



**JAMES MADISON UNIVERSITY**  
**COB GUIDELINES FOR FACULTY QUALIFICATIONS**  
(Updated 7 Oct. 2020)

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**I. INTRODUCTION AND OVERVIEW**

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AACSB International, the Association to Advance Collegiate Schools of Business, accredits business programs based on their ability to meet nine standards designed to measure and ensure overall high quality and continuous improvement. Standard 3, Faculty and Professional Staff Resources, addresses faculty qualifications and states: “The school maintains and strategically deploys sufficient participating and supporting faculty who collectively demonstrate significant academic and professional engagement that, in turn, supports high-quality outcomes consistent with the school's mission.” Central to this standard is the requirement that all faculty members employ a professional development and continuous improvement approach for maintaining their intellectual capital. This document provides guidelines to ensure that faculty members in the College of Business at James Madison University meet these requirements.

As described by AACSB, faculty members may be categorized as Scholarly Academics (SA), Practice Academics (PA), Scholarly Practitioners (SP), Instructional Practitioners (IP), or Additional Faculty (A). All instructional faculty members who teach in the College of Business are expected to be either SA, PA, SP, or IP. This document defines expectations for how faculty members in each category will maintain sufficient intellectual capital relative to the school's mission and strategy to be effective teachers in the classroom. In evaluating intellectual capital, emphasis is placed on currency, development, maintenance, and relevance to the discipline of the faculty member.

The maintenance of SA, PA, SP or IP status is a necessary but not sufficient condition for success and continuation of appointment in the College of Business. Tenured faculty who do not maintain SA or PA status over time may receive a post-tenure review using the procedures described in the *JMU Faculty Handbook*. Revolving Term Appointment (RTA) faculty who do not maintain their IP or SP status over time may receive a notification of recommendation for non-renewal of their appointment. In addition, a tenure-track faculty member who is not SA would not be eligible to be promoted or receive tenure.

More detailed information about each category--Scholarly Academic, Practice Academic, Scholarly Practitioner, and Instructional Practitioner--is provided in the two references cited at the conclusion of this document. The essence of the four categories as related to the matter of intellectual capital is drawn from those cited sources.

Faculty members in the College of Business who serve in administrative roles are also expected to maintain their faculty qualifications. However, AACSB recognizes the importance of administrative duties for the effective operation of the college. Therefore, these guidelines acknowledge that faculty holding the titles of dean, associate dean, academic unit head, director of a school, and MBA director have significant administrative duties which contribute toward professional qualifications. The criteria for counting these College of Business administrative duties toward qualification is noted for each designation, SA, PA, IP, and SP. The inclusion of administrative duties in meeting faculty qualifications acknowledges the time commitment required to serve in a leadership role and is intended to encourage faculty in the college to take on these important roles.

## II. MAINTENANCE OF FACULTY QUALIFICATIONS

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The sections that follow describe the requirements that must be met to receive and maintain each category of faculty qualification. A plan, including specific and measurable outcomes, for the maintenance of faculty status as a SA, PA, SP, or IP should be included in the Faculty Annual Activity Plan which is discussed and reviewed with the Academic Unit Head annually. Plans for faculty members who have not attained the appropriate classification will be reviewed and approved annually by the Academic Unit Head and faculty member, and are subject to review by the Dean.

### **SCHOLARLY ACADEMIC**

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*Scholarly Academics (SA) sustain currency and relevance through scholarship and related activities. Normally, SA status is granted to newly hired faculty members who earned their research doctorates within the last five years prior to the review date.*

***To be classified as Scholarly Academic (SA) at the time of hire, the faculty member must meet the following conditions:***

- Ph.D. or highest terminal degree in the discipline in which he/she teaches **or**
- Doctoral student who has successfully completed a comprehensive exam in the teaching discipline within the past three years.

***To be classified as Scholarly Academic (SA) at the time of evaluation of academic qualifications, the faculty member must have an active portfolio of ongoing activities that includes the following:***

- Publication of a minimum of **two** quality peer-reviewed journal (PRJ) articles\* related to the teaching discipline in a five-year period.

