

University of Massachusetts Amherst
Department of Economics

Report of the Chair Search Committee to
Dean, College of Social and Behavioral Sciences, and
Faculty, Economics Department, 2016--2017

Chair Search Committee
Gerald Epstein (Chair)
Diane Flaherty
James Heintz
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Erica Scharrer, Department of Communications (Outside Member)

Approved by the Economics Department Meeting, May 4, 2017

I. Recommendations Regarding Department Chair and Economics Department Governance

A. The Chair Search Committee will be constituted when the current chair is entering the final year of the Chair's term or when, for any reason, the Chair is unable or unwilling to continue acting as Chair. The committee will consist of three or four department faculty members, an economics graduate student, and an outside faculty member. The governance provisions of the departmentally approved Chair Search Committee report will remain in force until a new report is approved or amended.

B. This Chair Search Committee recommends:

1. Chair. That Professor Léonce Ndikumana be appointed Chair for three academic years, starting 2017--2018.
2. Associate Chair. That Professor Vamsi Vakulabharanam be appointed Associate Chair for the 2017-2018 Academic Year.
3. Departmental Committees. That the following operating committees be established (subject to faculty member availability):
 - a) Executive Committee
 - b) Personnel Committee
 - c) Undergraduate Program Committee
 - d) Graduate Program Committee
 - e) Merit Committee
 - f) Merit Coordinating/Awards Subcommittee
 - g) Sheridan Trustee Committee
 - h) Honors Committee
4. The Committees are to be constituted in the manner indicated below, and that the following individual appointments also be made (subject to faculty member availability):
 - a) Chair, Executive Committee
 - b) Chair, Personnel Committee
 - c) Undergraduate Program Director
 - d) Graduate Program Director
 - e) Graduate Placement Director
 - f) Honors Coordinator
 - g) Online Course Coordinator
 - h) Working Papers Coordinator

- i) Joint New School Conference Coordinator
 - j) Economics Undergraduate Research Assistant Program Director
 - k) Research Coordinator
 - l) IT/CSSI Liaison
 - m) Alumni Board Liaison
 - n) TA Professional Development Coordinator
5. Committee appointments.
- a) That for the initial year of the tenure of office of the Chair the appointments referred to in the preceding paragraph be recommended by the Chair Search Committee in consultation with the Chair; and that for the second and third years of his or her tenure the Chair will have responsibility for making those appointments, in consultation with the Executive Committee, the Undergraduate Program Director, and the Graduate Program Director. In recommending committee and individual appointments, the principle of balancing the aims of continuity and rotation of persons holding the appointments will be considered. The Personnel Committee will normally elect the Department's representative to the College Personnel Committee (CPC) member at the first faculty meeting of each academic year and if necessary, during the year if the position is vacated. Note: The addendum to this report lists the appointments that are proposed for 2017-2018.
6. That the Economics Department Governance Summary, listing current and past committee assignments, be updated and circulated for informational purposes to all faculty at the beginning of each academic year and prior to each chair search process.
7. Committee structures and responsibilities
- a) Executive Committee.
 - (1) That the Executive Committee comprise 2 to 5 members in addition to the Chair of that Committee. The Executive Committee is appointed for one year by the Personnel Committee as part of the ratification of the governance document. After this first year of the Chair's term, the Executive Committee is appointed by the Chair for 1 year terms until the next governance document is approved. That the Executive Committee have responsibility to
 - (2) advise and assist the Chair on all matters of Departmental administration referred to it, including the annual appointments of Committee Chairs and Committee memberships,
 - (3) advise on matters referred to it by resolution of meetings of the Department faculty,

- (4) consult, as part of the Personnel Committee, with the Chair on long-term non-tenure-track appointments, and will participate in mini-tenure reviews and PMYR reviews
 - (5) undertake a review of hiring procedures as described below and make a report to the department early in the fall 2017 semester.
- b) Personnel Committee.
- (1) That the Chair of the Personnel Committee serve on the Executive Committee.
 - (2) That the Personnel Committee, for the purposes of making recommendations for appointment with or promotion to tenure, consist of all tenured members of the Department, and that for purposes of making recommendations for promotion to the rank of full professor consist of all full professors.
 - (3) That all other personnel matters will be delegated to the Chair (part-time and temporary appointments) or the Executive Committee and Chair (longer term non-tenure-system appointments).
- c) Undergraduate Program Committee.
- (1) That the undergraduate Program Committee consist of up to three members in addition to the Undergraduate Program Director who will serve as a Committee Co-Chair; that the other Co-Chair be one of the faculty members on the committee; and that the Committee be responsible for advising and assisting the Undergraduate Program Director in all matters of Undergraduate Division Administration referred to it, including
 - (2) the development of programs, together with policy proposals for their implementation, related to undergraduate education, and for submitting relevant recommendations to the Department faculty for approval,
 - (3) the oversight of the Department's Honors and Internships Programs,
 - (4) the oversight of relations between the Department and the undergraduate students' economics honors society, Omicron Delta Epsilon.
 - (5) selection of recipients of departmental undergraduate awards.
 - (6) That the Director of Undergraduate Studies should take primary responsibility for the direction of the undergraduate program and also help ensure continuity of the undergraduate program policies as faculty members rotate through the committee.

