

Dear _____,
Dr. _____ of the Department of Economics at Dalhousie University will be considered for tenure and promotion to _____ in the fall of 20_____. On behalf of Dr. _____, I am soliciting appraisals of his teaching effectiveness from those who have been taught, advised, and supervised by Dr. _____.

I very much hope that you will be willing to help in this matter. If you are able to do this, I would appreciate your early response. The final deadline for receiving your assessment is _____ of 20_____.

Thank you for considering this request. I look forward to your response and to receiving your appraisal.

Sincerely,
Monique Comeau
Administrator

Undergraduate Student Letters

Thomas Minshull
6250 Oakland Rd
Halifax, NS B3H 1P2
June 17, 2013

Tenure and Promotions Committee
Department of Economics
Dalhousie University
6214 University Ave
Halifax, NS B3H 4R2

Dear Tenure and Promotions Committee:

I am pleased to be given this opportunity to write to you on behalf of Courtney J. Ward. I believe Dr. Ward is an excellent candidate for a tenured position here at Dalhousie University. During the Introductory Econometrics class I took with Dr. Ward last fall Dr. Ward proved to be an enthusiastic, professional instructor.

Dr. Ward's classes were always well planned and polished. Dr. Ward was very diligent about providing the class with professional presentations each and every class, yet she was always very approachable. In fact, Dr. Ward was extremely generous with her time and often would discuss questions or topics relating to Econometrics outside of both class and her office hours.

Dr. Ward liked to challenge all her students, so that they would get the most benefit out of the course. For example, about a month into the term Dr. Ward encouraged me to read a text that was beyond the scope of the class, during a conversation we had regarding the use of statistics to prove the direction of causality.

Dr. Ward also showed great concern for students who struggled with the materials being covered in the course and did an excellent job of simplifying abstract concepts and providing tangible examples of how these econometric tools could be applied.

Since I have completed this course Dr. Ward has continued to be generous with her time, and has offered me advice relating to how to choose my honors thesis topic, and how to find data for my honors thesis. Dr. Ward has been an asset to me and many other Economics students here at Dalhousie.

I hope I have been able to convey to you both Dr. Ward's professionalism and her deep concern for her students and I hope that I have helped to persuade you to award Dr. Ward a tenured position here at Dalhousie for the benefit of the future students of this institution.

Sincerely,



Thomas Minshull
B00537639

Department of Economics
Dalhousie University
6214 University Avenue
PO Box 15000
Halifax, NS B3H 4R2

July 29th, 2013

Letter of Support for Dr. Ward

Dear Promotion and Tenure Committee;

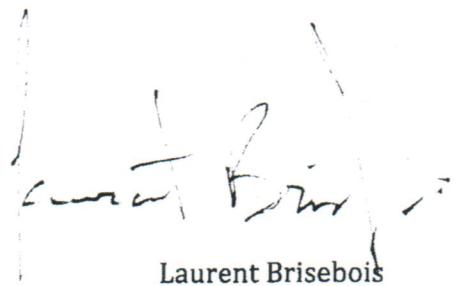
The following letter is in response to your request to comment on my experience as a student of Dr. Ward over the past year.

This past year was a significant year in my life; it was the turning point where I realized that what I did everyday at school was in fact what I wanted to do for the rest of my life. The field of Economics had been fascinating up until then, but research was something even more challenging and rewarding for me. I started coming to the seminars every week, and slowly came to understand and appreciate the process of academic work, critical assessment, and brainstorming that it entailed. I came to realize there was no way I could end my studies after my undergrad, and I am applying for the Master's program this year. This all started with one class; the one class where the rubber meets the road, *Introduction to Econometrics*, with Professor Ward.

With *Introduction to Econometrics*, Dr. Ward runs a tight ship. From day one I was completely motivated to learn. She is engaging like few others, her class is very structured, and it was clear that she had taught the course before. The class was challenging and it helped broaden my horizons. A clear example of this is the "peer review" process she had us go through after handing in a draft of our final papers, three weeks before the due date. I had never experienced that before, but it led me to read several of my friends' papers and attempt to critically assess their worth. I have not read an academic paper the same way since. *Econometrics* was more than an economics class; it was a course on academia in general.

Throughout all of this, Dr. Ward remained available and enthusiastic to help with our research papers. I got to meet with her multiple times throughout the semester, let alone the time when she helped me with my homework in Dr. Kotlyarova's class during the winter semester, or when she kindly responded to my request of a summer reading list in Econometrics by providing me with an exhaustive list of recommended readings.

But all of that pales in comparison to the most meaningful service Dr. Ward did for me: she inspired me to discover my passion for research, which will remain a lifelong commitment. I am not writing these words lightly. Good professors are the reason we go to school, and Dr. Ward was, and still is, one of the professors whom has inspired me. I was fortunate enough to be her student, and I wish the same to others. I believe she is an asset to this department and to the Dalhousie community as a whole, and I personally wish her all the best.

A handwritten signature in black ink, appearing to read "Laurent Brisebois".

Laurent Brisebois

June 28, 2013

Dear Sirs/Mesdames:

I have known Professor Ward for over two years and have interacted with her extensively in my capacity as her student and non-official advisee. I have come to know Professor Ward quite well and am therefore able to comment on some aspects of her teaching and advising.

My experience with Professor Ward has been wonderful. It has been a great privilege and pleasure to be her student and unofficial advisee. She is very organized, well prepared and articulate, all of which makes taking a class from her interesting and enjoyable. She is also genuinely caring and generous in her support. She often offered me advice on my thesis though she was not my advisor.

As my instructor for Econometrics 1, I attribute a large part of my success in that class to Professor Ward. She showed interest in my work and was readily available to answer questions. Both those qualities make her one of the most helpful professors I had while a student at Dalhousie. I have benefited from having Professor Ward as an instructor and sincerely hope that her application for tenure is successful.

