

**Section 1: Title**

***Dr. Edward Pines***

***Recommendation for Tenure and Promotion to Associate Professor  
in the  
Department of Industrial Engineering***

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**Section 2: Statement of the Dean**

**Section 3: College Tenure and Promotion Committee Recommendations**

**Section 4: Departmental Tenure and Promotion Committee Recommendations**

**Section 5: Department Head Summary/Comments**

**Section 6: Executive Summary**

I request that I be considered for promotion to Associate Professor and the grant of tenure in the Department of Industrial Engineering. The material presented in this application supports my request in accordance with the guidelines contained in the *Faculty Handbook* which state:

A candidate for an associate professorship is expected to have demonstrated capacities in the lower ranks and should offer evidence that teaching and research have kept abreast of times in method and subject matter; that a greater degree of maturity has been obtained and that there has been a retention of interest in competent teaching and research.

My contributions in teaching, service and research are described in this document. The requirements of the Department of Industrial Engineering have focused my work primarily in the areas of teaching and service. As a teacher, I have won NMSU's 1997 Donald C. Roush award and been a finalist for NMSU's Patricia Christmore award. I have taught courses at both undergraduate and graduate levels in most of the areas of the industrial engineering profession. One course I have developed, IE 310 G Continuous Quality Improvement, has become a highly popular elective for engineering students. This is especially important to me as quality and statistics are critical competitive tools for engineers in today's market. Additionally, I have developed courses in ergonomics, engineering ethics, and process optimization.

In the area of service, I have been active in committees at the department, college, and university levels while also being active in professional societies. For the American Society of Engineering Education, I was Program Chair for the Engineering and Public Policy Division in 1999. I am an adviser of two engineering student organizations: Institute of Industrial Engineers and Tau Beta Pi, the national engineering honor society. Additionally, I have served as President of the local professional chapter of the Institute of Industrial Engineers. At the university level, I have served on the Undergraduate Enrollment Task Force, the Corbett Center Student Union Board, and the ACE partners program for first-year students. I am committed to serving our students, colleagues and the professional community.

My research focus has primarily supported new course development and support of student research. The results are several new courses ( IE 477/577 Ergonomics in Manufacturing Systems, IE 590 Process Optimization, ENGR 502 Engineering Ethics) and one doctoral dissertation, one master's thesis, and seven engineering projects. Additionally, I have assisted a number of students with their own research. I have

published three papers in the areas of large-scale systems, evaluation, and human factors, and given a number of conference papers on my course development activities. For example, my research activity in the area of professional ethics for industrial engineers resulted in three conference papers. This activity is important as it resulted from a course I developed- ENGR 502 Engineering Ethics and the subsequent work was employed in undergraduate engineering courses.

I believe that the needs of our students come first and that I will continue to grow as a professional to stay ahead of their needs.

**Section 7: Resume**  
Please see following pages.

**Section 8 Teaching Summary**

My goals in teaching are to:

- a) To present industrial engineering philosophies, strategies, tactics and techniques to students in an environment that emphasizes continuous improvement.
- b) To develop classroom and outside work that requires students to think both “inside and outside the box” of traditional thinking and enable them to develop a sense of their own and their profession’s futures.
- c) To develop students’ communication and presentation skills with an eye toward their future success.
- d) To present interesting and topical courses with relevance to professional practice and research state-of-the-art.
- e) To work with students in all settings, not just the classroom, to help them develop their abilities and skills.

Summary:

Since joining NMSU in 1994, my primary activity has been teaching. At both undergraduate and graduate levels, I have taught almost all of the types of courses that industrial engineering departments offer including manufacturing, quality, large-scale systems, ergonomics, and statistics. Additionally, I have taught two graduate classes for licensed professional engineers for professional development purposes. One of my courses, IE 310G Continuous Quality Improvement is a service course that has become extraordinarily popular with engineering students as an elective.

In recognition of my efforts, I was awarded NMSU’s 1997 Donald C. Roush teaching award and have been a finalist for NMSU’s Patricia Christmore award. Comments from students in my various classes are included in the appendix.

