

## **Pamplin Procedure for Appointment or Promotion of Full-time Non-tenure Track Faculty**

### **Policy 450**

**Revised: April 29, 2022**

The College is making increased use of the Instructor/Advanced Instructor/Senior Instructor, Assistant/Associate/Professor of Practice, and Collegiate Assistant/ Associate/Professor ranks. These appointments originate in the departments but as in the case of all appointments, must be made in accordance with the guidelines set forth in Chapter 5 of the Faculty Handbook and using established university search procedures.

The College has developed the following guidelines for appointments, promotions and conversions in these non-tenure full-time faculty categories. Note that university strategic hires, like those associated with Destination Areas may have additional procedural requirements for the search committee and interview processes. Departments may develop additional procedures for making these appointments so long as they conform to the following guidelines:

- 1) New appointments of full-time faculty in any of these categories should be made using a formal search unless a search exemption is appropriate (i.e., appointment of an external candidate to a position restricted to one year or less). The department's normal procedures for conducting faculty searches should be followed except that a regional rather than national search may be requested. Faculty searches should be posted in appropriate locations to attract highly qualified and search committees should seek input from Pamplin's Assistant Dean for Diversity, Equity, Inclusion and Belonging to develop diverse applicant pools. Departments are reminded that Search Committees should include one member from outside the department.

For non-tenure track new hires, initial rank is determined using the guidelines provided herein. If the hiring plan and job posting identifies the rank as assistant or associate, then the search committee recommends an appropriate rank based on their review of the candidate's qualifications. This becomes part of the hiring recommendation to the department head. The department head forwards his or her recommendation to the Dean. The Dean's decision is final.

If the hiring plan and job posting indicate the assistant rank, but the search committee based on its review of the candidate's qualifications, recommends the associate rank, the search committee's recommendation of rank is sent to the department promotion and tenure committee for review. The department promotion and tenure committee's recommendation is forwarded to the department head. The department head forwards his or her hiring recommendation including rank to the Dean. The Dean's recommendation is forwarded to the Provost. This would require a search exemption, as the position description did not encourage applicants appointable at the associate level.

For hires at the rank of Collegiate Professor or Professor of Practice, the candidates CV is forwarded to department promotion and tenure committee for review and their recommendation is forwarded to the department head. The recommendation of the department head is then forwarded to the college promotion and tenure committee for review and their recommendation is forwarded to the Dean whose decision on rank is final. The dean's recommendation is forwarded to the Provost.

- 2) Promotions within any of these categories follow existing procedures. The Faculty Handbook (5.2.4) specifies that a dossier including relevant portions of the regular P&T dossier be prepared and that the case be considered at both the departmental and College levels. Promotions will be entertained only in accordance with the regular P&T review schedule and will become effective on the same schedule as tenure-track faculty promotions.
- a. Instructor to advanced instructor or advanced instructor to senior instructor: The Faculty Handbook (5.1.6) sets out the expected qualifications for faculty at each instructor rank. It also requires five years of service in rank before a promotion can be initiated. The College requires that any faculty member beyond the rank of instructor must, at the time promotion is considered, qualify for one of the four faculty qualifications in the current AACSB standards as implemented in the College (e.g., Scholarly Academic [SA], Practice Academic [PA], Scholarly Practitioner [SP], or Instructional Practitioner [IP] as defined in Policy 415).
  - b. Assistant to associate or associate to (full) professor of practice: The Faculty Handbook (5.1.4) sets out expected qualifications for faculty at each professor of practice rank. In addition, the College requires that all faculty of practice qualify for one of the four faculty qualifications in the current AACSB standards as implemented in the College (e.g., Scholarly Academic [SA], Practice Academic [PA], Scholarly Practitioner [SP], or Instructional Practitioner [IP]). Further detail is provided in the attached Appendix on determining rank in this track.
  - c. Assistant to associate or associate to (full) collegiate professor: The Faculty Handbook (5.1.4) sets out expected qualifications for faculty at each rank in this track. In addition, the College requires that all collegiate faculty members maintain Scholarly Academic (SA) or Practice Academic (PA) status under current AACSB standards as implemented in the College. Further detail is provided in the attached Appendix for determining rank in this track.
- 3) Conversions of faculty between categories (e.g., instructor, professor of practice, collegiate faculty, tenure-track, administrative professional faculty) are handled procedurally like promotions. conversion to a position in a different rank is initiated by the Department Head. These conversions often may be appropriate when a faculty member achieves a fundamentally new qualification (e.g., an advanced degree; terminal degree in the case of collegiate faculty; a research record unexpected for their current rank) that makes his or her profile better aligned with the alternate track or if a new category of faculty is created that did not exist previous to their hiring. (Refer to the Faculty Handbook for descriptions of the ranks of instructor, professor of practice, and collegiate professor.)