Sincerely,



Erin Hoops

Aaron Wolf
Vice President (External)
Dalhousie Undergraduate Economics Student's Association
6102 South Street
Halifax, NS B3H 3J6

Monique Comeau
Department Administrator
Department of Economics, Dalhousie University
6214 University Avenue
PO Box 15000
Halifax, NS B3H 4R2

RE: Nomination for Courtney Ward for a tenure-track position

Dear Mrs. Comeau,

It is with great pleasure that I wish to extend my support for the appointment of Dr. Courtney Ward to a tenure track position in Dalhousie University's Department of Economics. I hope I can convince you and the appointment committee that Professor Ward is the ideal candidate for students of economics, as well as the Department as a whole. Her abilities as a professor, researcher, and as a support for students set her far above her peers within this department and this University, and I believe she has earned this appointment.

I have had the pleasure of taking two classes with Professor Ward over my four years at Dalhousie. Health Economics (2000 level) and Econometrics I (3000 level). In both classes, her enthusiasm for the subject matter, vibrant teaching style, and appropriate use of modern technology to engage students in the class was outstanding, and these courses have been my favorite classes during my degree. Professor Ward supports her students more than any other Professor I have had, and her abilities as a teacher are vital to the success of this Department as it heads into the future. One example of this support is from Econometrics I. Our final paper for this class was unlike any papers I had written before. The objectives of the assignment were communicated clearly, and students had multiple options for writing. We could choose from among a set group of topics (with attached datasets), or choose from our own interests. The provided topics gave us a closer view to the kinds of questions we *could* ask with our econometric skills, while we were also able to use these concepts to inform our personal research questions. Additionally, we were asked to submit a first draft, which we then exchanged with other classmates in a peer review session before completing a final draft. While some professors may simply let us loose, and allow us to do peer review on our own time (which, let's face it, we never do), Professor Ward's style was such that we were guided along the process, and were able to complete a better quality essay by the end of it, which proved helpful when writing our theses the next year. The goal of Professors in this

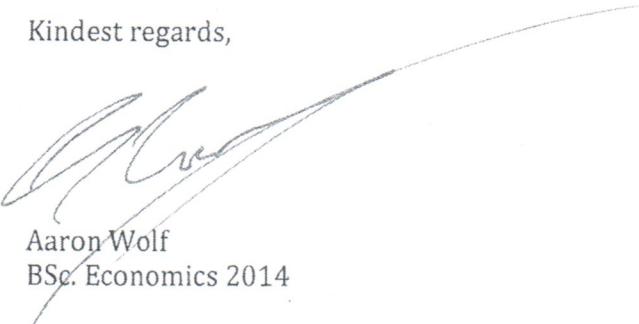
department should be to make students into better learners and researchers, and that is exactly what Professor Ward does. She does not simply lecture and assess, she teaches. Quality educators bring students into the department, as Professor Teresa Cyrus did for me in 2010, and this department needs to continue building its educational capacity to retain top students within the University.

Outside of Professor Ward's classes, her support for students is astounding. I have asked for a few references from Professor Ward, and she has never failed to deliver. Her reference for me this year was instrumental in helping me receive the Board of Governors Award in March 2013. On one occasion in 2012, I had forgotten to ask in a timely manner for a reference, and she was able to turn one around in a matter of days (which I would never expect a faculty member to actually do, of course). This year, she applied on my behalf for an NSERC Research Award to hire me as a research assistant without my even asking her. Her commitment to helping students inside and outside the classroom makes her a vital asset to this Department.

Finally, I have had the opportunity through my term as a research assistant to see Professor Ward's passion for her work, and the quality of her research, and I believe it to be of high quality and vital to some of the major policy issues we can expect to face today and in the future. The field of Health Economics is vital to Canadian decision makers as healthcare resources face increasing pressure and decisions become tougher. While we have multiple environmentally focused applied economics classes, many development courses and a plethora of finance and banking electives, we only have one health-focused undergraduate class, and that needs to change. Appointing Professor Ward as a health-focused economist should be the start of a growing offering of this vital subject area in this department. Her contributions as a researcher and as a professor will be needed in the coming years.

I hope what I have written will be enough to convince you and your committee that Professor Ward is an ideal candidate to be given a tenure-track position. As a member of the Dalhousie Undergraduate Economics Students Association, I have seen her consistent and valuable contributions to departmental meetings, which demonstrate that she is invested in this institution and the students within it. Her dedication to innovative teaching, student support, and contributions to a vital field within economics make her a valuable asset to this department, and I hope you will take this into consideration when you make your decision.

Kindest regards,

A handwritten signature in black ink, appearing to read "Aaron Wolf".

Aaron Wolf
BSc. Economics 2014

June 3, 2013

Sam Emblem
6201 Cecil Green Park Road
Vancouver, BC
V6T 1Z1

Department of Economics
Dalhousie University

To whom it may concern,

It is my understanding that Dr. Courtney Ward is being considered for tenure and promotion to associate professor. I had the privilege of being a student of Dr. Ward's in two courses during my undergraduate career at Dalhousie, and feel that she is a truly deserving candidate for such promotion.

First of all, Dr. Ward is very enthusiastic: not only about economics, but also about *teaching* economics. Courses in health economics and econometrics may seem quite daunting for most students, but Dr. Ward's passion for teaching helped make her classes enjoyable and effective. Her interest in the subject matter comes through clearly in her lectures and seminars.

I must also emphasize Dr. Ward's willingness to adjust the pacing of her teaching to accommodate students' needs. While lesser professors might not take the time to repeat the explanations for complicated concepts, Dr. Ward always walked us through the tricky math until we were more comfortable with the subject matter. Even if it meant falling behind by a lecture or two, Dr. Ward would go above and beyond to help our understanding of the concepts.