My plans for future development are to continue my continuous improvement strategy and contacts with the professional and academic worlds to help me evolve my courses to best serve my students and other customers.

Number of Different Undergraduate Courses Taught:	
(Non-Service)	<u>6</u>
(Service)	<u>3</u>
Total Undergraduate Student Credit Hours	<u>1221</u>
Number of Different Graduate Courses Taught	<u>11</u>
Total Graduate Student Credit Hours	<u>1230</u>
Member of the Graduate Faculty, Yes/No	<u>YES</u>
Faculty Advisor to a Student Organization, Yes/No	<u>YES</u>
Number of Refereed Teaching Publications	<u>6</u>
Number of Non-Refereed Teaching Publications	<u>0</u>
Number of Teaching Awards	<u>1</u>
Number of Teaching Conferences Attended	<u>5</u>
Number of Papers Presented on Teaching	<u>6</u>
Number of Textbooks Written	<u>0</u>
Number of Graduate Students Supervised:	
Masters (completed) – Non-thesis	<u>19</u>
Thesis	<u>1</u>
Masters (under current supervision)	<u>5</u>
Doctoral (completed)	<u>1</u>
Doctoral (under current supervision)	<u>1</u>
Number of Orals Committees Participated In:	
Masters	<u>89</u>
Doctoral	<u>2</u>
Number of Short Courses, Off-Campus Courses, and/or Teleclassroom Courses Participated In	<u>18</u>

## Section 9 Teaching

## a. Courses taught

<b>Spring 1999</b>				<b>Summer 1999</b>				<b>Fall 1999</b>			
Course	S/N	#	SCH	Course	S/N	#	SCH	Course	S/N	#	SCH
IE 310G	S	27	3	IE 571F	N	4	3	IE 152	N	24	2
IE 477	N	9	3					IE 310 G	S	34	3
IE 480	N	15	3					IE 400	N	1	3
IE 511	N	4	3					IE 466	N	19	3
IE 537F	N	4	3					IE 466 <sup>1</sup> (Boeing)	N	12	3
IE 577	N	2	3					IE 700	N	1	9
IE 599	N	1	1								
IE 700	N	1	9								
<b>Spring 1998</b>				<b>Summer 1998</b>				<b>Fall 1998</b>			
Course	S/N	#	SCH	Course	S/N	#	SCH	Course	S/N	#	SCH
ChE/ IE 451	N	38	3	IE 505	N	1	3	IE 310 G	S	15	3
IE 571F	N	10	3					IE 571	N	13	3
IE 571F	N	13	3					IE 571 Boeing	N	18	3
ENGR 502	N	13	1					IE 571 BAMMEA	N	54	3
IE 590	N	5	3					IE 505	N	1	3
IE 598	N	1	1					IE 599	N	1	3
IE 599	N	1	1					ENGR 504	N	6	1

<b>Spring 1997</b>	<b>Summer 1997</b>	<b>Fall 1997</b>
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Course	S/ N	#	SCH	Course	S/ N	#	SCH	Course	S/ N	#	SCH
IE 310G	S	6	3	IE 511	N	5	3	IE 365	N	19	3
IE 571	N	11	3	IE 511F	N	14	3	IE 511F	N	18	3
IE 571 UNM	N	6	3	IE 598	N	1	3	IE 537F	N	13	3
IE 598	N	1	3	IE 460	N	7	3	IE 537	N	18	3
IE 571 Boeing	N	9	3	IE 505	N	4	3	IE 598	N	1	3
ENGR 502	N	11	1								
<b>Spring 1996</b>				<b>Summer 1996</b>				<b>Fall 1996</b>			
Course	S/ N	#	SCH	Course	S/ N	#	SCH	Course	S/ N	#	SCH
IE 310G	S	10	3	IE 505	N	3	3	IE 365	N	13	3
IE 537	N	11	3	IE 577F	N	9	3	IE 571F	N	10	3
IE 537F	N	16	3	IE 598	N	1	3	IE 505	N	2	3
IE 571F	N	9	3					IE 700	N	1	1
IE 598	N	1	3								
IE 700	N	1	3								
<b>Spring 1995</b>				<b>Summer 1995</b>				<b>Fall 1995</b>			
Course	S/ N	#	SCH	Course	S/ N	#	SCH	Course	S/ N	#	SCH
IE 310G	S	25	3	ChE/IE 451	N	68	3	IE 365	N	26	3
IE 490	N	5	3	IE 466F <sup>1</sup>	N	12	3	IE 571	N	12	3
IE 505	N	2	3	IE 505	N	3	3	IE 571 UNM	N	13	3
IE 571F	N	10	3					IE 505	N	1	3
IE 590	N	8	3					IE 700	N	1	2
IE 700	N	1	9								

