



Master of Management Call for Instructors

Fall 2022**

The Odette School of Business at the University of Windsor is currently seeking instructors to teach in the Master of Management (MM) program.

It is the intention of the MM program to return to in-person teaching with the resumption of the Fall 2022 teaching semester. Most courses will be conducted by way of **in-person instruction**, with limited virtual offerings where necessary to accommodate existing COVID-19 teaching protocols resulting from the onset of the pandemic in the Winter of 2020. Please note, at present University Administrators have not formally communicated a decision regarding changes to delivery modes or the timing of such changes for the Fall 2022 semester. Successful applicants should be prepared to teach in an in-person and/or online format, with the understanding that the Odette School of Business is awaiting a decision regarding the resumption of in-person teaching.

Students in this program will primarily be international students who will study and live in Canada for sixteen months. Each stream of the Master of Management program consists of 13 courses. There are **four** streams being offered in this program which are: 1) Human Resources Management; 2) International Accounting and Finance; and 3) Logistics and Supply Chain Management; 4) Business Data Analytics.

Important Dates for the Master of Management Fall 2022 Term:

FALL 2022	
August 31	Instructor Orientation
September 5	Labour Day (University closed)
September 12	Fall 2022 classes begin
September 21	Add/Drop Day
October 10	Thanksgiving Day (University closed)
October 11 – 14	Reading Week (no classes)
November 4	VW Day
November 25	Classes end
Nov. 28 – Dec. 2	Alternate class week
December 10	Final Exams Begin
December 21	Final Exams End
December 23 – 31	University closed – Winter holiday

We are currently seeking instructors for the courses listed within **Schedule 1: Listing of available courses and associated terms (Fall 2022)**. A detailed description of the courses is outlined in **Appendix 1**.

Classes should be taught in **two-hour blocks, two times per week between 8:00 AM and 9:50 PM**. There is limited flexibility in the scheduling of the days and times that each class is offered to meet instructor constraints.

For more information on how to apply, please see **Appendix 2**.

The Master of Management program is an Executive Education Program and falls under the terms

specified in Letter VII of the Collective Agreement between the Faculty Association and the Board of Governors of the University of Windsor, 2021 to 2025 (see **Appendix 3**).

The deadline for receipt of applications is **May 31, 2022 at 11:59 PM**

Interested applicants are to submit applications directly to the Centre for Executive and Professional Education online at: www.uwindsor.ca/cepe ➤ Click on Instructor Recruitment

Schedule 1: Listing of available courses, including number of expected sections in Fall 2022

Course	Fall 2022
BSMM-8000A Business Communications Part 1	3
BSMM-8000B Business Communications Part 2	3
BSMM-8110 Accounting Concepts and Techniques	3
BSMM-8120 Finance in a Global Perspective	4
BSMM-8130 Managing Employees	4
BSMM-8140 Marketing	7
BSMM-8310 International Business	1
BSMM-8320 Quantitative Studies	3
BSMM-8330 Introduction to Business Logistics Management	2
BSMM-8340 Leadership and Organizational Change	1
BSMM-8350 Purchasing and Procurement	N/A
BSMM-8360 International Financial Reporting	N/A
BSMM-8370 International Financial Management	1
BSMM-8380 Human Resources Management	N/A
BSMM-8510 Business Strategy	2
BSMM-8550 Domestic Transportation and International Shipping	N/A
BSMM-8560 Quantitative Analysis for Logistics and Supply Chain Management	N/A
BSMM-8570 Supply Chain Management	2
BSMM-8610 Consolidated Financial Statements	2
BSMM-8620 Accounting Systems Control and Auditing	N/A
BSMM-8630 Corporate Governance	2
BSMM-8650 International Management	N/A
BSMM-8660 Managing for High Performance	1
BSMM-8670 Current Human Resource Trends	1
BSMM-8710 Introduction to Data Analytics	1
BSMM-8720 Data Analytics & Project Management	N/A
BSMM-8730 Data Acquisition & Management	N/A
BSMM-8740 Data Analytic Methods & Algorithms	2
BSMM-8750 Predictive Modeling & Decision-Making	2

Depending on final enrolment, multiple sections of courses may be offered.

