

Mechanical and Nuclear Engineering

Department

Engineering

College

Policy Statement Concerning:

Personnel Review and Evaluation Standards/Procedures

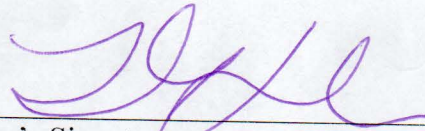
- Performance Evaluation Criteria
- Annual Evaluation
- Reappointment Evaluation for:
 - Annual Reappointment Reviews
 - Mid-Tenure Review
- Tenure
- Promotion
- Professorial Performance Award
- Chronic Low Achievement
- Post-Tenure Review
- Non-Tenure Track Faculty Titles

Approved by Faculty Vote on (2/7/2019)

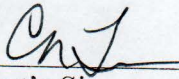
NEXT REVIEW DATE:


Department Head's Signature

6/7/2019
Date


Dean's Signature

6/7/19
Date


Provost's Signature

6/26/2019
Date

Part 1. Criteria, Standards, and Procedures for Faculty Annual Evaluations

I. Introduction

The mission of the Department of Mechanical and Nuclear Engineering is to (1) provide rigorous and challenging educational experiences at both the undergraduate and graduate levels to enable students to attain their full potential, (2) conduct scholarship that is of national and international repute to generate new knowledge and technology for the benefit of society, and (3) provide service through outreach programs to our profession, Kansas, the nation, and the world.

The department will achieve this mission by recognizing activities that strengthen our current foundation, and then encouraging new activities and efforts that raise the level of that foundation. Each faculty member is unique and contributes individual abilities to the department. The evaluation approach taken by the department seeks to respect this uniqueness by establishing a set of guidelines and standards that are relatively flexible yet provide the necessary rigor to establish a consistent framework for guiding the evaluation of each faculty member.

II. Faculty Identity

The Faculty of the Department of Mechanical and Nuclear Engineering is chiefly responsible for carrying out the departmental mission. The faculty consists of those individuals in the department that hold positions listed in the Table 1.1.

Table 1.1. Faculty Positions in MNE

Professor, Teaching Professor, Research Professor, Professor of Practice, Senior Professor of Practice
Associate Professor, Teaching Associate Professor, Research Associate Professor,
Assistant Professor, Teaching Assistant Professor, Research Assistant Professor
Instructor, Senior Instructor, Advanced Instructor

III. Procedures for Annual Evaluations

The evaluation documentation consists of two parts: the Annual Accomplishment Plan and the Annual Summary of Accomplishments.

1) Annual Accomplishment Plan.

The Annual Accomplishment Plan is required for faculty members requesting a change in effort allocation. It is optional for all other faculty members. The Annual Accomplishment Plan for the following academic year is submitted using the forms and following the instructions in Section VIII.1. The plan should address all areas and shall provide specific information related to

teaching and internal service commitments, the two categories for which department-level planning is needed. If the requested percent time among the categories is changed from the previous year, then the department head and the faculty member shall meet to discuss and possibly adjust the faculty member's load distribution consistent with the department's mission and objectives. The department head shall give due consideration to requests made in the accomplishment plans but, ultimately, is responsible for making assignments that fulfill department requirements and are aligned with department mission and objectives.

The information provided in Section VIII.1 should exceed department expected minimum workloads. The following benchmarks are provided for reference for each of the individual areas and are not intended to total to 100%.

- Teaching two course equivalents per semester 50% time
- Performing research and scholarship consistent with the "meets expectations" benchmark described in Section IV.2.b. 50% time
- Advising 20 undergraduates and serving on three internal or external committees 10% time

2) Annual Summary of Accomplishments.

Each faculty shall submit an Annual Summary of Accomplishments for the preceding calendar year to the head using the forms and following the instructions in Section VIII.2. The reported material includes information needed to show the quantity, quality, and significance of work from the past year. The reporting faculty member is expected to make a good faith effort to report metrics accurately in accordance with the instructions provided, without exaggeration. The department head may adjust these metrics prior to their use in the evaluation of the reporting faculty member, if deemed necessary. If they are reduced, the department head must provide an explanation to justify the reduction to the affected faculty member and provide that faculty member the opportunity to explain the basis for the claimed numbers. The faculty member makes the final determination as to the values reported; the department head makes the final determination as to the values used in the evaluation.

IV. Evaluation Criteria and Standards

1) Metrics.

It is the responsibility of each faculty member to clearly document his or her efforts and achievements in teaching, research and scholarship, service and other activities related to furthering the department's, college's, and university's missions. Key evaluation performance metrics are listed in Table 1.2. The Annual Summary of Accomplishments submitted should, at a minimum, include data for each of the applicable metrics as instructed in Section VIII.2. Additional information may be provided if the faculty member deems it is necessary to adequately describe contributions and accomplishments for the year. Concise documentation of major activities and contributions is emphasized and unnecessarily detailed documentation is discouraged.

Although each item listed in Table 1.2 represents value added to the department's mission and objectives, faculty members are expected to have differing mixes of activities to support the mission and objectives

Table 1.2. Metrics

Teaching	Research and Scholarship	Service
course equivalents	expenditures	committees
TEVAL scores	graduate students	advising
peer review	publications	service hours

2) Numerical Scores.

In the Annual Faculty Evaluation Form (see Section VIII.3), a 1 to 5 numerical scale will be used to represent a faculty member's performance in each of the three major responsibility areas.

Table 1.3 clarifies the meaning of the numerical scores:

Table 1.3. Evaluation Scores

5	Far exceeded expectations
4 to <5	Exceeded expectations
3 to <4	Met expectations
2 to <3	Below expectations but met minimum-acceptable levels of productivity
1 to <2	Below minimum acceptable levels of productivity

a) Teaching. As a benchmark, a faculty member whose teaching performance is rated as “Exceeds Expectations” would typically have the following metrics or attributes in addition to normal teaching responsibilities consistent with the percent time allocated to teaching:

- taught at least one course subject to peer review and evaluated favorably, and
- developed a new course or laboratory, or
- average TEVAL scores for teaching effectiveness and amount learned greater than 4.0, or
- participated in pedagogical research or other development activity for improved teaching

A rating of “Meets Expectations” reflects a sustained activity in the above categories but at a lower level, while a rating of “Far Exceeds Expectations” reflects a much higher level of productivity and/or quality measures of excellence such as a major teaching award. Failure to participate in peer review of teaching will not negatively affect the overall score for teaching, but such participation is needed for an accurate evaluation of teaching beyond meeting expectations.