#### 4) Promotion Procedures

A dossier including relevant portions of the regular P&T dossier is prepared using the university's approved templates. The dossier should include a statement of direction and accomplishment addressing research (if relevant), teaching and service activities, a full curriculum vitae, and other relevant documentation. In addition to student evaluations of teaching, a peer review of teaching should be included. Further, promotions from the rank of Associate Professor of Practice to Professor of Practice and from Associate Collegiate Professor to Collegiate Professor require external letters of evaluation. As in the case of other faculty promotions, the promotion case should be considered by the department Promotion and Tenure Committee and the committee's recommendation forwarded to the

Department Head, who should write a decision letter. Assuming the department committee or the department head supports the promotion, the case is forwarded to the College Promotion and Tenure Committee for review at its December meeting and their recommendation in the form of a letter from the committee is forwarded to the Dean for final action. If the department committee does not support the promotion and the department head concurs with that decision, the department head forwards the committee recommendation and a letter confirming non-support for the promotion to the dean.

## **Appendix A: Determination of Initial Rank for Non-Tenure Track Faculty**

### **1. INSTRUCTORS**

In the Pamplin College of Business the primary mission of instructors is the delivery and continued improvement in quality of undergraduate education and otherwise enhancing the undergraduate learning experience.

#### **1.1. Determining the Initial Rank of Instructors**

##### **1.1.1. Work Experience**

Individuals considered for Instructor positions should have experience in areas of practice related to the domains in which they will be expected to teach and in the program areas they will support. This could include domain-relevant evidence of teaching experience in post-secondary education, corporate training or executive education.

##### **1.1.2. Reputation**

Individuals considered for Instructor positions should have developed a strong and positive local or regional reputation related to their contributions to management practice or thought. This can occur through demonstrated operational success in organizations or through unique contributions to business practice that enhance organizational effectiveness, economic growth, or promote ethical behavior.

##### **1.1.3. Educational/Academic Rank**

Individuals with a Ph.D. or master's degree may hold the rank of instructor. In addition, individuals with bachelor's degrees and significant years of practical experience in the field in which they are expected to teach may also hold the rank of instructor. Faculty who have previously earned the rank of Advanced or senior instructor, or their equivalents, at peer or better institutions would be considered for, but not necessarily guaranteed, similar ranks as instructors.

##### **1.1.4. Pamplin/AACSB Classification**

Individuals who are considered for Instructor positions are normally expected, but are not required at the time of hire, to qualify for one of the four faculty qualifications in the current AACSB standards as implemented in the college.

### **2. PROFESSORS OF PRACTICE**

In the Pamplin College of Business the primary mission of Professors of Practice is to enhance the quality of undergraduate education through excellence in instructional effectiveness, practice-based enhancements that maintain the currency of curricula and by connecting student learning to current practices of industry partners.

#### **2.1. Determining the Initial Rank of Professors of Practice**

##### **2.1.1. Work Experience**

Individuals considered for Professor of Practice positions should have substantive work experience in areas of practice related to the domains in which they will be expected to teach and in the program areas they will support. Individuals considered for the rank of Associate or Full Professor of Practice will have more extensive work experience demonstrating increasing responsibility with continued records of success preferably capped by holding senior, executive-level positions in industry leading nationally or internationally recognized organizations and/or experience as owner founder of one or more successful new ventures or have lead successful large scale organizational turnaround efforts.

