Table of Contents

1. Introduction ................................................................................................................................................ 2
2. Department Strategic Plan .......................................................................................................................... 2
   2.1 Department Vision, Mission and Goals ................................................................................................ 2
      2.1.1 Department Vision ......................................................................................................................... 2
      2.1.2 Department Mission ...................................................................................................................... 2
      2.1.3 Department Goals .......................................................................................................................... 2
3. Department Structure and Committees ....................................................................................................... 3
   3.1 Role and Review of the Chair ............................................................................................................... 3
   3.2 Department Committees ....................................................................................................................... 3
      3.2.1 Department Personnel Committee ................................................................................................. 3
      3.2.2 Other Committees .......................................................................................................................... 3
   3.3 College Committees ............................................................................................................................. 3
   3.4 University Committees and Councils ................................................................................................... 3
4. Personnel Policies ....................................................................................................................................... 4
   4.1 The Role of Faculty .............................................................................................................................. 4
   4.2 AACSB related Policies ....................................................................................................................... 4
   4.3 Faculty Activity Plans, Annual Evaluation, Retention, Promotion and Tenure ................................... 4
5 Performance Expectations for all Department of Management Faculty ...................................................... 5
   5.1 Tenured and tenure-track positions ...................................................................................................... 5
      5.1.1 Expectations For Promotion from Assistant to Associate, with tenure: ........................................ 5
      5.1.2 Expectations for Promotion from Associate with Tenure to Full Professor .................................. 6
      5.1.3 Expectations for Full Professors .................................................................................................... 7
   5.2 Lecturers and Senior Lecturers ............................................................................................................. 8
      5.2.1 Expectations for Promotion from Lecturer to Senior Lecturer ...................................................... 8
   5.3 Temporary Faculty ............................................................................................................................... 8
6 Other items .................................................................................................................................................. 9
   6.1 Assessment of Student Learning .......................................................................................................... 9
   6.2 Directed Study Guidelines .................................................................................................................. 10
   6.3 Department Budget Review Process .................................................................................................. 10
   6.4 Faculty Development Fund Distribution ............................................................................................ 10
   6.5 Emeritus Faculty Status ...................................................................................................................... 10
Appendix 1: Journal Article Equivalencies .................................................................................................. 11
Appendix 2: Distribution of Merit Bonus Awards ....................................................................................... 12
DEPARTMENT OF MANAGEMENT

1. Introduction
This document supplements and amplifies the Collective Bargaining Agreement (CBA, approved 10/8/09) between the Eastern Washington University (EWU) Board of Trustees and the United Faculty of Eastern (UFE). The Agreement requires that each Department develop a P&P (Policies and Procedures) that is consistent with its College plan and mission (Article 2.3.2 of the CBA). The Department Policies and Procedures must be approved by a ballot of the Department faculty affected by it, and by the College Dean and University Chief Academic Officer, and must be reviewed by the Department at least every three years.

This document also augments the College of Business and Public Administration P&P, approved June 9, 2008, and serves as a guide for the further development of policies for personnel actions.

2. Department Strategic Plan
The Department of Management supports the University’s and the College’s mission, vision, and goals as stated in the University Strategic Plan and the CBPA P&P. The faculty of the Department are committed to providing quality education programs that integrate scholarship and business practices in order to provide service to the region and nurture honest, engaged, and critical minds. The CBA (Article 2.3.5) requires that the Department Strategic Plan must include an assessment plan that is consistent with the University Assessment Plan.

2.1 Department Vision, Mission and Goals
The strategic plan for the Department is available on the Assessment, Institutional Effectiveness, and Accountability portal (AIEA) and is summarized below.

2.1.1 Department Vision
The Department of Management will be pre-eminent in educating students aspiring towards careers in service-related and technology-related businesses in the knowledge economy.

2.1.2 Department Mission
We develop technologically proficient, highly productive, and socially responsible business graduates who attain meaningful careers, enjoy enriched lives, and make contributions to a culturally diverse society. We offer a rigorous and engaged student learning experience prepared by faculty who are committed to presenting the most current knowledge in their respective fields. We are dedicated to engaging the community in ways that benefit the region and the world.

