



**MEMORANDUM**

**To:** Julio Frenk  
University President

**From:** Linda L. Neider  
Chair, Faculty Senate

A handwritten signature in blue ink, appearing to read 'L. Neider', is placed over the 'From:' field.

**Date:** April 22, 2021

**Subject:** Faculty Senate Legislation #2020-91(B) – Increase the Number of EDUCATOR Faculty,  
Herbert Business School.

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The Faculty Senate, at its April 21, 2021 meeting, had no objections to increase the number of EDUCATOR faculty in the Herbert Business School from 20 to 25. This change is due to the increased number of faculty in the Herbert Business School.

The proposal is enclosed for your reference.

This legislation is now forwarded to you for your action.

LLN/rh/va

Enclosure

cc: Jeffrey Duerk, Executive Vice President and Provost  
John Quelch, Dean, Herbert Business School  
D.J. Nanda, Vice Dean, Faculty and Research, Herbert Business School

**CAPSULE:** Faculty Senate Legislation #2020-91(B) – Increase the Number of EDUCATOR Faculty, Herbert Business School.

**PRESIDENT'S RESPONSE**

APPROVED:  DATE: 5/28/21  
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean John Quelch, Miami Herbert Business School

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY  
(pending any additional approval by the Board of Trustees)

NOT APPROVED AND REFERRED TO: \_\_\_\_\_

REMARKS (IF NOT APPROVED): \_\_\_\_\_



## MEMORANDUM

**To:** MHBS School Council

**From:** Dhananjay (DJ) Nanda, Vice Dean for Faculty and Research

**Subject:** Proposal to Increase the watermark for Educator Faculty at MHBS

**Date:** March 19, 2021

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Attached is a proposal to increase the number of Educator Faculty (also known as Professional Practice Faculty) at the University of Miami Herbert Business School (MHBS) from 20 to 25.

In 2012, the Regular Faculty, supported by the Dean, of the Miami Herbert Business School voted to request approval from the Faculty Senate to establish up to 12 Educator Faculty positions (also known as Professional Practice Faculty). Please see the attached documentation. At that time, the school consisted of 80 Tenured or Tenure-Earning Faculty, with 52 non-tenure track colleagues, so the additional 12 Educator Faculty lines comprised 9% of the total. In 2018, at MHBS's request, the Faculty Senate approved an increase in Educator Faculty lines to 20. As of now, the Regular Faculty watermark has increased from 80 in 2013 to 94 currently with the expectation that the number of Regular Faculty positions will increase modestly over the next few years. The total MBS faculty currently is 157, with Educator Faculty lines comprising 13%. An increase of 5 more Educator Faculty positions will increase this percentage to 16% of the total MBS faculty (if all 25 positions are filled).

MBS is a professional school that relies heavily on clinical teaching to provide the exposure to professional practice our students require. Over the past five years, student enrollment has grown significantly. Specifically, undergraduate enrollments were 2,305 in 2016 compared with 2,621 in 2020, a 14% increase, and graduate enrollments were 814 in 2016 compared with 949 in 2020, a 17% increase. Despite the significant enrollment increases – and we anticipate even higher increases in both undergraduate and graduate enrollment this fall – the number of Educator Faculty lines has remained the constant.

We respectfully request authorization to increase the number of Educator Faculty from 20 to 25.

## Proposal to Increase Educator Faculty Lines

### Executive Summary

- The significant increase in undergraduate and graduate enrollment and the launch of new specialty Masters degrees (e.g. Professional MS in Finance and MS in Sustainable Business) over the last few years has resulted in a shortage of qualified instructors to meet demand. As a result, regular and clinical faculty are stressed with overload teaching. Consequently, both service quality and research productivity are at risk.
- Currently, 18 of the 20 slots for Educator faculty are occupied by Assistant/Associate/Full Professors of practice on three-year contracts. Due to the requirement that Educator faculty receive a terminal year in case of non-renewal of contract, we experience a one- or two-year lag in replacing them. Additional slots will provide MHBS flexibility in finding and appointing replacements for faculty who have not been renewed but before they leave MHBS.
- Our current watermark for regular faculty is 94, so the 20 Educator slots are approximately 21% of tenured and tenure earning faculty. An increase of 5 slots will result in this proportion increasing to 27%.
- MHBS has a plan to hire 11 additional tenured and tenure-earning faculty. However, even with these new regular faculty hires we will continue to face a significant shortfall in staffing classes

### 1) Background and Rationale

In 2012, the Regular Faculty, supported by the Dean, of the Miami Business School voted to request approval from the Faculty Senate to establish up to 12 Educator Faculty positions (also known as Professional Practice Faculty). The faculty request was approved by the Faculty Senate in January, 2013. At that time, the school consisted of 80 Tenured or Tenure-Earning Faculty, with 52 non-tenure track colleagues so the additional 12 Educator Faculty lines comprised 9% of the group. In 2018, at MHBS's request, the Faculty Senate approved an increase in Educator Faculty lines to 20. We are now requesting an additional 8 Educator Faculty positions. Since 2013, the Regular Faculty has increased from 80 to 94 currently with the expectation that the number of Regular Faculty positions will increase modestly over the next few years. The total MHBS faculty currently is 157, with Educator Faculty comprising 13%. An increase of 5 more Educator Faculty positions will increase this percentage to 16% of the total MHBS faculty (if all 20 positions are filled).

