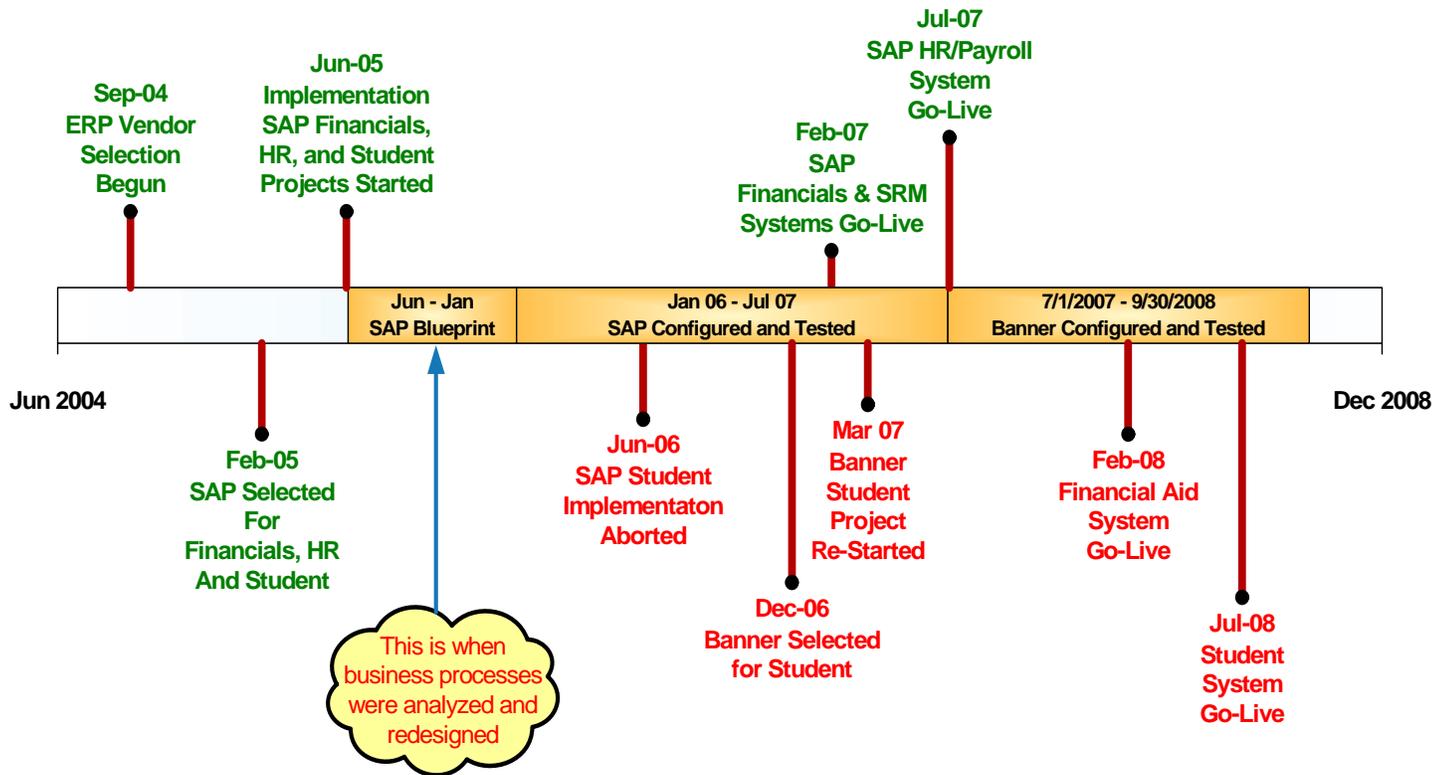
**Project Scope:**

The scope of the OnePurdue project covered three main areas:

1. Financial Management
  - Budgeting and Accounting (replacing FMIS)
  - Accounts Receivable (replacing CARS)
  - Accounts Payable
  - Purchasing and e-procurement (replacing Ariba)
  - Plant maintenance (West Lafayette campus)
  - Contracts and grants management
  - Travel planning and expense reimbursement
  - Inventory and warehouse management (West Lafayette campus)
  - Fixed Assets
  
2. Human Resource Management
  - Benefits administration
  - Employee record maintenance
  - Management of jobs and positions
  - Time and attendance
  - Payroll
  - Self-service applications for time-entry and approval, benefits, and employee personal information
  
