



**DEPARTMENT OF THE ARMY
U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
100 STIMSON AVENUE
FORT LEAVENWORTH, KANSAS 66027-2301**

ATZL-LSA

14 FEBRUARY 2025

MEMORANDUM FOR RECORD

SUBJECT: Considerations for appointment / advancement within the Professor of Practice track.

1. The below considerations provide guidance for applicants seeking advancement within the Professor of Practice track, supervisors who counsel the applicants, school / department directors for approving packet submissions, and advancement advisory board members who review and assess applications.

Tested Experience

Key positions held during an individual's military service may be considered by the board for applicants requesting advancement to Associate Professor or Professor of Practice. Key positions may include brigade or battalion command; key developmental joint, multinational or interagency service; battalion command equivalent staff positions; completion of senior service college; and highest rank achieved. Prior service alone, however, does not qualify an applicant for advancement. The committee will consider key positions held during an applicant's military service and contributions to the Army, Army University, and the Command and General Staff College across four domains (Teaching (with a sub-domain of Curriculum Development), Scholarship, Service, and Faculty Development). The faculty member applying for advancement must address how these key leadership positions have enabled him or her to contribute to these domains.

Teaching and Curriculum Development

a. Teaching

Associate Professor of Practice: Advancement to this rank requires a demonstrated record of five or more years of sustained outstanding teaching as an Assistant Professor. Associate Professors have been routinely recognized over the years by student surveys and department, school and college leadership citing teaching excellence. These faculty members are leaders of innovation towards the improvement of teaching skills and methods. Associate Professors clearly demonstrate professional growth achieved through a program of self-assessment and self-development and contribute to the body of knowledge through curricular materials.

Professor of Practice: Advancement to this rank requires a demonstrated record of eight or more years of sustained outstanding teaching as an Associate Professor. Professors have been routinely recognized over the years by student surveys and department, school and college leadership citing teaching excellence. These faculty members lead in faculty development within the school and the college. A Professor of Practice is involved in advancing teaching within his or her academic discipline and within the broader field of military education. The Professor of Practice makes a significant contribution to the integration of teaching, practical application, and curricular materials.

b. Curriculum Development

Associate Professor of Practice. Advancement to this rank requires a demonstrated record of five or more years of outstanding performance while serving as a course, block, module, or elective, or department lead curriculum developer. Substantive work as a block author, lesson author or member of a scenario development team. An Associate Professor has demonstrated a record of providing leadership in the development of outcomes-based curriculum for the school, and directing working Groups, Operational Planning Teams, and Curriculum Design Review processes.

Professor of Practice. Advancement to this rank requires a demonstrated record of eight or more years of outstanding performance while serving as either a course, block, module, or elective, or department lead curriculum developer as an Associate Professor. A Professor has demonstrated a record of providing leadership in the development of outcomes-based curriculum.

Scholarship

Associate Professor of Practice: Advancement to this rank requires a demonstrated record of developing an independent research agenda across several years focused on a specific area or areas relevant to this institution and the US Army. The products of this research agenda should include providing recommendations and substantive contributions to new doctrinal publications, manuals of practice, curriculum scenarios or OPORDs, and professional publications.

Professor of Practice: Advancement to this rank requires a demonstrated record of establishing a reputation as a practitioner of the art and science of warfare and a sustained pattern of research and publication that clearly establishes the faculty member as a respected source within this field. Professors of Practice will be directing the scholarship of others and leading research studies at the Associate Professor rank towards new doctrinal publications, manuals of practice, and professional publications. Professors of Practice are life-long practitioners who continue to contribute to the Profession of Arms.

Service

Associate Professor of Practice: Advancement to this rank requires a demonstrated record of five or more years of outstanding participation and leadership within the school's faculty activities, student activities, service outreach and the overall CGSC mission. Associate Professors are committed to not only supporting student education during resident courses but also after their graduation by providing informal and formal coaching and mentoring. Team

Leader, Staff Group Advisor, or Committee Chair, are examples of substantive faculty service. Associate Professors seek ways to support our institution holistically.

Professor of Practice: A Professor has a demonstrated record of eight or more years as an Associate Professor providing leadership in the governance of the college through directing committees, study groups, and programs outside of the classroom. Professors of Practice have demonstrated a record of providing leadership in significant and varied outreach activities or direct leadership of external organizations. Their leadership has been recognized by the department, school, and college leadership.

Faculty Development

Associate Professor of Practice: Advancement to this rank requires a demonstrated record of five or more years of supporting the formal faculty development activities of the school and the college through participation as an adjunct faculty member in FDP-1 and leadership in department and school FDP-2 and FDP-4 activities. Associate Professors participate frequently in re-greening and continuing education activities to maintain currency in the art and science of warfare and the profession of education.

Professor of Practice: Advancement to this rank requires a demonstrated record of eight or more years as an Associate Professor, supporting the formal faculty development activities of the school and the college through participation as an adjunct faculty member in FDP-1 and leadership in department, school, and college FDP-2 and FDP-4 activities. Professors of Practice serve as master teachers and senior advisers to the school and the college on teaching and faculty development. These faculty members seek opportunities to lead other members of the faculty while participating in or leading career refresher activities.

2. The POC for this memorandum is Mr. Greg Penfield, Assistant Dean for Faculty and Strategic Initiatives, LC 4514, 913-684-2418, gregory.h.penfield.civ@army.mil.

David G. Cotter, PhD
Dean of Academics