

**College of Engineering**  
**Department of Industrial and Manufacturing Engineering**  
**Guidelines for IME Operations**

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## **Introduction**

The IME Department is administered according to NDSU and CoE policies and procedures. The purpose of the Guidelines is to ensure consistency and continuation of department operations and processes. Policy changes will necessitate periodic revision to this set of guidelines. The Department Chair is expected to check current policy requirements for appropriate updates and inform faculty and staff of any changes.

## **Hiring**

### **A. Faculty**

#### **1. Full-time positions (tenured, tenure-track, non-tenure track)**

- All full time faculty positions require a national search. For non-tenure track positions the national search requirement is waived (but recommended).
- Obtain initial approval to begin process to hire from the administration. Determine funding source and salary for the position.
- Form a search committee and appoint search committee chair. Include faculty from the Department and one student on search committee. In forming the search committee, strive for rank and gender distribution and take into account the current service load and interest of department members. All hiring follows Policy 103 including internal titled appointments that have compensation (assessment coordinator for example).
- Work with the search committee and department members to prepare position description and candidate qualifications.
- Position description must include all qualifications and characteristics to be used in screening applicants. When conducting evaluations, committees are not allowed to 'add' requirements beyond what has been advertised and posted in the system.
- For minimum qualifications include:
  - "Effective oral and written communication skills"
  - "Ability to interact and collaborate effectively with a diversity of colleagues and students."
- Ensure adequate administrative support for search activities. Know up front who is paying the cost of advertising, interview meals, travel costs, etc.
- Initiate the formal approval for the search through PeopleAdmin system (Chair to Dean to Provost/Budget Office).

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- Once the position is approved potential applicants will be able to view position description and submit their application materials online. All applications must be filed online.
  - Ensure that search committee complies with all NDSU policies regarding faculty searches and attend search committee training. Search committee chair is required to attend search committee training.
  - Advertise the position. Include NDSU is an NSF ADVANCE Institution and EO/AA Employer in the ad.  
Using the position description the committee should prepare a list of qualified candidates and conduct phone interviews. Phone interview questions should be consistent for each candidate.
  - Committee should narrow the 'pool' of candidates to an unranked top list of finalists (three to five candidates) and provide the list of candidates to the Department Chair for review and approval prior to invitations for campus visits can be extended. In some circumstances the Dean will encourage and support interviewing a 4th candidate but only after review with the Department Chair.
  - Chair should meet with search committee to plan on-campus interviews. Each candidate should meet with as many members of the Department, students, industrial advisory board members, and Dean of CoE. Campus interview questions from the committee and Chair should be as consistent as possible.
  - Following Department discussion and recommendation, the Department Chair shall inform Dean of CoE of candidate to be offered the position.
  - The offer letter should accompany the Request to Offer (Chair to Dean to Provost/Budget Office) before a formal offer is made. See Provost's website for sample offer letters ([http://www.ndsu.edu/provost/forms\\_and\\_resources/](http://www.ndsu.edu/provost/forms_and_resources/)). Make sure to use required language from both the college and the provost's office. The offer letter of offer has to include:
    - Interact in a professional and collegial manner with NDSU faculty, staff, and students and with appropriate stakeholder groups.
    - Develop and maintain an active research program for which you seek and obtain external funding, publish in refereed journals, make presentations at national meetings, and supervise graduate and undergraduate students.
    - Demonstrate excellent teaching in industrial and manufacturing engineering, a commitment to student learning, and effective student advising as evidenced by student, peer, and chair evaluations.
    - Serve on Department, College, and University committees, as assigned.
- 2. Awarding tenure or tenure-credit to faculty with previous relevant experience**
- Tenure and and/tenure credit can only be negotiated as a provision in the original hiring contract and granted in accordance with NDSU Policy 352.
  - Have the search committee review candidate and recommend time for tenure credit. Traditionally we have provided language allowing the full tenure period for anyone with credit toward tenure.
  - Review of the candidate by the Department and college PTE committees are required if tenure is to be offered. The process of review is initiated by the Chair/Head.
  - While the policy does not describe the pathway forward, it is recommended that any consideration of a hire with tenure be reviewed with the Dean and Provost prior to

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final negotiations. Tenure is a recommendation from a college not a decision made by a college.

**3. Dual Career hires**

- The spouse/partner of an NDSU employee may be hired without a national search following an interview process.

