DEPARTMENT OF ECONOMICS

College of Business and Public Administration

Eastern Washington University

POLICIES

AND

PROCEDURES

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I. Introduction

The Department of Economics Policies and Procedures (DE P&P) serves as a guide to department governance, personnel actions, and performance expectations, as well as faculty responsibilities and rights. This document supplements and amplifies the current Collective Bargaining Agreement (CBA) and the College of Business and Public Administration College Policies and Procedures (CBPA P&P). If the CBA or CBPA P&P conflict with the DE P&P, the provisions of these documents will supersede the DE P&P.

This DE P&P has been approved by a vote of the Economics Department faculty according to the voting rules contained herein and then submitted for approval to the Dean and Provost. Our intention is to review the DE P&P at least every three years. Changes may be adopted at any time by faculty vote.

II. The Department

The Department of Economics is located in the College of Business and Public Administration and offers a Bachelor of Arts in Economics as well as service to a wide array of other disciplines. While the primary duty of our faculty is teaching, we also take pride in being professionally active in the discipline by engaging in research, scholarship and publication. In addition, members of our faculty have demonstrated a high degree of success in using their professional expertise to serve the wider community. Several have served or are serving as elected and appointed officials at regional, state and local levels as well as on various boards and commissions both public and private. Research and service are often combined when faculty work on local issues with groups in EWU’s service area or engage in projects with the Institute for Public Policy and Economic Analysis. Our faculty regularly provide service to the college and university as well.

Students can earn a Bachelor of Arts degree in Economics with flexible options to design a math intensive curriculum or to emphasize public policy, international affairs or business interests. The department also provides coursework supporting a Bachelor of Arts in Business Economics major. Numerous students in business, international affairs, government and other majors elect to have a second major in economics. In addition to serving degree programs, the department provides supporting courses, both required and recommended, for 22 other majors and programs. It also provides courses for the university’s lower and upper division General Education Core Requirements. Most of our teaching load is generated by serving other departments, programs and the university.

III. Department Strategic Plan

Mission

The mission of the Department of Economics, consistent with the mission of the College of Business and Public Administration and Eastern Washington University, is to provide:

- An excellent educational experience for students, producing graduates competitive with those from similarly situated universities.
- Superior courses and support for other disciplines requiring economics courses as part of their curriculum.
• A stimulating and respected major competitive with other universities.
• A demonstrated high level of teaching effectiveness.
• A student centered approach to all activities with high expectations for student performance and post degree placement.
• Support for and expectations of high levels of professional activity and achievement by our faculty.
• Encouragement and reward for professionally based service to the university and the wider community beyond academia.

Vision
Our vision is to accomplish our mission such that there is:
• Growing respect for our faculty and department in Spokane, the state and the region.
• Growing demand for our graduates by employers and a growing fraction of our graduates admitted to graduate programs.
• Recognition of our program as one of the strongest and best in the Pacific Northwest.
• Attention to curriculum and program details as well as embracing change to insure an ever relevant program for our majors and other disciplines we serve.

Values
• Honesty, integrity and responsibility as well as outstanding effort and results in everything we do.
• Investment in our students’ intellectual growth and excellence in our interactions with them.
• Encouragement in the pursuit of individual excellence.
• Commitment to teamwork and mutual support and respect.

Goals
Goals of any strategic plan need to be reviewed and updated on a periodic basis and attention paid to regular activities to achieve these goals. Outcomes need to be identified and progress toward their achievement measured. Our goals under strategic planning are:

Goal 1. Assure a student centered, rigorous, and competitive economics major and academically sound service courses in support of other colleges and departments.

Goal 2. Create an academic culture that supports and engages faculty and staff throughout their careers.

Goal 3. Encourage discipline based regional, state and local service by economics faculty to support EWU’s regional university responsibility and to enhance practical student learning.

Goal 4. Maintain faculty professional competencies, encourage professional engagement, encourage faculty publication, and incorporate professional experience in student instruction thereby enhancing our professional reputation.

Goal 5. Establish a graduate-level presence for the department through participation in the CBPA’s M.B.A. and M.P.A. programs as well as future development of an applied M.A. or M.S. program in economics.
IV. Faculty Policies and Procedures

Faculty Qualifications

Prospective tenure track faculty must have a Ph.D. degree in economics from an accredited university, or be ABD at the date of first hire. Faculty members hired ABD will be required to complete their Ph.D. degree on a timely basis based on specific timelines included in their employment offer. Such timelines may be extended for good cause when it appears likely that the ABD faculty member will complete the Ph.D. in the near future.

Lecturers and Senior Lecturers will ordinarily be required to hold at least a master’s degree in economics from an accredited university or be ABD. In unusual circumstances, extensive professional experience may be substituted for some formal education.

Tenured, tenure track faculty and Senior Lecturers must be capable of achieving the faculty qualifications, professionally qualified and academically qualified, as defined in section 5.2 of the CBPA P&P.

Adjunct faculty will ordinarily be required to hold at least a master’s degree in economics from an accredited university or be ABD. In unusual circumstances, when a qualified adjunct with a master’s degree is not available, an experienced person with a closely related master’s degree or a bachelor’s degree in economics may be considered. Adjunct faculty will be expected to meet the same standards of teaching effectiveness as lecturers.

Recruitment of Tenure Track Faculty

The economics faculty reviews our program frequently to compare it with those of peer institutions and to ensure we are making progress on our strategic plan. This effort is designed to help identify and suggest curriculum changes when needed to maintain our competitive position and to plan ahead for the type of faculty and field specializations we would find most desirable as we expand or replace faculty.

The department works with the CBPA to establish need and have approved staffing requirements. When the opportunity to hire new faculty arises, the department will meet to discuss the opportunity, delineate our most pressing needs, establish priorities and fashion a recruitment strategy. The Chair will appoint a special search and interview committee which will further refine the recruitment strategy and review, rank and interview applicants. In appropriate cases, members from outside the department may be included on the search committee.