Over the past five years (since 2013 when the 12 Educator Faculty positions were first approved), student enrollment has grown significantly. Specifically, undergraduate enrollment was 2,305 students in 2016 compared with 2,621 students in 2020, a 14% increase over the five-year period. Graduate enrollments were 814 in 2016 compared with 949 in 2020, a 17% increase over the five-year period.

MBS's mission is to "develop innovative ideas and principled leaders that transform global business and society." Implied in this statement is both a research mission ("develop innovative ideas") and a teaching mission ("develop principled leaders"). Having Educator Faculty as a part of MBS's portfolio of faculty members is critically important for the fulfillment of our mission:

- **Support of Research Mission.** MBS's Tenured and Tenure-Earning Faculty help to fulfil the school's research mission, but many are currently overburdened with teaching extra sections or teaching large

classes due to our significant growth in enrollment. To improve MBS's research productivity and execute on our vision of becoming a Top 25 Business School by 2025, it is critically important that faculty loads be consistent with that of our benchmark comparison schools. Particularly given the increase enrollments in graduate classes, staffing must be done by terminally qualified faculty with the requisite experience and background required by our accrediting body, AACSB. Although our Full-Time Lecturers and Adjuncts help alleviate staffing burdens at the undergraduate level, they are not typically qualified to do so for our graduate courses. As a result, a number of tenured faculty have taken on overloads to ensure that departments meet their obligations to our students. This leads to burn-out, and also, less time devoted to scholarship, ultimately impeding our research mission.

- **Support of Teaching Mission.** Because we are a professional school, MBS relies on high-quality and innovative teaching, and again, given our significant growth in enrollment, strategically adding more Educator Faculty will help departments innovate curriculum to satisfy the challenges of a global marketplace. Educator Faculty also extend our reach and create long-lasting connections with our professional practice community and external stakeholders. These relationships help provide our students with networking opportunities and in a number of cases, exposure to experiential learning that would not otherwise take place.

The market for high-quality business school faculty to execute the school's teaching mission is competitive and Educator Faculty are critical for:

- **Recruitment.** To compete with Top 25 Business Schools, we need to recruit experienced instructors who can engage in curriculum innovation in strategically important areas (e.g., Sustainability, FinTech, Entrepreneurship, Data Analytics, etc.). Clearly, we will only be able to recruit a faculty member who is already Professional Practice Faculty at another school, by offering a comparable contract. They will not accept employment for a "Lecturer" title.

- **Retention.** We will continue to use a Professional Practice Faculty position as a potential retention device for our most talented Full-Time Lecturers who are beginning to receive competitive offers from other schools due to the limited number of qualified business faculty in the marketplace.

Thus, Tenured/ Tenure-Earning and Educator Faculty are complements, and not substitutes, both being critically important for MBS to fulfill our mission.

## **2) Hiring and Retention Flexibility**

At MHBS, 18 of the 20 slots for Educator faculty are occupied by Assistant/Associate/Full Professors of practice on three-year contracts. Due to the requirement that Educator faculty receive a terminal year in case of non-renewal of contract, we experience a one- or two-year lag in replacing them. Additional slots will provide MHBS flexibility in finding and appointing replacements for faculty who have not been renewed but before they leave MHBS. We do not anticipate employing 25 Educator appointments on average over the long run, however, the increased watermark would provide MHBS much needed flexibility in managing our faculty recruiting and replacement process.

## **3) Standards and Procedures for Appointment and Promotion**

If the proposed increase in Educator Faculty lines is approved, the positions will be filled incrementally to ensure the selection of highly qualified candidates. The appointed Educator Faculty will hold terminal degrees in their respective fields and will possess high-quality teaching skills. They will be required to maintain professional qualifications in their field for licensing and accreditation.

Consistent with the MBS By-Laws, Educator Faculty will be eligible to hold one of three ranks, “Educator Assistant Professor,” “Educator Associate Professor,” or “Educator Professor.” In each case, the rank at initial appointment will be commensurate with the candidate's background, experience, and stature in the associated field of practice.

Procedures for appointment, selection, promotion, evaluation, and reappointment of Educator Faculty will be in accordance with the Faculty Manual and the MBS By-Laws.

#### **4) Educator Faculty Status and Voting Rights**

The voting rights of all faculty are described in the Faculty Manual. In addition, the MBS By-Laws state that the voting members of the faculty consist only of the Regular Faculty within the school.

#### **5) Annual Performance Reviews**

Annual evaluation of our Educator Faculty will conform to the procedures for General Faculty, as required for Special Reviews and described in the Faculty Manual.

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**MEMORANDUM**

TO: Faculty Senate

FROM: Mrs. Blanca Ripoll  
Secretary of the Faculty School Council  
Miami Herbert Business School

DATE: March 31, 2021

SUBJECT: Proposal to Increase Educator (Professional Practice) Faculty Lines at the Miami Herbert Business School

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On Friday March 26, 2021, the School Council of the Miami Herbert Business School (MHBS) approved the proposal to Increase Educator (Professional Practice) Faculty Lines from 20 to 25. The proposal was then sent to the voting faculty of the School. The results were as follows: 59% of the faculty voted on the proposal. **The proposal passed with a 65% in favor and 35% opposed.**

cc: Dr. DJ Nanda, Vice Dean, Faculty and Research