**4. Part-time academic positions, not benefited**

- Part-time academics, not hired through a regular search, may not be assigned six or more credits for two or more consecutive semesters.
- Submit the "Request to Appoint" form (Provost's website).
- Search committee is not required.

**5. Part-time appointment to titled positions**

- Applies to appointment of faculty to any title position such as assessment coordinator, undergraduate program director, etc.
- Any interim or < .5 FTE appointment that includes a change in title or compensation must be announced internally for 10-working days to give opportunity for qualified individuals to learn about and apply for the position. Department must provide documentation of the announcement and review of applications to the Office of the Provost.
- A search committee is not required (but recommended especially when there is more than one applicant).

**B. Staff**

**1. Full-time positions**

- This are for non-exempt positions such as administrative assistant, technician, student services coordinator.
- Obtain initial approval to begin process to hire from the administration. Determine funding source and salary for the position.
- Initiate the formal approval for the search through PeopleAdmin system (Chair to Dean to Provost/Budget Office).
- Recruitment area is local. May advertise a vacant position internally for a minimum of five working days prior to initiating an external search.
- Search is committee required.
- Human Resources pre-screens applicants and informs Department of qualified candidates.

**2. Part-time positions**

- Work with HR, need approval from HR.
- See policy 101.2.2 for allowable position duration and hours.
- Temporary employee options:
  - intermittent
  - limited duration not to exceed one year
  - a seasonal position
  - less than 20 hours per week
  - or 20 hours or more per week for less than 20 weeks per year

**C. Graduate Assistants**

1. Students admitted to the NDSU Graduate School may be hired as graduate assistants – either as teaching assistant or research assistant.
  - Priority is given to PhD students for assistantships.
  - Teaching assistants are covered by the Department typically using differential tuition funds.

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- Research assistants are covered by faculty researchers using their grant funds.
  - New faculty may have research assistants funded by the Department as indicated in the letter of offer.
2. Graduate admissions and teaching assistantship decisions are made by The Graduate Committee. The Graduate Committee composed of three faculty members review applications for admission and assistantships.
  3. Students admitted to the Department may be hired as research assistant by faculty.
  4. The Department provides office space to teaching assistants. Whenever possible, research assistants are also provided office space.
  5. Teaching assistants are paid a base salary of \$1,200 per month (those who are pursuing an MS degree receive \$1,000 per month during the academic year. Students who has approved plan of study receive an additional \$150 per month. Teaching assistants who are formally admitted to the candidacy for the PhD degree by passing the comprehensive/preliminary examination receive \$1,500 per month during the academic year.
  6. Assignment of teaching assistants to courses are made by the Department Chair in consultation with the faculty. Teaching assistants are assigned to
    - Courses with lab a component,
    - Large enrollment 3-credit courses (more than 50).

**D. Visiting Scholar and Researcher**

1. Prior approval from approval from Department Chair, Dean and Provost is required prior to extending an invitation to visiting scholars and researchers.
2. Information and necessary forms can be found on the Provost's website at [http://www.ndsu.edu/provost/forms\\_and\\_resources/](http://www.ndsu.edu/provost/forms_and_resources/).
3. The approval process assures issues such as IP and payments are agreed by all parties.
4. Whenever possible the Department provides shared office space to visiting scholars and researchers.

**E. Related NDSU Policy**

- 103: Equal Opportunity/Affirmative Action Policy on the Announcement of Position Openings  
<http://www.ndsu.edu/fileadmin/policy/103.pdf>
- 103.1: Recruitment for Executive/ Administrative/ Managerial, Academic Staff and Other Non-Banded Positions [http://www.ndsu.edu/fileadmin/policy/103\\_1.pdf](http://www.ndsu.edu/fileadmin/policy/103_1.pdf)
- 104: Recruitment Period for Position Announcements  
<http://www.ndsu.edu/fileadmin/policy/104.pdf>
- 110: Employment of Relatives  
<http://www.ndsu.edu/fileadmin/policy/110.pdf>
- 112: Pre-Employment and Current Employee Criminal Record Disclosure  
<http://www.ndsu.edu/fileadmin/policy/112.pdf>
- 201: Procedure for Broadbanded Positions <http://www.ndsu.edu/fileadmin/policy/201.pdf>
- 304: Academic Staff and Executive/Administrative Positions–Procedures for filling  
<http://www.ndsu.edu/fileadmin/policy/304.pdf>
- 339: Policy on Communication Proficiency <http://www.ndsu.edu/fileadmin/policy/339.pdf>
- 352: Policy on Promotion, Tenure, and Evaluation  
<http://www.ndsu.edu/fileadmin/policy/352.pdf>

