

MSU Denver
College of Business
Policy on Faculty Qualifications

Approval Dates

Policy Review Committee Recommendation date: 11/11/2021

Faculty poll date closed: 11/18/2021

Chair and Dean approval date: 12/8/2021

Chair and Dean modified date:

Implementation Date: 1/1/2022

Next review date (period): 1/2027

Date previously implemented: 1/1/2019

1. **Purpose.** The faculty of the College of Business adopt the following policy guidelines to maintain a faculty complement within the College of Business that provides students access to qualified faculty across all programs, disciplines, locations, and delivery modes. These guidelines are consistent with the current (2020) standards from the Association to Advance Collegiate Schools of Business (AACSB) International regarding faculty qualifications.
2. **Applicability.** This policy is applicable to all personnel that hold a faculty line within the College of Business, which typically includes s the Dean, Associate Deans and Institute, Center, or program Directors.
3. **Definition of Faculty Categories.** The College of Business adopts the AACSB definition of categories of business faculty in order to facilitate the management of faculty resources.

AACSB specifies four categories of faculty qualification: (1) Scholarly Academics, (2) Practice Academics, (3) Scholarly Practitioners, and (4) Instructional Practitioners. Faculty assigned teaching responsibilities within the College of Business should be in one of these four categories. A faculty member who cannot be considered as belonging to any one of the above four categories, is considered to be “Additional”. Qualifications are determined based on initial academic or professional preparation and sustained engagement activities.

a. **Scholarly Academic (SA).**

- i. **Initial Academic Preparation** Faculty members are considered having met the criteria for initial academic preparation if they meet one of the following
 1. Research based Doctoral degree (or ABD) is in the discipline in which the individual teaches.
 2. Doctoral degree is outside of the primary teaching discipline, but individual has sufficient academic and/or professional preparation for instructional responsibilities.

3. Individuals with a graduate degree in law will be considered to have the appropriate initial academic preparation for teaching in the area of business law.
4. A graduate degree in taxation or a combination of a graduate degrees in law and accounting will be considered the appropriate initial preparation for teaching in the area of taxation.

ii. **Sustained Engagement Activities**

1. Faculty members that are ABD will be considered SA for three calendar years from the time they defended their dissertation proposal. Documentation of initial dissertation defense must be provided.
2. Faculty members that have completed their initial academic preparation will be considered SA for five calendar years from the time they completed their terminal degree.
3. If more than five years out from their terminal degree completion, faculty members will be considered SA if they have a total of
 - a. SA requirements for 1/1/2017 through 12/31/2019
 - i. Five intellectual or scholarly contributions during a five-year period. The review period is determined using a calendar year. See list of intellectual and scholarly activities attached as appendix A.
 - ii. Three must be intellectual contributions of which one must be an article in a preferred peer reviewed journal (PRJ), see appendix B for minimum requirements to be considered a preferred journal or outlet
 - iii. At least two contributions must be within the most recent two-year period.
 - b. SA requirements to begin 1/1/2020
 - i. Five intellectual or scholarly contributions during a five-year period. The review period is determined using a calendar year. See list of intellectual and scholarly activities attached as appendix A.
 - ii. Three must be intellectual contributions of which two are articles in a preferred PRJ, see appendix B for minimum requirements to be considered a preferred journal or outlet.
 1. At least one PRJ should be a double-blind peer reviewed listed in Cabell's with an acceptance rate of 60% or lower (or)
 2. on the Australian Business Deans Council list (ABDC)
 - iii. At least two contributions must be within the most recent two-year period. Modified 5-28-20 to require one activity in the past two years for 2020 and 2021, see appendix C.
 - c. SA requirements to begin 1/1/2023

- i. Five intellectual or scholarly contributions during a five-year period. The review period is determined using a calendar year. See list of intellectual and scholarly activities attached as appendix A.
- ii. Three must be intellectual contributions of which two are articles in a preferred PRJ, see appendix B for minimum requirements to be considered a preferred journal or outlet.
 - 1. At least two PRJs should be a double-blind peer reviewed listed in Cabell's with an acceptance rate of 50% or lower (or)
 - 2. on the Australian Business Deans Council list (ABDC)
- iii. At least two contributions must be within the most recent two-year period.

b. Practice Academic (PA)

Over the life of a faculty member they may tend to engage in both scholarly and professional engagement activities. Noting the College's commitment to engaging with the business community it may be appropriate to develop a PA Plan for a faculty member such that we support their interest in and engagement with the business community

PA Plans may also be appropriate to recognize the additional administrative work for Deans, Associate Deans, Department Chairs and other faculty that might take on additional administrative responsibilities.

