

School of Business - Definitions of Faculty Sufficiency and Qualifications

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1. School of Business (SB) Definition of Participating Faculty

All *full-time faculty* members are classified as “participating faculty”.

Part-time faculty members are considered to be participating faculty members (P-T-P) in accordance with AACSB Standard 3 if they are considered ongoing members of the faculty, teach one or more courses per year in the Business School, are classified according to the school’s criteria as SA, PA, SP or IP, and satisfy the conditions mentioned in sections A, B and C below¹:

A. **“A participating faculty member actively and deeply engages in the activities of the school in matters beyond direct teaching responsibilities”** as follows:

To be designated as participating, a part-time faculty must engage in one or more of the following activities:

1. Direct extra-curricular activities (e.g. student club events)
2. Advise students on academic or career matters
3. Undertake or participate in course design and development
4. Serve as course coordinator²
5. Market programs to external constituencies
6. Develop opportunities and supervise student projects for industry (e.g., Senior Design, Industry Capstone Projects)
7. Participate in a service capacity such as student club mentor or alumni coordinator
8. Represent the school on ad-hoc Institute committees
9. Participate in research projects with Business School faculty members.

The existence of a separate one-year agreement (separate from any contracts that the part-time faculty member may hold for teaching individual courses) may be used to support the participating classification of a part-time faculty member.

B. **“Normally, the school considers participating faculty members to be ongoing members of the faculty, regardless of whether their appointments are full-time or part-time, whether their positions with the school are considered their principal employment, and whether the school has tenure policies.”**

A part-time faculty member who is classified as participating must have taught at the school for at least two years and must be part of the program’s future staffing and financial plan for the following academic year.

C. Special Participating Faculty Members

1. Full-time faculty members of other schools at Stevens (School of Engineering and School of Humanities, Arts and Social Sciences) who teach one or more courses in the SB curriculum are designated as participating only if they play a role in decision-making in the school through engaging, for example, in one or more of activities 1 through 9 listed above.

¹ The bold headings in quotes are taken directly from the 2020 AACSB standards document.

² Each SB course has a designated Course Coordinator whose duties include regular (annual or more frequent) meetings with the full- and part-time faculty members who teach the course.

2. Full-time faculty who hold *joint* appointments with another university or another school or college at Stevens are considered to be participating faculty only if they play a role in decision-making in the school by engaging, for example, in one or more of activities 1 through 9 listed above.

3. The Business School considers full-time faculty members from overseas partner schools, who teach in a joint degree program to be participating faculty members.

Full-time Equivalent (FTE) Computation for Supporting and Part-time Participating Faculty

The FTE of a supporting or participating part-time faculty member is calculated on a pro-rated basis according to the number of course sections taught at the school (or in an overseas joint degree program) divided by eight which is the Stevens required teaching load prior to approved reductions for research or administrative work.

2. School of Business (SB) Definitions of Faculty Qualifications

The following table is adapted from the AACSB Standards³.

Based on (i) their initial preparation and (ii) subsequent performance according to the School of Business (SB) definitions outlined in this document, all faculty members must be classified as SA, PA, SP, IP or, if they do not meet the standards for one of these categories, they are classified as “Additional”.

Initial Academic Preparation and Professional Experience	Sustained Engagement Activities	
	Academic (Research Scholarly)	Applied/Practice
Terminal Degree	Scholarly Academics (SA)	Practice Academics (PA)
Master’s degree: Professional experience substantial in duration and level of responsibility	Scholarly Practitioners (SP)	Instructional Practitioners (IP)

The school recognizes the following as terminal degrees: doctoral degrees in business or a business-relevant discipline (PhD or DBA) and graduate degrees in law (LLM) and/or taxation (MST) for those teaching taxation courses.