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## **Evaluations**

### **A. Faculty**

#### **1. Annual evaluation**

- All full-time faculty must be reviewed annually. Annual evaluation is used to assess productivity and accomplishments of faculty for:
  - Computing annual merit raises.
  - Supporting contract renewal of probationary faculty.
  - Providing supporting information for promotion and tenure application.
  - Providing feedback to faculty on their progress towards promotion and/or tenure.
  - Complimenting faculty for their contributions and providing suggestions to help them meet Department expectations.
- High quality teaching, research and service is the baseline expectation for all faculty. Promotions and merit increases should be based on good teaching, research productivity and appropriate service. The evaluations should not be imbalanced toward just research productivity in any evaluation scheme.
- College distribution of merit funds to departments is based on the department's relative contribution to the total production of the college. Departments should likewise be rewarding faculty for performance if funding provided is for merit distribution.
- **Timeline:** Due to calendar changes specific dates are provided by the Dean. However, a general guideline is as follows:
  - January - faculty submit annual activity reports and planning forms
  - February to March - faculty performance reviews with Chair
  - End of March - completed faculty evaluations are submitted to CoE. Merit increases that are allocated in June should be reflected in the written evaluations.
- **Process:**
  - Faculty report activities for the prior calendar year (eg. January 1, 20XX to December 31, 20XX).
  - The planning period is the upcoming calendar year.
  - Chair receives completed forms by the due date.
  - Chair evaluates the activity report using evaluation criteria developed in the Department and completes the faculty evaluation development report providing quantitative evaluation and comments.
  - Probationary faculty reviews must include a statement of their progress toward tenure. The PTE committee should also review reports of probationary faculty (recommended that this be a cumulative review each year so some sense of progress is possible.)
  - Chair meets with each faculty member to discuss his/her evaluation based on the activity report and department evaluation metric, and the planning report. Chair verifies that the teaching plan meets the departmental requirements in terms of number of courses, and courses needed to be taught in the following year.
  - Discussion on possible reassignments should be considered at this time if changes are needed for load distribution in the Department.) Research and service plans should meet the department standards and expectations.
  - The faculty activity and planning reports and the chair's evaluation are submitted to CoE.

#### **2. Probationary (tenure-track) faculty reviews**

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- Probationary faculty hired into tenure-track positions receive special consideration due to their probationary appointment. A probationary appointment may be terminated, without cause, with written notice to the faculty member that the appointment will not be renewed. This notice must be given according to the following schedule (Policy 350.3):

- At least 90 days prior to termination during the first year of probationary employment.
- At least 180 days prior to termination during the second year of probationary employment.
- At least one year prior to termination after two or more years of probationary employment.

Chair or Dean may initiate a non-renewal decision. All final decisions for nonrenewal rest with the University President.

- **Special Probationary Reviews.** In addition to the annual reviews, after the 1st, 2nd, and 4th years of service special probationary reviews are recommended for the benefit of the probationary faculty member.
  - These reviews are conducted by the Chair and the Department PTE committee. Faculty member's performance is reviewed in accordance with the expectations defined in the Department PTE document. Such reviews can be used as a justification for termination of a probationary faculty member who is not meeting expectations, as per the schedule listed above. In addition, annual reviews of probationary faculty require commentary on progress toward tenure. This is best provided by review by the Chair and Department PTE Committee.
- **Third Year Review.** All probationary faculty hired into tenure-track positions must be reviewed during their third year of service. This review should recognize areas of strength as well as areas of weakness that might jeopardize the faculty member's application for tenure and promotion.
  - The Department Chair and the Department PTE committee independently review the faculty member's portfolio.
  - Both the Chair and committee provide a written evaluation of the faculty member's performance, relative to the expectations stated in the department's PTE document. Reviews shall include an assessment of the faculty member's progress toward tenure and recommendations for improvement.
- **Promotion and Tenure Evaluation.** During the fall of the 6th year of service, all probationary faculty members must undergo a full review for tenure. Promotion is concurrently considered unless the candidate was hired into advanced rank or promoted early.
  - The faculty member must submit a portfolio and an electronic copy (following university guidelines) to the Department Chair and PTE committee. Both the Chair and committee will provide a written evaluation of the faculty member's performance, relative to the expectations stated in the department's PTE document. These reviews are forwarded by the Chair to the College Dean and College PTE Committee for their reviews. Note that timing on submission is variable in recent years due to SBHE changes in submissions to their process.
- Exceptions to the required 3<sup>rd</sup> and 6<sup>th</sup> year submissions are possible. If an extension is granted prior to the 3<sup>rd</sup> year review, the review will be delayed in accordance with that time period. Extensions after the third year will impact the final submission in an equivalent extension time. For faculty on 1-3 year credit no specific exceptions are noted in Policy 352. However, if 3 year's credit is provided their final submission may

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occur on that date. Otherwise, a full 3<sup>rd</sup> year review is due and may be a good benchmark for the candidate to decide if submission prior to the 6<sup>th</sup> year will be appropriate.