Overall, Dr. Ward is an asset to the Economics department at Dalhousie University. Her passion for economics is evident through her groundbreaking research and the strength of her teaching. I believe she should definitely be granted tenure and promotion to associate professor.

Sincerely,



Sam Emblem

Support letter for professor Ward's tenure & promotion

Dear Sir/Madam,

I took Health Economics, which lectured by professor Ward, in last term of university. By taking this course, I had a chance to know professor Ward very well, and I was impressed by her talents for teaching and sense of responsibility. Therefore, I would like to write this letter to support her tenure and promotion.

Personally I think Health Economics is a introductory course in terms of more advanced course like Econ 5231(Health Economics) and professor Ward (is the person that inspired me a lot to get a high mark in this course) was good at bringing we students into this subject and raising our interest in health economics. Through this course, I got the general ideas of the theory relative to health economics and direct insight into my future research in this subject. Besides, Professor Ward designs a fair and reasonable way of evaluating students's efforts. Also, the structure of exam is clear, which can not only test our overall knowledge, but also provide us the opportunity to solve academic problems in a more analytic way. As an international student, I found that the handbook and notes given by professor Ward is very straightforward, and she showed her patience to all students. Last but not least, professor Word included certain amount of econometrics knowledge in her lectures, which laid a solid foundation for the further study of economics.

In conclusion, professor Ward has lot of teaching experience and interactive teaching skills and she can explain the knowledge in a simple and efficient way. I would like to highly recommend this outstanding professor and support her tenure and

promotion.

zhen zhou

June 30, 2013

P.O. Box N-3247
Nassau, Bahamas

June 17th, 2013

Department of Economics
6214 University Avenue
Dalhousie University
Halifax, NS B3H 4R2

To whom it may concern,

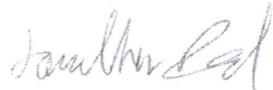
Based on my experience as a student of hers in ECON 1102 and ECON 3338, it is my opinion that Dr. Ward is a highly effective instructor.

Dr. Ward was an engaging lecturer. Dr. Ward presented the material in an easy to understand, relatable way, and provided numerous in-class examples to aid student comprehension. She was particularly good at explaining concepts from multiple perspectives, and answered in-class questions patiently and insightfully. Most importantly, Dr. Ward pushed students, through her examinations, lectures and course material, to try and master the material instead of simply learning the minimum, and I found this challenge refreshing and exciting. She provided prompt and, in my opinion, fair feedback which reinforced learning.

Dr. Ward also demonstrated a commitment to student success and welfare. In the classroom, she pushed students to hold themselves to a standard similar to other leading universities, and to try and build develop the analytic and critical-thinking skills that are necessary for advanced economics. Outside of the classroom, Dr. Ward displayed a commitment to student success beyond the level demonstrated by most of the other lecturers I have had. She was always willing to make time to discuss questions about course material or the course itself, and would alter her schedule to help students attend her office hours if needed. She also took a genuine interest in the futures of her students; Dr. Ward provided invaluable guidance when I was applying to graduate school in economics a year after completing ECON 3338. I found her advice helpful, detailed and perceptive.

Dr. Ward was one of the best lecturers I have had from the Economics Department, and from Dalhousie as a whole. Most of what I have retained from my time as an economics major at Dalhousie pertains to econometrics, and this is largely thanks to her effectiveness as an instructor.

Sincerely,



Jonathan Deal

June 24, 2013

To Whom It May Concern,

I am writing to you regarding Dr. Courtney Ward's potential tenure and would like to express my highest appraisal of her teaching effectiveness. I have had many professors in my 5 years of undergraduate study at Dalhousie and the University of King's College, and she has proved in many regards to be one of the best.

In the Fall 2012 semester I was in Dr. Ward's ECON 3339 (Econometrics I) class and thoroughly benefited from the experience. Her passion for the subject was evident in her teaching, as was her general concern for her students' learning. She was always very supportive of me pursuing my own academic interests, and in pushing my development. In her class I was encouraged to take on an ambitious project, but also given help with the process, and guidance in terms of not taking on too much work. I know that this has been the case for several other fellow students as well – when students show a further interest in a subject, she genuinely encourages pursuit of it, and has made her own time available outside of class to aid it.

Another great advantage of the class was the organizational structure. I found her notes system, as well as the structure to be very beneficial to learning. I have had professors who had very unorganized class structures and notes – sometimes this appeared to be their style of education, other times it was an apparent lack of interest in the class. Dr. Ward excelled in very clearly laying out the structure of the class, and tying all the separate sections together. The class was clearly very well thought out, and was designed in a way that it was challenging and stimulating, but not frustratingly difficult. The class notes were also a great boon, easy to follow and very pedagogical.

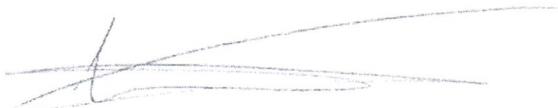
Additionally, Dr. Ward's lectures were excellent. I found her to be an engaging speaker, and her enthusiasm for the subject was evident in this. Furthermore, she not only possessed a great understanding of the topics, but also managed to disseminate information in a relatively simple and clear manner – aiding student understanding and making lecture interesting.

If I were to make a criticism of the class, it would be that the exams were quite difficult to study for. In some ways the exams were actually strong suit of the class, in the sense that I felt as if I learned from writing them. They were designed to be tests of analytical thinking and process, not just memorization of terms. Thus, I found that concepts would sometimes make more sense after writing the test than, they had when I was studying. However, they were also difficult to study for. I think additional problems or homework assignments that were more aligned in difficulty with the test material (the homeworks were generally very simple relative to the tests) would aid students in preparing for the exams.