As a benchmark, a faculty member whose teaching performance is rated as “Below Minimum Acceptable Levels of Productivity” would have the following metrics or attributes:

- repeatedly missing scheduled class meetings without a valid reason (such as having health problems, approved official leave, etc.) during a semester, and
- receiving consistent (over three semesters) TEVAL scores of less than 1.9, and
- failure to evaluate students’ performance uniformly and fairly.

b) Research and Scholarship. As a benchmark, a faculty member whose research performance is rated as “Exceeds Expectations” would typically have the following metrics or attributes:

- approximately 3-6 reviewed journal or journal-equivalent publications per year, and
- approximately 3-6 conference presentations per year, and
- two or more grants or contracts in force, and research expenditures typically about \$250K to \$400K per year, and
- graduates at least one Ph.D. student every other year, and advises typically 4-6 graduate students, and
- approximately 3-6 research proposals submitted.

These metrics are based on a 50%-time allocation to research and should be prorated for actual time allocated. New faculty members on track to achieve this level of performance would be rated as Exceeds Expectations as well.

A rating of “Meets Expectations” reflects a sustained activity in the above categories but at a lower level, while a rating of “Far Exceeds Expectations” reflects a much higher level of productivity and/or quality measures of excellence such as a major research award.

A faculty member whose research performance is rated as “Below Minimum Expected Levels of Productivity” would have the following metrics or attributes:

- No research proposals funded, pending, or denied, and
- No items submitted for publication during a year, and
- Does not serve as a member of any graduate student committees

c) **Service.** As a benchmark, a faculty member whose service performance is rated as “Exceeds Expectations” would typically have the following metrics or attributes:

- be a highly effective leader of a major departmental, college or university activity or committee, and
- provide substantial external service such as organizing a major symposium, chairing a national professional committee, or serving as editor of a significant journal.

For a rating of “Meets Expectations” in service, a faculty member should provide effective service on several departmental, college or university committees or activities, including at least one substantial role, and also be an effective advisor. The faculty member should also provide effective and visible external service in one or more areas, such as chairing sessions at professional conferences, serving as a professional society officer, serving on professional society committees, or serving on national proposal review panels.

As a benchmark, a faculty member whose service performance is rated as “Below Minimum Acceptable Levels of Productivity” would have the following metrics or attributes:

- missing more than five faculty meetings without a valid reason (such as having health problems, approved official leave, etc.) during a semester, and
- failure to actively participate on committees to which the faculty member has been assigned, or
- failure to participate in any scheduled enrollment advising sessions without making appropriate alternative arrangements with advisees.

d) Score Assignment. The exact procedure used for assigning scores to faculty is decided by the department head. However, in finalizing these numerical scores, the department head shall provide consistent evaluations across the faculty for comparable numerical metrics, making considerations for the responsibilities and allocated percent time of each faculty member in the three categories of teaching, scholarship, and service.

V. Salary Adjustments (Merit Raises)

Procedures for salary adjustments are given in the University Handbook Section C46.2. The merit salary increase for each faculty member will be proportional to the arithmetic average of his or her current overall score and his or her overall scores from the previous two years (if available) if the resulting score is greater than 2.0. If the average overall performance score is less than or equal to 2.0, no merit salary increase will be given.

VI. Distribution of Statistical Evaluation Data Sheets

After evaluation scores are finalized, statistical data from faculty evaluations shall be distributed to all faculty members in the department. The data shared should include distributions of overall scores, the scores in each of the three areas as described in Section IV.2, and each of the metrics in Table 1.2. This statistical data shall be presented in such a way that individual scores are not attributable to an individual faculty member. This sharing of evaluation scores promotes transparency and allows faculty members to self-compare with colleagues.

VII. Timeline

Table 1.4 shows the timeline that is expected for annual evaluations and review. The department head may make adjustments to this timeline if necessary to accommodate requirements of the college and university or to reflect other constraints or events. All faculty members are to be notified of any schedule changes as soon as practical.

During the annual evaluation meeting with the department head, discussions related to the accomplishment plan, if one was submitted, should point out potential outcomes and any deficiencies. The head shall give an evaluation of how well the plan meets the department's performance objectives and the expectations of each faculty member.

At the end of the meeting with the department head, the faculty member signs a statement acknowledging the opportunity to review and to discuss the evaluation. In accordance with the University Handbook Section C45.3, within seven working days after the evaluation, the faculty member has the opportunity to submit written statement of unresolved differences regarding his or her annual evaluation to the department head.

Table 1.4. Timeline

Task	Responsibility	Due Date
Develop individual accomplishment plans for the following academic year and submit these plans to the head if a change in time allocation is requested. The plan should follow the format provided in Section VIII.1 of this document.	Faculty Member	January 15
Submit a summary of accomplishments from the previous calendar year in the form of Section VIII.2 in this document and a supporting document which provides details for the accomplishments.	Faculty Member	January 15
Meet with each faculty member and review the accomplishments from the previous calendar year, the accomplishment plan for the upcoming academic year, and discuss any modifications to the accomplishment plan.	Department Head	January 31
After evaluation scores are finalized, the department head will provide each faculty member a copy of his or her finalized evaluation and statistical evaluation data sheets about all faculty members in the department.	Department Head	March 1

VIII. Forms and Instructions

This section contains forms used in the annual evaluation and instructions for completing those forms.

1) Annual Accomplishment Plan

The Annual Accomplishment Plan is used primarily as a planning tool to allow the department head to view changes in faculty plans in light of department needs. All faculty members desiring or requiring a change in effort allocation need to fill out the complete form. The form is optional for other faculty members. However, it should be used to communicate to the department head new developments or changes desired even if they do not change effort allocations (e.g. new research projects, national committee participation, courses desired to teach, etc.).

Annual Accomplishment Plan

Anticipated Allocation of Time (%)

Teaching: _____
Research and Scholarship: _____
Service: _____
Administration: _____
Total: _____

Teaching

Number of courses anticipated for summer session _____
Number of courses anticipated for fall semester _____
Number of courses anticipated for spring semester _____

Courses desired:

1) _____	2) _____	3) _____
4) _____	5) _____	6) _____
7) _____	8) _____	9) _____

Instruction development activities anticipated:

Research and Scholarly Activity

Major proposal development anticipated:

Other major research development anticipated:

Service

Major service commitments anticipated:

Instructions for Annual Accomplishment Plan

Anticipated Allocation of Time:

The percent time must total to 100% or, in the case of a fractional appointment, to a value commensurate with that appointment.

