Kogod School of Business Policy for Initial Appointment, Reappointment, and Promotion of Term Faculty
Adopted by KSB Faculty, March 20, 2012

At initial appointment, Kogod assigns most term faculty to the “professorial lecturer” track or to the “executive-in-residence” track. The track assignment depends on the reasons for the appointment, on the previous experiences and qualifications of the faculty member, and in some instances on the faculty member’s career goals.¹

All initial appointments are preceded by a formal search following American University guidelines.

Professorial Lecturer Track
New term faculty with the requisite academic background and/or professional knowledge are normally assigned to this track at the time of an initial appointment. Ranks in this track include Instructor, Professorial Lecturer, Senior Professorial Lecturer, and Hurst Senior Professorial Lecturer. The initial appointment may be to any of the first three of these ranks, depending on qualifications.

**Instructor**
*Initial appointments* at the rank of Instructor are for a period of one year.

*Minimum qualifications* for initial appointment include a bachelor’s degree in an appropriate field or equivalent experience for faculty who will teach undergraduate courses, or a master’s degree or equivalent experience for faculty who will teach graduate courses.

*Reappointments* at this rank are for a period of one year. To be considered for reappointment, there must be evidence of successful teaching during the preceding term and, for positions that involve a service component, evidence of satisfactory service.

¹ The AU Faculty Manual provides additional tracks for term faculty not considered here. For example, a term faculty member whose contract includes a significant scholarship obligation may be appointed as a term assistant, term associate, or term full professor. A term faculty member temporarily on leave from another institution may be appointed as a visiting assistant, associate, or full professor. One whose obligations are solely scholarly and whose salary and benefits are financed through sources outside the university may be appointed as a research assistant, associate, or full professor. If needed, policies related to these alternatives will be developed at a later date.
**Professorial Lecturer**

*Initial appointments* at the rank of Professorial Lecturer are for a period of one year.

*Minimum qualifications* for initial appointment at this rank include evidence of successful teaching elsewhere and either a terminal degree in the relevant field or professional experience in the relevant field that provides content knowledge equivalent to that inherent in a terminal degree.

*Reappointments* at this rank may range from one to five years. To be considered for reappointment, there must be evidence of successful teaching during the preceding term and, for positions that involve a service component, evidence of satisfactory service.²

*To be promoted*³ to the rank of Professorial Lecturer, a term faculty member must have completed three years of successful teaching at the rank of Instructor, and must either have attained a terminal degree in the relevant field or have attained professional experience in the relevant field that provides content knowledge equivalent to that inherent in a terminal degree.

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**Senior Professorial Lecturer**

*Initial appointments* at the rank of Senior Professorial Lecturer are for a period of one to five years.

*Minimum qualifications* for initial appointment at this rank include evidence of superior performance as a teacher and either a terminal degree in the relevant field or professional experience in the relevant field that provides content knowledge equivalent to that inherent in a terminal degree.

*Reappointments* at this rank may range from one to five years. To be considered for reappointment, there must be evidence of superior

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² As established in *Kogod School of Business Rank and Tenure Committee Governance Policy* (February 16, 2011), the initial appointment and reappointment processes for the professorial lecturer ranks and the executive-in-residence ranks begin with a letter from the department chair to the Dean or the Dean's designate, continue with a letter of recommendation from the latter, who also informs the RTC of the pending action, and end with final approval from AU's Dean of Academic Affairs.

³ The promotion process for the professorial lecturer and executive-in-residence tracks begins with a letter of recommendation from the department chair to the RTC, continues with a letter from the RTC to the Dean or the Dean's designate, and ends with final approval by AU's Dean of Academic Affairs (see *Kogod School of Business Rank and Tenure Committee Governance Policy* (February 16, 2011)).
teaching over the term of the current contract and, for positions that involve a service component, evidence of superior service.

To be promoted to the rank of Senior Professorial Lecturer, a term faculty member must have completed five years of superior teaching and service at the rank of Professorial Lecturer (or at the rank of Executive-in-Residence—see below).

**Hurst Senior Professorial Lecturer**

*Initial appointments* at the rank of Hurst Senior Professorial Lecturer are for a period of one to five years.

**Minimum qualifications** for initial appointment at this rank include those for initial appointment as a Senior Professorial Lecturer and a notably prestigious previous career and experience.

**Reappointments** at this rank may range from one to five years. To be considered for reappointment, there must be evidence of superior teaching over the term of the current contract and, for positions that involve a service component, evidence of superior service.

To be promoted to the rank of Hurst Senior Professorial Lecturer, a Senior Professorial Lecturer must have provided meritorious service to the University over a number of years.

**Executive-in-Residence Track**

At Kogod, new term faculty with significant executive or professional experience who can benefit students by bringing their experience to the classroom are often assigned to this track at the time of initial appointment. The entry-level rank in this track is Executive-in-Residence. Beyond that, the promotion path is to the ranks of Senior Professorial Lecturer and Hurst Senior Professional Lecturer (see above).

**Executive-in-Residence**

*Initial appointments* at the rank of Executive-in-Residence are for a period of one year, except in unusual circumstances.

