Department of Economics: By-laws, Policies, and Procedures.
Draft: 3/2/05

I. DEFINITIONS

1. “The Department” shall mean the Department of Economics at USM.

2. “Faculty” shall mean all members of the department holding the rank of assistant professor, associate professor, or professor holding full-time tenure-track or tenured appointments.

3. “Governance Constitution” shall mean the Governance Constitution of USM, as approved by the Board of Trustees of the University of Maine System in June 1995 or its official replacement. “Contract” shall mean the Agreement between the University of Maine System and Associated Faculties of the University of Maine, System, MEA/NEA.

4. The regulations contained in the AFUM Agreement and the Governance Constitution implicitly shall supersede all Procedures and Policies of the Department.

II. PERSONNEL: TENURED AND TENURE-TRACK FACULTY

A. Procedures

The Personnel Committee of the Department functions as the peer committee for evaluating faculty. The Personnel Committee is comprised of all tenured and tenure-track faculty of the Department.

1. A member of the peer committee is elected by the faculty to serve as the Chairperson of the Personnel Committee. The Personnel Committee shall meet annually in advance of pertinent personnel action deadlines. It shall prepare a written evaluation of any members of the Department under review based on information requested from and supplied by each faculty member, and on student evaluations.

2. Faculty shall provide the Personnel Committee with the appropriate Personnel Presentation in a timely fashion prior to the scheduled Personnel Committee meeting at which they will be evaluated.

3. When a member of the Department is to be considered for tenure, promotion, continuing contract, or performance review, the Personnel Committee will have access to the member’s Personnel File in accordance with the contract. The Chairperson shall convene the Personnel Committee to ensure that such administrative deadlines are met in a timely fashion.

4. Performance evaluations shall be scheduled to ensure that applicable promotion, tenure, continuing contract status, and reappointment schedules and/or deadlines are met. In arriving at a recommendation for promotion and/or tenure, the peer committee shall consider, among other matters, letters evaluating the work of the applicant. Candidates under consideration for performance evaluation shall, in consultation with the personnel committee, decide if letters
(external and internal) are appropriate and the number required. With the agreement of the candidate, the chairperson of the peer committee shall solicit all letters, both internal and external, on behalf of the candidate. The candidate will select the referees for internal letters. The candidate will present the names of five persons external to the University of Maine System who are qualified to comment on the candidate’s scholarship. The committee may add one name to the list of external reviewers. The committee will select and request comments from at least four of those on the final list. The committee shall select three letters to become part of the applicant’s file.

5. If more than one individual is being evaluated for the same deadline, the order of evaluation shall be established by consensus.

6. Faculty may make oral statements at their review, followed by a question and answer session. The faculty member under review then withdraws from the meeting during the discussion of his or her performance.

7. Only those items listed under “Evaluation Criteria” will be discussed. Discussions of personality are to be avoided.

8. Written evaluations of all faculty members will be presented to the departmental Personnel Committee for its approval, written by the Committee chair and excluding the member being evaluated. The report should be a fair representation of the conclusions of the committee, after its deliberations. Peer recommendations, both majority and minority (if any), must be signed by all of the peer committee members participating in the recommendation. The names of all peer committee members must be listed and a tally of the vote including any abstentions must be recorded.

9. When a departmental member is being considered for tenure, promotion, continuing contract, or performance review, voting shall take place at the conclusion of all testimony and discussion. Only tenured, or tenure-track faculty members of the Department shall vote on personnel matters; in addition, the member being considered is not allowed to vote.

10. Any votes of the Personnel Committee shall be recorded from those in attendance at the meeting; however, an absentee ballot will be accepted from a Committee member on leave. An absentee ballot may be accompanied by a written evaluation of the candidate. In the event of an unavoidable absence, the committee may vote to accept an absentee ballot from an absent member.

11. For one week prior to placing the evaluation in the faculty member’s official personnel file, the faculty member shall have the opportunity to supply written comments, which, if provided, will be attached to the Personnel Committee’s evaluation, and may be viewed by the Personnel Committee.