***and***

- Evidence of on-going academic activity, which shall include at a minimum **two** of the following scholarly activities in a five-year period.

### **Scholarly Activities**

The list of activities under each category is not exhaustive. Faculty members need to work with their AUH to assure that activities undertaken meet the requirements for counting toward qualifications.

#### **1. PRESENTATIONS AND PUBLICATIONS**

- Presentation at a professional conference recognized by his/her discipline
- Publication in a journal other than one included under the definition of quality peer-reviewed journal article\* (e.g., trade journals, non-academic professional journals or non-peer reviewed publications)
- Publication in a professional conference proceeding
- Publication of an article/chapter in an edited professional volume
- Publication of a monograph in a business discipline
- Publication of a business case study (not otherwise published in a quality peer-reviewed journal)
- Publication of a working paper by an established professional organization
- Receipt of a grant from an organization or agency outside a person's institution
- Publication of other scholastic or creative works that further the mission of the College of Business

## 2. BOOKS

- Publication or revision of a textbook.
- Publication or revision of a scholarly book in one's discipline

## 3. CONTRIBUTIONS TO THE PROFESSION

- Service as a referee for a quality peer-reviewed journal or business-related journal not included under the definition of quality peer reviewed journal\* (e.g., trade journals, non-academic professional journals or non-peer reviewed publications)
- Service as a session chair or a discussant for a major academic conference
- Service as a major officer for an academic association or scholarly organization
- Service as editor, associate editor or an editorial board member of an established academic journal or periodical
- Service on an AACSB or ABET accreditation visit team

## 4. EXECUTIVE EDUCATION/CONSULTING

- Invited presentations to professional groups because of your academic expertise
- Executive training and consulting directly related to your academic expertise (see criteria for PA for expectations of significance and quality for these activities)

## 5. UNIVERSITY ADMINISTRATIVE DUTIES (Counts as one scholarly activity)

- Service as an administrator (dean, associate dean, director of school, academic unit head)
- Other activity approved by AUH and dean

## **PRACTICE ACADEMIC**

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*Practice Academics (PA) sustain currency and relevance through professional engagement, interaction, and relevant activities. Normally, PA status applies to faculty members who augment their initial preparation as academic scholars with development and engagement activities that involve substantive linkages to practice, consulting, other forms of professional engagement, etc., based on the faculty members' earlier work as an SA faculty member.*

### **To be classified as Practice Academic (PA) at the time of hire:**

The faculty member must have a Ph.D. or highest degree in the discipline in which he/she teaches (or in closely related field) and also have a record of sustained scholarly activity.

### **To be classified as Practice Academic (PA) at the time of evaluation of academic qualifications, the faculty member must have an active portfolio of ongoing activities that includes the following:**

- Completed at least **two** activities, each from a different one of the six Practitioner categories listed below, in a five year period, and maintain an active portfolio of ongoing activities **and**
- Have at least **one** quality peer-reviewed journal article\* in a five year period

### **Practitioner Activities**

The list of activities under each category is not exhaustive. Faculty members need to work with their AUH to assure that activities undertaken meet the requirements for counting toward qualifications.

#### **1. CONTINUING EDUCATION AND CERTIFICATIONS**

- Earned and/or maintained at least one recognized professional certification in the field relating to the teaching assignment, in the past five years
- Documented attendance at continuing education professional classes that are significant in length.
- Completed a faculty externship with a company

#### **2. CONSULTING**

- Work on a significant consulting project (paid or unpaid) that is material in terms of time and substance; consulting services should demand a high degree of expertise and experience in the academic discipline where the PA teaches
- Other forms of substantive linkages to practice, consulting, and other forms of professional engagement that require extensive interaction with organizations outside of JMU

#### **3. BOARDS**

- Serves on a board or other oversight position for a profit or not-for-profit organization where the duties are significant in time and scope, and the duties are related to the discipline in which one teaches
- Serves on the board or other officer position, or serves in another capacity involving significant participation, for an international/national professional organization in the discipline