<b>Spring 1997</b>				<b>Summer 1997</b>				<b>Fall 1997</b>			
Course	S/ N	#	SCH	Course	S/ N	#	SCH	Course	S/ N	#	SCH
IE 310G	S	6	3	IE 511	N	5	3	IE 365	N	19	3
IE 571	N	11	3	IE 511F	N	14	3	IE 511F	N	18	3
IE 571 UNM	N	6	3	IE 598	N	1	3	IE 537F	N	13	3
IE 598	N	1	3	IE 460	N	7	3	IE 537	N	18	3
IE 571 Boeing	N	9	3	IE 505	N	4	3	IE 598	N	1	3
ENGR 502	N	11	1								
<b>Spring 1996</b>				<b>Summer 1996</b>				<b>Fall 1996</b>			
Course	S/ N	#	SCH	Course	S/ N	#	SCH	Course	S/ N	#	SCH
IE 310G	S	10	3	IE 505	N	3	3	IE 365	N	13	3
IE 537	N	11	3	IE 577F	N	9	3	IE 571F	N	10	3
IE 537F	N	16	3	IE 598	N	1	3	IE 505	N	2	3
IE 571F	N	9	3					IE 700	N	1	1
<b>Spring 1994</b>				<b>Summer 1994</b>				<b>Fall 1994</b>			
Course	S/ N	#	SCH	Course	S/ N	#	SCH	Course	S/ N	#	SCH
IE310 G	S	9	3	IE 336	S	7	3	IE 316	N	17	3
IE 466	N	21	3					IE 571	N	10	3
								IE 571 UNM	N	12	3

Note: 1. IE 466 when taught off-campus was counted as a graduate course as all off-campus students are graduate students.

2. Courses with "F" suffix were off-campus.

## b. Teaching Publications

The below are peer-reviewed conference papers that were published in the appropriate proceedings:

Pines, Edward. "Ethics for Industrial Engineering Undergraduates," *1999 NMSU Engineering Education Conference*, Las Cruces, NM.

Valles-Rosales, Delia Julieta, Pines, Edward and Lambert, Brian K. "Learning About Ethics in International Logistics and Quality Control in Border Areas," *1999 NMSU Engineering Education Conference*, Las Cruces, NM.

The above two papers represent results of a research project that addressed ethics for industrial engineers. I believe their importance is in the transition of research to the classroom. Additionally, this work looked at cross-border ethical issues, a matter of some importance for NMSU students.

Pines, Edward. "Engineering Ethics: Learning From the Professional Engineer," *1999 ASEE Gulf Southwest Conference*, Dallas, TX.

This paper resulted from teaching ENGR 502 *Engineering Ethics*. Again, the ability to take research to and from the classroom is important.

Pines, Edward. "Ergonomics in Manufacturing: Cost as an Issue," *1997 American Society for Engineering Education National Conference*, Milwaukee, WI .

Development of IE477/577 for engineering and business students was discussed in this paper. Addressing crossfunctional teams for ergonomics was an important aspect of this paper.

Pines, Edward, Powers, Tom L., Mulholland, George P., and Lambert, Brian K. "Manufacturing Education at New Mexico State University: A Joint Engineering/Business College Curriculum," *1996 American Society for Engineering Education Gulf Southwest Conference*, San Antonio, TX.

This paper discussed the interdisciplinary development of the Manufacturing Engineering and Management minor for engineering and business students. The future of manufacturing engineering education is in crossfunctional integrated teams.

