



**COLUMBIA
BUSINESS
SCHOOL**

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Graduate School
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Dr. Stephen Rittenberg
Associate Provost
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Dear Steve:

Enclosed is a revised draft of the Business School's proposal for appointments of "professors of practice"; its modification follows our discussions. In particular, while the School's original proposal would have allowed two categories of appointments -- to convert academic faculty members and to nominate nontraditional academic candidates with significant experience in commercial, financial, or professional organizations -- the current proposal allows only the latter category of appointment. I would appreciate any additional comments or suggestions you might have before forwarding it to the University Senate Faculty Affairs Committee.

Thank you for your attention and consideration.

Sincerely,

Glenn Hubbard

enclosure

PROPOSAL TO ESTABLISH PROFESSORSHIPS OF PRACTICE IN THE GRADUATE SCHOOL OF BUSINESS

In the Fall of 1990, the School adopted as part of its mission statement to "educate and prepare men and women to be leaders, builders and managers of enterprises that create value for all their stakeholders and constituencies." It is the School's goal to be at the frontier of the creation and accumulation of knowledge as well as its effective dissemination to our MBA and Ph.D. students. We believe firmly in the general interdependence between the faculty's research and teaching activities. The School's Committee on Instruction has, nevertheless, identified situations in which our educational goals would be significantly enhanced by the appointment of a number of so-called professors of practice in the Graduate School of Business whose responsibilities would relate to our teaching mission. The quality of a business school's teaching and curriculum in its core MBA and Executive Education programs is central to the school's competitive position and its ranking by outside constituencies. As a consequence, enhancing our strengths in these fields is of great strategic importance.

The purpose of this memo is to: (1) identify the situations in which the appointment of professors of practice might be desired; (2) offer a definition of their responsibilities and rights; and (3) delineate a set of initial appointment, evaluation, and reappointment procedures.

Similar professorships are in existence in the Medical School and the Law School. (In the latter, they are referred to as "professors of the practice of law.") In the Business School, these professors of practice would be appointed on a two- or three-year renewable contract; they would not be part of the tenure-track or tenured faculty and the rules governing tenure would therefore not apply to them.

Identification

An appointment to a professorship of practice could be extended to faculty members hired outside traditional academic channels, with qualifications and experience ideally suited for specific teaching needs which fall outside the area of interest or expertise of the current tenured and tenure-track faculty.

Such qualifications and experience include service in professional organizations (*e.g.*, Donald Kirk, one of our contract faculty members was chairman of the Financial Accounting Standards Board) or business experience (*e.g.*, John Whitney, another contract faculty member, has significant experience in managing "turnarounds").

Responsibilities and Rights

- Professors of practice are expected to teach between four and six course sections per year unless they are assigned major administrative responsibilities. Contract faculty are

expected to maintain full-time residency at the School during their teaching terms. They may teach in Executive Programs under the same conditions as tenure-track or tenured professors. They would be expected to guide MBA students in field and project studies, to counsel MBA students, or to participate in curricular development task forces. They would not be expected to teach in the Ph.D. program of the School.

- Professors of practice would be encouraged to publish in practitioner and public media, and participate in public relations/public affairs efforts of the School.
- Professors of practice are voting members at full faculty meetings unless specifically excluded from deliberations or the voting body by a specific vote cast by the tenured and tenure-track faculty. Professors of practice would not normally serve on any of the School's or University's standing committees (University Senate, Committee on Instruction, Promotions Committee, Doctoral Committee, Research Review Committee, etc.) Professors of practice are not eligible for internal research grants.
- There will be three possible ranks for professors of practice: Assistant Professors, Associate Professors, and Full Professors.
- The number of professors of practice per division is not to exceed the larger of two (2) or 15 percent of the total number of full-time faculty members in this division. The professors of practice are included in the total number of full-time faculty positions allotted to a given division. They are therefore funded from the division's salary budget.

Procedures for Appointment, Evaluation, and Reappointment

- We recommend that professors of practice be given a three-year contract. The request for an appointment is to be made to the Dean's Office by the Divisional Chair of the relevant division, after a formal recommendation by an appropriate search committee. Requests for appointment will be reviewed by the School's standing Promotions and Tenure Committee, as will requests for extension of contracts. A contract for a professorship of practice will only be renewed if this is requested by the Division's second-year evaluation letter (of a three-year contract period). No tenure rights will be associated with repeated three-year contracts for any of the professors of practice.
- Criteria for initial appointment and for subsequent reappointment will be demonstrated excellence in meeting the division's clearly indicated teaching and curriculum development needs in the MBA and Executive Education programs. A request for reappointment will have to be accompanied by a statement of the faculty member's professional expertise and teaching performance (as evaluated by the School's regular course evaluation procedures). There will be no limits on possible reappointments.
- Each professor of practice will receive annual written evaluations by the tenured faculty of his or her division. Evaluations are to take place annually by March 15.