**B. Staff Annual Evaluation**

1. Staff evaluations are initiated by the Human Resources. The review should be conducted according to the guidelines provided by HR. Typically,
  - Chair solicits feedback from the department faculty and staff and others who are impacted by and/or familiar with the staff's work.
  - The evaluation includes a review and updating of the position description.
  - The copy of the form required by HR is submitted to the Dean's office and the original is sent to Human Resources.

**C. Related NDSU Policy**

- 167: Responsibility Reviews for Non-Faculty Personnel  
<http://www.ndsu.edu/fileadmin/policy/167.pdf>
- 221: Broadbanded Staff Responsibility Review <http://www.ndsu.edu/fileadmin/policy/221.pdf>
- 327: Evaluation of Academic Deans, Directors and Department Chairs  
<http://www.ndsu.edu/fileadmin/policy/327.pdf>
- 350.3: Board Regulations on Nonrenewal; Termination or Dismissal of Faculty  
[http://www.ndsu.edu/fileadmin/policy/350\\_3.pdf](http://www.ndsu.edu/fileadmin/policy/350_3.pdf)
- 352: Promotion, Tenure, and Evaluation <http://www.ndsu.edu/fileadmin/policy/352.pdf>
- 360: Early Retirement <http://www.ndsu.edu/fileadmin/policy/360.pdf>

## **Salary Adjustments**

**A. Payroll Raise Allocation to Department**

- The university determines the college allocation predominately on an across the board adjustment based on the prior year's payroll alone.
- The college uses a model based on total college productivity to determine department allocation based on department's accomplishments (in comparison to other departments in the college).
- The college uses a 45% Teaching, 45% Research, and 10% Service model to evaluate department performance and determine department allocation. Because departments differ in size and composition, the expectations are built on a 'per faculty basis' and adjusted for the total number of faculty in the department.

**B. Across the Board Allocation**

- If the university determines a specific across the board adjustment, this raise is first calculated to each position and the remaining balance, if any, is distributed according to merit raise allocation.

**C. Merit Raise Allocation**

- Merit increases for faculty are based on performance as evidenced by scholarship, research, teaching, and service to the University and the profession.
- Staff salary increases are based on performance.
- If salary compression exists and is not related to performance, the Chair and Dean need to identify the need for special consideration and adjustment if funding is available.

**D. Faculty Contracts**

- All faculty contracts are renewed annually.

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- The University distributes contract letters at the end of the semester (often after faculty current contracts have expired). The date and timeline depend on final budget reviews and preparation of the letters.
- Each contract letter should be checked for accuracy. Corrections need to be submitted before faculty sign their letter.
- Signatures are required in all cases. Faculty may designate the Chair or another person to sign. Designation of the delegation to another person must be in writing.

## **Faculty Workload Assignments**

### **A. General Considerations**

- Typical faculty workload distribution is 40% teaching, 40% research, and 20% service.
- Faculty workload is adjusted for new faculty to 20% teaching, 60% research, and 20% service.
- Workload is stated in faculty job descriptions and in appointment letters.
- Workload may be adjusted for research active faculty through course buyouts (covered by grant funding).

### **B. Teaching Load**

- New Hires: Two courses, first three years (as stated in the offer letter).
- Associate Professors: Three to four 3-courses per year.
- Full Professors: Four 3-credit courses per year.
- Tenured-faculty who are not active in research may be assigned additional classes above the typical two courses per semester. Job descriptions are adjusted accordingly.
- Faculty may buy out of teaching a course by paying for 1/9 of their academic year salary from a grant.