3. Enrollment and Student Affairs
  - Student recruitment
  - Student admissions
  - Financial aid
  - Student accounts
  - Registration, scheduling, academic monitoring, and student records

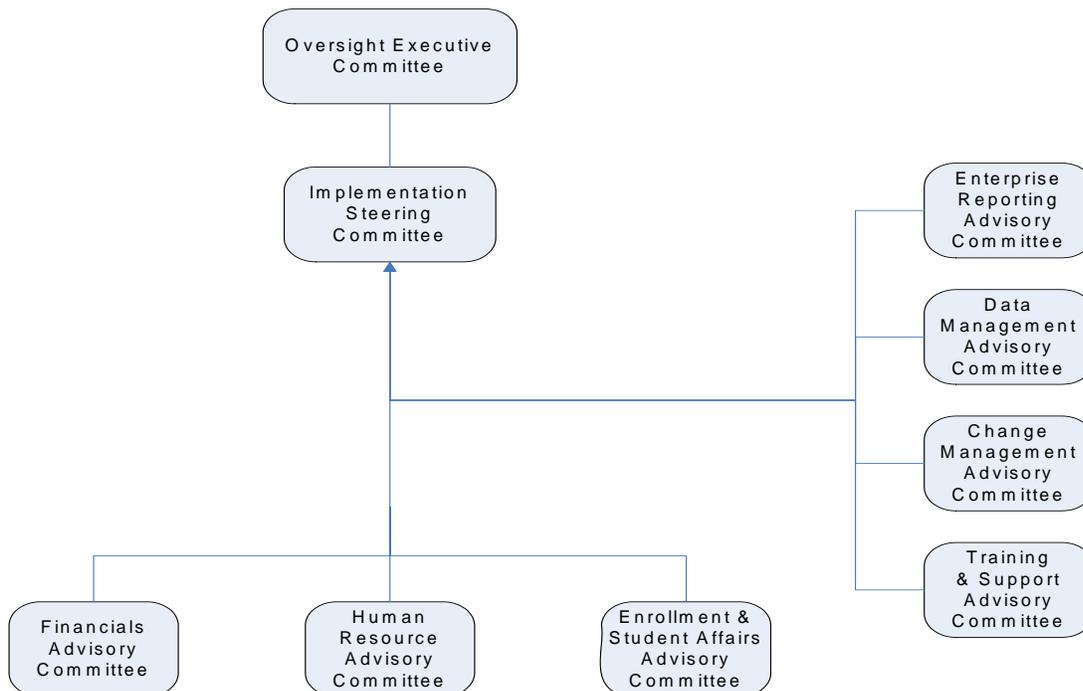
## Project Timeline

Below is a summary of the project timeline from project inception through student implementation:



## Project Management and Change Management

A project with the scope and magnitude of OnePurdue requires significant user participation and acceptance to be successful. A project governance structure was established with significant input from advisory groups as illustrated below:



Well over 150 individuals in the user community participated or provided input into policy or business process reviews needed for OnePurdue applications implementation. Training and user support services were high priorities for project success. As of this writing, well over 30,000 OnePurdue training course enrollments have been recorded.

Also, OnePurdue is sharing the research-based ADKAR method of change management with all departments and units on each campus. ADKAR, which stands for awareness, desire, knowledge, ability and reinforcement, was developed by Prosci, a change management research company.

Prosci’s ADKAR method is designed to increase employees’:

- Awareness of what’s changing and the all-important “why” of the change
- Desire to participate in the change to achieve the objectives of the change
- Knowledge about the change
- Ability to perform the new ways of doing business that the change is bringing
- Reinforcement, so they are comfortable with the change, and supported by supervisors who provide positive feedback throughout the change

**Budget**

Below is a summary of the OnePurdue project budget by expenditure category and module, including all project costs incurred. Funding sources were distributions from investment earnings from the University Cash Management Investment Pool (CMIP) and reallocations of existing resources.

