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 the Faculty Handbook and using established university search procedures. As such, the College has developed the following guidelines for appointments and promotions in these non-tenure full-time faculty tracks. Note that university strategic hires, like those associated with Destination Areas may have additional procedural requirements for 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 tracks 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. Departments are reminded that Search Committees should include one member from outside the department.

2) 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 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]).

   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. 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 SA or 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.

d. Promotion within category 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. The dossier should include a statement of direction and accomplishment addressing research, teaching and service activities, full curriculum vitae, and other relevant documentation (e.g., teaching evaluation data). In addition to student evaluations of teaching, a peer review of teaching should be included. 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 head supports the promotion, the case is forwarded to the College Promotion and Tenure Committee for review at its January meeting and their recommendation forwarded to the Dean for final action. As such, 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.

3) Conversions of faculty between tracks (e.g., instructor, professor of practice, collegiate faculty, tenure track) are considered promotions and are subject to the procedures for promotions outlined below. Faculty hired into one track are not typically promoted to positions in other tracks. However, this promotion is possible 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. (Refer to the Faculty Handbook for descriptions of the ranks of instructor, professor of practice, and collegiate professor and to the appendix of this document for examples of typical characteristics of an assistant, associate or full professor of practice or collegiate professor.)

A dossier including relevant portions of the regular P&T dossier is prepared. The dossier should include a statement of direction and accomplishment addressing research (if relevant), teaching and service activities, full curriculum vitae, and other relevant documentation (e.g., teaching evaluation data). In addition to student evaluations of teaching, a peer review of teaching should be included. 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 head supports the promotion, the case is forwarded to the College
Promotion and Tenure Committee for review at its January meeting and their recommendation forwarded to the Dean for final action. As such, 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.

Appendix: Determination of Rank in Professor of Practice Track

1. Determining the Initial Rank of Professors of Practice

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 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.

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.

1.3. 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 professors of practice.

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 when hired. Individuals considered for promotion to a professor of practice rank must qualify for one of these qualifications. In most cases, Professors of Practice will be classified as
Instructional Practitioner (IP).

1.5. Exemplar Profiles for Assistant, Associate and Full Professors of Practice

This section provides examples of the types of business career achievements that are associated with individuals initially hired at each rank within the Professor of Practice. The hiring department and college must exercise judgment when making the initial determination of rank. Candidates are not expected to have achieved all characteristics listed below and may have other relevant achievements not included in the examples below.

1.5.1. Assistant Professor of Practice:

General management experience in a regional business generating revenues of $10 million annually. Progressive experience and increasing responsibility over a 10 year career. Has managed a small start-up and has a strong local reputation as a business person. Member of the local chamber of commerce and sits on the board of several local for profit and not-for profit business. Member of the Chamber of Commerce and an active participant in local professional associations. Has published on-line materials related to the profession and is a frequent speaker at local and regional events. Some experience in executive education and/or post-secondary teaching.

1.5.2. Associate Professor of Practice

Recent promoted to an executive level position in a nationally recognized business with revenues exceeding $500 million annually. This is part of a 15-year business career that includes extensive director and unit operating level leadership demonstrating increasing responsibility while developing new products or business units and production processes. Strong local regional reputation for business acumen based on recognized business performance. Active participation in trade and professional associations, having served on regional and national committees. Currently is a member of the board of directors of a top regional company. Has published a book based on her business experience. Is a frequent speaker at regional events and has consulted within her area of expertise with nationally recognized businesses. Extensive experience in executive education.

1.5.3. (Full) Professor of Practice

Recently retired as the Chief Financial Officer for Fortune 1,000 software firm, capping a 25-year business career which includes positions of increasing responsibility and organizational breadth. Strong record of organizational success and widely recognized for innovative organizational practice and effective redeployment of organizational resources to changing organizational needs. Nationally recognized business leader. Sits on the board of directors of a local bank and a national software retailer. Has published a book in the popular press that is national recognized and is a frequent speaker at regional and national events. Consults internationally on market development and has extensive experience in executive mentoring and development.

2. Promotion to the Rank of Associate or (Full) Professor of Practice
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 is provided by student ratings of teach effectiveness, peer evaluations of teaching effectiveness and 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.

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 extracurricular 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 in 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.

2.3. External Reputation

2.4. 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.

Individuals considered for promotion to the ranks of Associate for (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.

2.5. Exemplar Profiles of Candidates for Promotion

2.5.1. Associate Professor of Practice
Extensive record of consistently strong or improving teaching effectiveness over several years and two or more courses. Meaningful involvement and experience in curriculum development or new methods of pedagogical delivery by participating in a faculty team that redesigned a core course in the curriculum to realign it with business needs and to allow it to be offered in “flipped classroom” style. Evidence of the capacity to initiate, enhance or grow programming related to the strategic direction of the department or college through the initiation of a student organization to raise awareness and support the development of women entrepreneurs among college students. Active participant in the professional community and raised the reputation of the college through participation on the leadership team for associations regional members. An active consultant who has participated in and supports the departments research activities by creating and building connections with the business community.