The Chair will work with the Dean and Provost to activate the recruiting process, prepare recruiting advertisements and successfully search for new faculty, all subject to compliance with EWU personnel policies and procedures. Based on the recommendations of the search committee and Chair, the Chair will make a hire recommendation to the Dean. If the Dean concurs, the recommendation will be forwarded to the Provost. Only the Provost or President have authority to make offers of employment.

Recruitment and Appointment of Lecturers and Adjunct Faculty

It is very difficult to find qualified economics adjunct professors and short-term lecturers in the Spokane area. Usually when the need arises it is because of a short-term emergency and the need to either cover or cancel a class. When emergency hires are required, the chair will
make the recruiting and hiring decisions in a timely fashion, in consultation with as many
department faculty as time allows and according to established EWU personnel policies.
Department faculty will be asked first if they want to take on a part-time overload before an
adjunct is hired.

In cases when the department has been allocated a faculty position to be filled by a
Lecturer or Visiting Professor, the hiring procedure followed will be that required by the EWU
Personnel Office. Applications will be solicited according to EWU policy, an applicant pool
certified, a search committee identified, applications reviewed by the search committee and
recommendations made to the Dean.

Faculty Appointments with Tenure

Faculty may be hired with tenure at the rank of Associate Professor or Full Professor,
subject to the provisions of the CBA and permission of the Dean and Provost. The review
process for hiring with tenure will follow the normal departmental candidate review procedures.
In addition, candidates must demonstrate that they have substantially met the departmental
standards for promotion to the rank in which they will be hired. This procedure is expected to be
very rare and used only in special circumstances where the department, college and university
missions would be better served by bringing in a new faculty member who has more stature and
experience than would a junior faculty member, or where the administration is seeking to find a
tenured slot within a department for someone they wish to hire for a high level administrative
position.

Faculty Activity Plans (FAP)

Under provisions of the CBA and the CBPA P&P, each faculty member must create a
faculty activity plan. For new faculty members, a plan should be prepared no later than the
conclusion of the first academic quarter covered by the plan. This plan will specify the faculty
member’s planned performance in the areas of teaching, professional activity, and service for the
terms required by the CBA and detailed in this DE P&P. For those faculty at the Lecturer,
Assistant and Associate Professor levels, the plan will specify the criteria and evaluation
procedures for retention, granting of tenure, promotion and professional advancement as required
by the DE P&P. The FAP for Full Professors will simply give an overview of their planned
professional activities in the three areas where performance is judged.

The Department Personnel Committee (DPC), Department Chair, Dean and Provost must
approve all faculty activity plans. Modifications can be made to the plans and also require
approval of all the individuals listed above.

For newly hired faculty members, provisions for counting any work that may have been
completed elsewhere prior to hire and that may be applicable to her/his position at EWU must be
approved by the Chair, Dean and Provost prior to the hiring contract being issued.

Faculty activity plans for probationary faculty, Senior Lecturers and tenured faculty shall
be reviewed by the DPC, Department Chair and Dean as required by the CBA.

Required evaluations of faculty by the DPC and Chair will contain, as a major part,
review of how completely and well the faculty member being evaluated is accomplishing their
FAP.
The schedule for preparation and review of FAPs will be associated with the annual evaluation process as outlined in the CBA and announced by the Dean and Chair.

Faculty Evaluation Procedures

For all full time faculty seeking retention, tenure and/or promotion, the standards, items and their relative importance are listed for teaching, professional activity and service in the DE P&P sections titled “Performance Expectations for Faculty,” Section V. These standards must be incorporated in the faculty member’s Faculty Activity Plan (FAP) and success in accomplishing the FAP will be the basis for evaluation in accordance with provisions of the CBPA P&P and CBA. It is the responsibility of the faculty member to provide the Chair and the DPC with supporting materials and summaries as evidence that their FAP objectives are being achieved. All materials must be submitted in accordance with the CBA and by deadlines established by the university and communicated by the Dean. The formal evaluation process will be conducted according to those schedules and deadlines.

Materials submitted by the faculty member must include summaries of student evaluations collected over the preceding academic year as mandated by the university. Student evaluations must be collected for each class taught during the year (except during summer session) and summarized and explained. Other information such as departmental averages and standard deviations will be provided to each faculty member. Student evaluations will not be the only information used to evaluate teaching effectiveness, nor will they be the most important.

Peer review will be conducted by the DPC and Chair by examining items relevant to achieving the departmental standards in each professional area as listed in the relevant “Performance Expectations” listed in Section V. Classroom visitations will be made once each year by the Chair or another faculty member. To ensure that individual FAP objectives are being achieved, faculty will meet annually with the Chair and DPC to demonstrate their progress as evidenced by their submitted supporting materials. Any materials accumulated in the evaluation process will be held by the Chair in DE files. Based on these meetings and peer review information, written evaluations will be provided to each faculty member on the schedule required by the CBA and developed by the CBPA. In the event that FAP objectives are not achieved, the DPC and Chair will devise a plan of suggested remedial action with the faculty member.

Graduate Faculty Status

The Chair will ask each full time faculty member who holds a Ph.D. degree and who is professionally active if they are interested in being appointed to the graduate faculty. If they are and meet criteria for graduate faculty consistent with the CBPA P&P, the Chair will submit their name and the required materials provided by the faculty member to the graduate school. All those who teach any 500 or 600 level courses must be appointed to the graduate faculty.

Should controversy arise in this process, or concerning any faculty member, or if someone without a Ph.D. degree wants (needs) to be appointed, the name(s) will be submitted for a vote in a department meeting and such vote will be binding.
Emeritus Faculty Status

Upon the announced retirement of any faculty member, another member may nominate them to be honored and recognized as an Emeritus Professor, provided that the retiring faculty member is in good standing and has at least 10 years of service at EWU. Such nomination will be discussed and voted on at a department meeting. Results of that vote will be conveyed by the Chair or Chair’s designee, along with his or her recommendation, to the Dean. The Dean, if they concur with the department recommendation, will then initiate the university process for granting emeritus status.