Subject to Change

Appendix 1: Course Descriptions

BSMM-8000. Business Communications

Building on an understanding of the communication process and barriers to communication, students will develop, through this course, the sensitivity and flexibility required to address the needs of different audiences. Throughout the course, practical skill building for leaders is stressed, and time is devoted to communication concepts and techniques, case studies outlining issues faced by communicators in organizations, and planning and organizing ideas for business writing and presenting. Through lectures, interactive class discussions, role play, individual and group presentations, as well as two written cases and a self-reflective paper, students emerge with the realization that becoming a highly effective communicator is a learned, active process, as well as a necessary and powerful skill base of any leader.

BSMM-8110. Accounting Concepts and Techniques

An examination of the core concepts of financial accounting, which includes the determination of income and the recognition, measurement and reporting of assets, liabilities, and owners' equity. Different methods of the utilization of accounting information for business planning and management problem solving will be explored. Core concepts of financial and managerial accounting such as financial statement analysis, tax considerations, cost-volume-profit analysis, budgeting, cost allocation, job order and process costing will be covered. The impact of ethical, regulatory, and environmental aspects on the interpretation and application of accounting information will be considered.

BSMM-8120. Finance in a Global Perspective

A study of concepts and principles of financial management of the business enterprise within the global financial environment. Emphasis will be placed on the contemporary and emerging hardware/software tools, information management, and information technology. Following an introduction of domestic and international financial markets and instruments, the concepts of value, risk, and efficient markets will be covered. Capital budgeting, financial analysis and planning, and short-term financial management will also be introduced. With these concepts in hand, the student will learn how to envision, design, and evaluate computer-based solutions for typical business problems.

BSMM-8130. Managing Employees

An analysis of the knowledge, roles, responsibilities, and skills required of today's managers. Three approaches will be examined: systems, process, and behavioural. An emphasis will be placed on the contingency view of management with respect to the process of organizing human resources to set and accomplish organizational goals.

BSMM-8140. Marketing

An introduction of marketing management concepts and techniques that can be applied to private sector business as well as to not-for-profit organizations' marketing and communication activities. Emphasis will be placed on the marketing mix elements of product, price, place, and promotion.

BSMM-8310. International Business

A survey course providing a discussion of the international business environment and the decisions made by managers in international firms. Historical development of international business and the current global focus of international firms will be considered. The international global environment, including theories of trade and foreign direct investment, balance of payments and international institutions, and models for evaluating the environment in order to select the best international strategy or mode of entry for a particular location will be examined. Finally, the functional decisions made in international firms – financial, marketing, operational, human resources – and issues associated with international structure and control will be briefly examined.

BSMM-8320. Quantitative Studies

A focus on the important aspects of probability and statistics as they relate to the effective presentation of data and to decision making under uncertainty, and on the use of mathematical modelling as it relates to problem solving within an organization. A solid background in the quantitative techniques used by successful business organizations will be provided.

BSMM-8330. Introduction to Business Logistics Management

A discussion of major issues relating to distribution activities at a micro and macro level. The development of channel systems and the behavioural and legal aspects of channel relationships will be reviewed. Distribution systems will also be discussed and will include such topics as management transportation, inventory management, warehousing, materials handling, and customer order processing.

BSMM-8340. Leadership and Organizational Change

An exploration of an analytical framework to understand organizational transformation through leadership and vision building, strategic human resources planning, restructuring and redesigning, and organization environment interactions. Students will focus on the practical aspects of diagnosing the need for change and supporting, facilitating, or leading the change process.

BSMM-8350. Purchasing and Procurement

A discussion of effective purchasing techniques and strategies to lower total costs and increase quality within the organization. The course will focus on developing, implementing, and using purchasing systems and policies that support the acquisition of materials. Quality assurance, sourcing of supplies, and inventory management will be included.

BSMM-8360. International Financial Reporting

An exploration of the international environment of financial reporting. Particular emphasis is placed on International Accounting and Financial Reporting Standards. The preparation and presentation of financial statements, including such matters as accounting for tax, foreign currency transactions, and interim financial reporting will be reviewed.

BSMM-8370. International Financial Management

A study of the problems encountered by an international financial manager. Topics to be discussed include: international markets, spot and forward currency fluctuations, positioning corporate funds, investment decisions, hedging, and exposure management.

BSMM-8380. Human Resources Management

A study of the role of human resources activities in facilitating the achievement of organizational effectiveness. Exposure to both management and labour perspectives with regards to human resources issues will be provided by this course. Particular attention will be placed on the roles of labour relations and trade unionism as they pertain to human resources activities. Students will gain an understanding of the principles of human resources management and develop the skills required to solve people problems in the workplace.