Teaching:

The list of courses desired is particularly useful to the department head as he or she may not be aware of an individual's range of expertise and interests. This list is not for course selection purposes. Rather it provides input to the department head about an individual's interests and preferences that is used in making teaching assignments. Listing a course does not ensure that it will be assigned and not listing a course does not ensure it will not be assigned. Faculty members are encouraged to list as many courses as applicable and more or less in order of preference.

Anticipated instruction development or related development activities that will require a substantial time commitment above and beyond typical activities associated with teaching courses should be listed so that the department head can take them into consideration when making other assignments. Any associated adjustment in workload needed should be discussed with the department head.

Research and Scholarly Activity:

Anticipated major proposal development (e.g. development of an NSF-ERC proposal) or similar activity that will require a substantial time commitment above and beyond typical activities associated with the faculty member's research program should be listed so that the department head can take them into consideration when making other assignments. Any associated adjustment in workload needed should be discussed with the department head.

Service:

Out-of-the-ordinary service activities anticipated or desired that will require a substantial time commitment should be listed. Examples include: serving as a regional or national officer in a professional society, serving as chair of a high workload committee, organizing a student chapter for a professional society, etc. An estimate of the time commitment anticipated should be included. Routine service activities should not be listed. Any associated adjustment in workload needed should be discussed with the department head.

2) Annual Summary of Accomplishments

The forms and instructions for documenting accomplishments for the reporting year are provided in this section. Not all categories will apply to all faculty members. The key metrics for evaluation are reported in the table on the first page of the form. Information to document the values reported must be provided in the formats specified below. If there are major contributions not reflected in these metrics, then additional explanation should be provided. Unless requested by the department head, do not attach copies of publications, reports, TEVALs, etc. to this document. However, it is the department head's prerogative to request such documentation of any or all faculty members.

Annual Summary of Accomplishments

Name: _____

Position: _____

Table 1.5. Summary of Accomplishments

Teaching		Research and Scholarship		Service	
course equivalents		expenditures		committees	
TEVAL scores		graduate students		advising	
peer review		publications		service hours	

Additional Major Accomplishments: _____

Table 1.6. Courses Taught

Course	Term	Number of Students	Overall Effectiveness*	Amount Learned*
ME 101	S18	101	4.5 (4.4)	4.5 (4.4)

*Scale: 5 – Very High; 4 – High; 3 – Medium; 2 – Low; 1 – Very Low. Adjusted scores (in parentheses) are adjusted for student characteristics and class size.

Table 1.7. Instruction Development

Development Activity	Semester(s)	hr/week

Table 1.8. Peer Review of Teaching

Course	Semester	Reviewer	Score

*Scale: 5 – Very High; 4 – High; 3 – Medium; 2 – Low; 1 – Very Low.

Table 1.9. Peer-Reviewed Publications

Journal Papers

1. E.N. Gineer, "Study of This and That," *J. Good Science* **18:2** 199—205 (2017)
2. ...

Conference Papers

3. S.T. Udent and E.N. Gineer, "Further Study of This and That," International Conference on Good Science, April 1—3 2017
4. ...

Conference Abstracts

5. ...

Table 1.10. Extramural Funding

Investigators (indicate PI)	Funding Agency	Total (\$)	Assigne d (%)	Assigned (\$)	Start	End	Title	C*

*Competitiveness: N (National, e.g., NSF, DOE, USDA), R (Regional, e.g., Sun Grant), S (State, e.g., EPSCoR, KDOT), K (on-campus, e.g., research initiation grants within KSU), NC (non-competitive, congressional earmarks, KSU internal allocation, gifts, etc.)

Table 1.11. Graduate Students Advised

Student Name	Chair (Co-Chair)	Dates	Status	Thesis/Topic

Table 1.12. Internal Committees and Task Groups

Committee Name	Semester(s)	hr/week	Role

Table 1.13. External Committees, Boards and Positions

Organization/Activity	hr/wk	Role

Table 1.14. Advising

Number of undergraduate Students Advised		
Student Organizations Advised	Semester(s)	hr/week

Additional Information for Teaching:

Addition Information for Research and Scholarship:

Addition Information for Service:

Instructions for Annual Summary of Accomplishments

Summary of Accomplishments, Table 1.5.

Course Equivalents: This metric reflects the total number of courses taught during the reporting year adjusted for the number of credit hours, enrollment, GTA/grader support, and other factors affecting the associated work load. One three-credit lecture course with enrollment of 20-30 students taught with no GTA or grader assistance is the benchmark for “1.0”. Normally, the number reported here is the total credit hours taught divided by 3.0 based on the assumption that appropriate GTA and grader assistance is provided for large or otherwise demanding courses. Deviation from this norm requires explanation. Deviations can account for instructional development, which may include teaching a course not taught recently (within 5 years) at KSU or elsewhere, developing a new laboratory, or similar activities that are not a normal part of teaching a course, as documented in Table 1.7. A semester average of 10 hours per week is approximately one course equivalent.

TEVAL Scores: The average of the scores reported in Table 1.6.

Peer Review: The value entered is the average of the scores assigned as reported in Table 1.8. Reciprocal reviews are valuable, encouraged, and should be included in Table 1.8. However, scores from reciprocal reviews are not to be included in the average. If no peer reviews were conducted, leave the score blank.

Expenditures: Sum of expenditures for reporting year assigned to reporting faculty member as reported in Table 1.10.

Graduate Students: The total number of graduate students listed in Table 1.11. Graduate students that are co-advised are counted as 1 for each co-advisor.

Peer Reviewed Publications: Total journal, conference and book publications reported in Table 1.9 that, during the reporting year, were published or accepted for publication and that were not included in the reported total for a previous year.

Committees: The total number of department, college, and university committees and similar task groups on which the reporting faculty members served during the full reporting year as reported in Table 1.12 plus the total number of professional society committees or similar professional service activities as reported in Table 1.13.

Service Hours: Average hours per week during the reporting year spent on all service activities reported in Tables 1.12-1.14. Faculty members are not expected to keep detail time records but should make a good faith estimate of the actual time spent on the service activities. While a

substantial service effort is expected and is to be reflected in the evaluation, excessive time spent on discretionary service activities that are not directly supportive of department, college, and university needs may be viewed negatively.

Advising: This category reflects undergraduate student advising activities during the reporting year and other student advising such as being the faculty advisor for a professional society or student team. As benchmarks, advising an average of 20 undergraduate students during the reporting year counts as 1.0 and each student organization advising activity for the whole year counts as 1.0 as reported in Table 1.14.

Courses Taught, Table 1.6

The value listed for “Enrollment” is normally the total number of students enrolled in the course section. If multiple faculty members teach a single section, then the enrollment should be allocated appropriately.