School of Business Faculty Qualification Ratio Requirements

The SB qualification ratios are determined on the basis of full-time faculty equivalents (FTE) as defined below:

- Full-time faculty normally count as 1 FTE. Adjustments are made if the faculty member is on leave or holds a joint appointment.
- Part-time faculty FTE are computed according to the following formula:

$$FTE = (\text{Number of sections taught in the academic year}) / 8$$
 Here, 8 is the number of sections that Stevens requires each faculty to teach each year unless reduced for reasons of research or administrative assignments.

SA, PA, SP, IP, Additional and Total refer to the total FTE in each category in each discipline in Table 3-1 of the AACSB standards. The required ratios are as follows:

$$SA / Total \geq 40\%$$

$$SA+PA+SP+IP / Total \geq 90\%$$

³ AACSB. "Guiding Principle and Standards for Business Accreditation 2020", updated July 1, 2023

The same definitions of SA, PA, SP, IP, Additional and Total are used in Table 3-2 of the AACSB standards, which is prepared at a macro-level across all degree programs, locations and modalities. The ratios in Table-3-2 are not required to meet the above 40 percent and 90 percent standards.

School of Business Publication Level Calculation System

In general, faculty are highly encouraged to publish in FT50 and ABS-3/4 journals. The School of Business has adopted a calculation system, to assign points to the papers published by faculty in peer-reviewed Journals (PRJs). As described more fully in the school's *Course Load Policy*, the following rating system for publications in peer-reviewed journals is used:

- A publication in an FT50 journal "earns" 6 points.
- If a journal is rated by ABS (1-4), then the number of the ABS classification is used as the number of points for the publication. Therefore, a publication in an ABS-1 journal "earns" 1 point, a publication in an ABS-2 journal "earns" 2 points, and so forth.
- If a journal is not rated by ABS, but has an Impact Factor (IF) in Thomson Reuters Journal Citation Reports, the publication appearing in that journal "earns" the number that corresponds to the "closest integer" to the impact factor on the year of the publication. If a journal is ABS-listed and has an impact factor (which is the case with most ABS-listed journals), the publication appearing in that journal "earns" the number that corresponds to its ABS classification.
- Papers published in journals not related to the school's disciplines, or published as short notes or communications will earn a smaller number of points.

A. Academics Categories: Scholarly Academics (SA), Practice Academics (PA)

A1. Scholarly Academics (SA)

Definition/Requirements from AACSB Standard

"Scholarly Academics (SA) are faculty who have normally attained a terminal degree in a field related to the area of teaching and who sustain currency and relevancy through scholarship and activities related to the field of teaching."

School of Business Requirements

For faculty who earned their terminal degrees more than five years ago, SA status is sustained as follows:

1. During the preceding five years, a SA faculty member must:
 - Have published peer-reviewed journal articles (PRJs) and the total of all PRJs must accumulate at least five points, according to the school's adopted publication level calculation system. As an example, this can be achieved with one paper in an ABS-2 journal plus one in an ABS-3 journal).Alternatively,
 - Have published at least four peer-reviewed journal articles.
2. In addition, the faculty member must complete:
 - Three additional scholarly contributions or scholarly activities as listed in categories a. and b. in Table 1 below.

Practice and Learning activities as listed under categories c. and d. in Table 1 are encouraged but do not substitute for scholarly contributions and activities in the determination of SA status.

Faculty members are considered to be SA for five years from the date of conferral of the terminal degree. Doctoral students with teaching responsibilities who have attained all-but-dissertation (“ABD”) status will be considered SA for three years from the commencement of ABD status.

A2. Practice Academics (PA)

Definition/Requirements from AACSB Standard

“Practice Academics (PA) are faculty who have normally attained a terminal degree in a field related to the area of teaching and who sustain currency and relevancy through professional engagement, interaction, and activities related to their field of teaching.”

