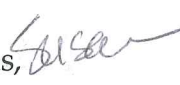




MEMORANDUM

TO: Carolyn J. Merry, Chair  
Department of Civil, Environmental, and Geodetic Engineering  
  
Stuart H. Zweben, Senior Associate Dean  
College of Engineering

FROM: Susan S. Williams,   
Vice Provost for Academic Policy and Faculty Resources

RE: Required governance documents

DATE: December 20, 2011

I am pleased to approve the Department of Civil, Environmental, and Geodetic Engineering's Pattern of Administration, dated December 16, 2011. This document will be kept on file in the Office of Academic Affairs. If any revisions are made to this document, a revised and dated document should be forwarded to OAA. I look forward to reviewing your revisions to the sections on faculty duties and responsibilities and teaching load after you have had a chance to develop them with your faculty.

Thank you.