(7) That appointments to the position of Honors Coordinator may be, but will not be required to be, made from the membership of the Committee. The Honors Coordinator will normally consist of the joint CHC/Econ Professor or a member of the Honors Committee.

d) Graduate Program Committee

(1) That the Graduate Program Committee consist of three members in addition to the Graduate Program Director who serves as the Committee Chair.

(2) That the Graduate Program Committee be responsible for advising and assisting the Graduate Program Director in all matters of Graduate Division administration referred to it, and that it assume responsibility for

(a) the development of programs and the formulation of policy proposals for their implementation (in collaboration with the Graduate Studies Consultative Committee as specified in Section 6.E.ii below), and for submitting relevant recommendations to the Department faculty for approval,

(b) Graduate admissions,

(c) Graduate Instructor Selections,

(d) Maintaining contact with graduate students on a regular basis in accordance with a format agreed by the Chair, the Executive Committee, and the Graduate Program Director.

e) Merit and Awards Committee and Merit Coordinating/Awards Subcommittee

(1) That a Merit Committee be appointed consisting of all tenure-system faculty. For non--tenure-system faculty, the Merit Committee will consist of the Executive Committee. For purposes of awarding Merit, the Merit committee will operate subject to the following provisos:

(a) The Merit Committee will make annual recommendations for distribution of merit money in accordance with the merit procedures approved by the tenure-system faculty.

(b) In the year in which merit money subsequently becomes available for distribution, the Merit Committee will distribute those funds on a pro rata basis referable to the years to which the total merit money distribution refers, incorporating previously agreed entitlements, as agreed in accordance with paragraphs (a) and (b) above, and taking account as

necessary of any relevant specifications as to entitlement contained in union contracts and University guidelines.

- (2) That a Merit Coordinating/Awards Subcommittee be appointed, consisting of three persons, with responsibilities defined by the rules governing merit procedures approved by the tenure-system faculty. The Merit Coordinating/Awards Subcommittee will also nominate departmental faculty members for awards that become available at the College and University from time to time.
 - f) Sheridan Trustee Committee. That a Sheridan Trustee Committee be appointed, comprising the Department Chair, one member of the Executive Committee, the current Helen Sheridan Scholar (if feasible), and one additional faculty member, to serve as trustees of the Helen Sheridan Memorial Research and Scholarship Fund, in accordance with the terms of the Barber Committee Report as approved by the faculty on April 20, 2006 with the following amendments: all members of the department will be asked for input on how to use the Sheridan Memorial Lecture funds, including nominations for the Sheridan Scholar Position(s), before the committee recommends new Sheridan Scholar(s). All tenure--system faculty shall be asked to vote on the committee's recommendation. The Sheridan Scholar(s) shall be appointed for a term of up to three years. The current Sheridan Scholar will not participate in the task of selecting a next scholar.
8. Executive Committee Consideration of Hiring Voting Procedures for 2017-2018. That the Executive Committee be responsible for clarifying the Department's hiring procedures for tenure-system faculty. (The current department rules regarding the search committee and hiring are contained in Appendix 1 to this document). The Executive Committee will consider such issues, including but not limited to: the precise procedure for voting, whether absentee ballots should be allowed, and whether a minimum attendance at job talks requirement ought to be implemented to qualify colleagues for voting. The Committee also will outline the pros and cons of returning to the Hiring Committee model of hiring that prevailed in the department until recent years. The Executive Committee will make a proposal to the tenure-system faculty on the Search Committee rules for consideration in time to implement any changes BEFORE the 2017-2018 hiring season.
 9. New Committees and Assignments. New committees and assignments can be created on an ad hoc basis as needed by the Chair in consultation with the Executive Committee.