Occasionally, a new faculty that meets the initial academic preparation and has significant professional work experience current at the time of hire will be classified as PA. Within 30 days of their first semester the faculty member and chair will submit a PA plan that either maintains the faculty members classification as PA or details a plan for them to maintain PA while developing their scholarly activities such that they will meet the criteria to be classified as SA.

c.

i. Initial Academic and Professional Preparation

- 1. Initial academic preparation Is the same as for determining initial academic preparation for classification as SA, see above 3.a.
- 2. Initial professional preparation will normally be considered substantial in duration and of a significant level of responsibility, if the professional work experience has occurred over a period no less than ten consecutive years and has resulted in accomplishing increased levels of responsibility such that at a minimum the experience has included supervisory experiences. Work experience is current at the time of hire. Individuals with a gap in work history of more than a one-year period prior to hire must demonstrate engagement activities during this period that sustain professional

qualifications. Exceptions must be approved by the Dean based on specific qualifications of the individual, time of hire, and/or departmental need.

3.

ii. PA Plan and Sustained Engagement Activities

1. Plan Development and approval

- a.** Faculty members that are currently SA and who have an interest in developing or increasing their professional engagement activities may request a PA Plan from their department chair.
- b.** Administrators (deans, chairs and directors) that are currently SA may work with the Dean or their department chair to develop a PA Plan.
 - i.** Director plans will be developed with their department chair to be reviewed and approved by the Dean.
 - ii.** A department chair or associate deans will develop a plan in consultation with the Dean and have the plan reviewed and approved by the associate deans and department chairs.
 - iii.** A Dean seeking classification as PA will have their plan prepared in consultation with the department chairs and associate deans and approved by the Office of the Provost.

2. Sustaining Activities

- a.** The plan will include intellectual, scholarly and professional engagement activities and criteria to be applied to a plan period no greater than five years. During the plan period, faculty and administrators will be considered PA if they meet the criteria developed within the plan. PA plans will be reviewed and potentially renewed at the end of each plan period.
- b.** Typically, a plan will include the following elements:
 - i.** Intellectual, scholarly or professional engagement contributions that are ongoing, sustained and substantive in nature.
 - ii.** The plan period is determined using a calendar year.
 - iii.** To be sustaining and ongoing the plan should include activities that will normally occur on an annual basis.
 - iv.** Normally the PA plan will include a minimum of one intellectual contribution or two scholarly activities.
 - v.** The PA Plan will list contribution expectations that are substantial in nature and that include expected outcomes that document proof to show that the intellectual, scholarly or professional activities undertaken involved the application of knowledge and theory in a professional setting and will be material in time and substance and are directly related and relevant to the enhancement in the faculty member's primary teaching area or if an

administrator or chair their primary area of responsibility. It is the faculty or administrative member's responsibility to provide the required documentation for all required activities.

- c. Examples of intellectual, scholarly, and professional engagement contributions to retain PA status include, but are not limited to the list provided in Appendix A.

d. Scholarly Practitioner (SP).

i. Initial Academic and Professional Preparation

1. Completion of at least a Master's degree in the field in which a faculty member is assigned to teach and professional experience that is current at the time of hire and that has been substantial in terms of duration and level of responsibility and clearly links to the field in which the faculty member is expected to teach.
2. Professional preparation will normally be considered substantial in duration and of a significant level of responsibility, if the professional work experience has occurred over a period no less than ten consecutive years and has resulted in accomplishing increased levels of responsibility such that at a minimum the experience has included supervisory experiences. Work experience is current at the time of hire. Individuals with a gap in work history of more than a one-year period prior to hire must demonstrate engagement activities during this period that sustain professional qualifications. Exceptions must be approved by the Dean based on specific qualifications of the individual, time of hire, and/or departmental need.
3. If the Masters degree is outside the field in which the faculty member is assigned to teach, there is an increased expectation for substantial professional work experience in the discipline.

ii. Sustained Engagement Activities

1. College expectations regarding scholarship, maintaining efforts to continue professional development for their specialty and how it is applied in practice are the same as the expectations for faculty to maintain SA (see above 3.a.ii, 3a and 3b), with the exception that publications must be in a double-blind peer reviewed PRJ listed in Cabell's or in ABDC list, regardless of acceptance rate. In addition,
 - a. SP faculty may also consider publications in trade and practitioner-oriented journals.
 - b. Trade and practitioner-oriented outlets should follow the process for seeking approval from the department as a preferred journal prior to submission.

e. Instructional Practitioner (IP).