2.1.3 Department Goals
1. We will enable students to develop and apply the technical, analytical and conceptual tools used in actual management of businesses and nonprofit entities (connects with EWU goal: Foster rigorous and engaged student learning experiences.)
2. We will foster an academic community culture that supports and engages faculty in teaching, scholarship, and service (connects with EWU goal: Create an academic community culture that supports and engages faculty and staff throughout their careers.)
3. We will strengthen our commitment to community engagement that benefits the university, the region and the world (connects with EWU goal: Support an institution-wide commitment to community engagement that benefits the university, the region and the world.)
4. We will increase departmental foundation resources (connects with EWU goal: Grow resources and capacity to enhance Eastern’s academic quality.)

1 Parts in this plan have been highlighted. These parts are related to other documents and dates. In the event that these documents get updated, it can easily be determined which parts in this plan have to be updated as well.
3. Department Structure and Committees

In this section, the role of the chair, Department committees, College committees and University committees and councils are discussed.

3.1 Role and Review of the Chair

The CBA, Article 10 governs the responsibilities of the chair, process for recommendation and appointment, term of the appointment, and the performance evaluation process.

The CBPA P&P (p. 14/15) outlines that the department chair is expected to perform in an effective manner the following duties: leadership, communication and inter-/intra-personal skills, fiscal management, program management, and personnel management. More information can be found in the CBPA P&P.

The CBPA P&P (p. 8/9/10) states that the department chair is expected to serve on the following three committees: College Council, College Assessment Committee, and Undergraduate Committee.

3.2 Department Committees

3.2.1 Department Personnel Committee

The Department Personnel Committee (DPC) is comprised of three members of the Department elected by the Department faculty on staggered terms of three years. The College Policies and Procedures specifies that all full time faculty and special faculty who have been members of the department for at least one year will be eligible to vote in Department Personnel Committee elections. The CBA, Article 5.1 requires that where possible personnel decisions be made by faculty at or above the rank of the faculty being evaluated. For this reason, only faculty who have achieved the rank of Associate Professor or above are eligible to serve on the Department Personnel Committee. Normally, an election shall be held in Spring quarter to select a new member of the DPC starting Fall quarter. The Chair of the DPC shall be the member serving their third year. In the event that the DPC does not contain at least one member at the Full Professor level, an election will be held in Spring Quarter to elect a Full Professor to serve as an alternate DPC member when the DPC is reviewing promotions from Associate to Full Professor rank.

The duties of the DPC include review and recommendations on Faculty Activity Plans, tenure and promotion applications, merit applications, and other matters related to personnel issues as described in the CBA and College Plan.

3.2.2 Other Committees

The Department may from time to time establish ad hoc committees to review and make recommendations on various special issues.

3.3 College Committees

The College P&P (p. 9/10) outlines three committees which require service by a Department representative. They are: College Personnel Committee, MBA Curriculum Committee, and the Undergraduate Business Program Committee. More information on terms of service and duties of service is available in the College P&P.

3.4 University Committees and Councils

Subtopic 100-020-060 of the University Governance System section of the Eastern Washington University Policies and Procedures manual outlines shared governance and the structure used at EWU. The Department supports the ideal of shared governance and encourages Department faculty to serve on these committees, councils and task forces. Some University committees and councils have a designated seat to
be filled by a College or Department representative. A Departmental representative is required on the Academic Senate. A College representative is required on the Course and Program Approval Committee (CPAC), the Faculty Planning Advisory Council (FPAC), and the General Education Coordination Committee (GECC).

4. Personnel Policies
The Department of Management is an integral part of the graduate and undergraduate programs offered in the College of Business and Public Administration. The Department follows requirements set forward in the CBA, Article 5 on Tenure and Promotion, and the College P&P for Retention, Promotion, and Tenure. While the Department adheres to College level personnel policies in these areas, the Department has developed more specific policies setting forth the expectations for retention of probationary and special faculty that are considered in Department promotion and tenure decisions. These expectations are provided in section 5 of this Department Policies and Procedures document.