C. Other matters of Departmental Governance

1. Duties of the Associate Chair.
 - a) The Associate Chair will assist the Chair in the Chair's duties in ways determined by the Chair in consultation with the Associate

Chair. These duties will include the taking of minutes at department meetings, unless a staff person, other faculty member, or other responsible and appropriate persons is given that task by the Chair.

- b) In the event that the Chair is not available to perform the Chair's duties, the Associate Chair will normally take over the Chair's duties as Acting Chair; in the event the Chair cannot serve out the Chair's term, the Associate Chair will normally serve as Acting Chair until a new Chair is appointed through the Chair Search process.

2. Duties of the Research Coordinator

- a) The Research Coordinator will work with faculty and graduate students to encourage grant development, collate and identify research needs, build ties with institutions such as the Institute for Social Science Research, the Office of Research Development, and other research-support organizations on campus, and advise faculty on all aspects of the grant process from proposal to post-award grant management.

3. Consideration for Joint Appointments

- a) In the case of joint appointments, the Chair will consult with the department chairs of the faculty members' other departments or units when making service assignments to ensure that the faculty members are not assigned excessive service responsibilities.

4. Search Committee

- a) That a Search Committee be appointed as necessary, subject to the following provisos: (The provisions are set out in more detail in Appendix 1 of this document.)
- b) In the case of all tenure-system appointments, the Search Committee will make its recommendations to the Personnel Committee of the Department, which will vote on the Search Committee's recommendations. The Personnel Committee will have the ultimate authority to determine the Department's hiring decisions and will convey these decisions to the Department Chair and to the Dean of the College of Social and Behavioral Sciences.
- c) All of the department's tenure-system faculty will be able to participate in searches for departmental tenure-system faculty. They will have access at all stages of the search process to all candidate application materials, such as c.v.'s, letters of application, research papers, teaching evaluations, letters of recommendation, and off-list reference checks. Any tenure-system faculty member may, at the request of the Search Committee, participate in interviews with candidates. Tenure-system faculty who are not on the Search Committee will be bound by the same confidentiality restrictions as the Search Committee members themselves.
- d) The Search Committee may, at its discretion, invite graduate students to participate in its deliberations. A decision to invite

graduate student participation in any one year will not constitute a precedent for any subsequent year.

- e) Short-term non-tenure-system appointments will be made by the Chair in consultation with the Executive Committee. Longer-term non-tenure-system appointments will be made jointly by the Chair and the Executive Committee.
- f) In all of its searches the Search Committee will heed the University's guidelines regarding Affirmative Action obligations and commitments.

5. Graduate Student Relations

- a) That the Chair and/or the Chair of the Executive Committee and the Graduate Program Director meet on a regular basis with graduate students or their representatives. Graduate students or their representatives may be invited by the Executive Committee to discuss with the Committee their views on matters germane to graduate students.
 - b) That a Graduate Studies Consultative Committee be appointed annually, composed of a representative or representatives of the Graduate Program Committee and a maximum of three graduate students. The Committee will review proposals for course offerings and related matters pertaining to the graduate program and relay its suggestions to the Graduate Program Director and/or the Chair and the Chair of the Executive Committee.
 - c) Two graduate students will normally be invited to attend Department meetings to participate in discussions as determined by the faculty on matters related to the graduate program and to other matters affecting graduate students.
 - d) the department will normally hold two faculty-graduate assemblies each year, (usually one in the fall and one in the spring semester) to which all faculty and graduate students are invited to attend to discuss matters of common interest/concern.
6. Departmental Classification of Academic Specialties. It is recommended that the Department continue to dedicate itself to the intellectual diversity and varying professional commitments that have constituted the uniqueness of the Department, and that emphasis continue to be placed on the development of those curricula, research, and related professional activities that are calculated to place the Department among the foremost Departments in the economics profession.

II. General Guidelines and Interpretations Regarding Governance

- A. Decisions regarding the acceptance and implementation of the foregoing recommendations, including the appointment of the Chair, formation of committees, and operating procedures will be made by the entire Department tenure-system membership. Such decisions will be made only after substantial agreement has been reached and consensus will be established wherever possible.

In the absence of substantial agreement, decisions can be made by majority vote. By the decision of the Chair or at the request of any member of the tenure-system faculty, voting will take place by secret ballot. This governance document will be in force until a new governance document is approved.