2.5.2. (Full) Professor of Practice
Consistently high performance in teaching effectiveness. General recognition of strong performance among both students and peer faculty. Strong contributor in curriculum development and has guided major curriculum revisions and helped develop curriculum for new educational initiatives included a new program option and a new minor. Has developed and shared major changes in course delivery that have demonstrated improvement in student outcomes at lower cost and has taught other faculty how to implement these new techniques. Exceptional levels of success in initiating, enhancing and growing a new program to introduce analytic techniques in extra-curricular activities including developing an annual analytics challenge for all college seniors raising the profile of the college and increasing job opportunities and starting salaries for our students. Continues to publish in both the academic and popular press and has become a strong representative of the college at national meetings and as a frequent speaker at professional conferences and events.

3. Determining the Initial Rank of Collegiate Faculty

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

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

3.2. 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. Candidates may also demonstrate experience as owner/founder of one or more successful new ventures or have lead successful large scale organizational turnaround efforts.

3.3. 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 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 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.

3.4. 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.

3.5. Exemplar Profiles for Assistant, Associate and Full Collegiate Professors

This section provides examples of the types of research and career achievements that are associated with individuals initially hired at each Collegiate Professor rank. The hiring department and college must exercise judgment when making the initial determination of rank. Candidates are not expected to have achieved all characteristics listed below and may have other relevant achievements not included in the examples below.

3.5.1. Assistant Collegiate Professor:

In addition to having received a terminal degree in a field related to the area in which they will do research and teaching, shows evidence of research activity which may include research presentations at national conferences and submission activity at respected journals in the field. The research portfolio may contain evidence of
pedagogical, translational and/or core research. General management experience in a regional business with increasing responsibility. Has engaged in business consulting and has strong team management and group facilitation skills. Has published on-line materials related to the profession and is a frequent speaker at local and regional events. Some experience in executive education and/or post-secondary teaching.

3.5.2. Associate Collegiate Professor

Has developed a growing reputation in an area of pedagogical or translational research, having published articles in peer or non-peer reviewed journals. Active participant in scholarly and professional associations, presenting scholarship at conferences and has served as a reviewer of research manuscripts at one or more journals in areas of expertise. Has engaged in management consulting and delivered executive education for management or scholarly audiences and/or teaching at the post-secondary level. Strong local or regional reputation for business acumen. Active participation in trade and professional associations, having served on regional and national committees. Has been an active member of the local chamber of commerce and is a frequent speaker at regional events.

3.5.3. (Full) Collegiate Professor

Has developed a strong reputation for pedagogical, translational or core research in their field. Has published multiple articles in journals in the field that are recognized among scholars or has made substantive contributions to business pedagogy or business practice. In addition, may also have a substantial record of business performance in positions of increasing responsibility in a large national or international company and/or extensive consulting experience. Strong record of organizational success and widely recognized for innovative organizational practice and effective redeployment of organizational resources to changing organizational needs. Evidence achievement in the development of successful programs. Strong regional, national or international reputation for business acumen. Sits on the board of directors of a local bank and a national software vendor. Has published a book in the popular press that is national recognized and is a frequent speaker at regional and national events. Consults internationally on executive development and has extensive experience mentoring senior executives.

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

4.1. 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 publications in journals and research achievement leading to increasing local, national and/or international reputation. Evidence of research achievement is provided by 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. Individuals considered for promotion to associate or full collegiate professor rank must maintain SA or PA
qualification.

4.2. Teaching Effectiveness

Individuals considered for promotion to the ranks of Associate or (Full) Collegiate 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 is provided by student ratings of teaching effectiveness, peer evaluations of teaching effectiveness and 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.

4.3. 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 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 in 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, institutes, strategic programs 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.

4.4. External Reputation

Individuals considered for promotion to the ranks of Associate or (Full) Collegiate Professor 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 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.

4.5. Service

Individuals considered for promotion to the ranks of Associate for (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.

4.6. Exemplar Profiles of Candidates for Promotion

4.6.1. Associate Collegiate Professor

Record of publication in practice or translational and pedagogical journals. Has had her research referenced in the regional or national press. Extensive record of consistently strong or improving teaching effectiveness over several years in two or more courses. Meaningful involvement and experience in curriculum development or new methods of pedagogical delivery by participating in a faculty team that redesigned a core course in the college curriculum. Evidence of the capacity to initiate, enhance or grow programming related to the strategic direction of the department. Active participant in the community of professional scholars conducting five peer reviews of manuscript annually, and raised the reputation of the college through participation on the leadership team for a professional association regional event. An active consultant who has participated in and supports the departments research activities by creating and building connections with the business community.

4.6.2. (Full) Collegiate Professor

Consistently strong record of scholarship. Has published articles in peer review journals since achieving associate status, some of which may be in core research journals. Has a strong external reputation for translational work in organizational innovation. Consistently high performance in teaching effectiveness. Generally recognized for strong classroom performance and innovation among both students and peer faculty. Strong contributor in curriculum development and has guided major curriculum revisions and helped develop curriculum for new educational initiatives included a new pathways minor. Has developed and shared major changes in course delivery that have demonstrated improvement in student outcomes at lower cost and has taught other faculty how to implement these new techniques. Exceptional levels of success in initiating, enhancing and growing a new program to introduce real world projects into classroom learning raising the profile of the college and increasing job opportunities and starting salaries for our students. Frequently quoted in the popular press and has become a strong representative of the college at national meetings and as a frequent speaker at professional conferences and events.