12. The evaluation, with response, if any, shall be placed in the faculty member’s personnel file. Copies will be sent to the faculty member and to the Office of the Dean of the College of Arts
and Sciences. The faculty member is responsible for transmitting the completed package to the Dean’s office.

13. Upon request from a faculty member being evaluated, the Chairperson of the Personnel Committee shall, with a minimum of five days notice, call a meeting of the committee to discuss the member’s professional performance.

**B. Evaluation Criteria**

Teaching and professional scholarship (defined broadly) are significant and interdependent components of each faculty member’s job responsibilities. The Department of Economics is fully committed to the ideal of the teacher/scholar, scholar/teacher. We recognize that, even among those who are fully successful as teachers, there is a range of teaching achievement, and similarly a range of achievement in scholarship among those who are fully successful as researchers. This establishes the possibility of different degrees of achievement in the areas of teaching and scholarship that, when taken together, enable the department to move forward a candidate’s application for tenure and/or promotion. Thus, candidates who clearly exceed the absolute requirements in both areas may nonetheless have relative strengths.

1. **Instruction**

During personnel evaluations initial emphasis will be placed on teaching effectiveness. The demonstration of teaching effectiveness is a necessary but not sufficient condition for successful promotion and/or tenure. To facilitate this aspect of the evaluation, each faculty member shall submit to the Personnel Committee, in addition to the appropriate personnel presentation, the most recent syllabi and course policies for all courses taught during the review period. The faculty member may also submit other supporting materials including: texts, assignments, exams, lab exercises, manuals, or other instructional assessments.

Course evaluation questionnaires: Course evaluations will be administered in all economics department courses at the end of each semester. Instructors shall inform students that evaluations are taken seriously and will tell them that signed evaluations become a permanent part of the instructor’s personnel record. Instructors will distribute the evaluation materials, and then leave the room. An appointed student will transport the completed questionnaires to the Department office. Summaries of evaluations must be prepared within six weeks of completion and the department will post comparative summaries. After summaries are compiled the raw forms will be available to instructors. Questionnaires are returned to the instructor only after semester grades have been placed with the Registrar.

In addition all economics courses will be open for attendance by a faculty member elected by the Peer Committee upon prior notification to the instructor. In this way, some direct evidence of teaching effectiveness may be gained. Untenured tenure-track faculty shall be evaluated by peer observation periodically. Tenured faculty may also be evaluated by peer observation, preferably within the year preceding the post-tenure review or promotion.
The Personnel Committee shall evaluate faculty members according to the following criteria. These standards and sources of information will be considered in the context of the general goals outlined in the University mission statement.

1. **Teaching effectiveness**
   a. Peer evaluations
      i. Written observations of teaching and lecturing
      ii. Course syllabi, reading lists, and examinations
   b. Student evaluations
      i. Course evaluation questionnaire data
      ii. Signed student comments
      iii. Other instruments assessing student learning

2. **Preparation of new courses**
   a. New courses in areas not directly related to the faculty member’s area of research specialty
   b. New courses in areas directly related to the faculty member’s research specialty
   c. New innovative courses including interdisciplinary or team taught courses

3. **Teaching load per semester**
   a. Number of course preparations
   b. Number of courses
   c. Total number of students enrolled
   d. Number of independent study and internship preparations
   e. Advising
   f. Writing letters of recommendation

For reappointment beyond the second year, the faculty member is expected to demonstrate a sustained pattern of effective teaching during the evaluation period.

For reappointment beyond the fourth year, the faculty member must demonstrate a sustained pattern of effective teaching and progress toward high quality teaching.

A recommendation of tenure and (or) promotion to Associate Professor presumes a sustained record of high quality teaching.

Promotion to the rank of Professor requires a sustained pattern of high quality teaching.