#### **4. RECOGNIZED PROFESSIONAL EXPERTISE IN TEACHING DISCIPLINE**

- Invited talks or keynote speeches delivered to professional audiences
- Development and presentation of continuing professional education, executive education programs, and/or practitioner-based webinars

- Ongoing and sustained participation in professional events that focus on the practice of business, management and related issues
- Service on an AACSB or ABET accreditation visit team

5. OTHER PUBLICATIONS NOT MEETING DEFINITION OF QUALITY PEER-REVIEWED JOURNAL ARTICLE

- Publication within a professional practitioner or occupation trade publication
- Case study published in non-refereed outlet
- Published manual, guide or textbook supplement
- Textbook related to area of teaching
- Scholarly book in one's discipline

6. UNIVERSITY ADMINISTRATIVE DUTIES (counts as one practitioner activity)

- Service as an administrator (dean, associate dean, director of school, academic unit head)
- Other activity approved by AUH and dean

## **SCHOLARLY PRACTITIONER**

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*Scholarly Practitioners (SP) sustain currency and relevance through continued professional experience, engagement, or interaction and scholarship related to their professional background and experience. Normally, SP status applies to practitioner faculty members who augment their experience with development and engagement activities involving substantive scholarly activities in their fields of teaching.*

**To be classified as Scholarly Practitioner (SP) at the time of hire, the faculty member must, at a minimum, have a master's degree in a discipline related to their field of teaching, and must also meet the following conditions:**

- Possess significant and substantive non-academic work experience within the past five years that is relevant to the teaching assignment

**and**

- Be engaged in scholarly work that maintains their currency in the field

**To be classified as Scholarly Practitioner (SP) at the time of evaluation of academic qualifications, the faculty member must have an active portfolio of ongoing activities that includes the following:**

- Completed **two** of the activities listed under Scholarly Activities, with **one** of those being from the Scholarly Publication category, in the past five years **and**
- Completed at least **one** activity from the list of Practitioner Activities during the last five year period

### **Scholarly Activities**

#### 1. SCHOLARLY PUBLICATION

- Publication of a quality peer-reviewed journal article\*
- Authorship of a scholarly book or student textbook, published by a well-known publisher

#### 2. SCHOLARLY ACTIVITIES

The list of activities under each category is not exhaustive. Faculty members need to work with their AUH to assure that activities undertaken meet the requirements for counting toward qualifications.

##### a. PRESENTATIONS AND PUBLICATIONS

- Presentation at a professional conference recognized by his/her discipline
- Publication in a journal other than one included under the definition of quality peer-reviewed journal article\* (e.g., trade journals, non-academic professional journals or non-peer reviewed publications)
- Publication in a professional conference proceeding
- Publication of an article/chapter in an edited professional volume
- Publication of a monograph in a business discipline
- Publication of a business case study (not otherwise published in a quality peer-reviewed journal)
- Publication of a working paper by an established professional organization
- Receipt of a grant from an organization or agency outside a person's institution
- Publication of other scholastic or creative works that further the mission of the College of Business

##### b. CONTRIBUTIONS TO THE PROFESSION



- Service as a referee for a quality peer-reviewed journal or business-related journal not included under the definition of quality peer reviewed journal\* (e.g., trade journals, non-academic professional journals or non-peer reviewed publications)
- Service as a session chair or a discussant for a major academic conference
- Service as a major officer for an academic association or scholarly organization
- Service as editor, associate editor or an editorial board member of an established academic journal or periodical
- Service on an AACSB or ABET accreditation visit team

### **Practitioner Activities**

The list of activities under each category is not exhaustive. Faculty members need to work with their AUH to assure that activities undertaken meet the requirements for counting toward qualifications.