Overall though, I would rate Dr. Ward's class as one of the best I have taken at Dalhousie. It has inspired a great interest in the subject for me, and I believe that a good portion of this can be attributed to her teaching efficacy and attitude. Thus, I would like to give her educational abilities my strongest recommendation. I sincerely hope that future Dalhousie students will also be able to benefit from her instruction and guidance.

Regards,

Andreas Straathof



To: Department of Economics, Dalhousie University
From: Peng Fei Li
Date: June 22, 2013
Re: Recommendation for Dr. Courtney Ward

To Whom It May Concern:

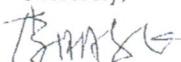
I am writing this letter to give my highest recommendation that Professor Courtney Ward be promoted to a tenured, associate professor position in the fall of 2013. Dr. Ward taught me Introductory Econometrics I (ECON 3338) in the fall term of 2011/2012. Dr. Ward's effectiveness as a professor, along with her passion for teaching, has been instrumental to my success as an economics student, and has given me inspiration to continue my academic career at a graduate level.

Dr. Ward is a dedicated lecturer who explains course material in a clear and organized manner to ensure that students are equipped with essential skills. More importantly, Dr. Ward teaches students how to tackle solving problems from multiple angles and directions, which has benefitted me in higher-level economics classes and will also benefit me in graduate school.

Dr. Ward is also approachable and friendly – qualities that should not be overlooked. Her willingness to quickly respond to my emails with detailed responses is testament to her passion and fervor. She truly seems to care about the wellbeing of her students. As an advisor, Dr. Ward pushes students to reach their potential and explore their interests. A paper I wrote for ECON 3338 was given the Economic Anonymous Essay prize, and I give credit to Dr. Ward for her support. My success in ECON 3338 with Dr. Ward reassures my confidence in becoming an economist. After ECON 3338, Dr. Ward provided me with valuable advice regarding how to be accepted to a great graduate school. She encouraged me to challenge myself by trying graduate level economics courses. With her guidance, I was accepted into the economics graduate program at the University of Toronto, and later received the university medal in economics.

I am honoured to recommend Dr. Courtney Ward for promotion to a tenured associate professor position in the fall of 2013. Thank you for taking time to review my recommendation. I look forward to hearing about Dr. Ward's future successes at Dalhousie University.

Sincerely,



Li, Peng Fei

May 19, 2013

To Whom It May Concern:

I am writing in support of Professor Courtney Ward's promotion and tenure. Professor Ward has instructed me in two classes at the undergraduate level: Econometrics I and Health Economics.

Professor Ward exemplifies many qualities essential to effective teaching. Although I did not enjoy taking first year statistics, Professor Ward managed to make me not only enjoy, but be truly interested in the theory behind econometrics and what can be done with it. She cares strongly about her students, is highly organized in her delivery of lectures, and is passionate about the topics that she teaches. This makes for clear and engaging lectures, as well as for an environment in which students feel valued and respected. Professor Ward also has high expectations for her students, but reasonably so. I found that her teaching was appropriately catered to the level of course that she was teaching. Both of her courses were challenging, without being overwhelmingly difficult. She pushes her students and is invested in the results. As I hope I have illustrated, Professor Ward is a highly effective teacher, and one that I have grown to deeply respect.

Professor Ward has been one of my favorite professors. While I cannot speak on behalf of her research, if promotion and tenure decisions were based solely on teaching, I could not imagine a situation in which she did not receive both.

Sincerely,



Victoria Joy-Warren

Jeff Sullivan
5460 Victoria Road
Halifax, NS
B3H 1M5

June 20, 2013

Monique Comeau
Administrator
Faculty of Science
Dalhousie University
Halifax, NS

RE: Dr. Courtney Ward Consideration for Tenure & Promotion

Dear Ms. Comeau:

Thank you for your letter regarding the consideration of Dr. Courtney Ward for tenureship and promotion for the fall of 2013. I am happy to provide an appraisal regarding her teaching effectiveness from the two courses I took from her during my undergraduate degree.

I took ECON.2231 Health Economics from Dr. Ward in the fall of 2009, and ECON.3338 Intro to Econometrics I in the fall of 2012. Both courses were electives. Overall, I would say that Dr. Ward was one of the better professors and instructors I have taken courses from throughout my experience as a student at Dalhousie. She was very professional, challenged her students to learn, had an excellent knowledge base of the subjects she was teaching, and facilitated and excellent learning environment.

Dr. Ward had a thorough understanding of both subjects, and was able to explain topics in a number of ways to help students gain a good foundation of knowledge. For both courses, she had put in significant work to develop detailed and useful notes in addition to text book readings, and provided flexible office hours to be available to students seeking further insight on relevant subject areas. She was well spoken and took time to show examples backing up her explanation of challenging topics.

In terms of examinations and testing, I can say that Dr. Ward's midterms (particularly the ECON.3338 midterm), were some of the most challenging exams I have ever written, and ensured that students were fairly and thoroughly tested on the relevant course material based off of the syllabus and work covered in class and in readings. The final exams were also challenging, however the main takeaway I am attempting to emphasize is that students were thoroughly and fairly tested in terms of the knowledge based developed throughout the course.

I hope this appraisal is useful in the consideration of tenureship and promotion for Dr. Ward. If there are any questions or concerns related to this letter, please feel free to contact me by e-mail at jeffrey.sullivan@dal.ca, or by phone at 902-999-9322.

Sincerely,



Jeff Sullivan

May 21, 2013

Tenure & Promotion Committee
Department of Economics
Dalhousie University
Halifax, NS

Dear Committee Members:

I would be happy to speak about Dr. Ward. Should I just send an email? Let me know if this is acceptable.