**Minimum qualifications** for initial appointment include a bachelor’s degree in an appropriate field or equivalent experience for faculty who will teach undergraduate courses, or a master’s degree or equivalent experience for faculty who will teach graduate courses.

**Reappointments** at this rank are for a period of one to five years. To be considered for reappointment, there must be evidence of
successful teaching over the term of the current contract and, for positions that involve a service component, evidence of satisfactory service.

**To be promoted** from the rank of Executive-in-Residence to the rank of Senior Professorial Lecturer, a term faculty member must have completed five years of superior teaching and service at the rank of Executive-in-Residence.

**Evaluation of Teaching**
The conditions set forth above for initial appointment, reappointment, and promotion of term faculty include frequent references to quality teaching. In evaluating quality of teaching, Kogod considers the entire range of teaching-related activities including classroom performance; organization, articulation, and presentation of subject matter; an ability to motivate and involve students in the learning process; respect for the intellectual needs of students; and evidence of engagement with students both inside and outside the classroom.

**Classroom Activities**
Many ways are available to assess a faculty member’s effectiveness in the classroom. Student evaluations of teaching (SETs) are an important indicator of classroom teaching quality, and these may be evaluated in both absolute and relative contexts. Kogod has traditionally emphasized a subset of SET scores (overall quality of the course, overall teaching effectiveness of the instructor, and perceived difficulty of the course material) in evaluating quality of teaching. However, other SET items may be relevant for evaluation, as may situational factors such as: the faculty member’s teaching experience; number of courses or students taught in a given term; number of preparations and incidence of new preparations; and trend over time in SET scores.

Other classroom-related activities may include: development of new courses or major revisions of existing courses; use of technology in the classroom and introduction of appropriate new technologies; and development of instructional materials such as cases, problems, workbooks, laboratory manuals, and audio-visual materials.

**Non-Classroom Activities**
Activities involving engagement with students outside of class may include: collaborating with students on research projects; finding innovative ways to engage students; advising students as to curriculum choices; assisting participants in academic competitions; supervising student work such as internships, independent studies, and group field projects; and assisting with students’ career development. Other non-classroom teaching-related activities may include improving teaching
skills or expanding areas of expertise and participating in the development of new programs or the revision of existing programs.

**Evaluation of Service**
The conditions set forth above for initial appointment, reappointment, and promotion of term faculty also include frequent references to quality service. At Kogod, service is evaluated based on internal activities aimed at furthering the interests of Kogod and American University and on external activities that are helpful to a faculty member’s profession, academic discipline, or community. In evaluating service, Kogod looks to and values the quality of service contributions, the degree of responsibility they entail, and the effectiveness with which they are delivered, rather than the simple quantity of activities undertaken.

**Internal Service Activities**
Internal service activities relevant for evaluation may be undertaken at the department, school, or university levels. These may include, but are not limited to: acting as an adviser to student organizations; generating employment opportunities for students; engaging in outreach activities with potential students, employers, or donors; serving on and making substantive contributions to the work of department, school, or university-wide committees; and undertaking significant administrative responsibilities.

**External Service Activities**
External service activities relevant for evaluation may include: providing service to professional or academic organizations as an adviser, elected officer, committee member, conference planner, or editor; serving on licensing or examination committees; serving on the boards of corporate or nonprofit organizations; making media appearances; or undertaking other significant community engagement.
Kogod School of Business Policy on Term Faculty Participation in Governance
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Participation in University-Level Governance
Term faculty may participate in University-level governance activities as permitted by University regulations.

Participation in School-Level Governance

Kogod Council
Term faculty may vote on curriculum matters and on other matters not related to the scholarly activities, the hiring, promotion and tenure, or the scholarship, teaching, and service expectations of tenure-line faculty.

Standing Committees of the Kogod Council
At present, the Kogod Council has three standing committees: the Rank and Tenure Committee (RTC), the Educational Policy Committee (EPC), and the Curriculum Assessment Committee (CAC). RTC membership is reserved to tenure-line faculty. Both tenure-line and term faculty may serve as members of the CAC and the EPC.

Ad Hoc Committees of the Kogod Council
Term faculty may serve on any ad hoc committee of the Kogod Council other than those charged with matters related to the scholarly activities, the hiring, promotion and tenure, or the scholarship, teaching, and service expectations of tenure-line faculty.

Administration of Degree Programs
A term faculty member may serve as faculty director of an academic degree program or in other similar administrative capacities.

Participation in Department-Level Governance

Department Chair
A term faculty member may not serve as department chair.

Department Council
Term faculty may vote on curriculum matters, in department chair elections, and on other departmental matters not related to the scholarly activities, the hiring, promotion and tenure, or the scholarship, teaching, and service expectations of tenure-line faculty.
Standing and Ad Hoc Department Committees
Term faculty may serve on any standing or ad hoc departmental committee other than one charged with matters directly related to the scholarly activities, the hiring, promotion and tenure, or the scholarship, teaching, and service expectations of tenure-line faculty.

Curriculum-Related Administration
A term faculty member may serve in a curriculum-related department-level administrative capacity.