- CONTINUING EDUCATION AND CERTIFICATIONS
    - Earned and/or maintained at least one recognized professional certification in the field relating to the teaching assignment, in the past five years
    - Documented attendance at continuing education professional classes that are significant in length.
    - Completed a faculty externship with a company
  - CONSULTING
    - Work on a significant consulting project (paid or unpaid) that is material in terms of time and substance; consulting services should demand a high degree of expertise and experience in the academic discipline where the SP teaches
    - Other forms of substantive linkages to practice, consulting, and other forms of professional engagement that require extensive interaction with organizations outside of JMU
  - BOARDS
    - Serves on a board or other oversight position for a profit or not-for-profit organization where the duties are significant in time and scope, and the duties are related to the discipline in which one teaches
    - Serves on the board or other officer position, or serves in another capacity involving significant participation, for an international/national professional organization in the discipline
  - RECOGNIZED PROFESSIONAL EXPERTISE IN TEACHING DISCIPLINE
    - Invited talks or keynote speeches delivered to professional audiences
    - Development and presentation of continuing professional education, executive education programs, and/or practitioner-based webinars
    - Ongoing and sustained participation in professional events that focus on the practice of business, management and related issues
    - Service on an AACSB or ABET accreditation visit team
5. UNIVERSITY ADMINISTRATIVE DUTIES (counts as one practitioner activity)
- Service as an administrator (dean, associate dean, director of school, academic unit head)
  - Other activity approved by AUH and dean

## ***INSTRUCTIONAL PRACTITIONER***

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*Instructional Practitioners (IP) sustain currency and relevance through continued professional experience and engagement related to their professional backgrounds and experience. Normally, IP status is granted to newly hired faculty members who join the faculty with significant and substantive professional experience as outlined below.*

***To be classified as Instructional Practitioner (IP) at the time of hire, the faculty member must, at a minimum, have both:***

- A master's degree in a discipline related to the field of teaching or, in very limited cases, a bachelor's degree with professional experience where the depth, duration, sophistication and complexity of their professional experience outweighs their lack of master's degree qualification

***and***

- Must possess significant and substantive non-academic work experience within the past five years that is relevant to the teaching assignment

***To be classified as Instructional Practitioner (IP) at the time of evaluation of academic qualifications the faculty member must have an active portfolio of ongoing activities that includes the following:***

- Completion of ***three*** practitioner activities from at least ***two*** of the six Practitioner categories listed below during the preceding five years

### ***Practitioner Activities***

The list of activities under each category is not exhaustive. Faculty members need to work with their AUH to assure that activities undertaken meet the requirements for counting toward qualifications.

#### **1. CONTINUING EDUCATION AND CERTIFICATIONS**

- Earned and/or maintained at least one recognized professional certification in the field relating to the teaching assignment, in the past five years
- Documented attendance at continuing education professional classes that are significant in length.
- Completed a faculty externship with a company

#### **2. CONSULTING**

- Work on a significant consulting project (paid or unpaid) that is material in terms of time and substance; consulting services should demand a high degree of expertise and experience in the academic discipline where the IP teaches
- Other forms of substantive linkages to practice, consulting, and other forms of professional engagement that require extensive interaction with organizations outside of JMU

#### **3. BOARDS**

- Serves on a board or other oversight position for a profit or not-for-profit organization where the duties are significant in time and scope, and the duties are related to the discipline in which one teaches
- Serves on the board or other officer position, or serves in another capacity involving significant participation, for an international/national professional organization in the discipline

#### 4. RECOGNIZED PROFESSIONAL EXPERTISE IN TEACHING DISCIPLINE

- Invited talks or keynote speeches delivered to professional audiences
- Development and presentation of continuing professional education, executive education programs, and/or practitioner-based webinars
- Ongoing and sustained participation in professional events that focus on the practice of business, management and related issues
- Service on an AACSB or ABET accreditation visit team

#### 5. PUBLICATIONS

- Publication within a professional practitioner or occupation trade publication
- Case study published in non-refereed outlet
- Published manual, guide or textbook supplement
- Textbook related to area of teaching
- Scholarly book in one's discipline

#### 6. UNIVERSITY ADMINISTRATIVE DUTIES (counts as one practitioner activity)

- Service as an administrator (dean, associate dean, director of school, academic unit head)
- Other activity approved by AUH and dean

### **III. INITIAL IMPLEMENTATION AND ONGOING ADMINISTRATION**

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These guidelines for faculty qualifications become effective July 1, 2015.

