

## Faculty Qualifications and Credentials

Functional Lead: VPAA

Division: ASD

Responsible Office: Academic Policies

Reference: (a) SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

(c) DoDI 1402.06

(d) MCU/EDCOM Order 12000.1B

(e) CJCSI 1800.01F

(f) CDET Policy Letter 04-16 CDET Faculty Member Qualifications

1. Purpose. This section supplements reference (d) for civilian faculty at Marine Corps University and adds additional guidance for Military and Adjunct Faculty.

### 2. Background

a. The academic core of Marine Corps University is its faculty, made up of carefully selected military personnel and civilians who are directly involved in the development, instruction, assessment, revision, and adaptation of the curricula to ensure its standards, quality, and relevance. Additionally, as representatives of academic disciplines and the profession of arms, faculty members are involved in the research, service, and professional development in their areas of competency in support of Marine Corps University's educational programs. Specific focus and emphasis for faculty members will depend on the educational setting to which they are assigned; however, faculty members are encouraged to actively share their expertise throughout the University's educational programs. Unless otherwise noted, items contained within this policy apply to both military and civilian faculty members employed full and part-time. Policies and procedures of individual schools and support establishments mentioned in this policy (e.g., College of Distance Education and Training (CDET)) should be referenced for more specific information regarding military and civilian adjunct faculty members and civilian contract employees.

b. Military faculty are uniformed personnel who prepare, design or teach professional military education (PME) curricula or conduct research related to PME. Military personnel are assigned as faculty to the various colleges, schools, and academies by Headquarters, Marine Corps (HQMC). Marine Corps University works closely with HQMC to ensure that highly qualified faculty members are assigned to meet the mission requirements of its colleges, schools, and academies. The Marine Corps classifies and assigns military personnel worldwide as equitably as possible to ensure a high state of readiness and the availability of highly qualified personnel to meet the requirements of each of the Marine Corps University schools. Military faculty are designated as teaching faculty, responsible for developing and delivering curricula, lecturing, instructing, facilitating discussions in seminars, and mentoring students.

c. Adjunct faculty are faculty who are not employed or contracted full-time in support of MCU but rather augment educational programs on a contingent basis. Adjunct faculty members at Marine Corps University may include active duty or retired officers or staff noncommissioned officers who possess sound leadership practices and the operational experience and acumen relevant to enhancing resident and distance learning seminars. Likewise, adjunct faculty may include academic scholars and other civilians who possess appropriate degrees, qualifications, and competencies in the teaching disciplines related to the PME curricula.

d. Applicable Principles of Accreditation. In general, as stated in reference (b), “Qualified, effective faculty members are essential to carry out the mission of the institution and to ensure the quality and integrity of its academic programs. The emphasis is on overall qualifications of a faculty member, rather than simply academic credentials. While academic credentials in most cases may well be the standard qualification for faculty members, other types of qualifications may prove to be appropriate. Examples could include appropriately related work experiences in the field, professional licensure and certifications related to the teaching assignment, honors and awards, continuing professional development, relevant peer-reviewed publications, and/or continuous documented excellence in teaching. These types of qualifications are especially important in professional, technical, and technology-dependent fields.”

(1) For each of its educational programs, the institution justifies and documents the qualifications of its faculty members. (Faculty qualifications)

(2) For each of its educational programs, the institution assigns appropriate responsibility for program coordination. (Program coordination)

(3) The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of faculty members, regardless of contract or tenure status. (Faculty appointment and evaluation)

(4) Per reference (b), the instructor of record is the person qualified to teach the course and who has overall responsibility for the development/implementation of the syllabus, the achievement of student learning outcomes included as part of the syllabus, and for issuing grades. Therefore, delivering a lecture or series of lectures does not make someone an instructor of record. Likewise, instructional assistants may be involved in the delivery of a course without being designated as the instructor of record, as long as they are working under the authority of at least one instructor of record who bears overall responsibility for the course.