V. Performance Expectations For Faculty

Expectations for All Faculty

Teaching is a primary activity for all faculty in Economics and in CBPA. Each faculty member is responsible for planning, organizing and informing students of course content, text, readings, assignments, attendance regulations, and methods of evaluation including grading scales. Full-time faculty members on the Cheney campus will maintain a 5 hour minimum weekly schedule of office hours and the faculty member will notify the secretary and Chair whenever the faculty member will be unable to meet any scheduled office hours. When teaching on the Spokane campus and away from their primary Cheney office, faculty members will make every effort to schedule time before and/or after classes to assist students with questions and issues usually dealt with during office hours. Part-time faculty members will establish a schedule of office hours in consultation with the department Chair. Faculty members are also responsible for turning in grades according to the deadlines established by the Registrar’s Office.

Faculty are expected to meet their classes regularly for the number of contact hours for which students have enrolled. In the event that the professor must be absent for professional activities, alternate assignments must be developed and given, arrangements made for another professor or presenter to conduct the class, or an examination or other in-class written assignment given and monitored by another person. In any event, the Chair must be informed of such absences and the alternative treatment proposed for the class. Regularly missing a particular day, such as Friday, is not acceptable, although it may be appropriate to schedule the class in an alternate location such as a computer lab for some of the class days on a somewhat regular basis. Doing so requires permission of the Chair.

When a faculty member falls ill they will follow the university personnel procedures outlined in the CBA and by the Human Resources Department. The department secretary is prepared to help faculty accomplish the required procedures. The Chair must be notified of any absence due to illness along with plans for alternate assignments to make up for the absences. If the illness will last more than a few days, the chair must be notified as soon as possible so that plans can be made and executed for covering the professor’s classes.

All faculty in economics are expected to advise majors, minors and other students as part of their teaching activities. In addition, faculty members are expected to actively recruit majors and minors and are encouraged to serve a mentoring role whenever possible. Faculty who recruit majors will become the student’s initial advisor and fill out all the required paperwork. Students wanting to declare a major who have not been processed by a faculty member will be assigned initially to the Chair. As interests and special needs are determined, students will be assigned by
the Chair to other faculty members for routine advising and mentoring. Upon recommendation of faculty advisors, the Chair will review and sign graduation and other required advising forms. Other faculty members will be authorized to sign official forms in the Chair’s absence. Every attempt will be made by the Chair to equitably share the advising load among faculty members consistent with the best interest of our majors.

Each faculty member must follow the student evaluation procedure outlined in the CBPA P&P as well as in the DE P&P. All tenure track and tenured faculty members must engage in a program of continuing professional development and intellectual contributions as required in both the college and DE P&P. All non-tenure track faculty are expected to maintain currency in their teaching as well as engaging in other activities when assigned. All regular faculty members are expected to play an active role in providing service to the University, College, Department and external community.

All faculty members are expected to attend, when appropriate and possible, all department and college sponsored events for students and student/faculty recognition. In addition, except for unavoidable schedule conflicts, faculty are expected to attend all appropriate department, college and university sponsored meetings. Economics faculty are expected to attend Spring graduation ceremonies to show support for our graduates. If a faculty member is unable to attend any one of these events they must notify the department Chair. Participation will be considered in faculty evaluations.

In addition to these expectations for all faculty members, additional sets of expectations for retention and promotion are covered in the sections that follow. All of these expectations are to be addressed in FAPs.

Expectations for Promotion from Assistant to Associate Professor with Tenure

Candidates will be evaluated in three categories: teaching proficiency, professional contributions and active service. To secure a recommendation for promotion and tenure, candidates must usually be evaluated at least satisfactory in two categories and outstanding in one by both the DPC and Chair.

Teaching Expectation:

Documentation which clearly demonstrates teaching proficiency and fulfillment of their FAP must be submitted to the DPC and Chair. The weight given to teaching effectiveness in the evaluation by the Chair and DPC must be greater than any other individual criterion. Peer evaluations will be given greater weight than student evaluations regarding academic content and pedagogy. Teaching not only refers to the presentation of materials in a classroom setting, but also involves demonstrable efforts to improve, renew and enhance teaching capability. Candidates are expected to demonstrate their teaching proficiency with regard to the following criteria:

a. Peer review evaluations of teaching effectiveness.

b. Evaluation of class presentations and classroom procedures in classroom visitations by members of the DPC and/or Chair.

c. Responses on student evaluations of each class taught in the previous academic year.
d. Currency, comprehensiveness and relevancy of class presentations and course materials.

e. Consistent, objective and comprehensive procedures for assessment of student learning.

f. Rigorous, challenging and realistic student performance expectations.

g. Maintenance of regular office hours and general availability for student conferences and meetings.

h. Accommodation of special student needs through independent study courses, special programs, internships, interdepartmental programs and similar activities.

i. Advising and mentoring students, teaching a variety of courses, creating a supportive intellectual environment, and participating in activities designed to improve teaching effectiveness.

**Professional Contribution Expectation:**

Professional contributions refer to bodies of written research and scholarly intellectual endeavors requiring economics skills and knowledge that are primarily directed toward professional economists and economics literate audiences. These can include papers, presentations, books, book chapters, research reports and monographs. Additionally, professional contributions can include participation in professional associations or councils or, reflecting EWU’s status as a regional university, they can include research regarding regional issues intended to inform and advise regional decision makers.

It is intended that items submitted as professional contributions are separate and distinct and are not “double counted.” Publications must be finally accepted and documented evidence of all contributions is mandatory. The appropriateness and relevancy of items submitted as professional contributions will be determined by the DPC and Chair. Questions concerning the appropriateness of some activity should be resolved at the earliest possible date by requesting a written determination from the DPC and Chair.

Promotion to Associate Professor requires a total of five (5) refereed publications, representing five points, or their equivalency. (See Appendix A for a list of equivalencies.) Equivalencies may be used to substitute for up to three refereed publications, provided that the candidate is the lead author on one of the refereed publications. If there are four or more authors listed and the candidate is not the lead author, the DPC and Chair will determine whether the submission meets the standard for professional contributions.