School of Business Requirements

A PA faculty member must hold a terminal degree in an area relevant to that in which he/she teaches. For faculty who earned their doctorates more than five years ago, PA status is sustained as follows:

In the last five years, a PA faculty member must have engaged substantively in two or more of the following professional engagement activities⁴

- Consulting activities that are material in terms of time and substance,
- Current professional certification such as CPA, CFA, PMI, etc.
- Development and presentation of executive education programs,
- Sustained professional work supporting qualified status,
- Significant participation in business professional associations, professional standard-setting bodies, or policymaking bodies,
- Practice-oriented intellectual contributions, as listed in Table 1 part c. below,
- Relevant, active service on boards of directors or school industry advisory boards
- Documented continuing professional education experiences,
- Participation in professional events that focus on the practice of business, management, and related issues,
- Participation in other activities that place faculty in direct engagement with business or other organizational leaders.

By virtue of their administrative roles and responsibilities, SB administrators (e.g., deans, associate deans, center directors, program directors, program coordinators or area coordinators), if not SA, are deemed Practice Academics. PA status can be retained for up to three years after the end of their administrative tenure. After this time, they must satisfy the requirements for SA, PA, AP or IP status; otherwise, they will be classified as “Additional.”

B. Practitioners Categories: Scholarly Practitioners (SP), Instructional Practitioners (IP)

B1. Scholarly Practitioners (SP)

Definition/Requirements from AACSB Standard

“Scholarly Practitioners (SP) are faculty who have normally attained a master’s degree related to the field of teaching; have professional experience substantial in duration and responsibility at the time of hire; and who sustain currency and relevancy through scholarship related to their professional background and experience in their field of teaching.”

⁴ This non-exhaustive list of activities required to maintain PA status is adapted from the *2020 Interpretative Guidance for AACSB Accreditation* updated July 1, 2023

A non-exhaustive list of academic and professional engagement activities an SP faculty member may engage in includes the following:

- Scholarly activities leading to the production of scholarship outcomes as documented in Table 1, part c below,
- Relevant, active editorships with academic, professional, or other business or management publications,
- Service on editorial boards or committees,
- Validation of SP status through leadership positions in recognized academic societies, research awards, academic fellow status, invited presentations, etc.,
- Development and presentation of continuing professional education activities or executive education programs,
- Significant participation in academic associations, professional standard-setting bodies, or policymaking bodies.

School of Business Requirements

SP faculty members must maintain SP status as follows:

During the preceding five years, an SP faculty member must have:

- Published at least one journal article or presented at an academic or professional conference,
- At least two additional scholarly contributions or scholarly activities as listed in categories a. and b. in Table 1.

Normally, an executive joining the SB's full-time faculty will retain SP for a period of five years. Continuation of SP status beyond five years requires that the faculty member will have produced intellectual contributions as set out above.

B2. Instructional Practitioners (IP)

Definition/Requirements from AACSB Standard

"Instructional Practitioners (IP) are faculty who have normally attained a master's degree related to the field of teaching; have professional experience substantial in duration and responsibility at the time of hire; and who sustain currency and relevancy through continued professional experience and engagement related to their professional background and experience in their field of teaching."

A non-exhaustive list of professional engagement activities includes the following:

- Consulting activities that are material in terms of time and substance,
- Development and presentation of executive education programs,
- Sustained professional work supporting IP status,
- Significant participation in business professional associations, professional standard-setting bodies, or policymaking bodies,
- Relevant, active service on boards of directors,
- Documented continuing professional education experiences,
- Documented professional certifications in their area of teaching,
- Participation in professional events that focus on the practice of business, management, and related issues,
- Participation in other activities that place faculty in direct contact with business and other organizational leaders.

School of Business Requirements

To be designated as an Instructional Practitioner (IP) a full-time or part-time faculty member must demonstrate *continuous professional experience* and engagement with industry as follows:

- Be currently employed full-time in industry or consulting,
- or
- Have been employed in industry or consulting capacities for more than 10% of his/her time in each of the last five years (e.g., 26 days per year.)