- B. The appointment of the Chair, Committee Chairs, and membership of Committees will be made in such a way that cooperative decision making is promoted. In general, the modus operandi will be such as to accommodate minority views.
- C. Membership on Committees and the position of Chair will not be regarded as permanent positions. The normal term of a Chair will be three years. Membership on Committees, subject to individual's personal interests and an equitable distribution of service commitments, will be considered a required obligation by those asked to serve. In general, a broad participation of faculty members in departmental governance, including attendance at faculty meetings, will be expected. Participation by long-term non-tenure- system faculty is also encouraged.
- D. Departmental policy and operating decisions will be made by the Chair and the relevant Committees as in the foregoing, or by individuals or committees to whom responsibilities have been delegated. Whenever possible, faculty members will be informed of issues being considered, and faculty input will be sought informally and at monthly Department meetings. Additional department meetings will be scheduled as deemed appropriate by the Chair and the Executive Committee. A special faculty meeting will be convened at the request of at least 1/3 of the faculty members in residence at any time.
- E. The Department will take all reasonable steps to promote affirmative action in all Departmental decisions.
- F. Amendments to this governance document during the course of its life (2017-2018 through 2019-2020) may be made by an affirmative vote of 2/3 of the relevant subset of faculty. The relevant subset is defined as: all tenure-system (tenured and tenure-track) faculty members who are in residence during the semester in which the vote is taken; plus all tenure-system faculty members who are on sabbatical leave or leave of absence who indicate that they wish to participate in the decision. (This excludes all faculty who are on 100% sick-leave.) Notification will be sent in advance to all tenure-system faculty members prior to discussion and vote on any proposed amendment. Voting may be either at scheduled faculty meetings, in which event notification of the agenda will have been made at least one week in advance, or by mail ballot, as decided by majority vote of the faculty present at a scheduled faculty meeting. Provision for absentee ballots will be made on the request of faculty members who are on leave and away from their normal places of residence.
- G. Meetings to discuss any proposed amendment may be initiated by a vote of the Executive Committee. Such meetings must be scheduled upon receipt by the Chair of a request for such a meeting signed by 1/3 of the tenure-system faculty in residence or 1/3 of the relevant subset of the faculty as defined above.
- H. This article will apply to the entire governance document with the exception of the appointment of the Chair. The terms of Department Chairs are specified in University contracts and cannot be altered unilaterally.

Appendix 1: Search Committee Procedures

Rules for Department Voting on New Faculty Hires

Adopted: 12/10/15

1. While searching for candidates for tenure-system positions in the Economics Department, the Search Committee should solicit the help and opinions of all faculty. Faculty should engage as much as possible in the hiring process (especially meeting with candidates when they visit the Department and attending their presentations) and offer their opinions on the candidates to the Search Committee.
2. All tenure-system faculty are invited to attend the Department meeting where the Search Committee's findings are presented to the faculty, and all faculty present at the meeting may vote on which candidate or candidates to hire. All voting is by secret ballot.
3. If the Search Committee has found a candidate or candidates to present to the Department, then a Department meeting to consider candidates will be called. At the Department meeting the Search Committee may present any number of candidates as possibilities for the Department to consider hiring for each position. If the Search Committee presents more than one candidate for a particular position and if it sees fit, the Search Committee may order the candidates according to its judgment as to which of the candidates the Department should approve for hiring.
4. No candidates other than those presented by the Search Committee at the meeting may be considered in the current round of hiring approved by the administration.
5. If the Search Committee presents only one candidate for a position, the faculty present vote (one vote per faculty member) on whether to hire that candidate. In the event that the Search Committee presents more than one candidate for a position, voting proceeds as follows:
 - a. The faculty present vote on all candidates for that position – one vote for one candidate per faculty member.
 - b. The candidate with the least number of votes is eliminated.
 - c. The faculty present vote again on the candidates that remain – one vote per faculty member. Again, the candidate with the least number of votes is eliminated.
 - d. Voting continues until only one candidate remains.
 - e. The faculty present then vote on whether to approve the hiring of the remaining candidate.
6. For a candidate to be approved for hiring, a majority of those in attendance must vote in favor of the candidate.
7. After a candidate has been approved to fill a position, the Search Committee may, at the meeting, present a single alternate candidate for that position in the event that the approved candidate decides not to come to UMass. For the alternate candidate to be approved as an alternate, a majority vote is required.
8. If all candidates presented for consideration are turned down by the Department, the Search committee may, if it chooses to do so, return to its deliberations and present another candidate or candidates to the Department for its consideration at a second meeting.

Appendix 2: Proposed Committee Assignments for 2017--2018

(See separate document.)