### **C. Teaching Assignments**

- Teaching schedule is determined by the Department Chair, with faculty input, with number of courses per faculty determined as described above.
- Classes are assigned to faculty based on their areas of expertise and interests, and the needs of the Department.
- Each faculty is offered the opportunity to teach at least one 7xx course as part standard four course per year load.
- Teaching load reduction is typically not given for revising a course or teaching a new course.
- The set of courses that a faculty member typically teaches is minimized in order to reduce faculty prep time for teaching new courses, while allowing faculty to become very proficient in teaching a few select courses.

### **D. Service/Committee Load**

- All faculty are expected to provide rank appropriate service to the Department, College, and the University.
- Department standing committees include the Graduate Committee (three faculty) and the Assessment Committee (all faculty).
- All tenured faculty serve on the Department PTE committee.
- The college has a number of standing committees defined in the College of Engineering By-Laws. In many cases committees have defined requirements for faculty being tenured (Promotion and Tenure Evaluation Committee).
- University committee positions are open to college wide volunteers and a summary is usually prepared by the Executive Committee prior to selection (often at a March CoE faculty meeting).

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- Probationary faculty service should be initially limited to department committees and the profession.

**E. ABET Assessment Coordinator**

**1. Responsibilities**

- Maintain knowledge and application of state of the ABET assessment tools.
- Develop department assessment implementation plans with the adoption of best practices for NDSU CoE.
- Guide faculty on conducting ABET based assessments at the course and program level.
- Guide faculty on ABET portfolio preparation.
- Work with other CoE ABET Assessment Coordinators as a committee to create more uniform and consistent assessment processes for all programs including definition of performance indicators and attainment goals.
- Prepare an annual ABET report documenting assessment findings, implemented, improvements implemented, and results obtained in the Department.
- Aid the Department Chair in preparing and submitting the Department course level assessment report in University reporting format.
- Provide guidance and feedback for ABET visiting team information.

**2. Compensation**

- The ABET Assessment Coordinator receives 1/9 of his 9-month salary as summer support for performing the extra duties detailed above.

**3. Evaluation**

- Performance as ABET coordinator is reviewed as part of annual evaluation including effectiveness of interactions with faculty on assessment planning, tools, and training.

**Courses, Curriculum, and Accreditation**

**A. Course and curriculum**

1. **Changes.** Any course, program, or curriculum change must be reviewed and approved by the Department faculty prior to submission to the College Academic Affairs Committee. The Department faculty control and are responsible for courses and graduation requirements for each department, consistent with accreditation requirements.
2. **Approval process.** After completion of the departmental approval process, the appropriate form (along with a syllabus for new or revised courses) should be submitted to the College Academic Affairs Committee.
  - Course/curriculum related policies and forms are posted on the University Academic Affairs Committee webpage at <http://www.ndsu.edu/facultysenate/acadaffairs/>
  - Course proposals may be considered at any time during the academic year. However, in order to navigate the college and university approval process, proposals should be submitted to the College Academic Affairs by the beginning of the semester prior to the semester in which it is to be taught.
  - The syllabus must meet the minimum information required by the University Academic Affairs Committee posted at <http://www.ndsu.edu/facultysenate/acadaffairs/syllabi/>. The College Academic Affairs committee requires that all syllabi follow a template.

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- Procedures and forms that pertain to proposals for new courses, changes in existing courses and/or deletion of courses can be found on University Academic Affairs Committee website.
- 3. Impact of course, curriculum changes:
  - Care should be taken in adding additional undergraduate courses without considering which undergraduate course should be dropped. The same concern exists for graduate courses where the dilution impact on enrollments is possible.

**B. Scheduling Classes**

- Department Chair is responsible for scheduling courses and teaching assignments (in consultation with the department faculty).
- If a course is required or elective to another department and its time of offering is being changed, the change should be reviewed with other departments to minimize impacts.
- Scheduling of all courses, including independent study and DCE, for all semesters, fall, spring, summer, must be approved by the Chair. Faculty may not add or adjust their teaching load without approval of the department Chair.
- If a DCE course is assigned to a faculty member as part of their regular teaching load they will not receive additional pay during the academic year since it would be in their base salary as part of their annual load.

**C. Course Cancellations**

- In order to assure effective use of resources course enrollment each semester should be monitored. The decision to cancel a course should be made as early as possible but no later than June 15 for fall courses and November 15 for spring courses.
- Recommended minimum enrollment in order for courses to be offered:
  - Less than 5 students in a 700 level class.
  - Less than 15 students in a 400/600 level class.
  - Less than 20 students in a 100, 200, or 300 level class.Exceptions to minimum enrollment requirements include:
  - Courses required of department undergraduate majors or graduate students.
  - New courses.
  - Infrequently offered technical electives.
- Instructors whose course is cancelled may be assigned a course that is already being offered that same semester or teach an *overload a higher load* the following semester (fall or spring).

