

ACADEMICALLY QUALIFIED AND PROFESSIONALLY QUALIFIED FACULTY

I. Rationale

AACSB accreditation standards clearly articulate the need for schools to demonstrate that faculty are current in their field of teaching. In Standard #10, which addresses faculty qualifications, is the following:

“Academic qualification requires a combination of original academic preparation (degree completion) augmented by subsequent activities that maintain or establish preparation for current teaching responsibilities.”

Further,

“Regardless of their specialty, work experience, or graduate preparation, the standard requires that faculty members maintain their competence through efforts to learn about their specialty and how it is applied in practice.”

The standard goes on to discuss the school’s “portfolio of intellectual contributions,” which can provide evidence of faculty currency in their field. Our portfolio must include contributions to learning and pedagogical research, contributions to practice, and disciplined-based scholarship.

The language is also quite clear in differentiating professional development activities from activities that demonstrate currency and relevancy:

Faculty development activities do not have inherent value in and of themselves. ... The critical factor in determining whether faculty members bring current and relevant information is the impact of faculty member’s development activities on the mission of the school.”

The standards are specific in that business schools are expected to recruit and maintain a roster of qualified teaching faculty. The AACSB generally defines “qualified” as a combination of appropriate academic credentials plus evidence of currency in the teaching field.

The standards are vague in that business schools are expected to develop operational definitions of “qualified” that appear congruent to the specific mission of the business school.”

II. Definition of Academically Qualified

A faculty member¹ in the College of Business (COB) will be considered academically qualified (AQ) provided s/he meets the following conditions:

¹ “Faculty member” means anyone who is assigned to teach a COB class, regardless of contract status (tenured, tenure track, temporary instructor, part-time instructor, non-tenure track, etc.).

1. Possesses a doctoral degree in (or related to) the field in which s/he is teaching; and
2. Has published at least 2 quality journal articles over the past 5 years (one may be forthcoming with a confirmed date of publication), or
3. Has published 1 quality journal article and at least 1 validating academic experience over the past 5 years, or
4. Has published 1 quality journal article, at least two conference proceedings, and at least two other intellectual contributions over the past 5 years.

Exceptions:

- (i) Faculty members who are ABD will be considered AQ if they are within three years of completion of their doctoral comprehensive examinations.
- (ii) Faculty members who have received a terminal degree in the discipline in which they teach within the last 5 years will be considered AQ.
- (iii) Faculty members who do not possess a doctoral degree, but satisfy conditions 2, 3, or 4 will be considered AQ.
- (iv) Administrators may maintain AQ status by continuing development activities related to the position.

III. Definition of Professionally Qualified

A faculty member¹ in the College of Business will be considered professionally qualified (PQ) provided s/he meets the following conditions.

1. Possess at least a specialized master's degree in business or MBA degree with proper justification; and
2. Is currently working full-time (or almost full-time) in business with job responsibilities related to the field in which s/he is teaching, or
3. Has published 1 quality journal article over the past 5 years, or
4. Has completed at least 1 validating professional experience over the past 5 years.

Exceptions:

- (i) Faculty members who are not currently working in business, but retired from a full-time position in business within the last 5 years will be considered PQ.
- (ii) Businesspeople with doctoral degrees who transition from careers in industry to teaching positions in the COB will be considered PQ and may continue to pursue PQ status after the 5-year window.

IV. Quality Journal Articles and Validating Experiences

A quality journal article is an article that:

1. Was subjected to a documented formal review process;
2. Included a peer or editorial review; and

3. Is readily available for public scrutiny in a library or through an on-line retrieval service.

Factors to be considered:

- (i) The publication outlet must be one that is traditionally subscribed to by a college library or one that is available on-line. A “working paper series” published by a department, for example, is not an acceptable outlet by definition.”
- (ii) Approved COB refereed journals are included in the Sedona system. There is a defined COB process for petitioning journals to be added. It is the faculty’s responsibility to petition new journals for addition to the approved listing.
- (iii) Co-authorship of articles is not being addressed at this time. If your name is on an article, it is assumed you made a significant contribution. Adding authors who made little or no contribution to the article is a breach of academic integrity.

A validating experience is an activity or accomplishment that is considered to add value to an independent third-party. Typically, the third-party has “purchased” the talent or expertise of a faculty member, either literally or by selecting the faculty member to perform a highly valued function.

The rationale for a validating experience is that a faculty member possesses a certain degree of current knowledge, skill, or ability that is sought after by the business community or by others in academe.

Examples of validating experiences for academic qualification (AQ) include, but are not limited to the following:

1. A faculty internship where a faculty member works full-time for a company for a minimum period of time (say, at least 5 weeks) and is given a project to complete or set of responsibilities to execute.
2. Major editorial responsibilities such as editor-in-chief or executive editor of a journal or practitioner periodical.
3. A funded grant proposal from a major funding agency.
4. Publishing the second (or higher) edition of a textbook. (Or, evidence that the first edition of the textbook has been widely adopted by peer schools.)
5. Writing an invited article for an academic journal or a nationally-known practitioner periodical.
6. Obtaining new (and appropriate) professional certification.

Factors to be considered:

- (i) A key litmus test is the duration of time that the activity takes. A faculty internship should involve continuous work in the company, not a once-a-week meeting with middle managers, for example.

- (ii) Maintaining professional certifications by accumulating the requisite number of continuing education units does not qualify as a validating experience. It does not pass the test of an independent third-party “purchasing” the talent or expertise of the faculty member. If, by accumulating CEUs (and maintaining certification), the faculty member subsequently engages in an activity sought by a third party, then it is that subsequent activity that may qualify as a validating experience.
- (iii) Editing the *Proceedings* for a meeting is not considered a major editorial responsibility, even if the faculty member is invited to do so.
- (iv) Serving as one of (perhaps) several editors on an editorial review board or serving as a referee for a journal is also not considered a major editorial responsibility.
- (v) Writing a book chapter may (or may not) qualify as a validating experience, depending on the stature of the book publisher and/or the impact of the book.

Examples of validating experiences for professional qualification (PQ) include, but are not limited to the following:

1. Creating and/or delivering executive education seminars that are fully subscribed.
2. Maintaining an active consulting practice with evidence of multiple major clients.
3. Serving as a member of a board of directors for a for-profit business.
4. Writing an invited article for a nationally-known practitioner periodical.
5. Writing a popular press book (such as **Good to Great**) that achieves national (or international) distribution.
6. Delivering speeches around the country to businesspeople through a contractual arrangement with a speaker’s bureau.
7. Authoring reports (from sponsored research) that are widely disseminated.
8. Publishing (and sustaining the publication of) a newsletter or sequence of reports that attracts a robust subscription base.
9. Operating or owning a profitable business with substantial annual revenues.
10. Obtaining new (and appropriate) professional certification.

Factors to be considered:

- (i) A key litmus test is the sustainability of the activity. Being invited to give a keynote address at a convention is admirable, but one such speech may not be sufficient as a validating experience.
- (ii) A consulting practice needs to be a regular, ongoing activity that involves many clients and, hopefully, many repeat clients. Doing consulting on an ad hoc basis is not sufficient to qualify for a validating experience.
- (iii) Operating a business does not mean operating a picture framing business out of one’s garage, for example. The business should be a major contributor to one’s annual income, not a hobby.