i. Initial Academic and Professional Preparation

1. Same as the Initial Academic and Professional Preparation for SP, see above 3.C.i.

ii. Sustained Engagement Activities

1. Faculty members that continue working full-time in the same or similar professional work that qualified them as IP will continue to qualify as IP.
2. Faculty members that are working part-time in the same or similar professional work that qualified them as IP will continue to qualify as IP. Faculty members working part-time must demonstrate the work is ongoing and substantive, normally averages 20 hours per week.
3. Faculty members that are working exclusively in an academic position must develop an IP Maintenance Plan.
 - a. An IP Maintenance Plan typically includes five intellectual, scholarly, or professional engagement contributions to validate practitioner status. These activities will be identified in consultation with their department chair and approved by the dean. The timeframe for the activities to be undertaken will align with the faculty member's contract. The plan will be structured such that the faculty member will maintain and be classified as IP during the duration of their contract. All activities over a rolling five-year period, including activities and professional experiences prior to joining the university, will be considered when determining classification as IP.
 - b. The IP Maintenance Plan will list intellectual, scholarly and professional contributions that are substantial in nature and that include expected outcomes that document proof to show that the contribution activities undertaken involved the application of knowledge and theory in a professional setting and will be material in time and substance and are directly related and relevant to the enhancement in the faculty or administrative member's primary teaching or administrative responsibilities. For proper documentation of work experience and consulting, IP is to submit a new resume with listed work experience, parties involved, name of company, organization, etc. and nature of the work to Digital Measures on an annual basis. This would include documentation of consulting experience. It is the faculty or administrative member's responsibility to provide the required documentation for all required activities. This documentation must be added to Digital Measures on an annual basis.
 - c. Consulting activities require documentation that demonstrates the significance of the scope and duration of engagement.

- d. Examples of intellectual, scholarly, and professional engagement contributions to retain IP status are listed in Appendix A. Documentation should be provided for all such activities.

f. **Additional (A).**

- i. Faculty members are categorized as “Additional” if they do not meet the requirements for any of the specified qualifications above.
- ii. Faculty members that are classified as Additional must work with their department chair to develop a plan that will lead to becoming qualified in the appropriate classification for their academic preparation and professional work experience as well as their teaching assignment and faculty category.
- iii. The plan should include mutually agreed timelines to enable the faculty member to become qualified as SA, PA, SP, or IP.
Department chairs must seek approval from the dean to continue scheduling a faculty member that is classified as Additional and is not on a plan to become qualified as SA, PA, SP or IP.

4. Category II faculty members

- a. *Full-time faculty members work exclusively in academic position must develop an IP or SP Plan.*
- b. An IP Plan typically includes professional engagement activities and may also include intellectual or scholarly contributions to validate practitioner status. These activities will be identified in consultation with their department chair and approved by the dean.
 - i. All activities over a rolling five-year period, including activities and professional experiences prior to joining the university, will be considered when determining classification as IP.
 - ii. The IP Plan will list professional, intellectual, or scholarly contributions that are substantial in nature, ongoing and that include expected outcomes that document proof to show that the contribution activities undertaken involved the application of knowledge and theory in a professional setting and will be material in time and substance and are directly related and relevant to the enhancement in the faculty member’s primary teaching area. It is the faculty member’s responsibility to provide the required documentation for all required activities. For proper documentation of work experience and consulting, IP is to submit a new resume with listed work experience, parties involved, name of company, organization, etc. and nature of the work to Digital Measures on an annual basis. This would include documentation of consulting experience.
 - iii. Consulting activities require documentation that demonstrates the significance of the scope and duration of engagement. For proper documentation of consulting activities, IP is to submit a new resume with listed work experience, parties involved, name of company, organization, etc. and nature of the work to Digital Measures on an annual basis. This would include documentation of consulting experience.

- iv. Significant, substantive, and impactful professional engagement activities, might qualify a faculty member for a multi-year contract, if a multi-year contract option is available
- v. Examples of professional, intellectual, and scholarly engagement contributions to retain IP status are listed in Appendix A. Documentation should be provided for all such activities.
- c. Category II faculty members who are on or wish to be on a multi-year contract must develop an SP plan that will lead to classification as or maintenance of SP classification.
 - i. The timeframe for the activities to be undertaken will align with the faculty member's contract.
 - ii. The plan will be structured such that the faculty member will maintain and be classified as SP during the duration of their contract. See 3.d.ii, above for SP criteria.
 - iii. All activities over a rolling five-year period, including activities and professional experiences prior to joining the university, will be considered when determining classification as SP.
 - iv. Attaining classification of SP does not guarantee being offered a multi-year contract.