**Active Service Expectation:**

Service refers to participation as the consequence of professional competence and affiliation with EWU and the Economics Department in internal department, college and university governance affairs as well as in activities external to the university. Candidates are expected to demonstrate satisfactory service activities by annually:

a. Serving on department committees as requested.

b. Attending departmental, college and university functions as a contributing University citizen.

c. Serving on a university/college committee, council or body and/or membership on a committee or participating in a group external to the university that utilizes the
professional expertise of the candidate or significantly contributes to the candidate’s professional reputation or to the public stature and reputation of the department, college or university.

d. Alternatives to committee service may be arranged in consultation with the Chair, Dean and DPC.

**Expectations for Promotion from Associate with Tenure to Full Professor**

Faculty eligible for promotion from Associate to Full Professor will be evaluated in three categories: teaching proficiency, professional contributions and active service. Candidates must be evaluated as at least satisfactory in two categories and outstanding in one. However, while accomplishments must be made in all three categories, at this stage in the candidate’s career they may choose to specialize more heavily in one category and reduce their effort in others. Such an approach must be incorporated into the faculty member’s FAP and approved by the Chair and DPC.

*Teaching Expectation:*

Documentation which clearly demonstrates teaching proficiency and fulfillment of their FAP must be submitted to the DPC and Chair. The weight given to teaching effectiveness in the evaluation by the Chair and DPC must be greater than any other individual criterion. Peer evaluations will be given greater weight than student evaluations regarding academic content and pedagogy. Teaching not only refers to the presentation of materials in a classroom setting, but also involves demonstrable efforts to improve, renew and enhance teaching capability. Candidates are expected to demonstrate their teaching proficiency with regard to the following criteria:

a. Peer review evaluations of teaching effectiveness.

b. Evaluation of class presentations and classroom procedures in classroom visitations by members of the DPC and/or Chair.

c. Responses on student evaluations of each class taught in the previous academic year.

d. Currency, comprehensiveness and relevancy of class presentations and course materials.

e. Consistent, objective and comprehensive procedures for assessment of student learning.

f. Rigorous, challenging and realistic student performance expectations.

g. Maintenance of regular office hours and general availability for student conferences and meetings.

h. Accommodation of special student needs through independent study courses, special programs, internships, interdepartmental programs and similar activities.

i. Advising and mentoring students, teaching a variety of courses, creating a supportive intellectual environment, and participating in activities designed to improve teaching effectiveness.
Professional Contribution Expectation:

The professional contribution expectation for promotion to Full Professor are much the same as for promotion to Associate Professor, except that the requirement is for four refereed publications or their equivalent.

Professional contributions refer to bodies of written research and scholarly intellectual endeavors requiring economics skills and knowledge that are primarily directed toward professional economists and economics literate audiences. These can include papers, presentations, books, book chapters, research reports and monographs. Additionally, professional contributions can include participation in professional associations or councils or, reflecting EWU’s status as a regional university, they can include research regarding regional issues intended to inform and advise regional decision makers.

It is intended that items submitted as professional contributions are separate and distinct and are not “double counted.” Publications must be finally accepted and documented evidence of all contributions is mandatory. The appropriateness and relevancy of items submitted as professional contributions will be determined by the DPC and Chair. Questions concerning the appropriateness of some activity should be resolved at the earliest possible date by requesting a written determination from the DPC and Chair.

Promotion to full professor requires a total of four (4) refereed publications, representing four points, or their equivalency. (See Appendix A for a list of equivalencies.) Equivalencies may be used to substitute for up to three refereed publications, provided that the candidate is the lead author on the refereed publication. If there are four or more authors listed and the candidate is not the lead author, the DPC and Chair will determine whether the submission meets the standard for professional contributions.

Active Service Expectation:

Active service is an important leadership responsibility of senior faculty. Consequently, service expectations for promotion to Full Professor are taken seriously. Candidates are expected to participate in department, college and university governance affairs as well as in service activities external to the university. In addition, candidates for Full Professor are expected to assume leadership positions in their service contributions while engaging in the following:

a. Serving on and leading department committees as requested.

b. Attending departmental, college and university functions as a contributing University citizen.

c. Serving on a university/college committee, council or body and/or membership on or participating in a group external to the university that utilizes the professional expertise of the candidate or significantly contributes to the candidate’s professional reputation or to the public stature and reputation of the department, college or university.

d. Assuming a leadership position in a significant university/college committee, council or body and/or in a significant external body or organization.
Expectations for Associate or Full Professors Hired Without Tenure

The CBA contains special provisions for when a department hires faculty members as Associate or Full Professors, but without tenure. The Economics Department expects those faculty members to both meet the requirements specified to reach either Associate or Full Professor within the policy listed above and to have demonstrated between the time of hire and the time of tenure continued commitment to the principles listed above. In no case will promotion to Full Professor be granted without tenure.

Expectations for Full Professors

Teaching Expectation:

Faculty at the Full Professor level will continue to provide evidence of excellence in teaching, curriculum development, student mentoring and advising. It is particularly important that Full Professors take on mentoring roles with junior faculty.

Professional Contribution Expectation:

It is expected that Full Professors will continue to engage in scholarly and professional activities throughout their careers. While the Economics Department has no specific number of required intellectual contributions, the expectation is that the faculty member will maintain their status as Academically Qualified and/or Professionally Qualified according to AACSB standards as described in the CBPA P&P.

Active Service Expectation:

Faculty at the Full Professor level are expected to be more active in service activities and to take far more leadership roles than faculty at junior levels. Active leadership in departmental activities as well as college and university governance is expected. Being active in professional organizations and community service are also encouraged.

Expectations for Lecturers

Typically, Lecturers are hired primarily to teach and can expect teaching loads of 15 credits per quarter and 45 credits for the academic year. In some cases the Lecturer may be released from some teaching duties and have time assigned for non-teaching service and/or scholarly activities.