**D. Formative Assessment, FCAR**

- Per NDSU Policy, all Instructors are to have one course per academic year reviewed with a formative assessment. Results of the formative assessment are to be included in their annual reports.

**E. Student Rating of Instruction (SROI)**

- Every class offered at NDSU will be evaluated each term by students using the university rating items. Evaluations should occur in the final  $\frac{1}{4}$  of the term. IME Academic Services Coordinator administers the process. Course instructors, including teaching assistants may not be in the classroom when SROIs are administered.
- Policy 332 - Assessment of Courses and Instruction

**F. Accreditation**

- The department Chair has the responsibility to ensure that both IE&M and the MfgE programs stays accredited by ABET.
- Accreditation requires periodic assessment and continuous improvement of the engineering programs to meet program educational objectives.

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- Department Chair shall appoint an ABET assessment coordinator and form an assessment committee consisting of all IME faculty.
- With the help of the ABET assessment coordinator and office staff, the Department Chair has to ensure that:
  - The department has identified a set of assessment tools for course-level and program-level assessment. These may include but not limited to course-level evaluation and student feedback, advising surveys, alumni and employer surveys, FE results, and faculty feedback recorded through minutes from faculty meeting, curriculum committee meetings and assessment committee meetings.
  - The department maintains a current schedule for implementation of the various assessment tools.
  - All IME courses are assessed periodically for the student outcomes as identified in the assessment schedule, and the assessment results are used to make improvements in the program.
  - The program educational objectives (PEO) are reviewed periodically by all stakeholder groups, and published in multiple locations
  - A self-study report is to be prepared and submitted in a timely manner with participation from all faculty when the program is due for reaccreditation, communicate with the professional evaluator (PEV) and facilitate the visit of the PEV during the accreditation visit.

### **Budget Funding Sources and Allowable Use**

There are several budgetary sources available for funding departmental operations, most of which have constraints on how the funds can be spent. These funds include state appropriated funds, differential tuition funds, indirect cost returns from research grants and contracts, course and lab fees, distance and continuing education fees, and Development Foundation funds (donations), among other various sources. General guidelines for the use of these funds follow.

#### **A. State Appropriated Funds**

State appropriations are split into two categories: salaries and operating funds.

1. State appropriated salary funds may only be used for funding faculty, staff, and student positions (e.g., graduate or undergraduate teaching and research assistants). Salary funds are tied to specific faculty or staff positions including designated pooled funds. These funds may also be used to hire adjunct (part-time) faculty, temporary faculty and staff, post-doctoral research associates, etc.
  - When salary savings are generated from open positions, course buyouts, sabbaticals, etc., those funds may be used (upon administrative approval) to hire adjunct faculty as necessary to cover courses.
  - Pooled funds do not see an increase in the appropriated funds allocated into pools. Pooled funds have to be used before departments can ask to use salary savings for teaching purposes.
2. Operating funds are to be used to cover basic departmental operating costs, which may include office and lab supplies, printing costs, telecommunications, travel, computers, office furniture, etc.

#### **B. Differential Tuition**

1. Differential tuition is assessed to students in selected programs, including engineering, to cover the costs of additional resources and facilities associated with those programs.

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2. Since these funds are generated entirely from student tuition, they should be used only for purposes which will provide benefit to the educational experience of the students. Examples of allowable use of differential tuition dollars include, but are not limited to, the following: class and laboratory supplies, laboratory equipment for educational purposes, student computer laboratories (including computers, printers, and printing supplies), educational software licenses, student projects, student travel (student organizations, competition teams, etc.), teaching assistants and graders, adjunct faculty salaries, student support staff salaries, and faculty recruitment and startup expenses. Other uses may be justified, depending on the beneficial impact to students in the program.
3. Although the Budget Office does project a budget for Differential Tuition, only funds received are provided to the departments. No residual is held back by the college as a buffer.
4. In the past distribution of funds received in Fall semester were generally distributed near December to allow as much funding as possible accrue in the account. A similar practice existed for spring semester. Thus, entering a new academic year the department had to plan have residual funds to carry them through until the fall term distributions are made.
5. The fund balances must be maintained at zero or a positive balance at all times.
6. The Budget Office is moving to an annual budget for all units and hence in the beginning of the fiscal year the department will most likely receive the full differential tuition amount.

