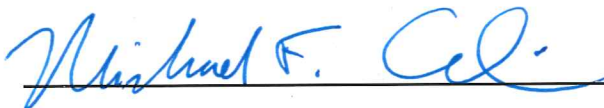


Eastern Washington University  
College of Business and Public Administration  
Policies and Procedures

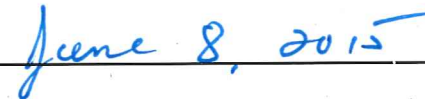
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Provost

  
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Date

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**EASTERN WASHINGTON UNIVERSITY  
COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION  
POLICIES AND PROCEDURES**

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APPROVED BY FACULTY VOTE: : <DATE HERE>  
APPROVED BY PROVOST: <DATE HERE>

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**X** \_\_\_\_\_  
REX FULLER  
PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

## PREAMBLE

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The College of Business & Public Administration (CBPA) is a unit of Eastern Washington University (EWU), a regional comprehensive public university located in Cheney and Spokane, Washington, with programs offered throughout the state and online. The College is composed of four departments: Accounting and Information Systems & Business Analytics (AISBA) Economics (ECON), Management (MGMT), and Planning and Public Administration (PPA).

The College operates under and is governed by its Policies and Procedures as approved by the college faculty and EWU Provost, subject to the provisions of the EWU *Collective Bargaining Agreement (CBA 2013-2016 2.3.1)* and the Eastern Washington University Policies and Procedures. The CBPA policies and procedures will be revisited and revised whenever the CBA is renegotiated and ratified. The procedure for interim modifications is detailed in section 5.

## RELATION TO DEPARTMENTS

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This document establishes basic policies and procedures (P&P) for the operation for the College of Business & Public Administration. Only issues that affect every department within the college are addressed in this document. Each department within the college must develop its own P&P to govern its operations according to its professional standards and accreditation requirements and must address policies related to personnel and workload assignments. These department P&Ps can enhance, strengthen or detail the college P&P but cannot weaken or abrogate it. The Department P&Ps must also be consistent with the provisions of the CBA and include a strategic plan and accompanying action plans in accord with the University Strategic Planning process.

# CBPA POLICIES AND PROCEDURES

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## 1. MISSION, MOTTO, VISION AND VALUES

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- A. **MISSION:** The CBPA exists to develop students who think critically, act ethically, and contribute to evolving public and private sector environments.

This mission is accomplished by:

- Guiding diverse students in their quest to create meaningful roles in their professions and communities through education.
- Supporting research to maintain an involved and intellectually current faculty dedicated to teaching.
- Offering inclusive intellectual and community engagement to enrich students and society through lifelong learning.

- B. **MOTTO:** “Focusing on the region – open to the world.”

- C. **VISION:** To have its programs in business, economics, public administration and planning recognized for their excellence and to be the college of first choice in the region educating public, private and non-profit leaders.

- D. **VALUES:** (1) Academic Excellence, (2) Professional Preparedness, (3) Community Engagement, (4) Integrity, and (5) Inclusiveness.

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## 2. ADMINISTRATIVE ORGANIZATION

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### A. PERSONNEL

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**DEAN:** The chief administrative officer of the College is responsible for coordinating and managing the College to achieve its mission and to accomplish its strategic plan. The Dean is also the external face of the College. This includes, but is not limited to, (1) working effectively and collaboratively with faculty and staff on issues related to shared governance (searches, program development, program review, strategic planning, etc.), (2) taking responsibility for the fiscal integrity of the College including fundraising and the allocation of budgetary and human resources to meet College and University objectives, and (3) ensuring that there is a balance between equity and due process for the faculty. In conjunction with the department chairs, the Dean will establish criteria to determine Faculty Workloads, including overloads, and the justification and procedures for recruitment of new faculty. The Dean is annually evaluated by the Provost in accord with University policies. The Dean reviews and approves Departmental P&Ps for consistency with the College P&P and the CBA.

**ASSOCIATE DEAN:** The Associate Dean assists and advises the Dean with administrative matters as assigned. This includes, but is not limited to, (1) university and college governance, (2) student and faculty issues, and (3) academic curriculum and assessment. The Associate Dean represents the Dean as appropriate and is annually evaluated by the Dean in accordance with University policies.

**COLLEGE STAFF:** These are the administrative and support specialists under the supervision of the Dean. This includes, but is not limited to, the Administrative Specialist, the Senior Budget Manager, and the Academic Advisors.

**DEPARTMENT CHAIRS:** The chief administrative officer of the academic department is responsible for coordinating and managing the department to achieve its mission and to accomplish its strategic plan. This includes, but is not limited to, providing effective leadership by (1) representation of the department at college and university levels, (2) responsibility for fiscal and personnel management within the department including the evaluation of faculty for retention and promotion; (3) administrative support for discipline-related instructional and faculty activities, and (4) coordination with faculty in the determination of workload assignments and course scheduling. For responsibilities, selection process, appointment term, compensation, and evaluation process, see CBA 10.