Teaching Expectation:

Teaching expectations and evaluation are identical with those for Assistant Professors listed above. Lecturers are expected to demonstrate their teaching proficiency with regard to the following criteria:

a. Peer review evaluations of teaching effectiveness.
b. Evaluation of class presentations and classroom procedures in classroom visitations by members of the DPC and/or Chair.
c. Responses on student evaluations of each class taught in the previous academic year.
d. Currency, comprehensiveness and relevancy of class presentations and course materials.
e. Consistent, objective and comprehensive procedures for assessment of student learning.
f. Rigorous, challenging and realistic student performance expectations.
g. Maintenance of regular office hours and general availability for student conferences and meetings.
h. Accommodation of special student needs through independent study courses, special programs, internships, interdepartmental programs and similar activities.
i. Advising and mentoring students, teaching a variety of courses, creating a supportive intellectual environment, and participating in activities designed to improve teaching effectiveness.

**Professional Contribution Expectation:**

Usually there is no expectation that lecturers will publish or engage in much non-teaching activity. There is a strong expectation that Lecturers will maintain currency in their teaching fields. Should a Lecturer have scholarly interests and abilities which are advantageous to the college and department, their FAP may be modified to reduce teaching load and include expected professional contributions. Such modification will require approval of the Chair, DPC and Dean. Exceeding expectations in this area is encouraged.

**Active Service Expectation:**

Lecturers are expected to take part in department meetings, department functions in support of students and CBPA functions as well as meeting and advising students outside the classroom. Should additional service to the College, University or outside community be beneficial, the Lecturer’s FAP may be modified to include specific expectations and teaching load adjustments where appropriate. Such modifications will require the approval of the Chair, DPC and Dean. Exceeding expectations in this area is encouraged.

**Expectations for Promotion from Lecturer to Senior Lecturer**

Promotion to Senior Lecturer will require an approved FAP and satisfaction of the faculty member’s FAP will be the primary basis on which the promotion recommendation will be made by the Chair and DPC. While teaching is usually the primary activity, the FAP may include other activities as agreed to by the DPC and Chair.
Teaching Expectations:

Lecturers are expected to teach a greater number and variety of courses than are regular faculty. They will be expected to maintain and demonstrate teaching proficiency using the same criteria as for tenure-track and tenured faculty. Teaching quality will be the primary basis for promotion. Consideration for promotion to Senior Lecturer will usually require three or more years of service as a Lecturer or Visiting Assistant Professor.

Professional Contribution Expectation:

Lecturers are not required to engage in scholarly activity as a rule. However, appropriate intellectual contributions will be considered as a significant plus for promotion to Senior Lecturer.

Service Expectations:

Lecturers are not required to serve on college or university committees. Service to the department and participation in department activities and governance are expected. However, service activities beyond those required will be considered as beneficial for promotion to Senior Lecturer.

Expectations for Temporary Faculty

Visiting Assistant, Associate or Full Professors may occasionally be recruited. Their assignments will vary and be developed for each case consistent with the CBA and CBPA P&P. Performance expectations will be clearly set out and incorporated in a FAP for the visitor. Temporary Adjunct Faculty are hired from time to time to meet department scheduling needs. Adjunct Faculty will normally have a graduate degree in economics or a closely related field. Their entire assignment will be teaching with no expectation of professional scholarly output or service.

Courses taught by Adjunct Faculty will meet the same content, evaluation and grading standards as those expected of full-time faculty. The Chairs of the department and/or DPC will review the syllabus and course materials of Adjuncts and Visiting Professors to insure the course meets department standards. All temporary faculty are required to submit student evaluations for each course they teach and will be peer reviewed using the same standards as for full-time faculty.

VI. Department Operations and Miscellaneous

Merit Evaluation

Merit awards are to recognize performance and achievement beyond expected normal levels. The Economics Department will base merit decisions on evidence that the candidate for merit has achieved and exceeded the minimum expectations set forth in the candidate’s FAP, the
DE P&P, the CBPA P&P and the CBA. See Appendix B for examples of what might constitute extraordinary achievement.

If merit money should become available, the department Chair will issue a call for nominations for merit. Faculty members may nominate themselves for merit, the usual procedure, or others may make the nomination. The Chair and the DPC will undertake separate evaluations of the submitted nominations and the DPC will submit their evaluations to the Chair. The department Chair will forward the Chair and DPC evaluations to the Dean according to the procedures established by the CBPA P&P and the CBA.

All faculty members who were full-time during the evaluation period are eligible to be considered for merit bonus awards, provided they meet expected normal levels of performance in teaching, professional contributions and active service. It must be demonstrated that their performance and achievement exceed expectations in at least one of the areas. The college Dean will evaluate the department Chair for merit.

On the appropriate date each year, as announced by the Chair, candidates will submit relevant, factual information supporting the nomination in a portfolio detailing their accomplishments of the previous year. This portfolio must include at a minimum for the evaluation period:

**Teaching**
- Workload during the evaluation period including quarter taught
- Course enrollment
- Student evaluation summaries
- Any relevant documentation of peer evaluations
- Any evidence concerning successful course innovation, experimentation activity or new approaches to enhancing the effectiveness of teaching and instruction related performance
- A summary clearly identifying those accomplishments which demonstrate achievement beyond expected levels

**Professional Contributions**
- A list of activities related to professional interaction and development
- A list of publications, presentations and professional/scholarly activities
- A summary clearly identifying those accomplishments which demonstrate achievement beyond expected levels

**Active Service**
- A description of committee involvement
- A description of special service activities and other contributions to the department college and university
- A description of service provided to groups outside the university and to the broader community
- A summary clearly identifying those accomplishments which demonstrate achievement beyond expected levels

**Faculty Development Fund Distribution**

Under the CBA and budgeting procedures, each department receives a certain budget sum to support faculty development that is based on the number of faculty employed by the
department. Tenured and tenure track faculty generate $1,200 each. These funds have generally been used for travel and attendance at professional meetings that enhance the professional stature of the faculty member. The department generally distributes these funds on a pro rata basis to each member provided that the funds are to be used for a legitimate faculty development purpose which will benefit the department and EWU. If some members do not use their pro rata share, the unused funds are made available to support other faculty, as determined by the Chair.

