

CGSC Bulletin 690 Appendix B  
CIVILIAN FACULTY QUALIFICATIONS

1. INTRODUCTION.

a. The key component of any institution of higher learning is a qualified faculty. The creation and maintenance of a qualified faculty ensures student exposure is to experts in their academic and professional fields. The faculty creates a positive learning environment that improves student learning and ensures successful accomplishment of the institution's educational mission. To maintain a world-class professional faculty at the Command and General Staff College (CGSC), we must constantly analyze the educational landscape and accreditation requirements to ensure appropriate qualifications are requisite in the hiring and reappointment of civilian faculty.

b. This appendix outlines the qualification requirements for hiring and reappointment of civilian faculty of the schools within the CGSC, to maintain a consistent standard. The requirements based for faculty qualifications are on a number of considerations, to include:

- (1) Best practices in higher education,
- (2) The standards required by the CGSC's regional accrediting body, the Higher Learning Commission and,
- (3) Common standards amongst comparable schools in the Joint Professional Military Education field.

2. FACULTY QUALIFICATIONS MODEL.

a. Regional accreditation standards prescribe the accepted qualification requirement for faculty as the attainment of a degree one level higher than the program in which they teach. For our graduate degree programs, this means the standard must be a terminal degree in an appropriate field, and for undergraduate degree programs a master's degree in an appropriate field.

(1) With a view to having a faculty with appropriate academic credentials and military experience, the requirement of hiring faculty with a terminal degree will be a challenge for CGSC. Because of this unique situation, the standard in graduate programs is to either hiring a new civilian faculty member with a terminal degree, or hire a civilian faculty member with a master's degree and the formal stipulation that they will undertake a terminal degree and finish within a six-year timeframe. Three successive two-year appointments with an assessment of progress at each two-year interval will mark this timeframe. Failure to make sufficient progress with each appointment period and attain a terminal degree within six years will be cause in not reappointing the faculty member.

(2) Civilian faculty of undergraduate degree programs will require a master's degree at the time of hiring, as this credential is easier to obtain and does not require the extended timeframe common with terminal degrees.

b. While the attainment of an academic degree of the appropriate level is the standard for faculty qualification, there is some latitude for the substitution of tested experience for a degree. Such tested experience must be deemed equivalent to the appropriate degree and include a breadth and depth of experience from real-world situations relevant to the teaching assignment the faculty member will occupy. This equivalency will be limited to specific positions, experiences, and determined at the school or departmental level. The establishment of equivalency will be in the school or departmental hiring policies and approved by the Deputy Commandant.

c. Faculty members who teach a subject without a terminal degree in a supporting discipline must have 18 graduate hours in the field they teach or meet appropriate tested experience standards. These standards may be different from those in the school or departmental hiring policies as they are not in substitution for a terminal degree, but in addition to such a credential.

### 3. TRANSITION OF CURRENT FACULTY MEMBERS.

a. Due to this change in the CGSC civilian faculty qualification standards, many of the current civilian faculty do not meet the new standards. A plan to transition current faculty into compliance with this new policy is necessary to ensure fairness to long serving faculty members.

(1) Faculty members considered long-term faculty are those who have held four or more consecutive appointments as of 1 April 2018. Management has made the determination to continue employment for the faculty member due to their cumulative body of work at a high level. Faculty meeting this requirement are exempt from obtaining a terminal degree within six years at their next appointment.

(2) Reappointment of faculty members who have held three or fewer appointments as of 1 April 2018 is contingent upon agreement to complete a terminal degree/PhD in the appropriate field within six years of their next appointment, in accordance with 2.a.(1).

(3) Faculty members hired after April 1, 2018 are required to earn a terminal degree/PhD in a field related to the program of instruction within six years of appointment, if teaching a Masters' level degree program, in accordance with 2.a.(1).

(4) The decision not to pursue a terminal degree at the next reappointment will be sufficient cause in not reappointing the faculty member. Currently serving faculty members can also meet the qualification standards through tested experience if they meet the approved equivalency standards in their respective schools or departments.

b. Faculty members who do not meet these standards, but believe they have adequate credentials may ask for consideration of a waiver on a case-by-case basis. Route waiver request through school leadership to the Dean of Academics, the Dean will make recommendations to the Deputy Commandant who is the final authority for such waivers.

  
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