**PROGRAM DIRECTORS:** The responsibilities of the various program directors include the following duties with respect to their assigned program: effective administration, fiscal management, program development, and general oversight. Additional duties and responsibilities may be assigned by either the Dean or the Department Chair that the program is housed within. Directors are reviewed in accordance with appointment letters.

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## B. COMMITTEES

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**COLLEGE COUNCIL:** This committee consists of the Dean, the department chairs, the program directors, and the college support staff. It is chaired by the Dean. This group meets on a regular basis to advise the Dean and to discuss and resolve issues relating to college operations and management.

**COLLEGE PERSONNEL COMMITTEE (CPC):** This committee is consists of five tenured full professors: one selected by each department and one appointed by the Dean. Terms of appointment are staggered and last for three years. The chair is determined by seniority on the committee. In the case of a tie with respect to seniority, the chair is determined by the committee membership. New appointments are made early in the fall quarter. When unable to select a committee member, a department may select a full professor from an affiliated discipline with concurrence of the Dean. For each personnel action, after an independent review of the Departmental Chair and Department Personnel Committee evaluations and recommendations, the CPC submits an evaluation and recommendations to the Dean. The CPC is also responsible for ensuring that Departmental Personnel Committee recommendations are consistent with the College P&P.

**COLLEGE ASSESSMENT COMMITTEE (CAC):** This committee consists of the College Assessment Coordinator the Dean, or Dean's designee, department chairs and program directors. It may be enhanced to include discipline representation as needed. The College Assessment Coordinator is selected by the Dean and serves as the committee chair. The CAC is responsible for ensuring timely completion of both externally and internally mandated assessments. Assessments mandated by individual programs will be administered by those programs.

**DEPARTMENTAL COMMITTEES:** Departments must establish a Departmental Personnel Committee (DPC) as required by CBA 5. Only tenured associate and full professors may serve on DPCs. Associate professors are recused from decisions involving promotion to full professor and shall be temporarily replaced by a full professor from within the department or from an affiliated discipline if no replacements are available within the department. The Undergraduate Business Curriculum Committee (UBC) and the MBA Curriculum Committees are joint committees consisting of representatives from the AIS and MGMT departments to facilitate the coordination of the business programs. The specific composition and responsibilities of the UBC and MBA committees are addressed in the AIS and MGMT department P&Ps. Other committees may be established by any department as needed. The Dean may attend all department meetings as a non-voting member.

**AD HOC COMMITTEES AND WORK GROUPS:** These may be created as needed by the College, by departments, or by faculty for useful purposes. When the work for which the committee was created is completed, the committee shall be dissolved.

**ADVISORY BOARDS:** These may be formed by the Dean, by departments, by programs or by disciplines. Members are selected by the group being advised, with suggestions from the Dean. These members are representatives of public and community constituencies who can provide advice and support to college related activities.

### 3. COLLEGE GOVERNANCE

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Within the provisions of the CBA, the faculty is responsible for determining College curriculum, academic content, and tenure and promotion policies as well as providing the instructional activities consistent with University policies, accreditation requirements and professional standards.

If changes occur in strategic plans, missions, visions, tenure and promotion policies, professional standards and any other matter of importance to operation and well-being of the College or the faculty, they will be handled by the following process which applies only to matters affecting all departments in the College. Exceptions to this process may be made where specified by the CBA.

**PROCESS:** A general meeting will be convened at the initiative of the Dean, or the department chairs to discuss the changes proposed. This meeting must be announced by email to all faculty, department chairs, and the Dean at least one week beforehand. This email will provide notice of the time, date, place and purpose of the meeting. Relevant documents will be distributed with the meeting notification.

**VOTING:** Changes will require a majority vote of qualified faculty. Voting will be done electronically so that all qualified voters may participate. This electronic voting will commence on the next business day and conclude one week later. At the request of the President or Provost, this timeline may be expedited. Upon approval by the College, changes will be forwarded to the Chief Academic Officer of the University for final approval.

**QUALIFIED FACULTY:** Faculty eligible to vote includes tenured, tenure track and senior lecturers with a half time or greater appointment. Other qualified faculty members are those on sabbaticals, short term medical leave and administrators with faculty appointments. Faculty not qualified to vote include those with less than half time appointments or on long term leave. Lecturers, adjuncts, and faculty-in-residence are not qualified to vote. Senior lecturers and assistant professors are ineligible to vote on tenure and promotion policies. Associate professors are ineligible to vote on policies affecting promotion to full professor.