BSMM-8510. Business Strategy (capstone course)

This is the capstone course of the Master of Management program. It integrates the knowledge gained in prior courses and focuses this knowledge on the functions of top management in an organization. Discussion of concepts and current practice are combined with case studies of strategic leadership and strategy formulation and implementation in a domestic and international environment.

BSMM-8550. Domestic Transportation and International Shipping

A study of the regulatory, economic, and management aspects of transportation. The needs and interests of the carriers, governments, and the shipping industry will also be studied. An evaluation of carrier alternatives for both passengers and the cargo in terms of their relative advantages and disadvantages will be discussed.

BSMM-8560. Quantitative Analysis for Logistics and Supply Chain Management

An introduction to the use of quantitative approaches in decision-making. Linear programming (model formulation and applications, computer solution, sensitivity analysis, and interpretation), transportation models, project management, PERT/CPM, and inventory control will be among the topics discussed.

BSMM-8570. Supply Chain Management (Logistics and Supply Chain Management Stream Capstone)

A special seminar course designed as a capstone for the Logistics and Supply Chain Management stream. An integrative perspective of supply chain strategy, supply chain finance, supply chain information systems, product design, relationship building, and ERP will be provided.

BSMM-8610. Consolidated Financial Statements

An in-depth review of such matters as definitions of subsidiaries, associates, and joint ventures; equity accounting; exclusions from consolidations; and the preparation, presentation, and analysis of consolidated balance sheets and income statements.

BSMM-8620. Accounting Systems Control and Auditing

An exploration, from an international perspective, of accounting systems control and auditing. The framework and regulation of controls and audits, planning and risk, internal controls, audit evidence, group audits and reporting will be covered.

BSMM-8630. Corporate Governance (International Accounting and Finance Stream Capstone)

An analysis of matters of corporate governance and managerial responsibility to the organization's stakeholders with special reference to the regulatory framework, business ethics, and the consequences of failures in governance.

BSMM-8650. International Management

Focus is placed on the problems and issues that confront managers in the area of international business. A major objective will be to develop a sensitivity that will enhance the student's ability to operate in the complex environment of multi-cultural business. Background materials, cases, and exercises will involve the students in the challenges facing the international manager.

BSMM-8660. Managing for High Performance

An examination of the preparation needed to manage the unexpected in a time of organizational turbulence and change. Primary focus will be placed on the organization's approaches required to develop their staff and their structures so they can meet challenges with flexibility rather than rigidity.

BSMM-8670. Current Human Resource Trends (Human Resources Management stream capstone)

A reading and research seminar that examines major concepts and important current problems in international Human Resources Management. Issues such as executive and management compensation, implementation of international labour standards in developing societies, development of an effective workforce, and dealing with outsourcing of corporate activities will be covered.

BSMM-8710. Introduction to Data Analytics

An introductory course on the fundamentals in the area of data analytics, with the focus on preparing

future analytics professionals with a profound understanding on data acquisition and data communication, programming and coding for data preparation. Basic knowledge on big data, analytic frameworks, machine learning, artificial intelligence, data visualization and reporting, and databases will introduce students to the emerging challenges facing today's business managers.

BSMM-8720. Data Analytics and Project Management

The focus of this course is placed on the problems and issues that confront project managers in the area of data analytics, including the introduction of organizational, managerial, and technical constructs and principles as well as a variety of coding tools and techniques that project managers employ in data analytics. A major objective is to develop professional capabilities on business problem identification and framing, analytics problem identification and framing, and the deployment of appropriate IT and analytical tools to solve identified problems in order to enhance the students' ability to manage analytical projects in a more effective manner

BSMM-8730. Data Acquisition and Management

An examination of the analytical tools needed to manage data in a time of organizational turbulence. This course focuses on preparing managers on how to turn data into decisions and turn organizational data into added value with an array of coding tools and techniques, including data acquisition, data inspection, data cleansing, data transforming, and data modeling with the objective of discovering meaningful information to inform managers and support the decision-making process. The course also explores methods of assessing and mitigating risk/uncertainty based on data analytics.