The Chair receives and reviews requests for faculty development funds, evaluates proposals, and authorizes or denies fund use. When choices must be made, preference will be given to requests where the faculty member is a formal participant in some professional meeting (is on the program), where the activity will support development or extension of professional activity, or where the activity will contribute materially to the professional reputation of the individual, department and EWU. Simple training and attendance type activities will be given lower priority and require a more convincing justification. Some smaller portion of development funds, when and if available, may be used to partially support professional journal subscriptions, membership dues in professional organizations, faculty instructional training, and the purchase of software and hardware. Scope of these other uses will be based on departmental policy developed annually by the department faculty.

Should the Chair be uncertain of how to evaluate a request or if the faculty members express concern about how the funds might be allocated, the request will be brought to the faculty in a department meeting for discussion and guidance. In years when the faculty development budget is exceptionally limited or the demands on it exceptionally large, the faculty will be asked to create temporary allocation rules which are consistent with the CBPA P & P and CBA. There is no provision in the CBA for funding Lecturers or other special faculty. In the CBPA requests must be made to the Dean through the Chair for development funding.

**Department Budget Review Process**

The department budget is allocated by the Dean of CBPA and announced to the department Chair sometime after July 1 each year. The budget year is from July 1 through June 30. There is very little budget discretion permitted the department since most of the funding goes for personnel and essential supplies. The Chair monitors the budget and requests modifications from the Dean as necessary to support departmental functions and meet department needs. The Chair makes all final budget decisions concerning items other than personnel and authorizes all expenditures.

Prior to taking actions that would fundamentally reallocate major portions of the discretionary funds, department faculty will be consulted for advice during a department meeting. Also, should there be small amounts of surplus funds available near the end of the budget year, the Chair will consult with faculty to determine priorities for their use.

The budget and its use may be discussed during any department meeting, however, during the last department meeting of spring quarter the faculty will discuss how the annual budget was used and what, if any, changes they would like to see for the next budget year. The Chair will try to accommodate the wishes of the department providing they are consistent with college and university policies and the long term health of the department. Faculty members may review the monthly budget statements upon request to the Chair.
Curriculum Development

Curriculum development involves the creation of new classes and programs of study in response to student demand for new courses, introduction of new faculty members and specialties, evolution of the discipline, development of college and university initiatives and requirements for course and curriculum integration.

Ideas for curriculum development are the responsibility of all faculty in response to the evolving academic environment. The development of curricula also can be initiated by the department Chair and Dean. The development of new curriculum will be carried out through specially formed committees that review the need, purpose, and relevance of course changes or new course additions. The departmental review process is necessary to ensure that new and revised courses are pertinent to the needs of the department, college, and university, and are consistent with the mission and strategic plans of the institution.

Once approved by the department, the Chair and appropriate faculty members will undertake the process of getting course and program approval through the various university course and program approval processes.

Assessment Plans

The CBA requires that assessment plans are a part of both the College and Department P&P and are consistent with the University’s assessment plan. The CBPA College Assessment Committee (CAC) is responsible for oversight of the assessment plans and process. The purpose and responsibility of the CAC are addressed in the CBPA P&P. The department Chair is a member of the CAC.

The department assessment plan evaluates the economics program and must include comprehensive measures of student outcomes and competency. It is crafted by the Department of Economics Assessment Committee (DEAC), approved by the faculty in Economics and presented to the CAC for their comment and approval. Each faculty member is responsible for doing their part to accomplish the department assessment plan and the process and results are monitored by the CAC.

In addition to the program assessment required by the CAC, the Economics Department teaches a variety of lower and upper division general education courses meeting general university requirements which are required by the university to be assessed periodically. These courses are ECON 100, General Education Economics; ECON 200, Introduction to Microeconomics; ECON 201, Introduction to Macroeconomics; ECON 424, Poverty and Discrimination; ECON 470, International Economics; and, ECON 475, Economic Development. The DEAC is responsible for devising, implementing and coordinating appropriate assessment schemes for the lower division courses while the instructors of the upper division courses develop appropriate assessment procedures for their courses, with oversight from the DEAC.
Department Committees

Department Personnel Committee (DPC)

The Department Personnel Committee (DPC), as required by the CBA, must include three tenured faculty members of the Department who, where possible, hold a rank at or above that of faculty members being evaluated. No member of the DPC may evaluate themselves or, if they are candidates for promotion, evaluate other faculty members who are candidates for the same rank. Conflicts of interest must be avoided.

At the beginning of each fall quarter the department will select members of the DPC during a department meeting. Nominations will be made from the floor and voting will be by all regular faculty members according to voting rules contained in the DE P&P section on voting. Normally one new member will be elected each year to replace one of the three, but this may not occur if there are not enough tenured and appropriately ranked faculty members. The term of service is usually three years, but a member may be elected for an additional term if there are not enough qualified tenured or tenure track members to fill the committee.

Members of the DPC will select one of their number to serve as DPC Chair. The DPC Chair will call meetings, conduct meetings and be responsible for seeing that all required reports and letters are prepared and delivered on time. The DPC Chair must be a member of the Economics Department faculty.

From time to time a member of the DPC, in order to avoid a conflict of interest, may have to recuse themselves. In this case, another qualified member of the department faculty will be asked by the Chair to serve temporarily in their place for the decision at hand. In cases where there are no available professors of a higher rank, if it is agreeable to the other faculty in the department and if it does not create a potential current or future conflict of interest, a member of lower rank may be allowed to serve temporarily by vote of the faculty. In most cases, however, a faculty member of the appropriate rank from another department will be asked to serve by the department Chair, with the advice and concurrence of the DPC.

The DPC, along with the department Chair, is responsible for evaluating and recommending all department faculty in matters of retention, tenure, promotion and merit as well as all other personnel actions required by the CBA and the CBPA P&P. The DPC will apply standards set out in each faculty members FAP and support their judgments by citing evidence supporting their findings. Recommendations of the DPC will be conveyed to the department Chair who will forward them on to the Dean. Copies of all DPC recommendations will be given in a timely fashion to the faculty member being evaluated and the faculty member will be asked to sign a form indicating they have received a copy. Timelines and procedures will conform to those required in the College P & P and the CBA.