(5) The subject matter of the course is key in determining whether a faculty member is qualified. As a result, the possession of a terminal degree does not automatically qualify someone to teach a course if the terminal degree is in a field unrelated to the subject matter of the course.

### 3. Policy

a. Accountability for Student Learning. Marine Corps University’s curricula focus on developing ethical leaders, skilled warfighters, critical and creative thinkers, and resourceful operators and planners. Upon graduation, its students must be skilled in the arts and sciences of war and capable of critical and creative thinking, sound judgment, and reasoned decision-making. All faculty members are obligated to develop and deliver curricula that will enhance students’ ability to achieve these particular abilities and other relevant outcomes. Therefore, faculty members charged with developing curricula are required to write measurable student learning outcomes, assess students’ achievement of those learning outcomes, and seek continual improvement of their curricula based on the assessment of student learning. All faculty members shall comply with the policies and procedures related to these processes and the policies of applicable accrediting bodies, such as the SACSCOC.

b. Civilian Faculty Qualifications and Credentials

(1) Civilian teaching faculty must meet the particular credential requirements set forth by the applicable Position Description (PD). Additionally, civilian teaching faculty in full-time support of a degree-granting program must also meet the guidelines contained within SACSCOC Principles of Accreditation. See Table 1 for more information.

(2) Consideration is given to the highest earned degree in the discipline and to one’s competence, effectiveness, and capacity related to the field of study and teaching; qualifications are to be directly and specifically linked to the courses assigned to the faculty member. Refer to references (c) and (d) for specific qualification criteria for teaching and administrative faculty.

(3) Faculty members serving in positions of academic governance directly related to degree granting graduate programs of instruction (i.e., Academic Deans and the VPAA) must possess an earned doctorate.

<b>Required Credentials</b>
<ul style="list-style-type: none"> <li>▪ Terminal Degree from a regionally accredited institution or equivalent<sup>1</sup></li> <li>▪ Evidence of scholarly research and publication</li> <li>▪ Education/teaching experience</li> <li>▪ Subject matter expertise as defined in the PD and applicable to the courses taught</li> </ul>
<b>Desired Credentials</b>
<ul style="list-style-type: none"> <li>▪ Understanding of Professional Military Education (PME)</li> <li>▪ Familiarity with military policies and procedures</li> </ul>

Table 1: Civilian Faculty Credentials for degree granting programs

c. Military Faculty

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<sup>1</sup> Assistant Professors can be hired without a terminal degree as long as they complete the degree within 12 months of their employment.

(1) Active duty military officers and staff non-commissioned officers bring to the faculty invaluable operational currency and expertise; therefore, a sufficient portion of each college/school’s faculty shall be active duty military officers. The qualifications for military faculty are mainly related to operational experience significantly greater than that of the student body, including superior rank and experience in key staff and command billets. At a minimum, military faculty will also be graduates of resident or non-resident professional military education schools at or above the level of the school/college where they teach.

(2) Reference (e) sets the numerical ratios for the overall faculty composition and individual qualifications for resident MCU programs accredited to provide Phase I and II of Joint Professional Military Education (Marine Corps War College and Command and Staff College). A summary of qualifications relevant to resident officer PME faculty is included in Table 2.

<b>SCHOOL</b>	<b>FACULTY RANK</b>	<b>QUALIFICATIONS</b>
MCWAR	Colonel	<ul style="list-style-type: none"> <li>● TLS Complete</li> <li>● Master’s Degree</li> <li>● Joint Specialty Officer desired</li> <li>● Command/Operational Experience</li> </ul>
SAW	Colonel/Lieutenant Colonel	<ul style="list-style-type: none"> <li>● TLS Complete desired</li> <li>● Master’s Degree</li> <li>● Command/Operational Experience</li> <li>● 0505 MOS</li> <li>● 0506 MOS desired</li> </ul>
CSC	Lieutenant Colonel	<ul style="list-style-type: none"> <li>● Master’s Degree</li> <li>● Post-O5 Command Desired</li> <li>● TLS Complete Desired</li> <li>● Operational Experience</li> </ul>
EWS	Major/Lieutenant Colonel	<ul style="list-style-type: none"> <li>● ILS Complete Desired</li> <li>● Post-O4 key billet complete desired.</li> <li>● Operational Experience</li> <li>● Master’s Degree Desired</li> </ul>