The Department defers to the College P&P for determination of faculty staffing requirements and recruitment decisions are made at the College level based on the staffing needs for the Business programs taken as a whole. The Department Chair is responsible for developing input factors to the College level decision process. These input factors include requirements to staff the core business courses and the individual business majors, provide service courses to non-business students, and to staff the MBA program. Faculty staffing requirements are determined by evaluating factors such as numbers of students who will need the courses, the maximum class size allowable for different types of courses (which are related to the Modes of Instruction, CBA Appendix E), and the need for courses to be offered at multiple times and locations. The proportion of courses taught by tenured and tenure-track faculty, lecturers, and part time faculty is determined at the College level in accordance with AACSB requirements.

4.1 The Role of Faculty
The role and responsibilities of faculty are described in section 5.1 of the CBPA P&P. Additional statements regarding the responsibilities of faculty are at Article 7.5 of the CBA.

4.2 AACSB related Policies
AACSB related policies related to qualifications of faculty are described in section 5.2 of the CBPA P&P. There are at least two types of qualifications: professionally qualified (PQ) and academically qualified (AQ). A faculty member must be initially qualified and he/she must also maintain qualifications. Requirements for AQ and PQ qualification are stated in Section 5.2.2.3 of the College P&P and in AACSB, p.47-48. (AACSB policies are in the AACSB Eligibility Procedures and Accreditation Standards for Business Accreditation, Adopted 4/25/03, Revised 7/1/09.)

4.3 Faculty Activity Plans, Annual Evaluation, Retention, Promotion and Tenure
The CBA, article 7.3, and the CBPA P&P article 5.3 specify that faculty shall develop a Faculty Activity Plan (FAP). The FAP sets forth goals and expectations for performance in teaching, scholarship, and service. The time period to be covered by the initial and subsequent FAPs differs by the type of appointment and is specified in the CBA, articles 7.3.2.a and 7.3.2(b). The Department follows the procedures as outlined in the CBPA P&P and the CBA (Article7.3).

The FAP is a plan for future activities rather than an overview of past activities and is to contain discussions in four areas:

- Planned qualification level (PQ, AQ-Undergraduate, or AQ-Graduate) and how this qualification level will be achieved or maintained.
- Teaching: which courses the faculty member is qualified to teach and the expected teaching load based on qualification level.
• Research: number of expected publications and other intellectual contributions, planned areas of research, potential outlets, and how the research is connected with the courses that are taught.
• Service: the planned involvement in department, college, or university committees or equivalent service commitments.

Procedures for developing the Faculty Activity Plan are described in the CBA Article 7.3 and the CBPA P&P 5.3.1. Procedures for developing the annual workload are described in the CBA Article 7.5 and the CBPA P&P section 5.3.1. Procedures for the annual evaluation of probationary faculty, tenured faculty, lecturers, and senior lecturers are described in the CBA (Article 5.3.1 for probationary faculty, Article 7.3.4 for tenured faculty and senior lecturers, and Article 7.4 for lecturers) and the CBPA P&P section 5.3.2.

5 Performance Expectations for all Department of Management Faculty

Teaching is a primary activity for all faculty in the Department of Management. The CBA 7.5.2(a) specifies the teaching responsibilities of all faculty, which include scheduling and attending office hours as identified in Department Policies & Procedures. The CBPA P&P (p. 19) states that the faculty will maintain a five-hour minimum weekly schedule of office hours and that the faculty member will notify the Department Chair and secretary if the faculty member will not be able to meet any scheduled office hours.

All faculty members in the Department of Management will carry an appropriate workload, meet classes regularly, and use student evaluation forms to assess teaching effectiveness. Department of Management faculty will follow the student evaluation procedure provided in the College Plan. For student evaluations this means:
- adjuncts must provide these for every course section taught
- lecturers and senior lecturers must provide student evaluations for at least one section of every course that is taught in the academic year.
- for tenure track and tenured faculty, student evaluations need to be provided for at least one section of every course that is taught in the academic year. However, as explained in the CBA Article 5.4.3(d), when a faculty member goes up for promotion, it is a requirement that he/she provide information for ALL course sections taught in the most recent four academic year quarters. It is the faculty member’s responsibility to compile the required student evaluation data.

All tenured and tenure-track Department faculty will engage in a continuing program of intellectual contributions as required by the AACSB, the College Plan, and the CBA (Article 7.5.3). Senior lecturers with AQ are required to maintain that level of qualification through appropriate activities as suggested by the AASCB (p.48).