### **2.1.2. Reputation**

Individuals considered for Professor of Practice positions should have developed a strong and positive local, regional, national or international reputation for their contributions to management practice and thought. This can occur through demonstrated operational success in the organizational units they have led and through unique contributions to business practice that enhance organizational effectiveness, economic growth, or promote ethical behavior. Evidence of reputational impact may be in the form of industry recognition, consulting on a national or international basis in one's area of expertise, holding positions of leadership in industry, trade, regulatory, or professional associations, holding positions on the boards of directors for major local, regional, national or international organizations, publishing research in highly respected outlets, publishing widely read and recognized books or other printed material, and/or speaking or appearing frequently before local, regional, national or international audiences.

### **2.1.3. Education/Academic Rank**

Individuals with master's degrees or terminal (Ph.D.) degrees may hold professor of practice positions. In addition, individuals with bachelor's degrees and significant years of practical experience in the field in which they are expected to teach may also hold the rank of professor of practice. Faculty who have previously earned the rank of associate or full professor at peer or better institutions would be considered for, but not necessarily guaranteed, similar ranks as professors of practice.

### **2.1.4. Pamplin/AACSB Classification**

Individuals who are considered for any of the Professor of Practice ranks must qualify for one of the four faculty qualifications in the current AACSB standards as implemented in the college when hired. Individuals considered for promotion to a professor of practice rank must qualify for one of these qualifications. Typically Professors of Practice will be expected to meet the requirements for Instructional Practitioner (IP).

## **3. COLLEGIATE FACULTY**

In the Pamplin College of Business Collegiate Faculty contribute to the instructional, research and service missions of the college. Collegiate faculty are actively involved in teaching courses and building curriculum for the college's masters and undergraduate educational programs and making applied, translational or pedagogical scholarly contributions. Collegiate faculty are expected to have a significant external focus. This can be accomplished by enhancing the college's engagement with external partners, particularly the business community, leveraging those relationships to enhance research, masters and undergraduate teaching and college outreach. External focus can occur through participation in sponsored research with public or private partners, publication of applied or pedagogical research, collaborative research with faculty outside the college, the development and delivery of executive programs, and connecting

industry partners to students in the classrooms through sponsorship of capstone projects. Collegiate faculty may be hired with an expectation that their efforts generate external funding.

The contributions of Collegiate Professors can take many forms. Therefore, specific performance expectations for collegiate faculty will be outlined in the faculty member's terms of faculty offer (TOFO).

### **3.1. Determining the Initial Rank of Collegiate Faculty**

#### **3.1.1. Teaching and Instruction**

Individuals considered for Associate or (Full) Collegiate Professor must demonstrate experience in the areas in which they are expected to teach and demonstrate competence or be capable of attaining high levels of competence as classroom instructors in for-credit or non-credit executive programs.

#### **3.1.2. Research**

Individuals considered for Collegiate Faculty positions should have a record of scholarly contribution that qualifies them for practice academic (PA) or scholarly academic (SA) under current AACSB standards as implemented in the College. Research is defined as the production of new knowledge and insights, creative synthesis of existing knowledge, new or improved pedagogical methods, or the translation of research insights to improve organizational effectiveness.

The results of research may appear as funded sponsored research projects, articles in peer-reviewed and non-peer reviewed journals, chapters in books, books, or as translational, applied or pedagogical scholarship in practice-oriented journals. Research activity can also be indicated by editorial activities at relevant journals, presentations at academic and professional meetings, or contributions to seminars and workshops.

#### **3.1.3. Work Experience**

Individuals considered for Collegiate Faculty positions should have substantive experience translating research to practice in areas related to the domains in which they will be expected to research and teach in the program areas they will support.

Individuals considered for the rank of Associate or (Full) Collegiate Professor will have more extensive experience. This could include research engagements with industry partners, consulting, or by holding management or executive-level positions in industry, leading nationally or internationally recognized professional, for profit or non-profit organizations.