Department of Economics Assessment Committee (DEAC)

The DEAC is composed of two or more full-time faculty members of any rank, members who are elected in accord with department voting rules during a department meeting. The committee will elect a chair who will convene meetings of the DEAC and set its agenda. Normally, each member will serve a three year term with no more than one new member joining the committee in any year.
The committee is responsible for suggesting assessment plans and procedures to the department, implementing the various assessment activities, communicating with the CAC and helping faculty with assessment activities.

Other Department Committees

From time to time the department may establish ad hoc committees to review, analyze and make recommendations on various issues as they arise. Any faculty member may request formation of an ad hoc committee and requests will be considered in a faculty meeting.

External Relations Plan

Faculty members are encouraged to make and maintain contacts with individuals and groups outside the university through their various consulting and service activities. We encourage faculty, as representatives of EWU, to be involved in local, state and regional meetings of groups where the faculty member may be able to contribute professional expertise while representing the department and university and enhancing the reputation of the department.

From time to time the department will seek recognition in publications outside the university by advertising significant contributions and achievements of the faculty as well as noteworthy aspects of our program.

As time and resources are available, the department and its faculty will organize, host or participate in regional professional meetings, symposia, presentations, “teach-ins”, lectures and similar activities where members of other disciplines and the public are invited to attend and sometimes participate. Leadership here can be the basis for merit awards.

Faculty members are encouraged to participate in professional meetings in the discipline and to maintain a wide circle of professional contacts within the profession. The professional reputation of our department will be enhanced by demonstrating our professional abilities in these settings and by having outside colleagues with whom to confer.

While fund raising is not a duty enumerated in faculty contracts, engaging in this activity is in our own best interest due to limited state resources available to the university. We encourage grant seeking activities as a means of securing external funding, activities which are also rewarded in our requirements for tenure and promotion. Also, the department is committed to working closely with the CBPA and the EWU Foundation staff to get ideas, identify opportunities and assist with fund raising activities.

Faculty Participation in Student Recruitment and Career Planning

Faculty participate in student recruitment and career planning on a daily basis as part of regular class instruction and by their willingness to serve as mentors, advisors and sources of information to members of the student body. After students have chosen to major in Economics, it is possible to more directly advise and mentor them and ensure the timely completion of their degree requirements. This is the most significant and effective form of student recruitment and planning. All faculty are expected to serve as advisors and mentors.
To promote department level involvement in student recruitment, the department may develop materials and make presentations designed to promote interest in the economics major. In addition to direct engagement in the classroom, the activities of faculty outside the classroom through regional speaking engagements, presentations on topics of interest to the student body, or the presentation of relevant research in a student friendly or student centered environment can be useful for demonstrating the relevance and merit of economics education. A program to recognize these faculty activities and notify the student body includes the display of information on the departmental website, distribution of promotional and informational materials in the classroom, and posting this material within the department.

The department, as funding allows, will schedule symposia and lectures by professional economists outside EWU as well as sponsoring several presentations of research by our own faculty. Faculty may also participate in topical “teach-ins” on campus. Economics faculty are frequently called upon to make comments for news stories or to appear on local television news. All these activities serve a recruitment function by demonstrating the relevance and interest of economics.

The Department sponsors a local chapter of Omicron Delta Epsilon, the international economics honorary society and encourages qualifying students to become members. We also give student awards, host social events for students and provide space in the department where students can study and interact with other majors. Finally, faculty are encouraged to participate in CBPA and University recruitment and career planning events.

VII. Department Governance

Responsibilities of the Department Chair

The Department Chair is the chief administrative officer of the department and a member of the faculty. The Chair is responsible for providing effective leadership and fiscal, program and personnel management in the operation of the department as detailed in the CBPA Policies & Procedures and the CBA. The Chair is responsible for representing the department in administrative matters to the college and university as well as establishing and maintaining professional relationships with external constituency groups. A major responsibility of the Chair is to help facilitate the work and success of the faculty in Economics. In addition, the Chair serves as a member of the CBPA College Council, College Assessment Committee and Undergraduate Committee.

Procedures for Selection of the Department Chair

The Chair serves for a term of four years and is elected from among the tenured and tenure-track members of the Economics Department. At the expiration of a Chair’s term of office, the Department, in a manner consistent with the CBPA P&P and CBA and in a regular meeting, will nominate individuals to stand for election. The list of nominees will be transmitted to the CBPA Dean’s Office which will conduct the election by secret ballot, electronically or by paper ballot, and report the results back to the Department. Such election will constitute the Department’s recommendation to the Dean, Chief Academic Officer, President and Board of Trustees that the elected individual be appointed officially as department Chair.
Should the performance of duties by the sitting Chair or the lack of performance be an issue of concern for the department, the Chair of the DPC will bring the concerns to the department Chair for resolution. If satisfactory resolution cannot be achieved, the Chair of the DPC may call and conduct a department meeting where the Chair will be presented with their allegations and the faculty may vote to recommend to the Dean removal of the Chair. Such recommendation should be accompanied by specific descriptions of the poor performance, non-performance and/or other abuses of trust and responsibility which are the cause for this drastic action.

**Faculty Participation in Departmental Decision-Making**

It is important that each faculty member participate regularly in departmental decision-making and that they contribute responsibly to the department’s success by doing so. Each member should feel they are valued and active contributors while maintaining a constructive demeanor in all interactions with other faculty. Our different viewpoints add strength to our endeavors provided we show respect for each other. Arguments over ideas and opinions are appropriate and beneficial while personal attacks are not.

At the individual level, the Chair will always discuss with each faculty member issues or decisions that could personally affect that member and seek their ideas and recommendations, maintaining confidentiality where appropriate. It is also important that each member notify the Chair, in confidence, of any personal issue that could have an impact on the mission of the department. At the department level, each faculty member is expected to make every effort to attend each department meeting and to participate in the discussions and decision-making associated with these meetings. The Chair should be notified and provided with justification in cases where the faculty member must miss a meeting.