The value listed for “GTAs/Graders (hr/week)” is the average number of hours per week for support provided by all GTAs and graders combined during the semester.

The TEVAL score listed for each course is the average of the raw scores of “overall effectiveness as a teacher” and “amount learned in the course.”

Instruction Development, Table 1.7

Provide a brief description of instructional development activity (e.g. developed a new undergraduate course in nano-materials). Estimate the average hours per week during the semester(s) the activity was conducted.

Peer Review of Teaching, Table 1.8

Peer review of a course requires that a reviewer have visited at least two class sessions, reviewed relevant course materials (e.g. syllabus, schedule, exams, lab exercises, etc.), and provided a written review identifying strengths and weaknesses. The reviewer assigns a score from 1-5 where 1 is poor and 5 is excellent with justification provided for the score assigned. Reviewers must be KSU faculty members with at least 3 years of teaching experience.

Peer-Reviewed Publications, Table 1.9.

All publications claimed in the metric totals are to be reported. Additional publications may be included to show ongoing efforts at the discretion of the reporting faculty member. Only the relevant date columns need to be completed. Conference presentations without a reviewed published paper, abstracts, and similar publications should not be included but can be listed under “additional information” if they are of substantial importance.

Extramural Funding, Table 1.10.

Table 1.10 is mostly self-explanatory. All extramurally funded activities and projects active at any time during the reporting year are to be included. If multiple faculty members are involved, both project totals and portions assigned to the reporting faculty member are to be shown. It is important that all faculty participants in a project mutually agree upon the allocations and report accordingly and consistently. The reporting faculty member’s role (e.g. PI, investigator, etc.) is to be indicated.

Graduate Students Advised, Table 1.11

List all graduate students supervised during the reporting year, the degree program in which they are enrolled, and their thesis topic, if known. If you are a co-advisor, so indicate.

Internal Committees and Task Groups, Table 1.12.

List all department, college, and university committees, task groups and similar activities in which you participated during the year and make a good faith estimate of the average hours per week spent on the activity during the semester(s) you participated. Indicate the role you played in each activity (chair, member, etc.)

External Committees, Boards and Positions, Table 1.13.

List all professional organization committees, task groups, boards, and similar activities in which you participated during the year and make a good faith estimate of the average hours per week spent on the activity during the reporting year. If you served as an officer in professional organization, include this information. Indicate the role you played in each activity (chair, member, etc.)

Advising, Table 1.14.

Show the average number of undergraduate students you advised during the reporting year. List any student organizations in which you participated (e.g. ASME, Mini Baja, etc.) and indicate your role.

3) Annual Faculty Evaluation Form

Mechanical and Nuclear Engineering Department
College of Engineering
Kansas State University

FACULTY MEMBER: _____

POSITION: _____

Calendar Year: _____

PERFORMANCE RATING SCALE

5 Far exceeded expectations

4 to <5 Exceeded expectations

3 to <4 Met expectations

2 to <3 Below expectations but has met minimum-acceptable levels of productivity

1 to <2 Below minimum-acceptable levels of productivity. For this case, the section of Criteria and Standards for Minimum-Acceptable Level of Productivity and Chronic Low Achievement applies.

Area	Area Score	Fraction of Time	Weighted Score
Teaching			
Research and Scholarship			
Service			
Total			

Department Head Remarks: _____

Department Head: _____ Date: _____

Faculty Member: _____ Date: _____

(Faculty member signature does not imply concurrence. It only indicates the review was received by the faculty member and discussed with the department head.)

This section is optional at the discretion of the faculty member. If completed, it is to be returned to the department head no later than seven days after the date of the above review.

Faculty Member Remarks: _____

Faculty Member: _____ Date: _____

Part 2. Promotion, Tenure, and Reappointment Procedures

This document outlines procedures within the Department of Mechanical and Nuclear Engineering for promotion, tenure, and reappointment of faculty members. This information is provided as a department specific supplement to information contained in the University Handbook and is not intended to be used in lieu of the University Handbook.

I. Definition of Eligible Faculty (University Handbook C12.1, 12.3-12.4 , and C152.1)

In this document, the term “eligible faculty” identifies those MNE faculty members who are responsible for participating in the reappointment, promotion, and tenure decisions. In this document, the term “tenure-track” refers to the positions of assistant professor, associate professor and professor where the faculty member is not tenured (on probationary status). The term “tenured” refers to the same positions when the faculty member is tenured. The term non-tenure-track refers to all other positions listed in the table below.

- 1) For tenure decisions, reappointment decisions for tenure-track faculty, and post tenure review, “eligible faculty” consists of all tenured MNE faculty members.
- 2) For promotion decisions for tenure-track and tenured faculty members, “eligible faculty” consists of tenure-track and tenured faculty at a rank equal to or higher than the rank being considered.
- 3) For promotion decisions and reappointment decisions for non-tenure-track faculty, “eligible faculty” consists of tenure-track, tenured, and regular non-tenure-track faculty at a level equal to or higher than the level being considered as defined in the following table.

Level	Positions
4	Professor, Teaching Professor, Research Professor, Professor of Practice, Senior Professor of Practice
3	Associate Professor, Teaching Associate Professor, Research Associate Professor, Advanced Instructor
2	Assistant Professor, Teaching Assistant Professor, Research Assistant Professor, Senior Instructor
1	Instructor

II. The Promotion and Tenure Committee

The members of the Promotion and Tenure (P&T) Committee are appointed annually by the Department Head. The Chair of the P&T Committee, a tenured faculty member with rank of professor, is elected for a three-year term by the MNE faculty. The Chair also serves on the College P&T Committee. The responsibilities of this committee include:

- 1) Review departmental policies regarding tenure and promotion and make recommendations for changes as needed.
- 2) Facilitate the annual review of faculty on probationary appointments and make a recommendation to eligible faculty concerning reappointment/tenure/promotion.
- 3) Conduct a formal mid-probationary review of all tenure-track faculty.
- 4) Advise tenure-track faculty about their progress toward earning tenure and, if ready, see that all necessary forms are completed effectively and forwarded in a timely manner.
- 5) For promotions not associated with tenure decisions, including non-tenure-track positions, review progress toward promotion upon request of the faculty member and, when promotion is sought, make a recommendation to the eligible faculty.
- 6) Meetings of the P&T Committee, when individual qualifications are considered, shall be closed and any written responses shall be confidential within the eligible faculty for the action being addressed.