#### **3.1.4. Reputation**

Individuals considered for Collegiate Professor positions should have developed a positive reputation for their contributions to management research, practice or thought. This can be demonstrated through a successful record of funded research, publications and unique contributions to business or education practice that enhance organizational effectiveness, economic growth, or promote ethical behavior.

Evidence of reputational impact may be in the form of industry recognition, patents, publications, consulting in one's area of expertise, holding positions of leadership in industry, trade, regulatory, or professional associations, holding positions on the boards of directors for organizations, publishing research that has evidence of impact, and/or speaking or appearing

frequently before external audiences.

### **3.1.5. Education/Academic Rank**

Individuals with terminal (Ph.D.) degrees who have previously earned the rank of associate or full professor at peer or better institutions would be considered for, but not necessarily guaranteed, similar ranks as collegiate professors.

### **3.1.6. Pamplin/AACSB Classification**

Individuals who are considered for any of the Collegiate Professor ranks must qualify for the Scholarly Academic (SA) or Practice Academic (PA) in the current AACSB standards as implemented by the college.

## **Appendix B: Guidelines for Promotion of Non-Tenure Track Faculty**

### **4. Promotion to the Rank of Advanced Instructor or Senior Instructor**

Where decisions on initial appointment are based on records of activity and achievement established prior to a faculty member joining Pamplin, cases for promotion are evaluated on a faculty member's contributions and achievements while a Pamplin faculty member or, for faculty that have previously been promoted within rank, since their last promotion. To be eligible for promotion an instructor must have held their current rank for at least five years and demonstrate consistently strong and/or improving performance during that time. Five years of service in rank is a necessary, but not a sufficient criterion for consideration of promotion to advanced or senior instructor.

#### **4.1.1. Teaching Effectiveness**

Individuals considered for promotion to the ranks of Advanced or Senior Instructor must demonstrate consistent high levels of competence, or continuing improvement resulting in high levels of competence as classroom instructors. Evidence of classroom effectiveness in the form of student ratings of teaching effectiveness and peer evaluations of teaching effectiveness is required. Documented evidence of students attaining high levels of proficiency in the use of the knowledge and skills specified in course and curricular level learning objectives is highly desired.

#### **4.1.2. Program Enhancement**

Individuals considered for promotion to the ranks of Advanced or Senior Instructor will have demonstrated excellence in one or more areas of curricular development or enhancement. This may occur through initiating course based improvements, or the development of new courses, concentrations or degree programs that demonstrate contributions that enhance student engagement, enrich scholarship, and/or better prepare students for entry into professions or continued graduate education. Program enhancement could also occur through serving as an advisor of student programs, clubs or initiatives, leadership or strong support for college initiatives or through engagement with department or college advisor committees, alumni and the business community.

#### **4.1.3. External Reputation**

Individuals considered for promotion to Advanced and particularly or Senior Instructor will have created an enhanced positive local, regional, national or international reputation in one or more areas of expertise. Evidence of reputational impact may be in the form of industry recognition, holding positions of leadership in industry, trade, regulatory, or professional associations, holding positions on the boards of directors for major local, regional, national or international organizations, contributions to effective pedagogy or appearing frequently before local, regional, national or international audiences.

#### **4.1.4. Pamplin/AACSB Classification**

Individuals who are considered for promotion to Advanced or Senior Instructor must qualify for one of the four faculty qualifications in the current AACSB standards as implemented in the college at the time promotion is considered. Typically they should meet the requirements of Instructional Practitioner (IP).

#### **4.1.5. Service**

Individuals considered for promotion to the Advanced or Senior Instructor are expected to demonstrate professional collegiality as part of their service obligation. Collegiality includes but



is not limited to participating in meaningful and positive ways in the activities of the college and the university, interacting with others in respectful ways, supporting the intellectual and professional development of colleagues, and acting with integrity.

Accepting service roles in a department, the college, or the university is a necessary but not a sufficient condition for being judged to have demonstrated a rank-appropriate level of service. Faculty members must also be judged to make appropriate and meaningful contributions through their service activities. In general, making significant contributions in a few service roles will be valued more highly than making minor contributions in a large number of service roles.