### 4. FACULTY

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All faculty members are expected to be in compliance with the demands of their respective accreditations at all times. Those not doing so will be subject to CBA 7.5.3.

#### A. TEACHING

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**RESPONSIBILITIES:** Faculty are responsible for the following in accord with CBA 7.7.2:

- a) Maintaining instructional professional currency.
- b) Teaching scheduled classes and meeting textbook order deadlines.
- c) Planning, organizing and informing students of course content, texts, readings, assignments, attendance regulations and evaluation methods.
- d) Scheduling and maintaining regular office hours.
- e) Submitting course grades according to registrar procedures.
- f) Advising students and majors on department, college and University requirements and career opportunities.

g) Conducting student course and instructional evaluations and assessment

**EXPECTATIONS OF ALL FACULTY:** Faculty are expected to be effective instructors as evidenced by the university-mandated course evaluations (as of writing, this is the standardized four question course evaluation form) for all classes normally taught in the period under review, peer reviews, student comments, course content reviews, and any other information deemed related to the effectiveness of instructional activities. To encourage innovation, experimental classes and those being taught for the first time by a particular instructor are not considered to be “normally taught”. To ensure the integrity of the course evaluations, student responses must be anonymous; course instructors cannot be physically present during the evaluation process and all questionnaires, completed or not, must be promptly returned to the appropriate Department Chair. Course evaluations are to be done in every course and every quarter, including summer quarter. Faculty are expected to maintain an average of 3.0 on the four required questions of the standard course evaluation form. Teaching evaluations may be administered electronically at the department’s option.

Faculty are also required to undertake assessment activities as determined by their Chair in conjunction with the CAC and the requirements of the accrediting bodies of the individual programs.

**SPECIAL AND QUARTERLY FACULTY:** Unless otherwise specified in the letter of appointment, workload for special and quarterly faculty consists solely of instruction and maintenance of currency in discipline. As mentioned in CBA 7.7.2(c), assignments to duties other than teaching will receive a reduced teaching load.

**EXCELLENCE FOR FULL PROFESSOR MERIT INCREASE:** Teaching excellence is achieved by demonstrating superior instructional performance in addition to items specified in their FAPS. Course evaluations for all classes normally taught in the period under review, class syllabi, grade distributions, peer reviews, and other relevant evidence of pedagogical and course excellence will be considered when determining excellence. To encourage innovation, experimental classes and those being taught for the first time by a particular instructor are not considered to be “normally taught”. It is expected that the average of the four questions on the standard course evaluations will be 3.75 in at least 75% of the department courses taught during the five years of the faculty members FAP (excluding summers). Teaching evaluations may be administered electronically at the department’s option.

**WORKLOAD & OVERLOAD:** Workloads shall be handled in accord with CBA 7.7.5. As discussed in CBA 7.7.7, overload assignments should be of a non-recurring nature. The determination of overload need is to be done by the Department Chair in conjunction with the Dean.

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## B. RESEARCH

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**RESPONSIBILITIES:** As discussed in CBA 7.7.3, tenured and tenure-track faculty are responsible for engaging in research and scholarship and related professional activities leading to publications, presentations or external funding. Due to the needs of the various accreditations held by the college, examples of appropriate activities are located in the department P&Ps.

**EXPECTATIONS:** Tenured and tenure-track faculty are expected to engage in research or equivalent activities leading to professional recognition which can include publications,



conference presentations, consulting, and external grant submissions. Time frames for meeting the following requirements with respect to FAPs may be found in CBA 7.4.2. Promotion and tenure policies will be determined by the CBA and department P&Ps in addition to:

- At least two of the research activities must be the equivalent of peer-reviewed publications in refereed journals to transition from Assistant Professor to Associate Professor.
- Three additional refereed publications or their equivalent since the last promotion are needed to transition from Associate Professor to Full Professor.
- Three refereed publications or their equivalent are also expected during every FAP period of those who are already Full Professor until retirement.

These requirements may be adjusted upward by the department P&Ps to reflect relevant accreditation needs. A list of equivalencies is in the appendix.

**EXCELLENCE FOR FULL PROFESSOR MERIT INCREASE:** Research excellence is achieved by, the completion of at least two peer reviewed journal articles and at least two equivalent research activities (for a total of four) within the FAP time frame found in CBA 7.4.2 in addition to fulfilling the requirements of the FAP. These requirements may be adjusted upward by the department P&Ps to reflect relevant accreditation needs.

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### C. SERVICE

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**RESPONSIBILITIES:** As specified in CBA 7.7.4, tenured and tenure-track faculty are to engage in public service, including professional, educational, civic and consultative activities, as well as service to departmental, College and University on committees or in administrative capacities.

**EXPECTATIONS:** Tenured and tenure-track faculty are expected to significantly participate in activities providing service to their department, their profession, the college, the university, or the external community.