I took Economics of Health with Dr. Ward this past winter and thoroughly enjoyed the class, in fact it was my favourite course thus far at Dalhousie. Dr. Ward is one of the few professors in my experience at Dalhousie who displays a clear passion for what she is teaching as well as great concern for the comprehension of the material in her students. Her expectations are clear and fair in regards to marking and she is always willing to help you more if you don't understand. I met with her a few times to discuss course work and she was always intent on making sure I grasped the subject fully which I greatly appreciated. The way she teaches the course makes the material very intriguing and highly applicable to real life and is reflected in her exams which ask you to apply the knowledge from the class to current economic situations like Obama's soda tax. The only minor critique I have about Dr. Ward is that I found her exams were at times a little beyond what I expected them to be in terms of difficulty, however it could have been me not focusing on the right areas. I would fully encourage any promotion that is being considered for Dr. Ward as she is one of the best professors I have ever had. Her teaching is effective and inspiring as I now have developed a growing interest in the field of Health Economics.

Sincerely,



Kristin Bunyan

M.A. or M.D.E Student Letters

TO: Tenure Committee of the Department of Economics

FROM: Maryia Zhdanava, MA candidate in Economics

DATE: June 20, 2013

I am pleased to have the privilege of supporting Courtney Ward, PhD, as a candidate for tenure in the Department of Economics, Dalhousie University. I have known Dr. Ward for two years as my professor for Introduction to Econometrics, MDE Microeconomic Theory and Health Economics courses. Currently, Dr. Ward is a member of my thesis supervisory committee.

Throughout my time at Dalhousie University, Dr. Ward remained one of my favorite professors, and a personal inspiration to me. She is undeniably an exceptional economist and very competent in her field. I have been very fortunate to have access to her knowledge and experience. I appreciate that Dr. Ward is a demanding professor: her high standards have been a constant motivation for my growth. In particular, her challenging course in Econometrics pushed me to develop my potential in empirical methods and helped me to identify my research interests. She is committed to teaching and genuinely interested in her students' success. I am enormously grateful for the time she dedicated to providing me helpful advice and guidance, and for the feedback that she has given on my thesis.

I am thrilled to learn that Dr. Ward is under consideration for tenure. I believe that she has earned this chance through providing learning opportunities of outstanding quality to students with an interest in applied microeconomics. She is an important part of why I would recommend this program to other people. There are no doubts that as a tenured professor she will continue to make a great contribution to the recognition of our Department's success in teaching and will play an important role in promoting our graduate programs.

Sincerely,

Maryia Zhdanava

A handwritten signature in black ink, appearing to read "Maryia Zhdanava".

Kaylie Tiessen
231 Winston Blvd
Cambridge, Ontario
N3C 1M4

May 29, 2013

Tenure and Promotions Committee
Department of Economics, Dalhousie University
6214 University Avenue
Halifax, Nova Scotia
B3H 4R2

Attn: Tenure and Promotions Committee, Department of Economics, Dalhousie University

I had the pleasure of being a student of Dr. Courtney Ward's in three different classes between 2010 and 2012. In my opinion, Dr. Ward is one of the most skilled instructors in the economics department. She is able to communicate complex information to produce "light bulb moments" for her students; is willing to give advice and extra help if needed and is able to adapt her lessons to the skill level of her class to ensure that her students are able to understand the information, explain it to others and retain it as well.

As her teaching assistant, I found Dr. Ward to be organized and attentive to both the needs of her students and the time constraints I faced juggling employment, classes and a teaching assistantship. Again, I was impressed with her ability to communicate complex information and entice her students to synthesize and explain the information in assignments and exams.

Dr. Ward's classes were some of the most difficult that I was enrolled in as a student at Dalhousie. I also believe that it was in her classes that I learned and retained the most information that is relevant to my work today.

I whole heartedly support Dr. Ward for tenure/promotion. She is a skilled instructor and a thoughtful researcher. The Department of Economics will benefit from her presence.

Sincerely,



Kaylie Tiessen

TENURE & PROMOTIONS COMMITTEE
DEPARTMENT OF ECONOMICS
DALHOUSIE UNIVERSITY

May 14, 2013

APPRAISAL OF TEACHING EFFECTIVENESS – PROFESSOR COURTNEY WARD

My experience with Professor Courtney Ward as a teacher has been unequivocally positive. I completed her course in Health Economics (ECON5231) in winter semester of 2012. My reason for taking the class was an interest in the particular subject, and I had no prior interactions with Prof. Ward.

From the very first class, Courtney gave a detailed outline of the course objectives and organization. She clearly communicated her expectations, methods of evaluation and provided advice for doing well in the class.

Prof. Ward's lectures effectively strung together source material into a logical and coherent narrative; a teaching method that takes considerably more work than following a textbook. She frequently posed questions to the class as a way of keep us engaged and adjusting the level of detail to our understanding of the material. My impression of Courtney is that she is somewhat reserved, but in front of our class she was enthusiastic and confident.

Our method of evaluation included a presentation and written summary of a topic of our interest, along with a midterm & final exam. Her tests were challenging but fair. They cleverly tested knowledge, comprehension and application of the material. Prof. Ward provided timely and thoughtful feedback.

Having been a post-secondary student for eight years in three different institutions, I've come to appreciate effective teachers. Courtney Ward is among the very best professors that I have had the pleasure of studying with.

Mico S.

Mico Schwartzentruber
MA – Dalhousie, 2012

Steven Ryan
382 Lefebvre Way
Ottawa, ON
K1E 2W4

June 18, 2013

Department of Economics
Dalhousie University
6214 University Ave
Halifax, NS
B3H 4R2

To whom it may concern:

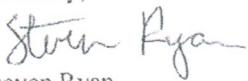
I am writing this letter on behalf of Dr. Courtney Ward in support of her bid for tenure with the Department of Economics. In the fall of 2010 I was a student in ECON 3338 Econometrics I, which was taught by Dr. Ward.