## c. Teaching Awards

1. Awarded NMSU Donald C. Roush award (1997).
2. Finalist for NMSU Patricia Christmore award (1998).

#### d. Teaching Contributions

1. I am Adviser to the Institute of Industrial Engineers chapter since 1994. Students have won national recognition and scholarships. Student involvement in professional organizations is critical and I believe that my commitment to these efforts is a significant contribution. Our chapter hosted the 1999 Region 12 (Arizona, California, New Mexico, and West Texas) IE Student Conference with excellent results. Additionally, I am a co-adviser to NMSU's Tau Beta Pi chapter. This activity gives me an opportunity to work with NMSU Engineering's best students on a less formal basis than a classroom setting.
2. My research work in engineering ethics has been used in various classes I have taught, e.g., IE 480, IE 477/577, IE 310 G. An important focus of doing this research was to provide benefits to students in terms of better ethics education materials.
3. I have taught the engineering economy section for NMSU's Fundamentals of Engineering Exam review course from Fall 1998 -present. This is another teaching opportunity that provides benefit to all engineering students.
4. IE 310 G has become a very successful course that addresses an important aspect of the new ABET criteria-use of probability and statistics in engineering as well as providing engineering students with an understanding of quality as a competitive tool in industry.
5. I have developed a variety of courses to meet the needs of IE, engineering, business, and other students. For example, *Ergonomics in Manufacturing Systems* (IE 477/577 was originally offered as IE 490/590) was developed to serve manufacturing students in engineering and business. Another example is a one-credit course in engineering ethics (ENGR 502) that was offered to licensed professional engineers for professional development. Yet another example is development of a course in *Process Optimization* (offered as IE 590) for doctoral-level IE students.

#### e. Doctoral Students

Yoon M.K. Aritonang *Optimization of On-Line Quality Control*, 1996.

#### f. Masters Students

Kathryn L. Lueders *WSTF Depot Management and Control System Re-design*, 1999,

unpublished.

g. Short Courses, etc

I have been an active participant in the off-campus programs of the IE department. My courses have been delivered to Kirtland Air Force Base, White Sands Missile Range, The Boeing Company, and through the BAMMEA program to Mexico.

h. Other

I have given a variety of talks to student groups and local professional societies on topics in quality and ergonomics.

## **Section 10: Research Summary**

My goals for this area are to:

- a) Do research that will provide direct benefit to my teaching activities.
- b) Develop research in areas that will be of value to our students in their career pursuits.
- c) Assist students in development of their research.

Summary:

My primary activities have been in the area of course development in ergonomics, engineering ethics, and quality, and the support of student research. This has led to several papers being published and a number of teaching-related conference papers as well as a variety of student work at the bachelor, master, and doctoral levels.

I have been a Faculty Affiliate at Los Alamos National Laboratory in 1998 and 1999. This work in project planning for large-scale systems has been transported to the NMSU classroom as it is a key component in several classes.

My future goals for research are in two areas: financial institution productivity and quality systems and supply-chain management. I believe they are fertile areas for research and teaching. In the financial institutions area, I am planning work in evaluation, assessment, and design of work practices in banks and credit unions. An example is that a student project was provided by Fort Bliss Federal Credit Union for IE 480, our capstone design course. I am currently writing a conference paper on using financial institutions as a source for design problems.

I believe that supply-chain management is a critical area for industrial engineering students. Research in this area is a direct outgrowth of my work in continuous improvement in manufacturing and administrative processes. I have started discussions with a faculty member in the College of Business Administration toward developing research opportunities.

My work with students has led to one dissertation, one master's thesis, and seven master's projects. Additionally, I have supported research toward two undergraduate projects.