All tenured and tenure-track Department faculty will play a role in providing service to the university, college, department, and external community. Service to the Department includes regular and responsible participation in Departmental governance.

Other areas for faculty contribution include but are not limited to student recruitment, curriculum development, advising and career counseling.

In addition to these expectations for all faculty, the Department of Management has set forward more detailed sets of expectations for members of the faculty. Tenure and tenure track requirements are outlined in section 5.1, lecturers and senior lecturers in section 5.2 and adjunct instructors in section 5.3. All of these expectations are to be addressed in Faculty Plans or in the case of adjuncts and lecturers in their contract.

5.1 Tenured and tenure-track positions

5.1.1 Expectations For Promotion from Assistant to Associate, with tenure: Three areas are evaluated for the promotion decision from Assistant Professor to Associate Professor: research, teaching, and service.
Research expectation

The Department of Management requires that faculty, to be eligible for promotion from Assistant to Associate Professor, with tenure, achieve a certain level of intellectual contribution to their field. These contributions need to demonstrate an active, on-going research agenda; for example, contributions should be distributed over several years and not occur all in one or two years.

The Department requires the publication of five refereed journal articles, or three refereed journal articles and sufficient journal article equivalents to total five refereed journal articles, prior to the granting of promotion and tenure. Journal-article equivalents are specified the appended list (See Appendix 1). Annual evaluations of Assistant Professors by the Department Personnel Committee and the Department Chair shall indicate the accepted equivalencies for published works each year. The DPC and the Department Chair will determine the level of equivalency for each work submitted for review by the candidate. The candidate is encouraged to discuss possible equivalencies early in the creative process.

The candidate for promotion will be the lead author in at least one of the three minimum required refereed journal articles. If there are more than four authors and the candidate is not the lead author (defined by contribution), the Department Personnel Committee will determine whether the journal article meets the standard for intellectual contribution based on documentation provided by the candidate as to his/her contribution to the article. If a student is a co-author of a journal article, the candidate must submit the article to Department Personnel Committee review. A book would not normally count as meeting the three minimum required refereed journal articles, but a published book may be subject to review by the Department Personnel Committee to determine the level of equivalency.

Professional practitioner presentations are encouraged as evidence of intellectual contribution but are not equivalent to refereed journal article publications.

Teaching Expectation

It is expected that the candidate will maintain a teaching portfolio consistent with the College P&P, section 5.3.3.1. The teaching expectations listed above for all Department faculty apply for promotion as well.

Service Expectation

The candidate is expected to serve on at least one University, College or Department committee (standing or ad-hoc), or perform equivalent service as specified in the candidate’s FAPs. Such equivalent service must be shown to be in support of University, College, and Department missions. The DPC and the Department Chair shall determine the acceptability of equivalent service when the candidate’s FAPs are developed. As noted above, candidates are expected to take part in Departmental affairs. The candidate is encouraged to engage in additional service to the University, the community, and the profession.

5.1.2 Expectations for Promotion from Associate with Tenure to Full Professor

The same three areas, i.e. research, teaching and service, are evaluated for the promotion decision from Associate Professor to Full Professor.

Research Expectation

The Department of Management requires that faculty eligible for promotion from Associate to Full Professor offer evidence that they have maintained a certain level of intellectual contribution to their field. These contributions need to demonstrate an active, on-going research agenda. Contributions should, for example, be distributed over several years and not all occur in one or two years.

The Department requires the publication of four refereed journal articles, or two refereed journal articles and sufficient journal article equivalents to total four refereed journal articles, prior to the granting of promotion to full professor. Journal-article equivalents are specified the appended list (See Appendix 1).
Annual evaluations of Assistant Professors by the Department Personnel Committee and the Department Chair shall indicate the accepted equivalencies for published works each year. The DPC and the Department Chair will determine the level of equivalency for each work submitted for review by the candidate. The candidate is encouraged to discuss possible equivalencies early in the creative process.

The candidate for promotion will be the lead author in at least one of the two refereed journal articles. If there are more than four authors and the candidate is not the lead author (defined by contribution), the Department Personnel Committee will determine whether the journal article meets the standard for intellectual contribution based on documentation provided by the candidate as to his/her contribution to the article. If a student is a co-author of a journal article, the candidate must submit the article to Department Personnel Committee review. A published scholarly book plus one refereed journal article will meet the expectations for promotion to Full Professor.