5. Academic Disciplines:

- a. Faculty must be qualified within their primary field of teaching. Faculty members with a degree out of discipline will be expected to engage in sustaining activities that are directly related to the content in their primary teaching area.

6. Contribution classifications:

- a. Faculty contribute to the theory, practice or teaching of business through scholarly works that may be classified into three categories:
 - i. Basic or Discovery Scholarship is directed toward increasing the knowledge base and the development of theory.
 - ii. Applied or Integrative/Application Scholarship draws from basic research and uses accumulated theories, knowledge, methods, and techniques to solve real world problems and/or issues associated with practice.
 - iii. Teaching and Learning Scholarship explores the theory and methods of teaching and advances new understandings, insights, content, and methods that impact learning behavior.
- b. Consistent with the mission, currency in discipline and activities that maintain or establish preparation for current teaching responsibilities are enhanced by the development of intellectual contributions reviewed by peers or practitioners. As such, the College of Business' combined portfolio of intellectual contributions will reflect the various interests of our faculty with regards to the production of scholarly activities in teaching and learning, contributions to practice, and discipline-based research. The types of contributions that we value are embraced by our commitment to our Societal Impact Statement.

7. Faculty Holding Administrative Rank

- a.** Faculty members that hold administrative appointments at the level of director, department chair, associate dean, or dean will maintain their faculty qualifications as appropriate for their academic preparation, typically SA or PA. They will maintain their qualification through intellectual and scholarly contributions as specified under sustaining engagement activities for the appropriate classification.
- b.** Administrators that are classified as PA during their tenure as an administrator must develop a plan with the department chair that will align their faculty qualification status with the needs of the department. It is expected that the plan will normally include the expectations that one peer review article will be published or submitted for review in the first three years. The plan should be aligned with scholarly activity expectations as found in the Department Guidelines, normally for post tenure review.

8. Review Process. The review process to determine faculty qualifications will be conducted annually, on a calendar year basis.

- a.** By January 31st (or the next business day) of each year, all faculty assigned instructional responsibilities will ensure that their relevant activities and evidence for the previous five years is entered into the reporting system (currently Digital Measures) used by the College of Business (CBUS) and MSU Denver. The faculty member will generate a CBUS AACSB Profile Report, and using the Qualifications Review Template, evaluate their own status (as SA, PA, SP, IP, or Additional) based on the evidence they have provided in Digital Measures and as is reported on the AACSB Profile Report. This information will be sent to their department chair.
- b.** By February 28th (or the next business day) the Chair will evaluate faculty qualifications based on the evidence provided by the faculty member. The Department Chair will meet with faculty if there is disagreement between the faculty member's self-evaluation and the Chair's evaluation of qualifications or if it appears that the faculty member is classified as Additional or is in jeopardy of becoming classified as Additional.
- c.** Faculty members may appeal their evaluation. Appeals must be submitted in writing and will be afforded all rights of due process. Appeals must be submitted within one month after the faculty member is notified of their evaluation. Late appeals will not be reviewed unless a faculty member submits evidence that matters beyond their control prevented submission within the specified time period. Submitted appeals will be reviewed by the Dean, College of Business.

Appendix A

Activities Appropriate for Sustaining Engagement

Intellectual Contributions:

- Publication of peer or editor reviewed journal article in a CBUS preferred outlet, see Appendix B
- Publication of peer reviewed scholarly books, books of applied scholarship, or research monographs
- Publication of peer reviewed trade books, teaching lab or case books
- Publication of first edition or major revision of a peer reviewed textbook
- Publication of peer reviewed chapters in edited scholarly books or edited textbooks, multiple chapters in an edited textbook count as a single contribution.
- The development of original databases or original software in public use. Public use must be documented by the faculty member and does not include use within MSU Denver.
- Peer-reviewed paper publication in the proceedings of a scholarly meeting, in a CBUS preferred outlet, See Appendix B
- Publication of a peer reviewed journal article not on the CBUS preferred outlet list, Appendix B, will be considered an intellectual contribution but not counted toward the required number of PRJs
- Presentation of peer-reviewed full papers at preferred meetings or conferences, with or without publication of an abstract or summary of the article
- Publication of peer reviewed course supplements to texts (study guides, test banks etc.)
- Publication of cases with instructional materials in peer reviewed or edited textbooks

Scholarly Contributions:

