

MEMORANDUM

September 25, 2003

To: All Zicklin Full-Time Faculty
From: Ann Brandwein, Chair, Zicklin School of Business Executive Committee
Rob Ducoffe, Acting Associate Dean
cc. Your Department Chair
Dean John Elliott
Re: AACSB Faculty Assessment

This is a long, but important memo! Please read it carefully.

Enclosed is an AACSB-based assessment of your academic record based on the (enclosed) vita that you submitted in early Spring 2003. These materials are being shared with your Department Chair and a copy will be maintained in your file in the Dean's Office.

The purpose of this memo is as follows:

- A. To share with you the outcome of the assessment of your record, to explain the new accreditation standards and expectations, and the new process that was used to conduct these assessments for the first time.
- B. To ask you to update your vita and follow the instructions provided in this memo so that a similar assessment can be conducted again this year. Your updated vita should be returned via e-mail to the Dean's Office at zicklinbus@baruch.cuny.edu and to your Department Chair by December 1st, 2003.

A. What the Assessment of Your Vita is Based On

In April 2003, the membership of AACSB approved new standards for business accreditation. Next spring, new and similar standards for Accounting accreditation are expected to be formally adopted. The Zicklin School, this year, will be engaged in preparations for re-affirmation of our accreditation during the 2004-2005 academic year with our site visit by the review team scheduled for spring 2005.

Academic and Professional Qualifications

The data contained in all faculty vitae, both full-time and adjunct, individually and in aggregate, are used to evaluate both our intellectual qualifications to accomplish our mission and the extent to which we are actively engaged as a faculty in mission-related activities beyond teaching and research. *All of this is intended to be constructive and to support our individual and collective efforts at continuous improvement.*

Each faculty member's record serves as the basis for an assessment of both *Academic Qualifications and Professional Qualifications*. Academic qualification is based on original academic preparation (typically PhD degree preparation) augmented by subsequent activities that maintain or establish preparation for current teaching responsibilities. Professional Qualification is based on both relevant academic preparation and relevant professional experience.

The key criterion for judgment of the Zicklin School as a whole is as follows:

“At least 90 percent of faculty resources are either academically or professionally qualified.”

AACSB expects that, while entry qualifications (both academic and professional) are important, faculty members must be involved in continuous development throughout their careers to stay current. The critical factor in determining whether faculty members bring current and relevant information to their teaching is the impact of faculty members' development activities on **Learning, Practice, and Scholarship**. These are described by AACSB generally as follows:

Learning contributions directly influence the teaching-learning activities of the school. Preparation of new materials for use in courses, creation of teaching aids, and research on pedagogy all qualify as learning contributions.

Practice contributions influence professional practice in the faculty member's field. Articles in practice-oriented journals, creation, and delivery of executive education courses, and published reports on applied consulting all qualify as practice contributions.

Scholarship contributions add to the theory or knowledge base of the faculty member's field. Published research results and theoretical innovation qualify as scholarship contributions.

Faculty vitae are the primary source of raw materials on which academic and professional assessments are made in these three areas. **The standards require that faculty members demonstrate the impact of professional development on Learning, Practice, and Scholarship every five years consistent with the aims expressed in the school's mission statement.**

The Zicklin School's mission statement, posted at <http://zicklin.baruch.cuny.edu/about/mission.html>, emphasizes both teaching as well as basic and applied research.

We encourage all of you to read more about the AACSB standards by visiting the site below where a full list of the kinds of activities that are considered as falling within each of the three areas, Learning, Practice, and Scholarship, are identified. It is important that you are familiar with this information and that you use it as a guide as you consider the information you include when updating your vita. The pages dealing specifically with faculty qualifications are from pages 39-46.

<https://www2.aacsb.edu/accreditation/brc/standards-4-25.pdf>

Participation

In assessing sufficiency of faculty, AACSB now distinguishes between **Participating and Supporting (or non-participating) faculty**, a distinction that categorizes individuals into those who are "full participants in the life of the school and those who are not." The summaries of the definitions are as follows:

Participating Faculty: engage in definition of major academic issues (curriculum development; course development; assurance of learning; other mission-related activities); participate in governance; are eligible to serve on committees; vote on committees; participate in non-class activities such as directing extra-curricular activity, academic and career advising; representing School on institutional committees; participate in faculty development activities; and take non-teaching assignments as defined by School. The School considers them as long-term members of the faculty *regardless of whether they are full-time or adjunct.*

Supporting Faculty: do not have deliberative or voting rights on faculty issues; do not have membership on faculty committees; are not assigned responsibilities beyond direct teaching function (i.e. class contact and office hours); and contractual arrangement with School is ad hoc, normally one term or academic year at a time.

The key criteria for judging sufficiency of faculty resources for the Zicklin School as a whole are as follows:

“Normally, Participating faculty members will deliver at least 75 percent of the school’s annual teaching.”

“Normally, Participating faculty members will deliver at least 60 percent of the teaching in each degree program AND in each discipline.”