#### **4.2. Promotion to the Rank of Associate or Professor of Practice**

Where decisions on initial appointment are based on records of activity and achievement established prior to a faculty member joining Pamplin, cases for promotion are evaluated on a faculty member's contributions and achievements while a Pamplin faculty member or, for faculty that have previously been promoted within rank, since their last promotion. There is no requirement for minimum years of service for individuals to be considered for promotion to Associate or Professor of Practice. But any individual considered should have been in their current role at Virginia Tech for a sufficient length of time to permit a reasonable evaluation of their effectiveness across the range of appropriate performance dimensions.

For candidates considered for promotion to the rank of Professor of Practice, it is expected that at least two external letters will be solicited from prominent individuals outside of the university who are familiar with the candidate's work. These letters should collectively evaluate the candidate's contributions to teaching effectiveness, program enhancement and reputation.

##### **4.2.1. Teaching Effectiveness**

Individuals considered for promotion to the ranks of Associate or (Full) Professor of Practice must demonstrate consistent high levels of competence, or continuing improvement resulting in high levels of competence as classroom instructors. Evidence of classroom effectiveness provided by student ratings of teaching effectiveness and peer evaluations of teaching effectiveness is required. Documented evidence of students attaining high levels of proficiency in the use of the knowledge and skills specified in course and curricular level learning objectives is desired.

##### **4.2.2. Program Enhancement**

Individuals considered for promotion to the ranks of Associate or (Full) Professor of Practice will have demonstrated excellence in one or more areas of curricular or extra-curricular programming directly related to college or department strategic initiatives. This may occur through initiating and fostering the development of new programs and/or demonstrating contributions resulting in substantial improvement to existing programs that enhance student engagement, enrich scholarship, and/or better prepare students for entry into professions or continued graduate education. This could occur as advisors of student programs, clubs or initiatives, leadership of college centers or institutes, or engagement with department or college advisor committees, alumni and the business community. Individuals considered for promotion should have demonstrated the capacity to function effectively as student mentors and a capacity to guide student-led and volunteer programs.

### 4.2.3. External Reputation

Individuals considered for promotion to the ranks of Associate or (Full) Professor of Practice will have enhanced a positive local, regional, national or international reputation in one or more areas of expertise. Evidence of reputational impact may be in the form of industry recognition, holding positions of leadership in industry, trade, regulatory, or professional associations, holding positions on the boards of directors for major local, regional, national or international organizations, conducting and publishing research in highly respected peer-reviewed academic journals, publication in trade journals, writing books and book chapters, appearing on scholarly and trade conference programs, publishing books or other printed material, speaking or appearing frequently before local, regional, national or international audiences and performing consulting to local, regional, national or international firms in the individual's areas of recognized expertise.

### 4.2.4 Service

Individuals considered for promotion to the ranks of Associate or (Full) Professor of Practice are expected to demonstrate professional collegiality as part of their service obligation. Collegiality includes but is not limited to participating in meaningful and positive ways in the activities of the college and the university, interacting with others in respectful ways, supporting the intellectual and professional development of colleagues, and acting with integrity.

Accepting service roles in a department, the college, or the university is a necessary but not a sufficient condition for being judged to have demonstrated a rank-appropriate level of service. Faculty members must also be judged to make appropriate and meaningful contributions through their service activities. In general, making significant contributions in a few service roles will be valued more highly than making minor contributions in a large number of service roles.

### 4.2.5 Pamplin/AACSB Classification

Individuals who are considered for promotion to Associate or Professor of Practice ranks must qualify for one of the four faculty qualifications in the current AACSB standards as implemented in the college when hired. Individuals considered for promotion to a professor of practice rank must qualify for one of these qualifications. Typically Professors of Practice will be expected to meet the requirements for Instructional Practitioner (IP).

## 1.1. Promotion to the Rank of Associate or (Full) Collegiate Professor

Where decisions on initial appointment are based on records of activity and achievement established prior to a faculty member joining Pamplin, cases for promotion are evaluated on a faculty member's contributions and achievements while a Pamplin faculty member or, for faculty that have previously been promoted within rank, since their last promotion. There is no minimum number of years of service required for individuals to be considered for promotion to Associate or (Full) Collegiate Professor. But any individual considered should have been in their current role at Virginia Tech for a sufficient length of time to permit a reasonable evaluation of their effectiveness across the range of appropriate performance dimensions.