A faculty member who does not meet the criteria to be classified as SA or PA at the time of the annual evaluation prepared by the faculty member's Academic Unit Head (AUH) will be assigned a 12-hour teaching load for the next semester (and all future semesters until SA or PA is achieved) for which a schedule is prepared. Once the teaching schedule has been submitted by the department head, no changes will be made to the schedule. Tenured faculty who do not maintain SA or PA status over time may receive a post-tenure review using the procedure described in the *JMU Faculty Handbook*. Any post-tenure processes resulting from not maintaining SA or PA status will commence at the time of the annual evaluation. A tenure-track faculty member who is not SA would not be eligible to be promoted or receive tenure, or to teach graduate courses.

Revolving Term Appointment (RTA) faculty who do not maintain IP or SP status over time may receive a notification of recommendation for non-renewal of their appointment. Subsequent achievement of qualifications on the part of the RTA faculty member will not change the non-renewal status of the faculty member.

Each faculty member's qualification status will be evaluated as part of the faculty annual review process.

Moving between classifications should be an intentional multi-year intentional process planned out by the faculty member and the AUH and Dean. In particular moving from SA to PA should be discussed when the faculty member starts to initiate significant practitioner activities.

For faculty members transitioning between administrative and faculty assignments AACSB 2020 Interpretive Guidance suggest a transition period of no longer than three (3) years in which to regain professional/academic qualifications.

## **REFERENCES**

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Association to Advance Collegiate Schools of Business (AACSB). (2020). Guiding Principles and Standards for Business Accreditation.

Association to Advance Collegiate Schools of Business (AACSB). (2020). Interpretive Guidance for Business Accreditation.

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**\* A “Quality Peer-Reviewed Journal Article” is defined as a peer-reviewed journal article formally recognized within the written annual evaluation guidelines and standards of the faculty member’s COB Academic Unit. Such a definition of “quality” recognizes an operational and practical consistency across Academic Unit P&T standards, annual evaluation criteria, and AACSB-based emphasis on the maintenance of ongoing faculty qualifications. The determination of what constitutes a quality publication will rely heavily upon departmental journal quality listings (or metrics) which are normally used for the purposes of annual evaluation and P&T determinations.**



## **Guidelines for Classifying Faculty as Participating or Supporting**

AACSB International accreditation standards address the need for the school to maintain faculty resources that are sufficient to provide stability and ongoing quality improvement. The deployment of faculty resources should be aligned with the mission and programs of the school. Consistent with these standards, the James Madison University College of Business has developed criteria for determining the classification of each faculty member as either “participating” or “supporting.” The AACSB standards assert that in assessing sufficiency of faculty resources, an important distinction is made between participating and supporting faculty members. This distinction categorizes faculty members into those who are participants in the life of the school beyond direct teaching involvement, and those who are not.

### **James Madison University College of Business Guidelines for Classifying Faculty as Participating or Supporting**

#### ***Participating Faculty***

A participating faculty member actively engages in the activities of the college in matters beyond direct teaching responsibilities. Such engagement includes activity such as:

- Engagement in the strategic planning process, and/or policy decisions
- Providing advising or similar functions for students
- Engaging in maintenance of AACSB faculty qualifications, both independently, or in collaboration with other faculty
- Serving on committees at the department, college or university level
- Providing leadership for activities at the department, college or university level
- Engagement in non-class activities such as directing extracurricular activity
- Eligible for participation in faculty development activities

#### ***Supporting Faculty***

A supporting faculty member does not, as a rule, participate in the intellectual or operational life of the College of Business beyond the direct performance of teaching responsibilities. Normally, a supporting faculty member does not have deliberative or involvement rights on faculty issues, have membership on faculty committees, or have assigned responsibilities beyond direct teaching functions, such as instruction and office hours. A supporting faculty member’s appointment is normally exclusively teaching responsibilities and is normally an ad hoc appointment, for one semester at a time without the expectation of continuation.

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