Professional practitioner presentations are encouraged as evidence of intellectual contribution but are not equivalent to journal article publications.

**Teaching Expectation:**

It is expected that the candidate will maintain a teaching portfolio consistent with the College P&P, section 5.3.3.1. The teaching expectations listed above for all Department faculty apply for promotion as well.

**Annual Service Expectation:**

The candidate is expected to serve on at least one University, College or Department committee (standing or ad-hoc), or perform equivalent service as specified in the candidate’s FAPs. Such equivalent service must be shown to be in support of University, College, and Department missions. The DPC and the Department Chair shall determine the acceptability of equivalent service when the candidate’s FAPs are developed. As noted above, candidates are expected to take part in Departmental affairs. The candidate is encouraged to engage in additional service to the University, the community, and the profession.

**Expectation of Balance:**

The faculty of the Department of Management recognize that faculty at the Associate level may wish to balance their career development differently than they might at the Assistant level. Faculty who wish to focus more on teaching and service during their Associate years should be offered the flexibility to achieve such a balance, as long as they meet the minimum expectations for scholarly activity provided herein.

5.1.3 Expectations for Full Professors

Full Professors will also be evaluated in the areas of research, teaching and service.

**Research Expectation:**

The Department of Management expects that Full Professors will continue to engage in scholarly activity throughout their careers. The Department is required by its accreditation to set out this expectation. The Department agrees with the American Assembly of Collegiate Schools of Business International (AACSB) that producing intellectual contributions represents a core set of responsibilities of higher education for business. While the faculty of the Department have set out no specific number of intellectual contributions as a criterion, they do expect that the Faculty Activity Plans of Full Professors will contain objectives for continued achievement in this area. Furthermore, the academic qualifications of Full Professors are connected to their teaching qualification level as outlined in section 5.2.2 of the College P&P and Department faculty at the Full Professor level are expected to maintain or improve their level of teaching qualification.

**Teaching Expectation:**
The faculty of the Department of Management expect that faculty at the Full Professor level will continue to engage in activities that will help the faculty of the Department to achieve our goals, most particularly the curriculum and student goals. Full Professors may elect to focus more of their effort on the teaching role than they might have at earlier stages in their careers. Full Professors will be able to provide evidence of excellence in teaching, curriculum development, and student advising as well as items from section 5.3.3.1 of the College P&P. Included in the expectations for teaching at this level are mentorship roles toward more junior faculty.

**Service Expectations:**

The faculty of the Department of Management expects that faculty at the Full Professor level will take on more service activities than were expected of faculty at more junior levels and that faculty at this level will have evidence of leadership in service. It is expected that Full Professors will serve on at least two University, College or Department committees (standing or ad-hoc), or an equivalent range of service as specified in the FAP. Taking part in Departmental activities and governance, community service and service to the profession is also expected of Full Professors and should be part of the FAP.

### 5.2 Lecturers and Senior Lecturers

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

**Intellectual Contributions:**

The CBA (Article 7.5.2(c)) states that the workload of Special faculty consists solely of instruction unless otherwise stated in the Letter of Appointment. However, AQ Special faculty are expected to stay current in their field through performance of activities listed in the AACSB (p. 48), and may be granted release from the full teaching expectation for such activities (CBA, Article 7.5.2).

**Teaching:**

Special faculty are expected to teach a greater number and variety of courses than are regular faculty. They are expected to maintain a teaching portfolio and present that portfolio for evaluation. Lecturers will be reviewed for promotion to Senior Lecturer on the basis of the quality of their teaching performance as detailed in the teaching portfolio, and on maintenance of their initial qualification.

**Service:**

Special faculty are not expected to perform service. However, special faculty are expected to take part in Departmental governance.

### 5.3 Temporary Faculty

The Department of Management hires temporary adjunct faculty from time to time to meet its scheduling needs. Adjunct faculty must be PQ or AQ qualified according to the CBPA P&P, section 5.2.2.

The full time faculty in each relevant discipline will determine and write guidelines and minimum standards for each course that is taught by adjunct faculty. For core courses this is provided in topical outlines. These full time faculty will devise and keep current a self-evaluation form for the adjunct professor to complete for each course taught. The adjunct professor will complete the form at the end of the quarter. Full time faculty may design other assessment tools for adjunct-taught courses to be used in addition to the self-evaluation form.