For candidates considered for promotion to the rank of Associate or Collegiate Professor, it is expected that at least two external letters will be solicited from prominent individuals outside of the university who are familiar with the candidate's work. These letters should collectively address the candidate's scholarly contributions, teaching quantity and variety, program enhancement and reputation.

### **1.1.1. Research**

Individuals considered for promotion to the ranks of Associate or (Full) Collegiate Professor must demonstrate consistent high levels of competence, or continuing improvement resulting in scholarly achievement that demonstrates social and/or economic impact as indicated in their terms of faculty offer. Evidence of research achievement is provided by funded grant proposals, publications of pedagogical, translational or core research in target journals, books or book chapters, or presenting scholarly work at national conferences, or through seminars, workshops or blogs.

### **1.1.2. Teaching Effectiveness**

Individuals considered for promotion to the ranks of Associate or (Full) Collegiate Professor must demonstrate consistent high levels of competence, or continuing improvement resulting in high levels of competence as classroom instructors in for-credit or non-credit executive programs. Evidence of classroom effectiveness provided by student ratings of teaching effectiveness and peer evaluations of teaching effectiveness is required. Documented evidence of students attaining high levels of proficiency in the use of the knowledge and skills specified in course and curricular level learning objectives is desired.

### **1.1.3. Program Enhancement**

Individuals considered for promotion to the ranks of Associate or (Full) Collegiate Professor will have demonstrated excellence in one or more areas of industry engagement (i.e., sponsored research, executive education, etc.) and/or curricular or extra-curricular programming directly related to college or department strategic initiatives, including executive education. This may occur through initiating and fostering the development of new programs and/or demonstrating contributions resulting in substantial improvement in existing programs that enhance masters or undergraduate student engagement, enrich scholarship, and/or better prepare students for entry into professions or continued graduate education. This could occur as advisors of student programs, clubs or initiatives, leadership of college centers, institutes, strategic programs or engagement with department or college advisor committees, alumni and the business community. For collegiate faculty with expectations for generating external funding, individuals considered for promotion should have demonstrated the capacity to generate substantial external funding through their programmatic efforts.

### **1.1.4. External Reputation**

Individuals considered for promotion to the ranks of Associate or (Full) Collegiate Professor will have a positive local, regional, national or international reputation in one or more areas of expertise. Evidence of reputational impact may be in the form of research grants and publications in target journals, academic or professional recognition, holding positions of leadership in scholarly, industry, trade, regulatory, or professional associations, holding positions on the boards of directors for major local, regional, national or international organizations, conducting and publishing research in highly respected peer-reviewed academic journals, publication in trade journals, writing books and book chapters, appearing on scholarly and trade conference programs, publishing books or other printed material, speaking or appearing frequently before local, regional, national or international audiences and performing consulting to local, regional, national or international firms in the individual's areas of recognized expertise.

### 1.1.5. Service

Individuals considered for promotion to the ranks of Associate or (Full) Collegiate Professor are expected to demonstrate professional collegiality as part of their service obligation. Collegiality includes but is not limited to participating in meaningful and positive ways in the activities of the college and the university, interacting with others in respectful ways, supporting the intellectual and professional development of colleagues, and acting with integrity.

Accepting service roles in a department, the college, or the university is a necessary but not a sufficient condition for being judged to have demonstrated a rank-appropriate level of service. Faculty members must also be judged to make appropriate and meaningful contributions through their service activities. In general, making significant contributions in a few service roles will be valued more highly than making minor contributions in a large number of service roles.

### 1.1.6. Pamplin/AACSB Classification

Individuals considered for promotion to Associate Collegiate Professor or Collegiate Professor must qualify as a Scholarly Academic (SA) or Practice Academic (PA) in the current AACSB standards as implemented by the college at the time they are considered for promotion.

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