



PUTTING FACULTY IN THE LIMELIGHT

I recently read your article “All Facets of Faculty” in the September/October issue of *BizEd*, and I wanted to let you know that I think the work you are doing to bring awareness to the multiple dimensions of faculty is great! I am particularly interested in this topic because I am a third-year PhD student at the University of Wisconsin in Madison with hopes of becoming a professor myself.

In your article, one line caught my attention: “Few professors can be devoted to research, inspired by teaching, committed to service, and driven to lead.” This had me thinking about the unique and talented professors who influence and impact real change through these multiple dimensions.

I am lucky enough to know such a professor: Alex Stajkovic, Distinguished Chair in Leadership at the Wisconsin School of Business. I have been deeply moved by his ability to inspire, ignite, and transform the minds of his students. He not only devotes his life to improving the world through academic research, but also inspires real change in the lives of others through his transformational teaching in the classroom.

I am grateful for the opportunity to be the teaching assistant for Alex’s executive and evening MBA classes this semester. The energy and learning environment in his classroom is unlike that of any other I have been in. Alex has a way of helping individuals with 20 to 30 years of experience transform the way they think about concepts that they have been using for years.

This type of inspiration should be what education is all about. Thank you for continuing to bring these types of stories to the limelight.

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ALL ABOUT ADJUNCTS

I have just completed reading the September/October issue of *BizEd* and wish to congratulate you on its excellent coverage. As an adjunct (and “clinical professor”) at one university and a “distinguished practitioner” at another, I am impressed by the “Adjusting for Adjuncts” article and the data included. Your reaching out to diverse institutions in many geographies is laudable. I am also delighted to see in one place as many as *eight benefits* from adjuncts. Never before have I seen more than two or three typical benefits mentioned. Your research is thorough, writing is factual, and the reporting is elegant. I think every dean of a management school should peruse this article.

Like any organizational issue, the matter of adjuncts is also one of social perception, and so it involves egos and elicits strong opinions on both sides. While both adjunct and tenured professors have pertinent points, the best way to build integration is through organizational tools such as force-field analysis, rather than mere financial analysis—which is what many schools get caught up in. In the future, it may be appropriate for you to cover the AACSB guidelines on adjuncts and their measurable impact on management schools.

Thank you for a balanced, relevant issue.

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Editor’s note: Thank you! You can find more helpful ideas about deploying adjuncts in “A Practical Balance” and its sidebar “Professionally Speaking,” both of which appeared in the September/October 2015 issue. Although these pieces specifically focus on accounting faculty, the ideas translate to all non-tenure-track faculty.