

To: Tenured, Tenure-Track, Clinical/Professional Faculty
From: Jay Akridge, Provost and Executive Vice President for Academic Affairs and Diversity
Date: April 22, 2021
Subject: West Lafayette Campus Promotion Policy – Clinical/Professional Faculty

This memorandum has been prepared for the purpose of informing the members of the clinical/professional faculty of Purdue University, and their promotion committees, of the policies and procedures that are followed in recommending them for promotion to higher academic rank. We continue to operate under the policies and procedures for clinical/professional faculty that were approved in 2014 (see links at bottom). Faculty are encouraged to carefully read these documents on the website. In addition, individual college procedures and criteria for the promotion of clinical/professional faculty are critically important and should be consulted.

SECTION I GENERAL CRITERIA FOR PROMOTION

Purdue University values clinical/professional faculty activity and impact in many forms. These include teaching and learning in its many forms, engagement in its many forms, including extension and outreach, and scholarship related to all of these. The diversity of academic enterprise in a land-grant institution such as Purdue University is to be taken into account when promotions are considered. To be considered for promotion, a clinical/professional faculty member should have demonstrated excellence in teaching or engagement and related activities, and scholarly productivity in one of those areas. As described in the University and unit promotion criteria documents, performance in any of these areas should be evaluated not on the basis of any single indicator, but rather by considering multiple elements as part of a holistic assessment. Many examples of excellence in faculty activities across missions exist and must be recognized by members of the successive committees on promotion. Colleges, and some schools and departments, have developed more detailed criteria specific to their disciplines for clinical/professional faculty. In addition, each college has developed recommendations for documenting mentoring activities, and these guidelines should be made available to faculty.

As we evaluate the teaching impact of candidates, note that the structure and content of the student on-line evaluations of teaching were changed as the result of a 2017-19 review process. In addition, during the first semester of the pandemic (spring 2020), we did not collect any summative student evaluations of teaching. In the 2020-21 AY we collected evaluations in both semesters, using the new format, but the results of these student responses must be put into the context of this year's challenging teaching conditions. Thus, the data available from student on-line evaluations are not consistent with past data, and will be different from this point forward. This change, and the teaching environment created by the pandemic, emphasizes the need to adhere to university criteria, which state that the evaluation of teaching in promotion should be holistic and not dependent on single metrics.

THE FACULTY REVIEW SYSTEM

The promotion requirements are intended to guide all academic units of the University. Throughout the entire promotion process, Primary, Area, and Campus Promotion Committee members respond to each promotion nomination individually, interpreting achievements described in the nominating documents in

the light of standards appropriate for the nominee's discipline and the University's criteria for promotion. In the course of these evaluations, the give-and-take of full and confidential discussion is a critical element to informing each committee member of the candidate's accomplishments. To this end, and with the unanimous support of the University Senate Faculty Affairs Committee, only those promotion committee members present for the entire discussion of a candidate's record shall be extended the privilege of voting (Faculty Affairs Committee Meeting Minutes, March 2, 1998). Additional information about Purdue's promotion process is included in Section III of this document and in the documents on the [Promotion and Tenure website](#).

Faculty growth, productivity, and success require that Primary Committee chairs actively and annually convey, to each clinical/professional colleague who is not a full professor, what levels of performance and achievement are viewed favorably by the Primary and Area Committees. To facilitate this communication, all colleges must have written promotion criteria available to their faculty. Area Committee chairs, who have an active role on the Campus Promotions Committee (Panel B), have corresponding obligations to convey university expectations to the members of their Area Committees.

This year, in response to the broad and varied effects of the pandemic on faculty work, candidates for promotion will have the option of including in their promotion document a Professional COVID Impact Statement. The guidelines for composing and interpreting the Statement, and language to provide to external referees, are found in the Guidelines document circulated to faculty, Heads, and Deans on March 8, 2021, and also found here: [Assessment of Productivity During The COVID Pandemic](#).