<b>Budgeted Expenditures</b>	<b>Total</b>
Project Administration	\$ 4,665,061
Supplies, Expenses and Contingency	6,173,960
Application Software and Technical Infrastructure	20,371,050
Consulting Services	31,043,652
Functional and Technical Staff	19,904,106
Post Go-Live Transitional Budget	6,641,027
<b>Total Budgeted Expenditures</b>	<b>\$88,798,856</b>

<b>Funding Sources</b>	
CMIP Distributions	\$64,484,060
Internal Reallocations	24,314,796
<b>Total Funding Sources</b>	<b>\$88,798,856</b>

Project management staff has extensively benchmarked other recent ERP implementations. When adjusted for scope, Purdue’s budget compares favorably to other institutions for which we have reasonably complete data. By comparison to the closest scope to OnePurdue, the University of Illinois’ budget is more than twice as large.

## **Human Capital Systems Accomplishments**

- Replaced payroll and benefits administration systems
- Implemented new payroll and appointment processes
- Provided intensive training for HR/Payroll/Time staff
- Established a loan program to transition to new academic year payroll schedule
- Met deadline for on-time pay and production of 35,000 W2s for 2007
- Improved efficiencies
  - On-line pay notices (stopped paper notices)
  - Reduced data entry steps for recording time for biweekly payroll
  - Streamlined benefits enrollment
  - Automated retroactive adjustments to benefits and pay calculations
  - Established HR Master Data

## **Financial Systems Accomplishments**

- System-wide implementation - WL and regional campuses on the same platform
- Replaced all centralized accounting, procurement, payment, accounts receivable, inventory, physical facility work order and inventory systems
- Implemented within a 20 month period of time from July 1, 2005 to February 2007
- Reviewed and resolved constraining policies – budget, accounting, recharges, signature delegation
- Developed and delivered over 30 separate training modules to over 3,300 individuals through 200 training coordinators
- Developed and delivered the top 159 user reports at implementation
- Conducted the first month-end closing of the general ledger within three days of month end and reconciled bank statements to the general ledger within one week of receipt
- Subsequently implemented effort reporting and the new budget system as well as enhanced reporting capabilities, improvements to the procurement system and automated workflow routing for purchase requisitions

## **Student System Accomplishments**

- Project completed on schedule and within budget
- One of the most rapid implementations in SunGard history
- Extraordinary teamwork between project team and core user offices
- Comprehensive change management and communications to students, advisors, and faculty
- Go-lives very smooth for end-users
- Changes of greatest impact:
  - For faculty
    - On-line delivery of course rosters
    - On-line grade entry
    - Plus/minus grades capability
    - Integration with Blackboard Vista
  - For advisors
    - Elimination of data entry responsibility
    - System enforcement of rules
    - On-line degree progress and final audit
  - For students

- Self registration at the course section level
- On-line degree progress and audit including “what if” analyses
- Single online billing and payment for housing and fees
- For central offices
  - First ever integrated system
  - Major changes to business processes
  - Automation, work flow, and imaging (coming)
- For reporting
  - Colleges and schools empowered to create own reports
  - Easier reporting through Banner database and Cognos report development tools
  - Easily consumable reports for many

## **Moving Forward**

### Typical Life Cycle for Enterprise Resource Planning (ERP) Benefits

- Stage 1 – ERP Go Live: Users are on learning curve and “testing” new business processes.
- Stage 2 – Incremental Improvement: Users learn to perform their jobs in new environment and modify business processes. At minimum, takes a full business cycle using the new system.
- Stage 3 – Extended Capabilities: Additional functionality not included in initial go-live.
- Stage 4 – Create New Capabilities: System and data allow new capabilities and services. Usually takes two years or more following ERP implementation.

The Financial and Human Resource Management applications just completed their first full business cycle in June 2008; the Student application will complete its first cycle in February 2009.

To assist in prioritizing and allocating limited resources to critical improvements, additional functionality and new capabilities, processes have been put in place to obtain feedback from end users and operating departments. These processes will include advisory and focus groups, end user testing, and a coordinated Call Center strategy to log and record the impact of customer suggestions and issues from across the University.

OnePurdue is an integral part of the University’s foundation to provide student, human resources and financial information and integrated business processes to implement and support the University’s next strategic plan.



College of Science  
Department of Physics

**Robert L. Mieher**  
**(October 10, 1932-December 4, 2007)**

Robert Lee Mieher, known as Bob to all his family, graduate students and colleagues, Emeritus Professor of Physics, passed away on December 4, 2007.

Bob joined the Purdue Physics Department as Associate Professor in the Fall of 1965, and was promoted to Full Professor in 1970. From 1977 to 1988, he served as the Head of the Department. He retired as Emeritus Professor at the end of Fall 2002. Prior to joining Purdue, he was an Assistant Professor (1962-1965) at Columbia University, and Visiting Scientist at the University of Stuttgart, Germany (1960-1961).