2. **Research and scholarship**

To achieve tenure or promotion, faculty must have an active and productive research program. Evidence of such an active and productive research program shall include, but not necessarily be limited to: refereed publications, research monographs, books and chapters in books, grants, book reviews, university reports, performances, other research reports, refereed and invited presentations at professional venues, creative works that are not peer reviewed, presentations at professional
venues, grant proposals, and unpublished research. In addition, following the discussion in Boyer, consideration should be given to any other research or professional output that demonstrates sustained engagement with theories and questions of the discipline, including research and scholarship of teaching. The department takes the Boyer criterion seriously, and welcomes faculty to describe research achievements in the broadest terms. The timeliness of the University’s provision of the necessary resources for a member to initiate a research program must be considered during the course of evaluation.

To facilitate this aspect of the evaluation, each faculty member shall submit to the Personnel Committee works published, submitted, or in preparation, grant proposals submitted or in preparation, and progress reports on all internal and external awards, including sabbaticals. The candidate may also submit reviews of works and grants submitted, if available, and contract proposals and awards.

The Personnel Committee should also consider recognition of the candidate’s status as a scholar such as invitations to review manuscripts, publications, and grants and fellowships and awards.

For reappointment beyond the second year, the faculty member must submit evidence of implementing a research program.

For reappointment beyond the fourth year, the Personnel Committee must be able to discern progress in scholarly activity and contributions to the field.

A recommendation of tenure and (or) promotion to Associate Professor requires a sustained record of substantial and quality scholarship and a clearly evident pattern of intellectual development and growth, as recognized by peers in the field.

Promotion to the rank of Professor presumes a significant contribution to the field of Economics and a reputation beyond the local or regional. Such standing requires a substantial and distinguished body of scholarship, as recognized by peers in the field.

3. Service

The proportion of a faculty member’s time devoted to service will vary over the course of a career. Pre-tenure faculty should normally carry lighter service, although departmental service is required during the early probationary period. Because faculty members have different strengths and opportunities, additional service may take the form of college and university assignments or service, professional service in the discipline, and community service in the discipline.

The Personnel Committee shall consider the following criteria in evaluating faculty members. Criteria shall be considered in the context of the general goals outlined in the University mission statement and are to include the following:

A. Service to the system, university, college and department, such as committee membership and leadership, advising student organizations, and other assignments such as serving as chair, or doing work during the summer on curricular issues.
B. Professional service in the discipline, which may include participation in the leadership of professional associations, service on editorial boards, etc.

C. Service to the community in a professional capacity, such as papers and speeches to outside groups, participation in university-sponsored public service programs, work in community projects in a professional capacity, service on boards of directors of community organizations, and unpaid consulting activities.

For reappointment beyond the second year, the faculty member shall have participated in Department level service.

For reappointment beyond the fourth year, the faculty member will be expected to have participated in some service activities that reach beyond the Department level.

A recommendation of tenure and (or) promotion to Associate Professor requires evidence of continued service to the Department and beyond.

Promotion to the rank of Professor requires an ongoing pattern of service to the Department and to the profession.

C. Joint appointments

Evaluation of joint appointments will be based upon the faculty member’s appointment documents.

III. THE DEPARTMENT CHAIR

A. Duties

1. The Chair is the advocate for the Department and its appointed intermediary in communications with University Administration, except when the department has delegated responsibility to another faculty member for a specific instance.

2. The Chair shall:
   a. Prepare class schedules for each semester after consultation with the faculty.

   b. Call and preside at all Department meetings.

   c. Prepare and distribute the agenda at least one business day in advance of the meeting. Faculty members with agenda items should notify the chair in advance.

   d. See that Minutes summarizing formal actions in the prior meeting are prepared, distributed, and approved at the beginning of the next meeting.
d. Promptly forward all authorized communications from the Faculty to the Administration.
f. Promptly forward all authorized communications from the Administration to the Faculty.
g. Approve budget expenditures and course allocations.
h. Approve classified staff time as appropriate through People-soft.
i. Attend all CAS chairs meetings and retreats or appoint a representative if unable to attend. However, in the event that a new chair is beginning a term, it is preferable that she/he attends the retreats for chairs hosted by the Dean and Provost, usually held in August.
j. Be responsible for facilitating the summer advising schedule.
k. Be responsible for supervising and evaluating classified and professional staff as appropriate.
l. Be responsible for hiring, supervising and evaluating part time and temporary faculty.