From my experience, Dr. Ward is a talented and capable instructor. When I took ECON 3338, it was a course that included undergraduate and graduate students with varying backgrounds in terms of their previous preparation in mathematics and statistics. Dr. Ward was able to provide an overview of econometrics in such a way that it was understandable to students who were less familiar with the subject while still being interesting to those with more knowledge of quantitative methods.

Dr. Ward's lectures covered both the theoretical basis for econometrics as well as its practical applications, and she also encouraged students to bridge the divide between theory and practice with the work she assigned in class. For the term paper, Dr. Ward helpfully provided real-world datasets, as well as a list of possible research topics, to allow students an opportunity to undertake econometric analyses without being sidetracked by the need to find data from other sources. Outside of classes, Dr. Ward was always available to meet with students to provide clarification and guidance when needed.

On the basis of my experience with Dr. Ward as an instructor, I would recommend that she receive a promotion to Associate Professor and be awarded tenure.

Sincerely,


Steven Ryan

May 15, 2013
Waverley, Nova Scotia

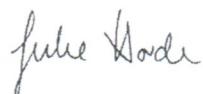
To whom it may concern,

This letter is to support Professor Ward's tenure. As an alumni from the MDE program, department of Economics, at Dalhousie University, I have had the opportunity to have been taught two courses by Professor Ward: MDE Microeconomics and Health Economics.

For each class, Professor Ward has demonstrated great skills at explaining the topics at hand clearly but has also shown great concern for her student when facing challenges with certain concepts. She has used different approach to facilitate the understanding of different topics and has always been available after class or during office hours to discuss whatever issues I may have had during classes. I liked her teaching so much that I have approached her to be my supervisor for my thesis. I believe her advisory skills are very useful and although she specializes in health economics, field in which she possesses great knowledge, she also has great ability to advise for different fields in economics.

In closing, I wish to support Professor Ward's promotion, as I believe she is a great addition to Dalhousie University and to the faculty of Economics. Her teaching skills but also her ability to connect with the students, understand their challenges and clarify concepts makes her a great asset for students. Furthermore, her expertise in health economics will be very valuable for students who wish to pursue studies in this field.

Sincerely,



Julie Houde
Dalhousie Alumni, MDE, Economics

To: Department of Economics, Dalhousie University
From: Alex Hetmanczuk, MA in Economics, Class of 2011
Date: June 29th, 2013
Re: Tenure and Promotion

I had the pleasure of being a student in Professor Ward's Health Economics class during the final semester of my Master's Degree and worked with her again during the summer of 2011 as she supervised the completion of my research paper. Though my course work and research, I have gotten to know Professor Ward quite well and feel confident that my comments are an accurate reflection of her teaching ability.

Professor Ward is confident in her delivery yet approachable, striking a balance between two of the most important characteristics that a successful educator must have. This teaching style allowed for many robust discussions during her class, which resulted in many students pursuing further research in the field of Health Economics. Currently working in the Healthcare Industry myself, I needed some direction for a key presentation and Professor Ward was happy to address my questions, even though months had passed since we had last spoken.

Professor Ward's commitment and passion to teaching is unquestionable. I have personally benefitted from being a student of Professor Ward's and sincerely hope that her efforts to date will be rewarded by being tenured.

Regards,



Alex Hetmanczuk

June 5, 2013

Tenure & Promotion Committee

Department of Economics

Dear Committee Members:

My name is Rebecca Herbert, and I am currently at the thesis stage of a two-year MDE program. Over the course of my degree I had the pleasure of taking two graduate-level classes taught by Professor Courtney Ward; microeconomic theory and health economics. Throughout both, Professor Ward continually proved her dedication to excellence in teaching. Professional, organized and conscientious, she instilled and encouraged a love of learning for the sake of it, adapted well to individual learning styles, and made concerted efforts to bring out the very best in her students. She is an invaluable asset to her students, to the Department and to the University and more than deserves tenure and promotion.

Thank you,

Rebecca Herbert

A handwritten signature in black ink, appearing to read "RH".

Thursday, June 27, 2013

To: Tenure and Promotion Committee
Department of Economics

To whom it may concern.

I am writing this letter in order to support Dr. Courtney Ward's application for tenure and promotion. I was a Master in Public Administration student in Dr. Ward's Health Economics course, ECON 5231, and thoroughly enjoyed her teaching style and effective presentations of the issues.

As a professor, Dr. Ward is highly effective. She is a clear presenter, approachable, and understanding. Her knowledge of the subject matter, specifically with respect to health, is comprehensive and highly detailed. She can clearly explain economic issues not only theoretically but also practically, with a focus on business and government. She is also very clearly able to explain econometric methods that can be highly convoluted. Dr. Ward not only ensures that required readings cover seminal papers in the literature, but also touches on the progress of the literature in the field. Her assignments also develop skills that are necessary at the graduate level. Personally, I find Dr. Ward to be an excellent teacher with a course that is well developed. I believe that all students would be lucky to be taught by Dr. Ward.

To conclude, I encourage you to accept Dr. Ward's application for tenure. She is an excellent professor that encourages learning. Her approachable nature promotes discussion and her clarity of presentation ensures understanding. I would not hesitate to take another course offered by Dr. Ward. She is an asset to Dalhousie University's Department of Economics.

Sincerely,
Jocelyn Amyoony



Chayanika Abeysekera
146 Driftwood Bay
Winnipeg, Manitoba
R2J 3P9

May 14, 2013

Department of Economics
Dalhousie University
6214 University Avenue
PO Box 15000
Halifax, Nova Scotia, B3H 4R2

To whom it may concern,

As a recent graduate of a Master of Development Economics from Dalhousie University, I strongly recommend Dr. Courtney Ward for tenure as well as promotion to associate professor.