Adjunct faculty will use a syllabus and textbook or other text substitute approved by the relevant full time faculty. Adjunct-taught courses will meet content, evaluative and grading standards, as set by full time
faculty in the relevant discipline. Full time faculty in the relevant discipline will review the syllabus and evaluative materials to ensure that the course is meeting the requirements of the discipline.

The Department Chair will review the student evaluations of the adjunct faculty and discuss those evaluations with the adjunct faculty. If necessary the Department Chair will suggest a plan for appropriate changes to improve teaching. Adjunct faculty who receive poor student evaluations or who are determined by the relevant full time faculty to have not met the minimum standards for the course will not be retained without a plan for improvement in place prior to the beginning of the next quarter of employment.

6 Other items

6.1 Assessment of Student Learning

The CBPA P&P section 4.2.2.2 identifies the College Assessment Committee (CAC) as the committee that provides ongoing assessment coordination, accountability, assimilation, and expertise for the CBPA. Faculty in each program are responsible for program assessment which needs to be communication to the CAC. The programs offered by the Department of Management are evaluated on a regular basis by the AACSB accreditation review, the NASC accreditation review, and the regular review conducted for the Higher Education Coordinating Board of the State of Washington. Procedures used for these assessments are detailed in the CBPA P&P.

The student learning objectives for the Department of Management are included on the EWU AIEA-portal and annually in the EWU catalogue. It is expected that the EWU AIEA-portal will be updated regularly.

At the course level, core courses have specified student learning objectives documented in topical outlines. All core classes must at a minimum cover these student learning objectives. All faculty are responsible for achieving the objectives and the assessment thereof in their courses.

Program assessment is coordinated through the CBPA Assessment Committee, CBPA P&P section 4.2.2.2. The committee members work with seven Department of Management program coordinators (one for each program except General Business, which has two coordinators; one for Cheney/Spokane and one for Bellevue) to collect the relevant data for program assessment.

Aside from data collected in the courses, assessment can also take place through:

- Informal discussions with alumni and area employers to determine knowledge, skills, and abilities that should be developed in and reinforced by the academic curriculum. These discussions take place on a routine basis. Advisory boards are also used to provide assessment data and to make suggestions as to curricular content and learning activities that will incorporate personal development and other professional skills.
- Utilization of student database and surveys to indicate where and when programs should be delivered and assess the nature of the student inputs to the program.
- Regular review of topical coverage in the majors by faculty teaching in the area.
- Exit surveys of students in the Department Capstone course to determine levels of student satisfaction with program and program delivery.
- Evaluation of student performance in the Departmental Capstone course to determine levels of achievement with respect to program learning goals and objectives.
- Monitoring faculty portfolios to assess whether faculty have participated in activities designed to maintain currency in business and profession specific knowledge.
- Monitoring student evaluations of faculty to determine whether faculty are being utilized in courses where the faculty member is most effective.

Information obtained from discussions with employers, alumni, advisory boards, and faculty teaching in similar programs at other colleges and universities will be considered in determining content of the curriculum and methods of delivering the curriculum. Information obtained from student assessment will
be used to determine how to improve program delivery with respect to location, type of program and utilization of available inputs. Information on actual student outcomes will be used to determine necessary changes in the educational process.

Review of curricular content, pedagogy, and program activities will be a continuous, on-going process. As assessment activities reveal areas that need to be strengthened, changes in the curriculum and programs will be implemented.

6.2 Directed Study Guidelines

The department uses the following guidelines for directed studies (courses designated as -499)

1. Only tenure track faculty are authorized to administer directed study.
2. Students desiring directed study must submit a written proposal outline prior to the first day of the quarter in which credit is to be awarded. Directed study forms must be turned in to the Registrar no later than the 10th day of class for each quarter. After that, the chair will no longer approve directed study except in unusual circumstances.
3. A supervising faculty member and one other faculty member (to be selected by the supervising faculty member) will approve the outline. The outline will contain:
   a. A description of the project
   b. A list of objectives and learning requirements
   c. A time frame for completion of the objectives
   d. A faculty-student meeting schedule.
4. The objective of directed study is to give students the opportunity to engage in research and an integrative study of topics not normally available in scheduled classes.
5. Students should generally expect to devote three hours of work per week for every credit hour of directed study.
6. Supervising faculty should carry no more than 10 credit hours of directed studies per quarter (subject to course load).
7. Use of Pass/Fail grading is recommended.