SECTION II PROMOTION TO DIFFERENT RANKS

Clinical/Professional Faculty

Promotion to Clinical/Professional Assistant Professor

A Clinical/Professional Instructor may be promoted to Clinical/Professional Assistant Professor upon attaining the level of professional accomplishment which would have justified appointment as an assistant professor. The relevant required degrees, qualifications, specialty certifications, and experience shall be determined by the appointing department. Successful candidates for promotion must exhibit expertise in clinical/professional practice and be qualified to participate in the education and/or engagement program of the department. They also must have a primary commitment to assist the college/school in meeting its programmatic need for clinical/professional services and instruction.

Promotion to Clinical/Professional Associate Professor

Required degrees, qualifications (e.g., certification), or experience shall be determined by the appointing department. Successful candidates for promotion must demonstrate evidence of excellence in teaching and/or engagement, and clinical/professional practice, and have a primary commitment to assist the college/school in meeting its programmatic needs for clinical/professional services and instruction. They also are expected to have accomplishments or potential for national prominence in their fields.

Promotion to Clinical/Professional Professor

Successful candidates must demonstrate an extremely high level of professional accomplishment in teaching, engagement, service, and clinical/professional practice, and must be recognized by their peers at the national level.

SECTION III GENERAL PROCEDURE

Before or during the first semester of each academic year, the head of each school, division, or department shall convene the Primary Committee, the composition of which is described below. The department head shall act as chair of the Primary Committee.

Clinical/Professional members may be nominated for promotion by any member of the Primary Committee or by higher-ranking clinical/professional faculty in their department or school. Those faculty members whose nominations are seconded shall be voted on by the committee. Although university procedures do not set an exact timetable for clinical/professional promotion reviews, they do state that the review “frequency occurs on a timetable similar to that for tenure track faculty.” This suggests 5-7 years, but should be specified at the college level.

A Nomination for Promotion – President’s Office Form 36 (Form 36) must be submitted for all Clinical/Professional Faculty who are nominated for promotion to clinical/professional assistant professor, associate professor, or to professor and receive a majority affirmative Area Committee vote

Supporting documents are not required for faculty members who fail to receive a positive majority vote for promotion, but Form 36 should be submitted in these cases. For more detail on completion of Form 36; the promotion policy, procedures and criteria; and accompanying documentation, see the Office of the Provost [web site](#).

A candidate should be given the opportunity to help create and review his/her promotion documentation and may receive a copy of any document (with confidential statements omitted) that will be submitted to the Primary, Area, and/or Campus committee(s). It is the right of the candidate to have included in his/her promotion document whatever the candidate chooses to add, including the candidate’s own brief (one page) comments about excellence, creative activity, and scholarship in teaching/learning and/or engagement, each as appropriate. The candidate should also include documentation of mentoring within the scholarship, teaching/learning, and service or engagement sections, again as appropriate. Candidates and units are encouraged to keep documents to a maximum length of 100 pages (or less). If needed, additional supporting material may be linked to the promotion document.

External letters are desirable for promotions of Clinical/Professional Faculty. However, a combination of internal and external letters is acceptable and may be more appropriate, depending on the duties of the position. A minimum of 3 letters is expected. External letters should be sought from peer or aspirational peer universities. Examples of the peer and aspirational peers include members of the Association of American Universities (AAU) and leading international institutions. Letters may also be sought from faculty members at top academic programs from other institutions, and from preminent experts at other institutions, although justification in the form of expertise credentials is expected in the latter case. For faculty with engagement appointments, letters from key stakeholders/stakeholder organizations are also appropriate. Documentation should be included stating whether a letter writer was suggested by the candidate or by the department/school, or both.

It is essential to obtain unbiased external evaluations, so the letters should come from distinguished scholars/evaluators who are not: the candidate’s thesis advisor (M.S. or Ph.D.) or postdoctoral advisor; a business or professional partner; any family relation such as a spouse, sibling, parent, or relative; a collaborator on a substantive project, book, article, paper, or report within the last 24 months. An exception to the latter would be a letter from a collaborator, clearly identified, who can help to define and evaluate the candidate’s role in major collaborative work, as per section IV.B.6 of the [Procedures for Granting Academic Tenure and Promotion document](#).