Bob received his entire university education at the University of Illinois, Urbana-Champaign, and in 1960 was awarded a Ph. D in Physics. His doctoral research was carried out with Professor Charles P. Slichter in nuclear magnetic resonance and related phenomena during what is known as the “golden age” of NMR. After an additional year as a Research Associate, he went to the University of Stuttgart as a Visiting Scientist where he expanded his expertise on magnetic resonance phenomena and techniques working with Horst Seidel. While at Stuttgart, he met and married his wife Waltraud (Wally) Bökle. After joining Columbia University he held an Alfred P. Sloan Foundation Fellowship from 1963 to 1967. He became a Fellow of the American Physical Society in 1970.

During his scientific career, Bob Mieher focused on a variety of research investigations on point defects in alkali halides and semiconductors. Thanks to his mastery of sophisticated experimental techniques, such as electron-nuclear-double-resonance (ENDOR), and condensed matter theory, he mentored a band of thirteen enthusiastic graduate students towards their PhDs. This research program led to significant results on the nature of color centers in alkali halides, transition elements in ionic and valence crystals, as well as shallow donors in silicon. In all his publications one can clearly observe the thoroughness of the experiments and the superior skills with which they were performed. His unique physical insights and original theoretical calculations have enriched the sub-field of point defects in condensed matter.

During Bob’s leadership as Head (1977-1988), the Physics Department flourished in all branches of research, as well as in all aspects of teaching activities. His intellectual vigor, scholarship, his broad interests, his enthusiasm and dedication to teaching, contributed in no small measure to the stature of the Department. The high quality of the new faculty attracted to the growth of the Department in this period is a significant part of his legacy.

Bob’s enthusiasm for science well beyond his research interests was evident to everyone who came into contact with him. In recent years, his extensive readings included subjects as diverse as astrophysics, evolution, and developmental biology. His unique sense of humor always enlivened his conversations with his colleagues, graduate students and his classroom.

Bob’s wife of 45 years, Wally, preceded him in death on March 16, 2007. He is survived by his three sons, Walter, Michael, and David, and three grandchildren.

A.K. Ramdas  
N. Giordano

Next of kin include:

Walter Mieher  
14135 Old Japanese Rd  
Los Gatos, CA 95033

Michael Mieher  
805 Hickory Lane  
Ossian, IN 46777

David Mieher  
10820 Penarth Dr  
Cincinnati, OH 45251



College of Science  
Department of Physics

**Donald J. Tendam**  
**(May 28, 1916 – February 17, 2008)**

Donald Tendam, a member of the Department of Physics for more than 40 years, passed away in February of 2008. Don came to Purdue as a graduate student in 1940, and quickly became engaged in research at the cyclotron that was built just a few years prior to his arrival. As Don recorded many years later, he was encouraged to begin research as soon as possible, and he was in fact operating the cyclotron (on the night shift) within only three months of when he first walked into the Physics Building.

Don obtained his M.S. in 1942 for a project involving the application of radioactive tracers to biophysical problems, and his Ph.D. in 1949 for work in nuclear physics. The gap between his M.S. and Ph.D. was no doubt lengthened by the fact that the cyclotron and the nuclear physics group at Purdue were engaged in work relating to the Manhattan project. During that time and just after World War II, many eminent scientists visited the Department, some for extended stays. Don was there to see and meet Lise Mietner, Julian Schwinger, Victor Weisskopf, Eugene Condon, and many others.

Don then joined the faculty as part of the nuclear physics group, and had a long and productive career in both research and teaching. He later moved into administration, serving as Associate Head of the Department from 1975 until his retirement in 1982. Don chose to retire in West Lafayette, and lived here until he passed away this past spring.

Nicholas Giordano

Donald was preceded in death by his wife of 66 years, Ruth E. Richardson Tendam, on July 18, 2005.

Donald is survived by two daughters, Barbara E. Huff and Judith A. Consoer; and one son, Donald J. Tendam, Jr.

Barbara Huff  
3401 East 450S  
Lafayette, IN 47905

Judith A. Consoer  
2107 Lebanon Rd.  
Crawfordsville, IN 47933

Daniel J. Tendam, Jr.  
715 Meridian  
West Lafayette, IN 47907