6.3 Department Budget Review Process

The Department of Management maintains an open budget process. Department faculty may review the monthly department budget reports upon request to the Department Chair, or department secretary in the absence of the Chair. The Department Chair will report to the faculty on a regular basis as to major budget decisions and allocations.

6.4 Faculty Development Fund Distribution

The Department of Management disburses Faculty Development money (as defined by the CBA, section 8.11.1.a) according to the College Professional Travel Policy. The Department Chair will manage the Department budget to allow for the availability of funds for faculty development in such areas as instructional resources, equipment and other support materials when possible.

6.5 Emeritus Faculty Status

Emeritus status will be granted to retiring faculty by a majority vote of full time Department of Management faculty. The criterion to be used is achieved excellence in teaching, intellectual contributions, and service to University, College, Department, community, and profession over the candidate's entire career in the Department of Management.
## Appendix 1: Journal Article Equivalencies

<table>
<thead>
<tr>
<th>Intellectual Contribution</th>
<th>Equivalent to (# of journal articles):</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Books:</strong></td>
<td></td>
</tr>
<tr>
<td>Scholarly.</td>
<td>3</td>
</tr>
<tr>
<td>Textbook.</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
<tr>
<td><strong>Anthology:</strong></td>
<td></td>
</tr>
<tr>
<td>editor</td>
<td>0.5</td>
</tr>
<tr>
<td>editor and one substantive chapter</td>
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</tr>
<tr>
<td><strong>Book chapter:</strong></td>
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<tr>
<td>Invited</td>
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<tr>
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<tr>
<td><strong>Series</strong></td>
<td>0.2 to 1 * (Max. 1/series)</td>
</tr>
<tr>
<td><strong>Conference papers #:</strong></td>
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<tr>
<td>Presentation only</td>
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</tr>
<tr>
<td>Proceedings publication (regional).</td>
<td>0.2 to 0.5 *</td>
</tr>
<tr>
<td>Proceedings publication (national).</td>
<td>0.5 to 1 *</td>
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<tr>
<td><strong>Published papers</strong></td>
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<tr>
<td>Invited</td>
<td>0.5</td>
</tr>
<tr>
<td>Editor reviewed</td>
<td>up to 1*</td>
</tr>
<tr>
<td>Workbooks and teaching supplements</td>
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<td>Journal editor</td>
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</tr>
<tr>
<td>National, International</td>
<td>0.5 to 1</td>
</tr>
<tr>
<td>Regional</td>
<td>0.5</td>
</tr>
<tr>
<td>Professional presentations to practitioners</td>
<td>0.1 *</td>
</tr>
</tbody>
</table>

* Subject to Department Personnel Committee judgment.
# Conference papers count as presentation or as proceedings publications, but not both.
+ Up to 1 equivalent if award-winning or such an equivalence is discipline practice; subject to Department Personnel Committee judgment. In general, the proceedings of a good national conference will be 0.5.
Appendix 2: Distribution of Merit Bonus Awards

Aside from the EWU merit awards (CBA, article 3.3) and the CBPA research award, the Department of Management has teaching and service rewards. The maximum bonus awarded to an individual by the department shall be $2,000. All faculty who were full time during the evaluation period are eligible for department merit bonus awards. To be eligible for a merit bonus award, an individual must exceed expected normal levels of performance.

All faculty who were full time during the evaluation period are eligible for merit bonus awards. Consideration for merit will be by self-nomination. Candidates will submit relevant, factual information supporting their nomination as requested on the Merit Announcement/Call for Nominations.

If merit money should become available, the Department Chair will issue a call for nominations for merit. The Department Chair and the Department Personnel Committee will undertake separate evaluations of the submitted nominations. The Department Personnel Committee will submit their evaluation of the applications for merit to the Department Chair. The DPC recommendation of each nominee's merit will be weighted at 75%, and the Department Chair's recommendation will be weighted at 25%.