III. Probationary Review (University Handbook C50.1-53.3)

- 1) Each faculty member holding a probationary appointment must undergo an annual evaluation to determine if the faculty member shall be reappointed per the Standards for Notice of Non-Reappointment, University Handbook Appendix A. As a part of the evaluation, each faculty member on probationary appointment is given feedback regarding his/her performance when judged according to the MNE Department's criteria outlined in Part 3 of this document. The faculty member shall be notified in accordance with University Handbook, Appendix A if his or her appointment is to be terminated.
- 2) During first year of academic service: The department head evaluates the probationary faculty member. If the faculty member is not to be reappointed for a second year, then the department head must first meet with the eligible faculty to present and discuss the reasons for this decision.
- 3) Each faculty member on a probationary appointment, after the first year of service, must submit to the department P&T Committee material that documents her or his professional accomplishments since his or her initial appointment. This material must include, but is not limited to:
 - a. Evidence of effective teaching including evaluations of teaching.
 - b. Evidence of scholarly work which must include technical articles published or pending publication, summaries of research projects started and underway, copies of

research proposals submitted, a list of supervised graduate students, and summaries of any other scholarly activities.

c. Evidence of service to Kansas State University, the profession, and appropriate professional societies.

d. Copies of all written records forwarded to the probationary faculty member by the P&T Committee from previous reappointment evaluations.

4) At least one class taught by each probationary faculty member shall be attended by a P&T Committee member during each academic year. The P&T Committee shall meet towards the end of the academic year to develop written comments that are then provided to that faculty member.

5) During the second year of academic service: The date for submission of the probationary faculty member's evaluation materials follow:

a. September, end of second week: Faculty member submits the evaluation materials (described in III.3.) to the P&T Committee. The P&T Committee shall review the evaluation materials as a committee, provide a written summary letter to the candidate, and then meet with the candidate seeking reappointment. The Department Head shall participate in this meeting. Upon review of the evaluation materials by the P&T Committee, the faculty member may change and/or modify the materials in response to suggestions provided by the P&T Committee.

b. October, end of second week: The faculty member's materials are made available for review by the eligible departmental faculty.

c. November, end of first week: After the evaluation materials have been available to the eligible faculty for at least 14 days, the department head and the eligible faculty will meet to discuss the probationary faculty member's suitability for reappointment and advancement toward tenure. The P&T committee will make its recommendation to the eligible faculty at this time. At this meeting, any eligible faculty member may request that the probationary faculty member (within 5 calendar days) meet with all the eligible faculty to discuss, for purposes of clarification, the evaluation materials submitted by the probationary faculty member. After all discussions are complete, a ballot of the eligible faculty concerning the reappointment of the probationary faculty member will be submitted to the department head. Each vote must have a written explanation supporting the cast vote.

d. November, end of second week: Department head submits the final recommendation, explanations, and complete evaluation materials to the Dean. Included in the submitted materials to the Dean are the unedited written comments of each of the eligible faculty

members and the numerical results of the ballot. The department head will present to the probationary faculty member the written recommendation per University Handbook C53.3. Also, the department head will discuss with the probationary faculty member his or her advancement toward tenure. These recommendations and explanations are kept in the probationary faculty member's confidential file.

6) After two or more years of academic service: The date for submission of probationary faculty member's evaluation materials follow:

a. January, end of second week: Faculty member submits the evaluation materials (described in Part 2, Section III.3) to the P&T Committee. The P&T Committee shall review the evaluation materials as a committee, provide a written summary letter to the candidate, and then meet with the candidate seeking reappointment. The Department Head shall participate in this meeting. Upon review of the evaluation materials by the P&T Committee, the faculty member may change and/or modify the submitted evaluation materials.

b. February, end of second week: The faculty member's materials are made available for review by the eligible departmental faculty.

c. March, end of first week: After the evaluation documents have been available to the eligible faculty for at least 14 days, the department head and the eligible faculty shall meet to discuss the probationary faculty member's suitability for reappointment and advancement toward tenure. The P&T committee shall make its recommendation to the eligible faculty at this time. If the P&T Committee recommendation is not unanimous, then a minority statement will also be made. At this meeting, any eligible faculty member may request that the probationary faculty member (within 5 calendar days) meet with the eligible faculty to discuss, for purposes of clarification, the evaluation materials submitted by the probationary faculty member. After all discussions are complete, a ballot of the eligible faculty concerning the reappointment of the probationary faculty member shall be submitted to the department head. Each vote must have a written explanation supporting the cast vote.

d. March, end of second week: Department head submits the final recommendation, explanations, and complete evaluation materials to the Dean. Included in the submitted materials to the Dean are the unedited written comments of each of the eligible faculty members and the numerical results of the ballot. The department head shall present to the probationary faculty member the written recommendation per University Handbook C53.3. Also, the department head shall discuss with the probationary faculty member his or her advancement toward tenure. These recommendations and explanations are kept in the probationary faculty member's confidential file.

IV. Mid-Probationary Review (University Handbook C92.1-C92.4)

1) Midway through the probationary period, a review of a probationary faculty member is conducted. The mid-probationary review occurs during the faculty member's third year in the department. The purpose of this review is to provide substantial feedback to the probationary faculty member from both the faculty and administrators about how well the faculty member's accomplishments satisfy the department's criteria for obtaining tenure. A favorable mid-probationary review does not guarantee tenure shall be given in the future, nor does a negative review guarantee that tenure shall not be given.

2) Each faculty member on probationary appointment must submit to the P&T Committee material that documents the professional accomplishments since his or her initial appointment. This material is specified in Part 2, Section III. 3. As part of the mid-probationary review, the P&T Committee shall provide to the candidate feedback on the candidate's accomplishments and recommendations for improvement, to the extent applicable.

3) Procedures and time line for the mid-probationary review are described in Part 2, Section III. The mid-probationary review shall be conducted in accordance with the procedures stated in the University Handbook, C92.2 and C92.3.

V. Reappointment Review for Regular Non-Tenure-Track Positions (University Handbook C60-63.3)

1) January, end of second week: The candidate compiles and submits documentation of his or her professional accomplishments in conjunction with the performance documentation for annual evaluation. This documentation should cover a period of at least the past three years or, in the case of a candidate that has served in the department less than three years, the total period of service.

2) February, end of second week: The department head shares this documentation with the eligible faculty for their review.

3) March, end of first week: After the evaluation documents have been available to the eligible faculty for at least 14 days, the department head and the eligible faculty shall meet to discuss the faculty member's suitability for reappointment. At this meeting, any eligible faculty member may request that the faculty member under consideration (within 5 calendar days) meet with the eligible faculty to discuss, for purposes of clarification, the evaluation materials submitted by the faculty member. After all discussions are complete, a ballot of the eligible faculty concerning the reappointment of the faculty member shall be submitted to the department head.