**C. Restricted Funds**

1. Restricted funds include grants and contracts and restricted donations.
2. Funds received by the university that are restricted for a specific purpose (e.g., research grants or contracts) are placed into a restricted fund account for use by the Department or in case of a research grant faculty member responsible for the project.
3. These funds may be used only for expenses associated with the intended use (e.g., for expenses associated with conducting a research program, in accordance with the established budget).
4. Redistribution of the funding in an account is based on allowable practices of the sponsoring agency/organization.

**D. Indirect Cost Returns**

1. Indirect cost returns are funds that are credited to the Department by the college through overhead (facilities and administrative) costs that are charged to research grants and contracts.
2. These funds are relatively unrestricted in use; however, they are typically used to support and build research capacity in the Department.
3. Examples of how these funds may be used include the purchase of research equipment and supplies, professional development opportunities for faculty and graduate students, stipends for graduate research assistants, start-up funds for new faculty, conference fees and travel, etc. Payment of salary and benefits is generally not permissible.

**E. Development Foundation Funds**

1. Donations received by the NDSU Development Foundation that are directed towards a specific department or program, are placed into funds administered by the Foundation. This may include general (unrestricted) donations to a department, scholarship funds, or donations that are restricted for a specific purpose.
2. These funds may be accessed and spent by the Department in a manner that is consistent with the wishes of the donor (e.g., student scholarships, faculty development, laboratory equipment, etc.).

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3. The current practice at the Development Foundation is to assess 15% overhead charge to all funds (with some exceptions to scholarship funds) received.

**F. Course and Lab Fees**

1. Certain courses, often those with a heavy laboratory component, have special course fees attached that are over and above the basic and/or differential tuition costs that students pay on a per credit basis.
2. These fees are intended to cover specific costs associated with the course, such as laboratory supplies, unique equipment, or for specialized instruction.
3. In engineering all course and laboratory fees are considered to be included in differential tuition. While the course and fees for IME 330, IME 335, and IME 431 has remained the institution does not allow establishing new course or lab fees.

**G. Distance and Continuing Education and Summer School**

1. Students who take courses that are offered through the Distance and Continuing Education (DCE), including online or self-support classes, are assessed additional fees, a portion of which are returned to the Department.
2. These funds are typically unrestricted, and may be used to cover costs associated with general department operations to support teaching activities.
3. The Summer School covers the instructional costs of offering one IME course in the summer.
  - The Department can offer additional self-support courses. These courses has to have enough enrollment to cover instructional costs.
  - Any excess funds are distributed directly into accounts for department access. These funds are net of instruction costs and net of all costs for offering courses by the Department.
  - When course expenses exceed tuition from enrollments, the difference is balanced within the Department offerings.

**H. Other Local Funds**

1. The Department has other local fund accounts that have been established for a specific purpose such as fees collected from the capstone course, unsolicited and unrestricted donations.
2. These funds may be used to support activities associated with the purpose for which the accounts were created.
3. Restricted gifts to the Department have to be reviewed and budgeted through a restricted funds accounting process.

## **Use and Allocation of Space and Equipment**

**A. Process**

1. The Department Chair, in consultation with faculty, is responsible for making decisions regarding the utilization, (re)allocation, renovation, maintenance, and planning of department office, teaching, and research space and equipment.
2. The Department Chair is responsible for efficient and appropriate use of all departmental space and ensures that all NDSU safety and health regulations are followed.
3. Each faculty member is responsible for the supervision of the appropriate use and maintenance of the space and equipment assigned to him/her.

**B. Related NDSU Policy Related NDSU Policy**

715. Space allocation policies & procedures.  
<http://www.ndsu.edu/fileadmin/policy/715.pdf>

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166. University health and safety policy. <http://www.ndsu.edu/fileadmin/policy/166.pdf>

## **Consulting**

### **A. Approval Process**

NDSU recognizes beneficial aspects of external professional activities. However there are limits in order to ensure that employee's obligation to the University will not be interfered with such activity. Consulting by faculty in areas related to their academic discipline may be performed only after prior approval by the Department Chair, Dean, and the Provost.

### **B. Related NDSU Policy**

Policy 152: External Professional Activities <http://www.ndsu.edu/fileadmin/policy/152.pdf>

## **Developmental Leave Policy**

### **A. Eligibility, Funding and Duration**

- Developmental leave for retraining and/or professional development is available for eligible faculty and staff after a minimum of three years of service at NDSU.
- Developmental leave may not exceed 12 months.
- Base stipend from appropriated funds "shall not normally be less than 25% nor more than 75% of the salary scheduled for the leave."