Table 2: Military Faculty Credentials by Officer Resident PME Program

(3) Staff Non-Commissioned Officers serve as curriculum developers and faculty advisors at the College of Enlisted Military Education (CEME). The Director, CEME will publish the required and desired qualifications for curriculum developers and faculty advisors.

(4) The Director, CDET will publish required and desired qualifications for faculty teaching courses for CDET programs.

d. Other Civilian Faculty

(1) Professors of Practice. Civilian professors not possessing a terminal degree, but designated as professors of practice in accordance with the MCU Title 10 order are qualified to serve as instructors of record. Special attention should be paid to documenting their qualifications.

(2) Inter-agency Chairs. Civilian federal employees designated as interagency chairs may also serve as instructors of record for courses relevant to their operational experience in government. Their qualifications are similar in nature to that of military faculty. Special attention should be paid to documenting these qualifications.

e. Adjunct Faculty

(1) The educational program directors may occasionally request adjunct faculty members to augment the teaching faculty of resident PME curriculum instruction. In some cases, these adjunct faculty will be full time employees of the University whose primary duty is not teaching or instruction at the degree-granting schools.

(2) Adjunct faculty teaching courses for degree-granting programs will possess the qualifications listed in paragraphs 3.b., 3.c. or 3.d. above.

(3) For degree-granting programs, adjunct faculty who are proposed to serve as instructors of record may be qualified to serve as instructors of record even if they do not possess the qualifications listed in paragraphs 3.b., 3.c., and 3.d.

(a) Military members serving as Adjunct faculty may demonstrate qualifications though either the academic qualifications required of civilian faculty or the academic qualifications required of military faculty. For instance, a military faculty member may be qualified by completion of a terminal degree in the general subject matter area of the course (e.g. J.D. if teaching an elective on the law of war). They may also be qualified by significant operational experience and superior rank to the students in the course if the course is generally related to their experience (e.g. military leadership, but not artificial intelligence).

(b) Civilians serving as Adjunct faculty may have significant military experience (either as current Reserve officers or as retired officers or as career DOD civilian employees). When this service culminates in a superior rank than that of the students in the course, and when their

experience is significantly greater than that of the students in the course, these faculty members are qualified to serve as instructors of record for electives in fields related to their experience.

(c) In addition to the above, military and civilian faculty might have other qualifications that demonstrate suitability to serve as part-time instructors of record on a limited basis. These qualifications might include, but are not limited to, publication of a book relevant to the subject matter of the course, previous teaching experience, fellowships, or progress toward a terminal degree in the subject matter of the course.

(4) For non-degree granting programs, faculty qualifications are established by the program director.

4. Procedures

a. Reference (d) contains detailed information about civilian faculty hiring, evaluation, and promotion.

b. Military officers should discuss their desire to serve as faculty at MCU with their chain of command and their MOS monitor (or equivalent service detailer for military members outside the Marine Corps). Additionally, officers interested in serving as faculty will find contact information on each college or school's website and are invited to express their interest.

c. Staff Non-Commissioned Officers interested in serving as curriculum developers or faculty advisors should fill out the form listed on the CEME website.

d. Those interested in serving as adjunct faculty for the CDET can find more information in reference (f) and at the CDET website: <https://www.usmcu.edu/CDET/faculty>.

e. Additional policies and procedures for joint and interagency chairs as well as for volunteer faculty serving as Marine Corps University Foundation chairs are found in the Chair Management policy listed below.

Related Policies and Forms:

- CEME Faculty Screening Checklist
- Academic Chair Management
- Expectations for Service
- Faculty Development
- Research

Promulgated: 30 Sep 2021

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