Number of Research Proposals Submitted	8
Number of Research Proposals Funded	2
Indicate Total Funded Dollar Amount as PI	\$10,000
Indicate Total Funded Dollar Amount as Co-PI	\$18,600
Number of Research Projects as:	
Principal or Co-Principal Investigator	2
Investigator	2
Number of Research Awards	0
Number of Peer Reviewed Research Publications	3
Number of Non-Peer Reviewed Research Publications	0
Number of Research Conferences Attended	9
Number of Research Reports Written	3
Number of Patents Obtained	0
Number of Invited Papers	0
Number of Invited Presentations	2

## Section 11: Research

### a. Funded Research Proposals

1. The Development of Industrial Engineering Ethics Cases: Filling an Identified Gap, (Edward Pines and Brian Lambert Co-P.I.s), Engineering Information Foundation, \$18,600.
2. Technology Transfer Through State Quality Awards, Funded by Waste-Management Education Research Consortium. July 1995-August 1996, \$10,000.

### b. Research Efforts

My primary research efforts have been in supporting the work of IE students for their doctoral and masters programs. Additionally, much work has been put into course development.

### c. Peer-Reviewed Research Publications

1. Ellis, R. Darin, Pines, Edward, and Allaire, Jason. (1999). "Performance Implications of Older Workers in Technological Manufacturing Environments: A Task Analysis/Human Reliability Perspective," *International Journal of Computer Integrated Manufacturing*, 12(2), 104-112.
2. Lueders, Kathryn L. and Pines, Edward. (1997). "Reengineering: A Maintenance and Test Operation," *Technology Interface*, 2(1), URL: <http://et.nmsu.edu/~etti/fall97/manufacturing/reeng.html>.
3. Mark, Melvin M. and Pines, Edward. (1995). "Implications of Continuous Quality Improvement for Program Evaluations and Evaluators," *Evaluation Practice*, 16 (2).

### d. Research Conferences

In addition to research conferences, I cite here education conferences at which my research in course development was presented

1. 1999 NMSU Engineering Education Conference, Las Cruces, NM, (presented two papers).

2. *1999 American Society for Engineering Education National Conference*, Charlotte, NC (program chair for Engineering and Public Policy Division).
3. *1999 ASEE Gulf Southwest Conference, Dallas, TX*. (Presented paper.)
  
4. *1998 American Society for Engineering Education National Conference*, Seattle, WA. (Presented paper and chaired session on Standards, Regulations, and Public Policy.)
  
5. *1997 American Society for Engineering Education National Conference*, Milwaukee, WI (presented paper).
  
6. *1996 American Society for Engineering Education Gulf Southwest Conference*, San Antonio, TX (presented paper).
  
7. *Fourth Annual Small Business Quality Forum*, Las Cruces, NM, July 11, 1995 (presented paper).
  
8. *9th International Symposium of Industrial Engineering*, Instituto Tecnológico de Cd. Juarez, Juarez, Mexico, October 3, 1995 (invited speaker).
  
9. *2nd Annual Border Conference Manufacturing and the Environment*, Institute of Industrial Engineers, El Paso, TX, May 25, 1994 (invited panel speaker).

e. Patents

None.

f. Research Awards

None.

g. Off-Campus Activities

1. Faculty Affiliate, Los Alamos National Laboratory, 1998-present.
2. U.S. Army Summer Engineering and Research Fellow, 1995.

h. Technical Reports

1. Pines, Edward (1999). "Enterprise Resource Planning for Nuclear and Non-Nuclear Components Manufacturing," Technical Report for Los Alamos National Laboratory Engineering Sciences and Applications Division under contract C-7599.
2. Pines, Edward (1998). "Evaluation of IFS/MASS Interface for Material

Accountability,” Technical report for Los Alamos National Laboratory Nuclear Materials Technology Division under contract C-7185.

3.Pines, Edward (1995). *Evaluation of Training Mix Model: Subject Matter Expert and Learning Curve Modeling*, Technical report for U.S. Army TRADOC Analysis Center under contract DAAL03-91-C-003.

i. Other

I have assisted a variety of engineering students in their research with experimental design and quality consulting.

## Section 12: Professional Service Summary

My goals for this area are:

- a) A focus on students and student groups such as the Institute of Industrial Engineers. I believe activities that benefit students in professional or personal development are a necessary part of a professor's career and look forward to such opportunities.
- b) I am committed to serving in university/college/department and professional activities that will lead to effective operation.
- c) Working with student and area professional groups on activities, e.g., giving talks, science fair judge, etc., that will benefit from my skills/knowledge/abilities.