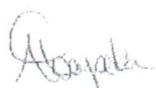
I had the pleasure of being taught by Dr. Ward for ECON 3338 in my very first semester at Dalhousie. With a finance background, this course was my first introduction to econometrics. A course such as introductory econometrics is not easy to teach, as most students equate their feelings towards the course with the work load and the difficulty level. I feel that Dr. Ward did an excellent job of systematically teaching the concepts and content of this challenging course. She went out of her way to write me a letter notifying me that I received one of the top 3 grades in the entire class for my midterm, which was an unbelievable confidence booster as well as an incentive to continue working hard for the final.

Because of my good experience with Dr. Ward during ECON 3338, I chose to take both ECON 5575 and 5576 as electives. This is definitely a rare choice for an MDE student, but Dr. Ward gave me the background as well as the confidence to know that I would be able to not only take the courses, but to succeed in them as well.

When it came to choosing a thesis supervisor, Dr. Ward's name immediately came to mind. I had a great experience having her as both a supervisor and a mentor. It was clear to me that she cared about my thesis work as well as my progress and learning experience.

For these reasons and many more, I would like to recommend Dr. Courtney Ward for tenure as well as a promotion to associate professor. She will be an excellent addition to the Economics Department's strong list of tenured professors.

Sincerely,



Chayanika Abeysekera

May 28, 2013

To Whom It May Concern,

This letter is written to support the consideration of tenure and promotion for Dr. Courtney Ward. Dr. Ward was the instructor of the course Introduction to Econometrics I, which I was enrolled in my first semester at Dalhousie University in September 2010. I also worked as her Teaching Assistant for the same course in the fall of 2012.

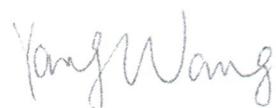
Dr. Ward is both a wonderful course instructor and work supervisor, and she is also a great friend of mine. I enjoyed her teaching and as well as working with her. She is a well-organized person. She comes to every class at least 10 minutes in advance to set up all the equipment needed and takes good advantage of modern technology. Dr. Ward follows her lecture notes she posts online for students and her consistency makes it easier for students to learn the course materials. Her visual demonstration and written explanation in the classroom help students focus on what's important and make her classes interesting. Dr. Ward is also good at individual teaching during her office hours and a good resource to solve problems remained after lectures. She is always welcoming students to raise questions after class and patient answering all of them. Her wonderful guidance and unique insights are very beneficial on finishing course projects and essays.

Dr. Ward is also a great instructor to work for. She helps connecting students and us teaching assistants so that we know what to expect from students when they come to look for help. She also plans ahead at the beginning of each semester what tasks each teaching assistant has during a semester and evenly distributes work hours. Dr. Ward keeps a good connection with teaching assistants and gets updates from us to have a better understanding what situation her class is in and make corresponding adjustment in class.

I have audited several lectures of her graduate level "Health Economics" course and found it really interesting. Health is a popular and important area to study and research in. I am sure that her excellence research skills and constant efforts will be beneficial to the Department in the success of academic research in the future.

Therefore, with all stated above, I support the promotion and tenure of Dr. Courtney Ward. I believe with the help of Dr. Ward, the Department of Economics will have a very bright future in academic success.

Sincerely,
Yang Wang



Ph.D. Student Letters

Paul Spin
PhD Candidate
Department of Economics
Dalhousie University
paul.spin@dal.ca

Tenure and Promotion Committee
c/o: Monique Comeau

June 27, 2013

RE: Student appraisal for Dr. Courtney Ward

Dear Members of the Tenure and Promotion Committee,

I am writing in strong support of Dr. Courtney Ward's application for tenure. Dr. Ward is a co-supervisor on my PhD dissertation committee. I have audited her graduate level course in Health Economics in the January-April semester of 2012 and was her teaching assistant for undergraduate econometrics. I am also collaborating with her on two research projects outside of my dissertation.

Dr. Ward's expertise in economics and helpfulness to students make her an excellent professor and a pleasure to work with as a research assistant or teaching assistant. As a co-supervisor on my thesis committee, her ongoing mentorship has been invaluable for developing my research ideas and output. Dr. Ward is always available for meetings, welcomes discussion about my research, and provides helpful advice for career planning.

Dr. Ward is an excellent instructor. I found her Health Economics lectures to be highly organized, clear and concise. She encouraged active learning through class discussion, seminars and student presentations, which helped students such as myself formulate research questions and develop thesis ideas. Her commentary of student presentations were constructive and thoughtful.

Her initiative and organization as an instructor are beneficial to colleagues and teaching assistants. When I was her teaching assistant for Introduction to Econometrics, Dr. Ward prepared all tutorial and computer lab lesson plans well in advance of scheduled meetings. This reduced my own preparation time and ultimately enhanced the quality of my time with students.

In summary, Dr. Ward is an excellent instructor and researcher. I have benefited tremendously from her enthusiasm and expertise and I expect future students to benefit from her teaching. I support her application for tenure without reservation.

Sincerely,

Paul Spin



Kyoung Mook Lim
3-6080 Pepperell Street
Halifax, NS
B3H 2N7

June 18, 2013

To whom it may concern:

I am delighted to write this letter in effectiveness of tenure consideration for Dr. Courtney Ward. I have worked as a teaching assistant to her econometrics and health economics courses. And I have been working on my doctoral thesis under her guidance since fall 2011. Her capacity as a researcher and as an instructor has been my role model.