The employment or consulting engagements must be in an area related to the faculty member's teaching responsibility.

In addition to continuous engagement with industry as outlined above, IP faculty members who are not employed full-time in industry or consulting must maintain IP status by having at least three practice or pedagogy/curricula activities in categories c. and d. of Table 1 over the preceding five years.

Normally, an executive joining the SB's full-time faculty will retain IP status for a period of five years. Continuation of IP status beyond five years requires that the faculty member will have engaged in practice and pedagogy/curricula development activities as set out above.

Intellectual Contributions, Scholarly, Practice and Learning Activities

Table 1 contains a partial list of activities that are relevant to the designation of a faculty member as SA, PA, SP or IP.

Table 1: Intellectual Contributions, Scholarly, Practice and Learning Activities

a.	Intellectual Contributions
	Peer-Reviewed Journal (PRJ)
	Editorially Reviewed article (ERJ)
	Research Monograph
	Academic/professional Meeting Proceedings
	Competitive Research Award Received (>20,000)
	Textbook
	Case study
	Other Teaching Materials
	Other IC Type Selected by the School:
	Book Chapter
	Paper Presentation at Professional Conference
	Faculty Research Seminar at another Institution
	Other publication (e.g. non-PR journal, magazine article)
	Major revision of a textbook
	SSRN working paper
	Patent received
b.	Scholarly Activities
	Editorship of an academic journal
	Service on the Editorial board of a journal in the faculty member's discipline
	Elected officer of an international or national professional organization
	Editor of special edition of an academic journal
	Chair of PhD dissertation
	Honors received (e.g., best paper or researcher of the year award)
c.	Practice-oriented Contributions ^a
	Articles in newspapers
	Articles in peer-reviewed journals
	Articles in professional publications
	Books

	Case studies
	Competitive research grant awards
	Contributions arising from membership of review panels for national or international research organizations
	Contributions as an editorial board member
	Editorial contributions
	Invited presentations
	Invited showcase or keynote
	Oversight contributions for discipline or professional organizations
	Peer-reviewed academic proceedings
	Peer-reviewed professional proceedings
	Policy documents
	Practitioner books
	Reports from consulting and projects
	Research grants
	Scholarly books
	Technologies for utilization
	Textbooks
	Articles in newspapers
	Articles in peer-reviewed journals
	Articles in professional publications
	Books
	Case studies
	Competitive research grant awards
	Contributions arising from membership of review panels for national or international research organizations
	Contributions as an editorial board member
	Editorial contributions
d.	Pedagogy and Curricular Activities
	Participation in a high-quality, teaching workshop given by an external entity (e.g., Harvard for case teaching), or online teaching seminar
	Executive/practitioner training courses attended (to count as a qualification this activity must be approved by the dean)
	Attendance at a professional workshop, seminar or conference in area of teaching
	Publicly available material describing the design and implementation of new curriculum or course (other than syllabi, etc. that are published on the SB web site in the normal course of curriculum delivery)
	Instructional software made available and used by academics outside the SB
	Development and implementation of improved pedagogy resulting in a published white paper
	Design, development and delivery of an entirely new course
	Design, development and implementation of a major curriculum initiative
	Masters or undergraduate theses supervised

^a The list of intellectual contributions that may count to maintain PA status is adopted from the *2020 Interpretative Guidance for AACSB Accreditation* updated July 1, 2023.

Note: Contributions and activities other than those listed above may from time to time be used to justify faculty qualifications with approval of the dean.

Table 2 contains a partial list of research, practice and pedagogy activities that are NOT counted in the determination of faculty qualification status.

Table 2: Examples of Research, Practice and Instructional Activities that are NOT counted in the determination of qualifications

Working papers (other than those published on SSRN)	Attendance at research or pedagogy seminars delivered in-house
In-house faculty research seminars	Service for local religious or community organizations
On-campus service (committees, task forces, etc.)	Professional society membership (unless at the rank of officer)