Summary:

Service to the university and community is an important personal career objective. Since joining NMSU, I have been active in a variety of service areas. I am especially interested in those areas that directly affect our students and have served as an adviser to two student organizations. Additionally, I have served on the University's Undergraduate Enrollment Task Force. I have served as an ACE partner for first-year students since the program was started by Student Affairs. Recently, I became a member of the Corbett Center Student Union Board. Through such activities, I have become acquainted with NMSU students in many areas. I believe these activities help develop relationships throughout the university leading to my becoming more effective as a professor.

In 1999, I served as Program Chair for the American Society for Engineering Education National Conference. The previous year, I was a session chair. I have been a session chair for a regional and an NMSU education conference. In the industrial engineering area, I have served as President of the local Institute of Industrial Engineers chapter. One important activity during my tenure as President was a student-industry night coordinated with faculty and students at the University of Texas at El Paso.

In the committee service area, I have served on a number of college and department committees including the manufacturing education committee, EC III 1 Percent for Art committee, the IE department head search committee, and others. I am committed to doing my share of the administrative work that makes our department and college function.

I have also worked with organizations outside the university on activities such as quality improvement when my skills or work can be used for their benefit. This includes Quality

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New Mexico and local professional groups.

Number of Professional Societies of which you are a Member	4
Number of Honor Societies of which you are a Member	2
Number of Officers Positions in Professional Societies	3
Number of Committees Served On:	
University	3
College	4
Departmental	3
Professional Societies	0
Number of Offices Held on Committees	0
Number of Professional Service Commendations or Awards	0

**Section 13: Professional Service**

a. Professional Societies:

American Society for Engineering Education: Program Chair for Engineering and Public Policy Division 1998-9

American Society for Quality, ASQ Certified Quality Engineer

Institute of Industrial Engineers: President of Chaparral Chapter #201 (1997-8), Board of Directors (1998-9), Adviser of NMSU Student Chapter (1994-present).

Society for History of Technology

Honorary Societies:

Alpha Pi Mu Industrial Engineering Honor Society

Tau Beta Pi Engineering Honor Society: Co-adviser NMSU Student Chapter

b. Committees

Departmental:

IE Graduate Admissions (1994-present), Doctoral Qualifying Examinations(1996-present), IE Department Head Search (1998-9).

College:

Manufacturing Engineering Education (1994-1997), EC III Art Committee(1997-8), Development Council (1999), Advanced Manufacturing Center Board of Directors(1999-)

University:

Undergraduate Enrollment Task Force, ACE partner for new first-year students, Corbett Center Student Union Board representative for Faculty Senate (1999-)

c. Professional Service Awards

None.

d. Service Contributions

1. I have been active as an adviser of student organizations. I believe this is an activity which supports the teaching mission of NMSU.
2. My service on the university's Undergraduate Enrollment Task Force as College of Engineering representative enabled me to advocate the needs of the college in developing undergraduate enrollment.
3. I have represented the IE department at a variety of recruiting and social functions. This enables me to market the IE department to potential students and their parents. Additionally, I am department Crimson Scholar Adviser.
4. I currently serve on the Board of Directors of the local IIE chapter and have served as President. This involves me with the El Paso, Juarez, and southern NM IE and manufacturing community as well as UTEP and the Texas Manufacturing Assistance Center. This involvement assists me in working with the student IIE chapter. For example, two *Student-Industry Nights* have been held jointly by the NMSU and UTEP student chapters.
5. I was Program Chair for ASEE's Engineering and Public Policy Division for the 1998-9 society year. I organized a session for the 1998 conference for the same division. Additionally, I have served as session chair for several education conferences. I believe this service supports an important activity while enabling me to work with faculty working at a variety of universities in several disciplines.

e. Solicited Contributions

None.

f. Other

None.

**Section 14: Appendix of Support Material**

This appendix contains the following:

- a. Letters of Recommendation
- b. Summary Course Evaluations
- c. Course and Service Comments