BSMM-8740. Data Analytic Methods and Algorithms

This course is the exploration of an analytical framework for method selection and model building to help students develop professional capability in data-based techniques of data analytics. A focus will be placed on comparing and selecting appropriate methodology to conduct advanced statistical analysis and on building predictive modeling in order to create a competitive advantage in business operations with efficient analytical methods and data modeling.

BSMM-8750. Predictive Modeling and Decision-Making (Capstone)

This is a project-based capstone course for the Business Data Analytics field. It is a research seminar that adopts an integrative perspective to examine major concepts and important contemporary problems in data management and analytics. Students will use a software/modelling method chosen for data management (e.g., R or Python) to practice skills learned in class on data preparation, analysis, and predictive modeling to improve decision-making quality in a turbulent business environment, with a focus on portfolio and asset management, e.g. FinTech, financial assets pricing and management. Projects also include working with faculty on existing problems facing various industries.

Appendix 2: Application Procedure

Interested applicants must complete the online application and provide:

- 1) A statement of interest in teaching in the program that specifies the particular course or courses the applicant wishes to be considered for. This statement should detail how the applicant meets the stated qualifications. (See Appendix 4 re: Instructor Selection Criteria)
- 2) An indication of the willingness of the instructor to teach one or more sections (if offered).
- 3) An up-to-date copy of their CV, specifically indicating the nature of primary occupation as well as the employment history and experiences in the last 5 years.
- 4) Prior quantitative and qualitative student assessments of teaching capabilities and/or client testimonials are particularly welcome.
- 5) Applicants should provide a tentative overview/instructional plan for the course they are applying for. (This need not be as detailed as a course outline). This overview would specify a proposed structure for the course including topics to be covered and teaching methods to be employed, 2) how various teaching methods will be incorporated, and, 3) proposed methods to determine grades
- 6) All instructors will be expected to attend an orientation session which will cover administrative details and other matters such as marking criteria, overall content coordination, and so on.
- 7) It is expected that courses in this program will be international in their orientation. Course curricula should focus on international issues in their related disciplines. Instructors need to specify how their proposed courses meet international standards.
- 8) Instructors who have previously taught the course for which they are applying should:
 - (i) Include their most recent course outline; and
 - (ii) Indicate what changes they propose to the original course structure. These changes should take into account student reactions and feedback.

Interested applicants are to submit applications directly to the Centre for Executive and Professional Education online at: www.uwindsor.ca/cepe > Click on Instructor Recruitment

We thank all applicants in advance for their interest in teaching for the Centre for Executive and Professional Education at the University of Windsor, however, only successful applicants will be contacted.

Appendix 3: Letter VII – Executive Education Programs from the Collective Agreement between the Faculty Association and the Board of Governors of the University of Windsor (2021 - 2025)

LETTER VII - EXECUTIVE EDUCATION PROGRAMS
from the
COLLECTIVE AGREEMENT BETWEEN THE FACULTY ASSOCIATION AND
THE BOARD OF GOVERNORS OF THE UNIVERSITY OF WINDSOR
July 1, 2021 - June 30, 2025

1. The University may operate Executive Education Programs in Business and Engineering approved by Senate and that are made up of credit courses not assignable as part of the normal workload of the member under Article 5, where the tuition fees and instructor stipends are market driven.
2. The programs are designed to meet the specific needs of professionals and business people seeking opportunities to acquire new knowledge and skills so as to enable them to improve or shift their careers and not compete with the University's academic programs.
3. With the agreement of the Faculty Association the University may operate Executive Education Programs in other fields. In such cases, Executive Education Program proposals shall be approved by the council of the contributing AAU(s) and shall be referred to the Faculty Association prior to final approval by the appropriate Senate committee.
4. Should the Faculty Association not agree to a University proposal to operate an Executive Education Program in a field other than Business and Engineering the matter may be referred to arbitration for determination of whether or not the program proposed by the University meets the criteria for Executive Education Programs referred to in this Letter VIII paragraph 2. The arbitrator shall be drawn from the panel of five (5) arbitrators referred to in clause 39:14 (b). The University shall pay the fees and expenses of the arbitrator.
5. Executive Education Programs may be delivered at various locations using diverse delivery mechanisms, including alternative learning technologies and team teaching, and at times convenient to the students including teaching evenings, weekends and in intensive periods.
6. The Board of Management is responsible for the Executive Education Programs. It has the responsibility for the business aspects of the program and it is accountable to the University's Board of Governors.
7. The Board of Management is composed of the Provost, Deans of participating Faculties, and three (3) to five (5) representatives from business, industry, and professional organizations. In addition, there shall be one (1) faculty member representing each Executive Education Program.
8. Except as otherwise provided in this Letter VII, the Board of Management sets the terms and conditions of employment of the instructors. The Executive Education Program's day-to-day operations are conducted by an Executive Director who reports to the Provost and is a member of the Academic Advisory Council.