We encourage you to familiarize yourself further with the explanation of these guidelines. Those dealing specifically with Participation appear on pages 35-38 at:

<https://www2.aacsb.edu/accreditation/brc/standards-4-25.pdf>

For additional guidance, the following is a **non-exclusive** list of activities that constitute “participation” for AACSB purposes that you should be sure to itemize in your vita:

- 1) All committee membership (departmental, school, college and CUNY);
- 2) Advising student clubs;
- 3) Drafting departmental examinations;
- 4) Participation in recruitment of new faculty;
- 5) Attendance at seminars;
- 6) Development of new courses;
- 7) Career advising (including participation in career seminars);
- 8) Academic advising (including participation in seminars);
- 9) Involvement in activities aimed at recruiting new students; and
- 10) Participation in special one-time activities (such as volunteering as a marshal at graduation).

How These Assessments Were Conducted?

The summary assessment that is enclosed was based on a review of your vita that was conducted twice; first by a member of the Executive Committee of the Zicklin School, and second, by its Chair, Professor Ann Brandwein, in consultation with Associate Dean Ducoffe. The elected members of the Zicklin School’s Executive Committee are:

Chair	Ann Brandwein	Statistics and Computer Information Systems
Member	Masako Darrough	Accounting
Member	Stephen Gould	Marketing
Member	Debbie Kaminer	Law
Member	Terry Martell	Economics and Finance
Member	Hannah Rothstein	Management

Executive Committee members shared in the reviewing of faculty vita in all departmental areas except those from faculty in their respective departments.

As you will see from the summary assessment, each faculty member’s vita was reviewed and summary assessments were made in the areas discussed above. See additional explanation for how these were done below. When you review your vita, you will see Committee members’ notes on items in your vita that give evidence of your activities and that correspond to the categories below.

(P) Participating/Non-Participating: *If you received a “non-participating” assessment, it could very well be attributable to missing*

information regarding the activities in your vita.

Executive Committee members had to rely for their assessments only on the information in your vita. Obviously, it is in yours and the Zicklin School's interests that your vita fully and accurately reflect your activities. If you were classified as non-participating and the information in your vita was complete, your Department Chair will be seeking ways for you to become more fully engaged over the coming year. We need you!

Academic Qualifications:

Academic qualifications are determined by assessments in two general areas. First, original educational training is assessed and is based on appropriateness of the degree you have obtained. Second, to ensure that your academic qualifications are maintained, your activities in **(L)** Learning, **(PR)** Practice, and **(S)** Scholarship were assessed for evidence of contributions within the past five years.

Professional Qualifications:

Professional qualifications normally consist of a master's degree in a faculty member's teaching field and relevant professional experience that was/is significant in duration, level of responsibility, and current at time of hire.

B. Updating Your Vita

As you can tell, these assessments are tied to the completeness and accuracy of the information contained in your vita. We therefore begin the year with an important request that each of you submit a complete, updated version of your vita using the standard Baruch College template (with one addition discussed below).

All submissions should be sent via e-mail to the Dean's Office at zicklinbus@baruch.cuny.edu, and to your Department Chair, by December 1st, 2003

If you need information on the correct formatting for your vita, the standard Baruch vita template is posted online at the following address:

http://www.baruch.cuny.edu/facultyhandbook/curriculum_vitae.htm

Special Instructions on Two Issues When Updating Your Vita

After the Executive Committee's first review of the vitae of Zicklin's full-time faculty using the new AACSB standards, please take special note of two issues when updating your vita this month.

1. Capture All Your "Participation" Activities

Please give careful consideration *and include in your vita* the full range of your participation on committees, in faculty development activities, in non-teaching assignments including administrative work, advising, or other activities as a faculty member in your department, Zicklin, Baruch, or CUNY. It is essential that we capture these activities in order to have an accurate view of the overall level of Participation of the Zicklin faculty and to reach the 75 percent minimum level required by AACSB. (For examples, see page 4 of this memo.) If you have not maintained an up-to-date vita in these areas, *at minimum it is necessary that you include activities for at least the past five years.*

2. Include Your Learning Development Activities by Adding a New Section, 15C – "New Learning Materials Developed"

AACSB's new standards emphasize contributions that all faculty members make to Learning and Pedagogical Research because they influence how we translate what we know to the education of our students.

The current Baruch College vita template, Section 15B, only asks for New Courses/Programs Developed.

Other sections of the current Baruch vita template include sections that naturally capture articles on teaching innovations, major editorial assignments for pedagogical-oriented journals, presentations at professional meetings, and published cases. It does not fully capture other kinds of activities that AACSB is looking for and that would fall into the category "New Learning Materials Developed."

Therefore, please add a new section, 15C – "New Learning Materials Developed" to your vita and include information on your activities that are relevant here but that are not captured in other sections of your vita.

Thank you in advance for your timely efforts in updating and submitting your vita. If you have any questions, feel free to contact either Rob Ducoffe or Ann Brandwein. Each Department is represented by a faculty member on the Executive Committee and you are encouraged to reach out to your representative if you so desire.

Enclosures

**AACSB Completed Faculty Assessment Form
Your vita**