**EXCELLENCE FOR FULL PROFESSOR MERIT INCREASE:** Service excellence is achieved by fulfilling the expectations of their FAP and long term (one year or more) ongoing leadership activities resulting in significant internal (university) or external (community or professional) contributions. External contributions must be related to the faculty member's discipline. Significance of the contribution will be determined by the relevant DPC and department chair, and informed by the faculty member's FAP. Due to the needs of the various disciplines, examples can be found in the respective department P&Ps.

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## D. EVALUATION

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**EXPECTATIONS:** Each faculty member is expected to undertake teaching, professional and service activities as determined by Departmental and College objectives with specific workloads determined in conjunction with their Department Chair. As discussed in CBA 7.4, these activities will be incorporated in a Faculty Activity Plan (FAP) indicating expected teaching assignments, professional activities with expected significance and results and expected service activities. The FAPs will contain applicable terms and conditions for retention and promotion to Associate Professor, promotion to Professor or salary merit and sufficient information for objective evaluation by appropriate administrators and committees. Once developed, FAPs are then approved in succession by the DPC, by the Department Chair, by the Dean, and by the Provost. Faculty annual workloads shall be designed with the overarching FAP in mind, so that the expectations described in the FAP will likely be met at the conclusion of the FAP term. Due to the needs of the various accreditations held by the college, specific expectations for tenure, promotion to Associate Professor, promotion to Professor, and continuing as either Associate Professor or Professor are located in the department P&Ps.

**PROCESS:** Evaluations are reviews to seek to determine the extent expectations described in FAPs are realized. These reviews will be based on factual materials that fairly evaluate the activities under consideration. The following steps will be used when evaluating the realization of FAP objectives, tenure decisions, promotion decisions or merit decisions:

1. The faculty member under considerations provides relevant evidence to the Department Chair in a manner that conforms to the university's time schedule and demonstrates that the FAP objectives have been satisfied.
2. Initial independent reviews are done by the appropriate Department Chair and DPC to assess whether the faculty member has met the expectations of the FAP. The DPC is also charged with ensuring consistency with the department P&P. Their evaluations and recommendations, along with the materials submitted by the faculty member, are submitted to the College CPC.
3. An independent review by College CPC to also assess whether the faculty member has met the expectations of the FAP is prepared and added to the materials. The CPC is also charged with ensuring consistency with the College P&P. This is then submitted to the Dean.
4. An independent review by Dean to evaluate whether the faculty member has met the expectations of the FAP is then included with the materials to be sent to the Provost for final approval and action.

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## E. RECRUITMENT

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Due to the needs of the various disciplines within the college, variations in the specific details of the recruitment process will be handled by the Department Chair and the Dean on a case-by-case basis. In general, the department chair will appoint a search committee of at least three faculty (not to include the department chair), members, preferably from the discipline being searched. The search committee will follow the processes determined by EWU Human Resources when selecting finalist candidates for interviewing. Faculty members will have the opportunity to meet the finalists and provide input to the Department Chair for inclusion in the recommendation to the Dean with respect to the finalists. The search committee will provide an independent

recommendation to hire directly to the dean. The DPC and CPC will be involved in the case of an eventual promotion or tenure decision for the new hire.

## 5. MODIFICATIONS AND REVISIONS

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Review of this P&P will be conducted at least every three years. Per CBA 2.3.1, any changes will be approved by a ballot of the college faculty and then forwarded to the Chief Academic Officer for final approval.

## 6. APPENDIX – EXAMPLES OF SCHOLARLY ACTIVITY EQUIVALENCIES

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Notes:

- The following table is for expositional purposes only and refers only to faculty members that fall under AACSB accreditation. For the actual tables, please see the department P&Ps.
- Work must be editorially reviewed or refereed to be counted as an equivalency
- Pre-approval by the DPC is recommended for those items marked with asterisks.

Intellectual Contribution Relevant to Field	Equivalent to (# of journal articles):
Published peer reviewed journal articles	1
Book:	
Scholarly	3
Textbook	2 for 1 <sup>st</sup> edition, 1* for later editions
Workbooks and teaching supplements	0.25
Other	1*
Anthology:	
Editor	0.5
Editor and one substantive chapter	1
Book chapter:	
Invited	0.5
Refereed	1
Series	0.25* (maximum total of 1 per series)
Conference: **	
Presentation or poster only	0.25*
Regional proceedings publication	0.5
National or international proceedings publication	0.5***
Professional presentations to practitioners	0.25 to 0.5*

\* Subject to DPC judgment.

\*\* Conference papers count as presentation or as proceedings publications, but not both.

\*\*\* If award-winning, this may be adjusted upward to a maximum of 1 by the DPC.