Dr. Ward has been a popular professor among students at Dalhousie University. The students find her lectures to be well-organized and relevant to their lives. For instance, in the undergraduate econometrics course, students are trained to write a paper with application of various statistics tools. This has been extremely effective in building students' research skills for evidence-based approach to public policy. With Dr. Ward's continued guidance, many students develop their term paper to a thesis or part of application to further education and job market.

I have also benefited from Dr. Ward's guidance on my doctoral thesis. As the thesis relates to health economics, Dr. Ward's expertise has helped me navigating through the literature and constructing the empirical model of the thesis. Throughout all these, she conveyed her critical comments with respect and encouragement.

In summary, I am optimistic in Dr. Courtney Ward's tenure prospect, because of her capacity as a researcher, as an instructor, and as a thesis supervisor. And I am confident in her ability to continue making positive impact in her students' life and in the research body at Dalhousie University.

Sincerely Yours,

Kyoung Mook Lim

June 20, 2013

Tenure & Promotion Committee
Department of Economics
Dalhousie University

Tenure & Promotion Committee,
I have known Professor Ward for four years, and she has been a reader on my PhD thesis committee for the past three years. She has had a very positive influence on both my education and my career.

For my thesis, Professor Ward was very helpful in defining my research topics. She asked insightful questions and suggested alternative ways of thinking about my analysis. She was a source of great ideas, and demonstrated a true passion for research. She was also helpful in pointing out areas for sensitivity analysis as well as the most recent papers in the literature. She displayed a genuine interest in my research and my success as a student. On several occasions, she communicated her support and encouragement for the completion of my degree.

In late 2010, as a member of my thesis committee, Professor Ward helped prepare me for the job market. She provided advice and material on what to include in a job market package. She also participated in and provided constructive feedback during my mock job market interview, and provided valuable suggestions on how to handle interview and seminar questions.

Professor Ward has demonstrated that she is very knowledgeable, hard-working, and caring. I have benefitted greatly from her assistance over the past three years; I completed my thesis in April 2013 and I started working as an economist for the Bank of Canada in December 2010. I support her tenure and promotion to associate professor in the fall of 2013.

Regards,



Sarah MacPhee

To: Tenure and Promotion Committee

From: Ekaterina Bezrukova

Re: Tenure and Promotion of Dr. Courtney Ward

Date: July 08, 2013

I was as a special student in ECON 5231 class taught by Dr. Ward in Winter 2013. I have not taken other courses at Dalhousie and was only registered for this course.

I enjoyed the teaching style of Dr. Ward. From the first lecture Professor Ward tried to establish close communication with the students by, for example, asking each student about their expectations, research interests and then explaining whether the course would meet these expectations. This open and interactive lecture approach of Professor Ward has helped me feel more at ease during the course.

I have found the course well organized and well structured. The outline was very well prepared; I found particularly useful the timelines (proposed weeks and topics) as well as the references to the literature for each topic. The structure of the course, which consisted of lectures and seminars, as well as the course requirements (a presentation and a paper) have been well explained at the first lecture, and discussed several times throughout the course. This has helped me better manage my time and workload. I also liked the way Blackboard was used for submitting work and sharing material.

In terms of lecture content and presentation, I really appreciated Professor Ward's enthusiasm and vast knowledge on the topic. It was inspiring for me as a student to go to the lectures where the professor could comment on so many things beyond the main theoretical points. Another distinct feature of Professor Ward's lectures was her desire to teach students to think as researchers, by properly identifying research questions and using the right methods. Irrespective of the topic of the lecture, Dr. Ward would keep a constant focus on the underlying methods and would provide very helpful intuitive explanations about how each method works. It was often eye-opening to me when I could finally understand certain econometric methods and the way they were used in applied research.

In terms of student evaluation, I found Professor Ward's approach objective and explicit. One example of this was the list of criteria by which student presentations

were to be evaluated, and which was distributed in advance. The final evaluation report based on these criteria was helpful in understanding the mark.

Overall, I found this class one of the best in terms of the balance between lectures and student participation, the teaching skills and knowledge of the instructor, and the amount of research skills that I have learned in this course.

Sincerely,

Ekaterina Bezrukova

A handwritten signature in black ink, appearing to read "E. Bezrukova".

May 21, 2013

Monique Comeau
Department of Economics, Dalhousie University
6214 University Avenue
PO Box 15000
Halifax, NS B3H 4R2

Re: Appraisal of Dr. Courtney Ward

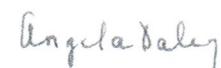
I have known Dr. Ward since September 2010, when I started working as her teaching assistant. She was very proactive and organized in all matters related to the course. She was clear about her expectations for me as a teaching assistant. At the same time, she recognized that I was a student myself, and was understanding about scheduling conflicts. Dr. Ward gave me the appropriate resources to do my job effectively. And, she took time to support me in becoming a better teaching assistant e.g. tips for delivering tutorials, best practices for grading.

I also had the pleasure of taking a course from Dr. Ward. I often admired her ability to maintain a balance between supporting students through the learning process while holding us accountable for the work. The course evaluations were good metrics of learning. And, Dr. Ward gave great feedback. I still use a lot of her suggestions in my current work. Dr. Ward designed the course so as to keep students actively engaged throughout the semester. On balance, she was a knowledgeable, approachable instructor with a genuine interest in the betterment of students.

Though she is not on my supervisory committee, I have had several opportunities to talk to Dr. Ward about my research interests and career aspirations. She goes out of her way to enquire about my progress, give advice, notify me of opportunities, etc. She has been a tremendous support to me, both in terms of research and other aspects of my academic career. For me, Dr. Ward has been a highlight of my time in the Department of Economics at Dalhousie University.

Please do not hesitate to contact me if you would like further information about this appraisal. I can be reached via phone at 902-826-1898 or email at angela.daley@dal.ca.

Kind Regards,



Angela Daley