

Proposal to Establish Renewable Faculty Appointments at the Rank of Lecturer in Business and Senior Lecturer in Business

**Columbia Business School
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Summary

The Business School proposes to establish full-time appointments at the rank of *lecturer in business* and *senior lecturer in business*. These titles would be used for faculty whose responsibilities are primarily or entirely limited to teaching. Appointments at these ranks would be renewable and not subject to the limits on untenured service that apply to professorial titles. This proposal discusses the need for a limited number of lecturer and senior lecturer appointments; it describes the responsibilities and expectations associated with these positions; and it outlines a comprehensive system for review and reappointment of faculty at these ranks.

Background

As part of the diverse professional education it offers to students pursuing careers in business, Columbia Business School makes use of adjunct faculty who bring distinctive professional experience to the classroom. The School also uses adjunct faculty to fill short-term staffing needs. Given the high demand for the M.B.A. degree and the competition for qualified faculty, staffing shortfalls have been a continuing challenge at the Business School and are likely to persist in the future.

Faculty appointed to adjunct positions on a recurring basis are usually talented and dedicated teachers; they are valuable to the Business School and to its students, and some are eager to take on greater teaching responsibilities. Because University rules limit the number of classes an adjunct professor can teach in a year, the Business School occasionally grants full-time appointments to faculty members who would otherwise hold adjunct appointments, thus allowing them to take on additional course sections. These are term appointments of one or two years; they are made at the rank of assistant, associate or full professor, largely because these are the only titles available to the Business School for these appointments. These “contract” faculty positions are often renewed, but are subject to the University’s limits on full-time service without tenure.

The proposed ranks of *lecturer in business* and *senior lecturer in business* would provide the Business School with a vehicle for appointing a limited number of full-time faculty whose responsibilities are primarily or entirely limited to teaching. These would be renewable appointments not subject to University limits on untenured service. The Faculty of Arts and Sciences established similar appointments in 2003.

Procedures for Appointments

Except where an explicit distinction is made, the lecturer title in this proposal refers to both *lecturer in business* and *senior lecturer in business*. An initial appointment at a lecturer rank will follow procedures similar to those used for other faculty appointments. Proposals to hire

originate in the School's divisions (Accounting; Decision, Risk and Operations; Finance and Economics; Management; and Marketing). Proposals are reviewed by the School's Executive Committee; the Dean authorizes positions and approves appointments. Responsibility for conducting a search and anticipating teaching needs lies primarily with the divisions. Lecturers must be appointed by a division and must reside within that division. This requirement will preserve the faculty's responsibility for maintaining its standards, and it will help ensure that teaching by lecturers is fully integrated into the academic life of the Business School. The number of lecturers in a division may not exceed 10% of the total number of full-time faculty in that division.

The primary qualification for an appointment as *lecturer in business* is a record of successful teaching relevant to the division's needs, or strong evidence of the potential for successful teaching. A *senior lecturer in business* would have an established record of successful teaching or other experience that would warrant appointment at the senior rank.

Lecturers will typically hold a Ph.D., an M.B.A., or another relevant graduate degree. They will often have business experience relevant to their teaching, but professional experience will not be a requirement for appointment. This differentiates an appointment as lecturer from an appointment as a professor of professional practice, for which a high level of achievement in business is required.

Terms of Appointment

An initial appointment to the rank of lecturer will ordinarily be made for one year. In special circumstances --- a known multi-year teaching need that cannot be met through regular hiring and a candidate with an exceptional teaching record --- the initial appointment may be for up to three years.

The teaching load for a lecturer is 4-6 courses per year. An adjunct faculty member may be appointed to a full-time position as a lecturer. However, a faculty member cannot move from a full-time professorial rank to a position as lecturer or vice versa. (A temporary exception to this rule will be requested of the Provost, following the establishment of the new ranks, to allow the appointment of "contract" faculty as lecturers or senior lecturers.)

Lecturers may be appointed for terms of 1-3 years, but the length of the appointment may not exceed the number of years remaining until the next stage in the system of three-year reviews outlined below. For example, a lecturer initially appointed for one year could be reappointed for a term of up to two years. After passing the third-year review, the lecturer could be reappointed for one, two or three years.

Lecturers will be invited to attend regular meetings of the full faculty of the Business School and participate in discussions of School matters. However, they will not have voting privileges and would not ordinarily serve on any of the School's standing committees.

The University's formal title for the proposed rank would be *lecturer in discipline in business*. For internal purposes, a faculty member appointed at this rank would be identified as, for example, a *lecturer in management* or a *lecturer in marketing*.

Review Schedule

A system of regular and constructive evaluations will help advance the professional development of lecturers and maintain teaching quality at the Business School. Reviews will also help ensure that a continuing need for teaching by lecturers is examined critically on a regular basis.

Each stage of review begins with the lecturer's division. The division will review the lecturer's teaching each year as part of its staffing process. More formal reviews will be undertaken on a three-year cycle. For each such review, the division will submit its evaluation to the Business School's Promotions and Tenure Committee, and the committee will make its recommendation to the Dean.

Development Review: The first professional review will ordinarily take place during the third year and must be completed before a lecturer can be appointed for a fourth year. This review focuses on a lecturer's effectiveness as a teacher and the continuing need for the position.

Critical Review: The second review will ordinarily take place during the fifth year and must be completed before a lecturer can be appointed for a sixth year. This review will examine a lecturer's continued effectiveness and need as a teacher. It will also examine contributions outside the classroom, such as the development of course materials and other work that advances the School's educational mission.

Major Review: The third review will ordinarily take place during the eighth year and must be completed before a lecturer can be appointed for a ninth year. While continuing to focus on a lecturer's effectiveness and need as a teacher, this review will set a high standard for a lecturer's engagement in the teaching mission of the Business School. Examples of significant engagement include participation in the development of new courses, involvement in preparing new faculty to teach in the M.B.A. program, and providing distinctive educational or professional guidance for students.

Subsequent reviews are conducted on a three-year cycle. These confirming reviews will verify that there is a continuing need for the teaching provided by the lecturer, and that the lecturer maintains currency in his or her areas of teaching, continues to be effective in the classroom, and maintains a high level of engagement with the educational mission of the Business School. In the event that a confirming review raises concerns or leads to a recommendation against further appointment, a full review following the procedures of the Major Review would be conducted.

At each stage, a lecturer's division will first undertake its own review and then submit its evaluation and all supporting materials (including teaching evaluations, relevant course materials, and a c.v.) to the Promotions and Tenure Committee. The Promotions and Tenure Committee will then make its recommendation to the Dean. The division and the committee may also recommend that a lecturer be promoted to senior lecturer.