Faculty are encouraged to interact in less formal ways as well and to participate in and maintain a collegial atmosphere within the department. Both these formal and informal interactions are the essence of what it means to be a good colleague. Being a good colleague is an important ingredient to the success of our department and will be one of the subjective factors considered in tenure and promotion recommendations by the DPC and Chair.

**Voting and Voter Eligibility**

Eligibility to vote in department elections on issues of personnel, conditions of work, election of the Chair and curriculum is restricted to regular faculty members of the Department of Economics who are tenured, tenure track, Senior Lecturers or Lecturers who fill a continuing faculty line and who are at least half time and actively engaged in teaching or research through the department’s budget. Being on sabbatical leave or on temporary medical disability does not reduce a faculty members voting eligibility providing they can participate in the election either in person or in a timely fashion which does not disrupt operation of the department. Being away on leave without pay for any other reason, being employed less than half time, or being a retiree on some special post-retirement partial return to work program does render the individual ineligible to vote.
Eligibility to vote on all other issues is less restrictive, may include all faculty including special faculty and is determined by the majority wishes of the department faculty prior to voting on an issue.

On most issues faculty members must be present at department meetings to vote where voice votes are the norm. At the request of any voting eligible faculty member, votes on some issues may be taken by secret ballot or electronically if that is their preference. Sending in votes, unless otherwise noted, is not allowed. In no case is voting by proxy allowed. While many issues can be and are determined by consensus, all policy decisions will be subject to voting. The results of all voting will be given to all faculty by the Chair and/or department secretary and ballots, when used, will be available for inspection during the academic year in which the vote was taken.

In all cases, a simple majority vote of those faculty members voting carries the election. Those present and/or voting always constitute a quorum.

Revisions of the Department of Economics Policies and Procedures

The department policies and procedures may be revised at any time by a majority vote of eligible department faculty. Such revisions will be effective immediately following the vote, or upon approval of the Dean if further administrative approvals are required. Once a revision has been made, the secretary will be asked to prepare revisions to the DE P&P reflecting the change(s) and distribute them to each faculty member. Possible DE P&P changes to be discussed may be placed on the agenda of the next department meeting at the request of any department faculty member or the department Chair.
Appendix A – Professional Activity/Journal Article Equivalencies

Promotion to Associate Professor requires a total of five (5) refereed publications, representing five points, or their equivalency, while promotion to Full Professor requires four (4) refereed publications, representing four points, or their equivalency as explained in the DE P&P sections on expectations for promotion. Equivalencies are shown in the following table.

<table>
<thead>
<tr>
<th>Professional Contributions Equivalencies</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer-reviewed journal article;</td>
<td>1.00</td>
</tr>
<tr>
<td>Paper quality points as assigned by DPC, based on Keele University, List of 442 Economics Journals*, Association of Business Schools, Academic Journal Quality Guide**, or similar rankings.</td>
<td>0 to 3.00</td>
</tr>
<tr>
<td>Book contributing to professional knowledge</td>
<td>2.00</td>
</tr>
<tr>
<td>Peer-reviewed book chapter</td>
<td>1.00</td>
</tr>
<tr>
<td>Conference-national or international presentation</td>
<td>.50</td>
</tr>
<tr>
<td>Conference-regional presentation</td>
<td>.25</td>
</tr>
<tr>
<td>Conference-session organizer, chair, discussant</td>
<td>.25</td>
</tr>
<tr>
<td>Conference proceedings paper</td>
<td>.25</td>
</tr>
<tr>
<td>Referee report</td>
<td>.25</td>
</tr>
<tr>
<td>Book review</td>
<td>.25</td>
</tr>
<tr>
<td>External grant application</td>
<td>.50</td>
</tr>
<tr>
<td>Instructional textbook</td>
<td>2.00</td>
</tr>
<tr>
<td>Instructional auxiliaries (test bank, study guide)</td>
<td>.50</td>
</tr>
<tr>
<td>Research monographs and reports</td>
<td>.25 to .75</td>
</tr>
<tr>
<td>External professional contributions-elected, appointed national association, Federal or State council position</td>
<td>.50</td>
</tr>
<tr>
<td>External professional contributions-regional, local association or council</td>
<td>.25</td>
</tr>
<tr>
<td>Other contributions as determined by DPC</td>
<td>0 to 1.00</td>
</tr>
</tbody>
</table>

*Keele University, List of 442 Economics Journals. [http://www.keele.ac.uk/depts/ec/cer/resources_journals.htm](http://www.keele.ac.uk/depts/ec/cer/resources_journals.htm)

Appendix B – Examples of Possible Meritorious Achievement

Teaching Effectiveness

Favorable consideration for meritorious achievement will be based on teaching efforts and results over and above minimum performance levels as described in FAPs and the “Expectations” sections of the DE P&P. Evidence should demonstrate positive outcomes and might include, but not be limited to the following:

- Innovative curriculum development and review for new or existing courses or course segments
- Experimentation with and/or employment of contemporary educational technology, pedagogy or assessment
- Conducting, teaching or participation in workshops or conferences on improving student learning and/or improving teaching
- Other items or extraordinary results relating to instructor or student/colleague interaction

Professional Contributions

Favorable consideration for meritorious achievement will be based on professional contributions above the levels described in FAPs and the “Expectations” section of the DE P&P. Examples include, but are not limited to:

- Extraordinary success in publishing either in amount or quality of published materials
- Extraordinary success in amount or quality of other activities listed in the DE P&P
- Consulting reports or assignments
- Prestigious keynote/banquet/requested speeches or seminars
- Prestigious service on local, regional or national committees of professional organizations in economics
- Extra activity as an editor or referee for an academic or professional publication
- Appointment to a local, state, regional or national public board, commission or committee

Active Service

Favorable merit consideration will require achievement above and beyond items listed in FAPs and the Expectations’ section of the DE P&P. Examples might include, but not be limited to:

- Service in a leadership role on several college and/or university committees
- Service on time consuming committees which are very important to the future of EWU
- Service to various campus and/or community organizations
- Being named an officer or director of an external organization or business firm