B. Selection

1. The chair shall be nominated and elected by a committee of the whole for a two-year term.

2. Only full time tenure-track or tenured Department members are eligible to vote for or serve as Chair.

3. Votes shall be recorded from those in attendance at the meeting who are eligible to vote; however, an absentee ballot will be accepted from a Committee member on leave. In the event of an unavoidable absence, the committee will accept an absentee ballot from an absent member.

4. A majority vote of Department members shall suffice to elect the Chair.

5. Should the office of Chair be vacated, an election shall take place within ten (10) days to choose a replacement, who shall hold office until the following 31 August.

C. The Chair may call for an electronic, e-mail vote on a case-by-case basis.

VI. SEARCH COMMITTEES

1. The Search Committee comprises all tenured and tenure-track faculty of the Department and is chaired by the department chair. By a majority vote of the department additional persons may be invited to serve on the search committee.

2. The Search Committee will vote on a recommendation. The Department Chairperson then will forward that recommendation to the Dean.
VII. NON-TENURE TRACK FACULTY

“Non-tenure track faculty” refers to part-time, full-time fixed-length, visiting and adjunct faculty as defined by the University’s polices and procedures.

1. The Chair, in consultation with the department, will select and hire non-tenure track faculty.

2. Non-tenure track faculty have no voting rights concerning departmental matters.

3. Non-tenure track faculty are subject to the University’s policies and procedures concerning their appointments.

VIII. CURRICULUM

1. The Department will:
   a. approve of new courses;
   b. approve of course changes;
   c. approve of course removals;
   d. approve of changes to the degree programs;
   e. approve and periodically review the cross-listing of courses.

2. The Department representative to the CAS Curriculum Review Committee (CRC) shall volunteer or be elected by majority vote of the Department Faculty and shall serve for a one-year term, which can be renewed.

3. The duties of the CRC Representative shall include:
   a. Regular attendance at the Committee meetings;
   b. Acquisition and retention of published Minutes from CRC meetings in the Department of office;
   c. Presentation and advocacy of Department Curriculum Committee decisions before the CRC.
   d. Any new course offering in the Department, whether permanent or experimental (the “X99” designation), can be offered by full time faculty in consultation with the chair. These can also be offered by non-tenure track faculty with the approval of the chair.
IX. INDEPENDENT STUDY

A. Process for Allowing Independent Studies

Students who have a well thought out study project and a full-time tenure-track or tenured member of the Department faculty willing to supervise it may obtain credit for independent study by requesting registration in ECO 490. ECO 490 can be taken for variable credit, and so each independent study proposal must specify the number of credits requested.

Independent study means exactly that: it is the student’s responsibility to find a faculty supervisor, define the project in a fashion acceptable to that supervisor, and write up a formal proposal; once the proposal is accepted, it is the student’s responsibility to carry out the work agreed upon, meeting regularly with the faculty supervisor.

A proposal for an ECO 490 Independent Study must address: 1) learning objectives (the goals of the project); 2) activities (specific work that will be undertaken); 3) resources required (specifying any unusual needs); 4) evaluation (the basis on which the project will be graded); 5) preparedness (the student’s relevant prior experience or course background).

Proposals will be evaluated jointly by the supervising faculty member and the Chair; the approval of both is necessary for a proposal to be accepted for credit. In the event that the Chair and the supervising faculty member disagree in their evaluation of a proposal’s acceptability, a third faculty member, proposed by the supervising faculty member, may be asked to provide an additional evaluation in order to reach a judgment.