4) March, end of second week: After meeting with the eligible faculty and considering their recommendations, the department head forwards a written recommendation and

accompanying explanation to the dean, along with the candidate's complete file, the majority recommendation of the eligible faculty, and written comments (unedited) of the eligible faculty.

VI. Promotion and/or Tenure Procedures (University Handbook C111-C112.5 and C150-152.5)

- 1) By the first day of the fall semester, each faculty member intending to seek promotion and/or tenure during the academic year must write a letter to the Chair of the P&T Committee (with a copy to the Department Head) indicating the intention to seek promotion and/or tenure. This letter must document the basis for promotion and/or tenure responding to the Mechanical and Nuclear Engineering Department Promotion and Tenure Guidelines in Part 3. Well before this deadline, the applicant should contact the Chair of the P&T Committee for guidance as to the forms and format for this documentation as required by the department, college, and university. However, it is the applicant's responsibility to insure complete and correct information is submitted in the appropriate format in a timely manner. Information about forms and formats is normally available on the college web page. (As of April 2017, this information is located at: http://www.engg.ksu.edu/docs/policies/p-t_packet_guidelines.pdf)
- 2) The P&T Committee shall review the letter, forms, and any supporting material as a committee, provide a written summary letter to the candidate, and then meet with the candidate seeking tenure and/or promotion. The Department Head shall participate in this meeting. Suggestions for improving the candidate's application and for addressing any concerns the committee perceives shall be discussed with the candidate. The final decision to go forward rests with the candidate.
- 3) Faculty members going forward for promotion and/or tenure shall submit to the P&T Committee, by September 1, a list of four potential reviewers outside the University. At least two of these reviewers, plus at least two others selected by the Department Head, shall be contacted for written evaluations. Faculty members shall prepare the final documentation supporting their application, in consultation with the P&T Committee and the Department Head, by October 1.
- 4) Eligible MNE faculty members individually review each candidate's file, which shall be available at least fourteen days prior to the meeting at which eligible faculty discuss the candidate's petition. Any eligible faculty, prior to the vote, may request to meet with the candidate to clarify any materials submitted by the candidate. A meeting of eligible faculty shall be called. At this meeting, the P&T Committee shall report to the eligible faculty its deliberations. For tenure recommendations, if the P&T Committee recommendation is not unanimous, then a minority report is also made. The eligible faculty, less the Department Head, then submit their votes and written comments to the Department Head. The vote and

unedited faculty comments are forwarded with the candidate's reviewed material to the Dean.

5) The Department Head shall report to the eligible faculty the faculty vote tally and his or her recommendation to the Dean. If the Department Head's recommendation is contrary to the faculty vote, the Head shall meet with the eligible faculty to explain the reasons for not accepting the faculty vote.

6) For non-tenure-track positions, if a promotion is recommended, the Department Head in conjunction with the candidate and the Dean of the College will determine the length of the new appointment. The options are a regular one-year appointment entitled to Notice of Non-Reappointment or a term appointment for a one, two or three year term with no Notice of Non-Reappointment.

7) Promotion to associate professor and awarding of tenure are linked and, while separate votes are recorded for promotion and tenure, promotion to associate professor does not occur unless tenure is also awarded. A single dossier for promotion and tenure is to be submitted in such cases. For tenure-track faculty members at the associate professor or professor ranks, tenure may be considered independent of promotion considerations.

VII. Post Tenure Review (University Handbook Appendix W)

1) The post-tenure review will be conducted for all tenured faculty members either every six years, or in the sixth year following promotion, whichever comes later, except as provided in University Handbook, Appendix W, II.

2) When a tenured faculty member has received six or more annual evaluations since the previous promotion or post-tenure review by December 31st of any given year, the faculty member will provide copies of the six previous annual evaluations to the Department Head by January 31st of the following year. Copies of these previous annual evaluations may be taken from those on file for the faculty member. Additional more detailed documentation associated with these six previous annual evaluations may also be provided by the faculty member for clarification purposes.

3) The Department Head will review the materials and may request input from eligible faculty members.

4) If all six annual evaluations meet or exceed expectations, the submitting faculty member will have demonstrated appropriate contribution to the University and the review will be complete. If the faculty member did not meet or exceed expectations for all six evaluations, the Department Head will compile a summary of the strengths and weaknesses for the faculty member. The faculty member will be provided an opportunity to review this summary with the Department Head and provide additional input and commentary. Based

on the information in the summary and the review with the faculty member, the Department Head will make a determination as to whether or not appropriate contribution to the university has been demonstrated. If it has been demonstrated, the review will be complete. Otherwise, the Department Head will request the submission of a Professional Development Plan, which will specify activities for the coming year that the submitting faculty member will undertake to demonstrate appropriate contribution to the University.

Part 3. Promotion and Tenure Guidelines

Faculty members in the Mechanical and Nuclear Engineering Department at Kansas State University are expected to accept responsibility for and give leadership in all aspects of the educational community.

I. Considerations for mid-probationary review

- 1) The material should demonstrate the probationary faculty member can become a department leader and be successful in all aspects of professorial duties. The probationary faculty member should show clear progress towards tenure.
- 2) Reappointment should be based on clear progress towards tenure. Suitable criteria include effective classroom teaching, progress towards establishing an externally funded scholarly agenda, and effective collaboration with colleagues.
- 3) The candidate must demonstrate a professional demeanor and a commitment to good citizenship in the department.

II. Promotion to Associate Professor and/or Tenure

The qualifications for tenure are the same as the qualifications for the rank of associate professor. To qualify for the rank of Associate Professor a candidate must:

- 1) Show multiple sources of evidence of excellence in undergraduate teaching. Such evidence must include student feedback and senior exit interviews. It may also include success in securing resources to support course, laboratory, and curriculum development/enhancement.
- 2) Show evidence of scholarly work and the ability to support the graduate/research program in an area sustainable by the candidate. Such evidence must include publication of the candidate's research in peer-reviewed journals or peer-reviewed conference proceedings, securing support for the candidate's work, and successful supervision of graduate students. It may also include development and teaching of graduate courses, and securing resources for laboratory development and equipment procurement and other documentation of research excellence
- 3) Show evidence of service to the university community and contribution to the Engineering and Teaching professions. Such evidence must include effective student advising and documented contribution in departmental and college committee and service assignments. It may also include participation in university governance, leadership and participation in technical and professional society activities, but does not include consulting.