### **B. Approval Process**

- The request has to be made to the Department Chair at least six months prior to the anticipated leave.
- Employee has to submit a proposal identifying "goals, objectives, and activities planned for the leave; site(s) for the experience, collaborators, and areas of work or research; resulting outputs from the leave; relationship of leave request to current skills and anticipated skill development; benefits to individual, students, department, college/unit, university and/or State; requested period of leave (up to 12 months); and anticipated/requested income during the leave.
- The request has to be approved by the Department Chair, Dean, and the Provost.

### **C. Related NDSU Policy**

Policy 132: Developmental Leave <http://www.ndsu.edu/fileadmin/policy/132.pdf>

## **IME Department Meetings**

### **C. Scheduling of Meetings**

1. Regular scheduled meetings will be held each semester with the schedule determined by the Department Chair.
2. Notice of faculty meetings with a tentative agenda should be sent to department members at least three days in advance.

### **D. Voting Procedures**

1. If a vote is necessary, only faculty are eligible to vote on issues related to academic affairs.
2. Paper ballots are used for voting and results are announced.

### **E. Minutes**

1. Meeting minutes should be taken and made available to whole department.
2. These minutes may be subject to review by the ABET visit team

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## **IME Committees**

### **A. Standing Committees**

#### **1. Promotion and Tenure Committee.**

- Only tenured faculty serve on this committee.
- Composition and responsibilities of the PTE Committee is established in the IME PTE Document.

#### **2. Graduate Committee**

- This committee is formed by three faculty. Department Graduate Services coordinator provides administrative support for graduate admissions.

#### **3. Assessment Committee**

- All faculty serve on this committee. The committee is chaired by the Assessment Coordinator.

### **B. Ad-hoc Committees**

- **Search Committee**
- **Advanced Manufacturing Minor Committee**
- **Healthcare Engineering and Engineering Management Minors Committee**

### **C. IME Industry Advisory Group**

- The Department has an industry advisory group.
- The industry advisory group meets once a semester to advise and assist the development and enhancement of IME programs.
- Industry advisory members help organize the student field trips and give guest lectures in the classes.
- Meeting minutes are taken for each meeting and made available to whole department. These minutes provide the history of the industry advisory activities and may be subject to review by the ABET visit team.
- See IME Advisory Board Bylaws for memberships, committees, meetings, and officers of the organization.

## **IME Vision, Mission, and Guiding Principles**

### **Vision**

- IME department will be globally recognized as a dynamic contributor to the development and dissemination of advanced knowledge in the diverse field of Industrial and Manufacturing Engineering. We will create a nourishing environment that facilitates the growth of individuals through innovative teaching and imaginative research and scholarship.

### **Mission**

- **Teaching Mission:** To provide high quality undergraduate and graduate programs in industrial and manufacturing engineering.
- **Research Mission:** To advance knowledge of manufacturing and industrial engineering, strengthen and support industry and enhance teaching.
- **Service Mission:** To participate in faculty governance, in the broader community of the engineering profession and its disciplines and in the land grant mission of the university through engagement in state, regional and national affairs.

### **Guiding Principles**

- **Excellence.** We will strive for the highest quality and utility in education, research, service, and outreach.
- **Integrity.** We will uphold the highest professional and ethical standards of conduct.
- **Diversity.** We will value differences in people, perspectives, and ideas.

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- **Collegiality.** We will respect the work of others and strive for collaboration.
- **Inclusivity.** We will continuously seek input from students, faculty, employers, and alumni.
- **Stewardship.** We will effectively use resources entrusted to us.

## **IME Department Documents and Reports**

### **A. Internal Department Documents**

1. Criteria and Procedures for Promotion and/or Tenure Evaluations  
(see also College Bylaws for College criteria and procedures)
2. Graduate Handbook
3. Undergraduate Handbook
4. Assessment Manual
5. IME Advisory Board Bylaws

### **B. Reports Department Submits**

1. **Annual Report.** Outline is subject to annual revision but recently has been maximum of two pages. Annual report is submitted to CoE.
2. **Assessment Report.** Each department submission schedule varies. However, with the creation of the ABET Assessment manual / processes the college will be moving toward a single submission timeline.
3. **Program Review.** Every seven years all programs are reviewed by the Program Review Committee which results in a report submitted to the Provost.