The Chair will ensure that appropriate records are kept tracking the number of independent study credits supervised by individual faculty members.

Monitoring of student work on independent study projects is the responsibility of the supervising faculty member, who also is responsible for determining the grade to be awarded on completion of the project.

B. Release Time for Completed Independent Studies

Any department faculty member on full-time tenure-track appointment may request release-time for completed Independent Studies totaling 30 student credit hours. Student credit hours for regularly scheduled service-learning activities (e.g., group Independent Studies) for which a faculty member has received credit towards a portion of the normal teaching load shall not be counted for this purpose. To minimize the impact on scheduling of courses, normally such requests must be received by the Chairperson no later than the end of the first week of the semester preceding the semester for which the release-time is proposed.

Such requests shall normally be approved, provided the ability of the department to deliver its programs shall not be impaired. The Chair, in consultation with the faculty as a whole, will make the judgment as to whether the request can be approved at the time it is made, or deferred to a subsequent semester. If approved, a request for release-time for completed Independent Studies
shall be forwarded to the Dean by the Chair, with appropriate documentation, normally no later than
the date on which a final schedule of courses for the next semester is sent to the Dean.

X. RELATIONS BETWEEN FACULTY AND CLASSIFIED STAFF

The Department employs one Administrative Assistant whose services are vital to the operation of the
department. The department AA represents the department to students, other faculty and staff, the
administration, and the public throughout the year. The AA works with faculty to communicate with
students, other faculty, the administration, and the public; to prepare course materials and examinations;
and to prepare scholarship for presentation and publication. The University has created job descriptions
for this position and has established policies that detail the manner in which faculty and classified staff
relate to one another, how the employees are to be directed in their work and evaluated as to their
performance, and what type of actions are inappropriate.

Classified personnel find it awkward to protest if a faculty member asks them to perform a task that is
not in their job description, or subjects them to inappropriate behavior, language, or suggestions.
Faculty members must always be alert to be sure that they deal with classified staff in an appropriate,
proper, correct and professional manner. The Department, in recognition of the importance of language
in the educational process, endorses the use of gender-neutral language in the classroom and in written
work.

The dean designates the department chair as the official supervisor, responsible for directing and
evaluating the work of the classified employees.

Priorities for work requested by faculty members will be as follows: 1) examinations; 2) course
assignments; 3) course materials; 4) correspondence; 5) research. Faculty members should indicate
when work is needed. Note: department business, such as the preparation of schedules, will sometimes
take precedence over faculty work. Faculty members should not ask classified personnel to proctor
exams, grade exams or calculate grades.

Faculty other than supervisors will not direct the work of the classified staff, other than their own work;
they will not request special treatment; they will not ask the staff persons to do things outside of their
job descriptions. Faculty comments on the work of the classified staff will be directed to the appropriate
supervisor after the faculty member has spoken to the classified staff person regarding the issue of
concern and has attempted to resolve the issue.

The classified staff person’s office is located in a public space. Unlike faculty, a classified staff person
cannot close an office door to avoid distractions and interruptions. Faculty should be aware that
excessive informal conversation can make it difficult for the person to do his or her job. Likewise the
classified staff person’s desk, files and equipment are located in a public space, but that does not mean
they are public property. Faculty should respect the staff person’s work space and equipment and use
their own office and desk and the space and equipment specifically designated for faculty use. Supplies,
files, equipment and other items used by both faculty and staff should be kept in a neutral location to
which both faculty and staff have access.
XI. AMENDMENTS

Amendments to these Policies and Procedures shall be proposed, subject to approval by the Dean, by a two-thirds (2/3) majority vote of the Department and added to the official copy of the Department Policies and Procedures maintained in the Department Office. Personnel procedures shall be approved in accordance with the Contract.

XII. SUPERSESSION OF PREVIOUS BYLAWS

These policies and procedures supersede and replace all previous policies and procedures of the Department, effective on their approval.