- 4) Demonstrate a professional demeanor and a commitment to good citizenship in the department.

III. Promotion to Professor

To qualify for promotion to the rank of Professor a candidate must show substantial and sustained growth in professional leadership and stature. In addition to sustained excellence in the measures required for tenure and promotion to the rank of Associate Professor, a candidate for promotion to Professor must:

- 1) Show evidence of leadership in the operation and development of the undergraduate and graduate programs.
- 2) Show evidence of national recognition of scholarly work and professional service.
- 3) Demonstrate a professional demeanor and a commitment to good citizenship in the department.

IV. Promotion within Non-Tenure-Track Ranks

To qualify for promotion, a candidate must show substantial and sustained growth in professional leadership and stature, demonstrate a professional demeanor and demonstrate a commitment to good citizenship in the department. The average time in rank interval prior to consideration for promotion is expected to be five years, although shorter and longer intervals are possible. Additional criteria that are position specific follow.

- 1) Promotion to Advanced Instructor: Show evidence of quality classroom instruction and service to the department and the undergraduate program.
- 2) Promotion to Senior Instructor: Show evidence of sustained quality classroom instruction and sustained service to the department and the undergraduate program.
- 3) Individuals within the instructor category applying for promotion to a position in the teaching professor category shall have the appropriate terminal degree as described in Section C130 of the University Handbook and demonstrate evidence of teaching excellence. The review and approval of promotion from the instructor category to teaching professor category shall be similar to the assessment and faculty review process for hiring a new person into the teaching professor category.
- 4) Promotion to Teaching Associate Professor: Show evidence of leadership in the operation and development of the undergraduate programs, evidence of quality instruction in the classroom, evidence of scholarly activity such as professional publications, and evidence of service to the profession.

5) Promotion to Teaching Professor: Show evidence of sustained leadership in the operation and development of the undergraduate programs, evidence of sustained quality instruction in the classroom, evidence of sustained scholarly activity such as professional publications, and evidence of service and leadership to the profession.

6) Promotion to Research Associate Professor: Show evidence of national recognition of scholarly work, evidence of development of substantial research funding, and evidence of service to the profession.

7) Promotion to Research Professor: Show evidence of sustained national recognition of scholarly work, evidence of sustained substantial research funding, and evidence of service and leadership to the profession.

8) Promotion to Senior Professor of Practice: Show evidence of national recognition as a leader in the application of mechanical engineering in practice in the individual's area of specialty, evidence of service and leadership to the profession, evidence of quality instruction in the classroom.

Part 4. Criteria and Standards for Minimum-Acceptable Level of Productivity and Chronic Low Achievement

INTRODUCTION

Issues concerning minimum-acceptable level of productivity and chronic low achievement for tenured faculty members within the Department of Mechanical and Nuclear Engineering (MNE) are presented in this section. This section is a supplement to the procedures outlined in the Criteria, Standards, and Procedures for Faculty Annual Evaluations. The purpose, as required by the Kansas State University (K-State) University Handbook, Section C31.5 Chronic Low Achievement, is to clarify issues related to an evaluation of a faculty member who chronically fails to satisfy the minimum-acceptable level of productivity. Note, the policy described applies only to tenured faculty.

GENERAL STATEMENT

Decisions on minimum-acceptable performance must be fair and contain the individual judgments of the faculty and administrators involved in the decision. Each tenured faculty member is expected to perform his/her professorial duties in a professional manner and at or above a minimum-acceptable level. Chronic failure of a tenured faculty member to perform his or her professional duties at or above a minimum-acceptable level (i.e., Chronic Low Achievement) shall constitute evidence of "professional incompetence" and warrant consideration for "dismissal for cause" under existing university policies. Chronic Low Achievement may lead to revocation of tenure in individual cases. Tenure is essential for the protection of the independence of the teaching and research faculty in institutions of higher learning in the United States. Decisions about revocation of tenure should not be exclusively controlled or determined by and should not be unduly influenced by single individuals without input from faculty. "Dismissal for cause" in cases of professional incompetence can only be based on departmental guidelines about minimum-acceptable levels of performance that apply generally to all members of the department. In accordance with Section C31.6 of the University Handbook, it is not the purpose of Chronic Low Achievement to promote, endorse, encourage, or to have any stand whatsoever on the definition of "productivity," its relation to publication, or the proper relationship between measurable definitions of productivity and an intellectual University environment that is favorable to substantive scholarship, long-range projects, or critical and creative thinking.

DEFINITION AND STANDARDS OF LOW ACHIEVEMENT

Low achievement of a faculty member in the Mechanical and Nuclear Engineering Department occurs when a faculty member receives an annual evaluation overall performance score of less than 2.0 based on the Performance Rating Scale of 1 to 5 listed in the Faculty Appraisal Form (see Appendix C). Section I defines the scenarios under which a faculty member would be assigned a score less than 2.0 in teaching, scholarship, and service.

All faculty members must perform all duties outlined in the K-State University Handbook and be in compliance with all university policies. The "minimum-acceptable level of productivity" standards established in this document will apply to all tenured faculty members of the Department of Mechanical and Nuclear Engineering.

Productivity in each area of responsibility will be evaluated based on the assigned activities and the percentage of the faculty member's appointment allocated to that activity. Gross and chronic failure by a faculty member to perform assigned responsibilities at these levels of productivity can be construed as professional incompetence and failure to meet minimum acceptable levels of productivity.

PROCEDURES

Chronic Low Achievement is a serious matter and should only be initiated in extreme cases for a tenured member. Furthermore, Chronic Low Achievement must be a persistent and consistent failure in duties. The process of determining that a faculty member fails to meet the minimum standards of productivity must be initiated by the department head. The faculty member is classified as a chronic low achiever only upon a vote by eligible faculty members. Eligible faculty members are tenured members with ranks at or above that of the tenured faculty member of concern.

Prior to the point at which "dismissal for cause" is considered, other less drastic actions should have been taken. In most cases, the faculty member's deficient performance ("below expectations" or worse) in one or more areas of responsibility will have been noted in prior annual evaluations. At that point, the first responsibility of the head of the department is to determine explicitly whether the duties assigned to the faculty member have been equitable in the context of the distribution of duties within the department and to correct any inequities affecting the faculty member under review. Second, the department head should have offered the types of assistance indicated in section C30.3 of the University Handbook. Referral for still other forms of assistance (e.g., medical or psychological) may be warranted. Third, if the deficient performance continues in spite of these efforts and recommendations, the department head and the faculty member may agree to a reallocation of the faculty member's time so that he/she no longer has duties in the area(s) of deficient performance. Of course, such reallocation can occur only if there are one or more areas of better performance in the faculty member's profile and if the reallocation is possible in the larger context of the department's mission, needs, and resources.