9. Instructors are sought in accordance with procedures agreed by the appropriate AAU(s) and may include advertising, both externally and internally in the appropriate AAU(s), and by direct solicitation. Those appointed will have relevant experience and qualifications. The appointments are agreed, in accordance with the policies of the Board of Management, by the Dean following recommendation by the AAU appointments committee in the Faculty that is responsible for the academic aspects of the program.

10. Once appointed, instructors are members of the bargaining unit. Stipends are paid per course or per part of a course, and like the fees paid by students, are market driven. The stipends are negotiated on an individual basis and are determined by the Provost, in accordance with the policies set by the Board of Management.

11. The parties acknowledge that the Executive Education Programs inure to the benefit of the University and to the members of the Faculty Association as these programs provide additional revenue to the University, additional employment opportunities to the members of the Association, and serve to further enhance the reputation of the University as an innovative institution concerned with meeting the diverse needs of our community and providing excellence in teaching, research and service. The University thus attracts increased numbers of students. The additional revenues allow the University to support faculty research and academic programs.

12. The clauses of this Agreement listed below and the terms and conditions set by the Board of Management referred to in paragraph 8 above, apply to those persons appointed to teach in Executive Education Programs. In the case of a conflict between the clauses of this Agreement listed below and the terms and conditions set by the Board of Management, the clauses of this agreement listed below shall apply:

1:01, 2:01, 3:01, 3:03, 4:01– 4:05, 10:02, 10:03 (as to religious beliefs, doctrines and practices), 10:04, 10:05, 11:01, 30:01–30:08, 32:01, 32:02, 38:01–38:07, 39:01–39:16, 50:01, 50:02, 51:01, 51:02, 53:01, 53:02, 58:01, 61:01(a).

13. Where the Faculty Association contests the interpretation and applicability of the terms and conditions set by the Board of Management and the University disagrees with the Faculty Association such disagreement shall be determined by arbitration. The arbitrator shall be drawn from the panel of five (5) arbitrators referred to in clause 39:14 (b). The University shall pay the fees and expenses of the arbitrator.

14. The University will pay a levy of five percent (5%) of the total gross stipends or fees paid to the instructors in the Executive Education Programs to the fund entitled "The Subsidy Plan for Retiree Health Benefits".

Appendix 4: Master of Management Instructor Selection Criteria

Overview

The overall goal of this hiring process is to select excellent instructors. Students from abroad will study and live in Canada for 16 months. This program includes 13 courses that are taken over a one year time period. It is incumbent upon instructors to ensure that classes are a worthwhile and meaningful experience.

Qualifications

Instructors selected for this program will be expected to demonstrate:

- Appropriate educational qualifications as normally evidenced by a relevant Ph.D., Master's Degree and/or equivalent professional qualifications where appropriate to meet the AACSB requirements (see Appendix 4).
- Except in exceptional circumstances, applicants should possess a proven track record of excellence in teaching. This would be evidenced by one or more of the following: 1) Previous teaching experience in the same or similar courses, 2) Course evaluations from credit and non-credit courses, 3) Qualitative student assessments, 3) Client testimonials, and 4) demonstrated fit in a team-oriented collaborative instructional environment.
- Appropriate subject matter knowledge/expertise. This should be evidenced by one or more of: 1) Publications (refereed articles, textbooks, articles in professional journals, etc.), 2) work experience, 3) consulting experiences.
- A successful history of working in a team-oriented/collaborative instructional environment is preferred.
- A demonstrated record of timely reporting of the accreditation information to the Odette School of Business (including AACSB data, Assurance of Learning Data and other data collection requirements)

Appendix 4: Master of Management Instructor Selection Criteria Continued

In accordance with the Association to Advance Collegiate Schools of Business (AACSB) Accreditation Standards, qualified applicants must be deemed to be one of the following categories:

Status	Description
IP – Instructional Practitioner	<p>A. Initial Preparation</p> <ul style="list-style-type: none"> • Normally, IP faculty have an MBA or specialized Masters in Business (or a related field) or Canadian CPA or LLB/JD, AND • Normally, at the time of hire, an IP faculty member’s professional experience is current, substantial in terms of duration and level of responsibility, and clearly linked to their primary area of teaching. Normally, professional experience should reflect attainment of managerial or executive level experience at an organization or entity with substantial annual revenues. <p>B. Sustained Engagement Activities - IP-status faculty may normally undertake a variety of professional engagement activities related to business and management practice:</p> <ul style="list-style-type: none"> • Demonstrate currency through one or more of the following: significant and ongoing managerial or executive level professional work (e.g., Manager, Partner, Vice-President) demonstrated through continued full-time employment, or consulting activities that are substantial in nature, or membership in the Board of Directors at a for (or not for) profit organization with substantial budget and where appropriate maintain professional certifications that are active and current. • Retired faculty members classified as SA, PA, SP, or IP at the time of their retirement can maintain IP status for 5 years after retirement. Beyond 5 years, they will have to demonstrate currency through significant and ongoing professional work in order to maintain IP status. • Retired professionals from senior executive, managerial positions at a for (or not for) profit organization with substantial budget can maintain IP status for 5 years after retirement. Beyond 5 years, they will have to demonstrate currency through significant and ongoing professional work in order to maintain IP status.
SP – Scholarly Practitioner	<p>A. Initial Preparation</p> <ul style="list-style-type: none"> • Normally, SP faculty have an MBA or specialized Masters in Business (or a related field) or Canadian CPA or LLB/JD, AND • Normally, at the time of hiring, an SP faculty member’s professional experience is current, substantial in terms of duration and level of responsibility, and clearly linked to their primary area of teaching. Normally, professional experience should reflect attainment of managerial or executive level experience at an organization or entity with substantial annual revenues. <p>B. Sustained Engagement Activities – Normally, all SP faculty are expected to:</p> <ul style="list-style-type: none"> • Demonstrate currency through one or more of the following: significant and ongoing managerial or executive level professional work (e.g., Manager, Partner, Vice-President) demonstrated through continued full-time employment, or consulting activities that are substantial in nature, or membership in the Board of Directors at a for (or not for) profit

	<p>organization with substantial budget and where appropriate maintain professional certifications that are active and current, AND</p> <ul style="list-style-type: none"> • Publication of 2 practice-oriented publications (e.g., articles) in journals classified under Odette RQA or equivalent; AND/OR publication of 2 cases in renowned outlets (e.g., Ivey, Harvard, Darden) during the last 5 years.
<p>PA – Practice Academics</p>	<p>A. Initial Preparation</p> <ul style="list-style-type: none"> • PhD/DBA in business or related field obtained during the last 5 years. <p>B. Sustained Engagement Activities – Normally faculty members designated as PAs undertake substantial professional activities related to business and management practice such as:</p> <ul style="list-style-type: none"> • Significant professional work (e.g., Accountant, Financial Analyst, HR Professional, Lawyer; in academia - Dean, Associate Dean, Director; Consulting activities that are substantial in nature) over the 5-year period, OR • Publication of 2 practice-oriented publications (e.g., articles) in journals classified under Odette RQA or equivalent; AND/OR publication of 2 cases in renowned outlets (e.g., Ivey, Harvard, Darden) during the last 5 years. • Normally, faculty designated as PAs will retain their status for three years after finishing their administrative term.
<p>SA – Scholarly Academics</p>	<p>A. Initial Academic Preparation</p> <ul style="list-style-type: none"> • PhD/DBA in business or related field obtained <u>during the last 5 years</u>, or All but Dissertation (ABD) in business obtained during the last 3 years. <p>B. Sustained Engagement Activities – All faculty who are classified as SA are:</p> <ul style="list-style-type: none"> • Normally expected to publish <u>2 peer-reviewed journal (PRJ) articles during the last 5 years</u> in journals classified under Odette Research Quality Assessment (RQA) or equivalent, OR • Publication of <u>1 PRJ article in a Pinnacle journal</u> as classified under Odette RQA or equivalent may be considered in lieu of 2 PRJs to maintain SA status. • In rare cases substantial external grant activity or significant proceedings in peer reviewed conferences along with normally 1 PRJ may be considered to maintain SA status.