- Presentation of a major (e.g. keynote or plenary) address at an academic or professional meeting or conference, maybe an invited address.
- Serving as Editor [or co-editor] of a journal or as editor of a special edition of a journal.
- Publication and dissemination of cases by widely respected academic or professional associations.
- Presentation of peer-reviewed work in poster sessions or research forums of professional meetings or conferences.
- Serving as a panelist at a panel presentation at a professional conferences or meetings
- Presentation at a conference without a full paper, [examples: a teaching note, case development, abstract only with power point or overhead, poster session]
- Serving as associate editor or on the editorial board of a refereed journal.
- Serving as editor of conference proceedings.
- Serving as editor of a book of readings.
- Active participation (e.g. reviewer, discussant, or track chair) in academic associations' meeting or scholarly conference.
- Serving as a reviewer for a preferred peer-reviewed journal.
- Publication of supplement to texts (study guides, test banks etc.) not included as Intellectual Contributions.
- Completion of a formal faculty development program that typically requires full-time attendance and is normally equivalent to 40 hours or more of study.

- Initial attainment of Professional Certification or documented accumulation of sufficient CPE or CEU or equivalent credits to maintain an active professional certification.

Professional Engagement Contributions:

- Consulting activities that are material in terms of time and substance and related to faculty member's teaching discipline or administrative duties. Documentation of activities to be provided by faculty or administrator are to be discussed with chair and dean prior to undertaking consulting.
- Substantive development and successful delivery of executive education programs or continuing professional education programs for the College of Business and linked to the faculty or administrator's primary responsibilities.
- Sustained impactful professional work supporting qualified status
- Significant participation in business professional associations, including holding a high-level position/office in an active national or international organization
- Practice oriented outputs that are material in time and substance and related to faculty member's teaching discipline
- Relevant, active service on boards of directors of local, national or international companies or non-profit organizations
- Faculty internship that is significant in scope and duration
- Participation in professional events that focus on practice of business, management and related issues
- Participation in other activities that place faculty in direct contact with business or other organizational leaders

Appendix B

Minimum Criteria for Determining Classification as a Preferred Outlet

All activities, for Intellectual Contributions and Scholarly Contributions, listed in Appendix A unless otherwise specified, must be published in a Department or College preferred outlet, as determined from the following process.

- A quality journal is normally defined as one that observes integrity of the double-blind, peer review process. This normally includes providing the peer reviewers comments.
- Every effort should be taken to assure that the journal is not predatory in nature.
- Preferred journals are journals listed
 - In Cabells as peer-reviewed or editor-reviewed on Cabells' **Journalytics (non-predatory) list** or those that appear on the current Australian Business Deans Council (ABDC) list. These journals should be in discipline; however educational outlets will in many cases be relevant outlets for learning and pedagogical research.
 - Journals or books published in traditional, known and respected academic publishers (Elsevier, BNA, CENGAGE, ITP, and subsidiaries, Springer, AAA and sections, Blackwell,

IMA, AABSS, Sage and AICPA, etc.), published by recognized professional associations or think tanks, or by accredited institutions of higher education

- Preferred conferences or meetings should be widely respected academic or professional associations having a selective peer-review process as enumerated by the individual Departments and/or the College of Business. Conferences sponsored by nationally recognized academic professional organizations, or conferences sponsored by accredited institutions of higher education. Clute Institute and Allied conferences or journals are not considered preferred journals or conferences.
- Other peer reviewed journals, scholarly books, textbooks, or conferences not covered by the above may be pre-approved for the department list. Each department will choose its own process for approving a journal or conference as acceptable or unacceptable. The Department Chair will submit the department list to the deans and chairs for review and approval.

Appendix C
Modified Requirements
5/28/20

The following was emailed from the dean to all faculty and staff on 5/28/20.

Given the timing and the need to focus on developing the courses for fall, I have discussed with the department chairs, we are willing to reduce the required two activities in two years to one activity in two years, essentially providing a pass for activities for this 2020 calendar year. This is intended to take into consideration the need to focus on the transition to Canvas this summer, as well as a consideration that if conferences are cancelled for the fall this might reduce the opportunities to engage in scholarly activities such as paper reviews for conferences.

This is not a total pass on maintaining faculty qualifications. The requirements for SA at the end of this calendar year is still five activities in the past five years, at least two peer-reviewed journal articles, one additional intellectual contribution and two other activities, the only change will be at least one activity in the past two years.

Given that we are phrasing it as a pass on 2020 activities, the one activity in the past two years can apply to FQ classification for the end of 2021 as well. Therefore, for end of 2021 to be SA; five activities in the past five years, at least two peer-reviewed journal articles, one additional intellectual contribution and two other activities, one activity in the past two years. Chairs hope this is okay I know we didn't discuss this part of it.