During the annual evaluation of the faculty, the department head will determine whether a tenured faculty member fails or appears to fail to meet the "minimum-acceptable level of productivity" as defined in this document. When a tenured faculty member's overall performance falls below the minimum-acceptable level, the department head shall indicate so in writing to the faculty member of concern. The department head will also indicate, in writing, a suggested course of action to improve the performance of the faculty member of concern. A Review Committee of eligible faculty will be convened (unless the faculty member requests otherwise) to review the performance of the faculty member of concern. If there are at least three eligible faculty members, the review committee will consist of three members: one selected by the department head, one selected by the faculty member of concern, and one selected by the eligible

faculty members. If there are fewer than three eligible faculty members, all will serve as the review committee. All eligible faculty members will vote on the case. The findings of the committee and the result of the vote will be presented to the department head in writing. In subsequent annual evaluations, the faculty member of concern will report on activities aimed at improving performance and any evidence of improvement. If the department head decides the performance improvement is insufficient, the Review Committee will further review the case and report its findings to eligible faculty. If a vote by eligible faculty members indicates the faculty member of concern still falls below minimum standards for the year following the department head's suggested course of action, his or her name will be forwarded to the appropriate dean. If the faculty member has two successive evaluations or a total of three evaluations in any five-year period in which minimum standards are not met, then "dismissal for cause" will be considered at the discretion of the appropriate dean.

Part 5. Guidelines for the Professorial Performance Award

Award Criteria

Professors in the Mechanical and Nuclear Engineering Department at Kansas State University are expected to accept responsibility for and give leadership in all aspects of the educational community including teaching, research and service.

To be eligible for the Professorial Performance Award, the candidate must have a full-time appointment and have attained the rank of Professor at least six years earlier and have not received a PPA in the prior six years. In the past six years, the candidate must have demonstrated all the qualities required for promotion to Professor in the MNE department, namely:

1. Show evidence of excellence in undergraduate teaching. Such evidence must include student feedback, senior exit interviews, and course reports. It may also include success in securing resources to support course, laboratory, and curriculum development/enhancement.
2. Show evidence of scholarly work and the ability to support the graduate/research program in an area sustainable by the candidate. Such evidence must include publication of the candidate's research in peer-reviewed journals, securing support for the candidate's work, and successful supervision of graduate students. It may also include development and teaching of graduate courses, securing resources for graduate student support, laboratory development, equipment procurement, as well as other documentation of scholarly excellence.
3. Show evidence of service to the university community and of contributions to the Engineering and Teaching professions. Such evidence must include effective student advising and documented contributions in departmental and college committee and service assignments. It may also include participation in university governance, leadership, and participation in technical and professional society activities. But, it does not include consulting.

In addition, during the previous six years, the candidate must:

1. Show evidence of leadership in the operation and development of the undergraduate and graduate programs.
2. Show evidence of national recognition of scholarly work and professional service.

It is recognized that these examples of desirable activities may vary greatly from candidate to candidate and that the merit of each activity must be evaluated separately for each candidate.

Timeline and Procedure

In accordance with Sections C49.1-C49.14 of the University Handbook (UH), this section of the document constitutes the review mechanism and procedure for the Professorial Performance Award of the Mechanical and Nuclear Engineering Department. This review mechanism and procedure document will be reviewed at least every five years. Any Mechanical and Nuclear Engineering (MNE) tenured full professor is eligible for the Professional Performance Award (PPA) provided at least six years have elapsed since the faculty member's initial appointment at the rank of Professor or since receiving the last PPA. Those full professors holding at least a 50% appointment in MNE, are eligible to review the qualifications of the PPA candidates and will report their findings and recommendations to the MNE Department Head.

The procedure and time line for those faculty wishing to apply for the PPA are:

Fall Semester End (nominally December 15):

The candidate informs department head in writing of his/her wish to be considered for the PPA and consults with the department head.

Start of Spring Semester (nominally January 15):

After another consultation with the department head, if the candidate decides to continue the PPA application process, then the candidate forwards the documents and records concerning teaching, scholarship, and service occurring over the previous six years with the PPA Summary Table (please refer to appendix D) to the department head. External letters of reference and evaluation are not required.

Last week in January (nominally January 31):

The forwarded material is made available to the eligible faculty for the purposes of review.

At least 14 days following the previous step (nominally February 15):

The eligible faculty will meet to consider the merits of each PPA applicant and the materials submitted by that applicant. No candidate may participate in the review of his or her own application for the PPA. The eligible faculty will choose a chairperson from its membership. It is the responsibility of the chairperson to conduct the meeting, to assure the fairness of the proceedings, and to prepare and submit in a timely fashion all documents regarding the review to the department head. The purpose of the meeting is for the eligible faculty to identify those candidates which they deem worthy of the PPA and to forward to the department head within one week

following the meeting a list containing the recommended candidates together with written evaluations attesting to why each individual is or is not deemed worthy of the PPA. A transcript of the written comments pertaining to a particular candidate is given to that candidate by the department head. After considering the results of the review, the candidate may either choose to continue the application process or to withdraw from further consideration during that year by so notifying the department head in writing. If the candidate chooses to continue the application process, the department head prepares a written recommendation. A copy of the department head's written recommendation is given to the candidate.

Approximately two weeks following the meeting of the eligible faculty (nominally March 1):

Each candidate will have the opportunity to discuss with the department head the written evaluation from the eligible faculty and the department head's written recommendation. Each candidate will sign a statement acknowledging the opportunity to discuss and review the evaluation and recommendations. Within seven working days after the review and discussion of the recommendations and eligible faculty evaluation, each candidate has the opportunity to submit to the MNE department head and to the Dean of Engineering written statements of unresolved differences regarding his or her evaluation by the eligible faculty and the recommendations.

End of the second week in March (nominally March 15):

At a minimum, the MNE Department Head must submit the following items to the Dean of Engineering:

- a) The candidate's supporting materials that served as the basis of evaluating eligibility for the award.
- b) The recommendation prepared by the department head.
- c) A copy of the department's evaluation document used to determine qualification for the award,
- d) Documentation establishing that there was an opportunity for the candidate to examine the written evaluation and recommendations,
- e) Any written statements of unresolved differences concerning the evaluation and recommendations.

If the department head wishes to apply for the PPA, the Chair of the MNE Promotion and Tenure Committee will fulfill the function of the department head in all of the above procedures for that individual.