It should be noted to external reviewers, under Purdue University policies, that their reply will be held in confidence to the extent permitted by law. The following statement should be included in all external review letter requests:

Candidates may request a summary of all evaluations in their file, however, sources remain confidential. We cannot guarantee that at some future time a court or government agency will not require the disclosure of the source of confidential evaluations. Purdue University will endeavor to protect the identity of authors of letters of evaluations to the fullest extent allowable under law.

Finally, tracking the number of solicited external referees who decline or fail to provide letters and/or recording their stated reasons for not writing does not provide relevant, useful information about the quality of the candidate's case. Thus, this practice is strongly discouraged.

Primary Committees are chaired by the school, division, or department head/chair, who serves as a non-voting member unless the number of members on the committee is less than seven. Membership is comprised of all Tenured Professors in the respective administrative unit (see note below). The committee must consist of at least five Tenured Faculty members for cases of promotion to associate professor, and five Tenured Professors for voting on cases of promotion to professor. When this minimum number is not available in the candidate's department additional Tenured Professors are appointed by the chair of the Area Committee to which the Primary Committee reports, following consultation with the appropriate department head. The Provost, dean of the Graduate School, dean of Libraries, and the academic deans may not be voting members of any Primary Committee.

In addition to the above composition requirements, at least one Clinical/Professional Faculty member at the professor level must sit with the Primary and Area Committees when Clinical/Professional Faculty are considered for promotion to professor. At least one Clinical/Professional Faculty at the professor or associate professor level must sit with the Primary Committee in reviewing the promotion of Clinical/Professional Faculty instructors and assistant professors. When this minimum number of Clinical/Professional Faculty is not available in the candidate's department, additional Clinical/Professional Faculty full and/or associate professors shall be appointed by the chair of the Area Committee to which the Primary Committee reports, following consultation with the appropriate department head. The committee chair may choose, or the college guidelines may specify, that more than one qualified clinical/professional faculty member join the primary committee when it considers clinical/professional promotion cases. These ad hoc members are entitled to participate in the discussions, and to vote on these cases.

Department heads with faculty members who have joint appointments should follow college guidelines for evaluating joint-appointed faculty. Units that lack college guidelines for this process should consult with the Office of the Provost on these cases.

Each college's Area Committee is chaired by its dean, who serves as a non-voting member. Membership is comprised of: 1) each school and/or department head, and 2) Tenured Faculty members at the rank of professor elected by the voting faculty of the applicable college/school in accordance with procedures established by that faculty. If specified by college/school by-laws, Area Committees may include associate deans as ex-officio members. At least a third of the membership of each Area Committee consists of Tenured Faculty members without administrative responsibilities. In no case may the number of faculty members without administrative responsibilities be fewer than two. The membership of the Area Committee of the Libraries will have a different composition due to its unique academic role.

Clinical/Professional Faculty at the rank of full professor selected in accordance with college/school procedures will be voting members for all Clinical/Professional Faculty being considered for promotion.

The Campus Promotions Committee for review of Clinical/Professional cases (Panel B) shall consist of the Provost as chair, three academic deans from schools/colleges employing Clinical/Professional Faculty, and six faculty members. The Provost shall nominate three of these faculty from Panel A of the University Promotions Committee. The remaining three faculty, either Tenure-Track or Clinical/Professional Professors, shall be nominated by the University Senate Nominating Committee and appointed by the President for three-year terms. For more information on the updated policy and procedures for promoting Clinical/Professional Faculty, see the policy on [Clinical/Professional Faculty Appointment and Promotion \(VI.F.10\)](#) and the associated [Procedures for Appointing and Promoting Clinical/Professional Faculty](#).

It is in the best interest of the University and faculty that full and frank discussions occur during the deliberations of Promotion Committees. The confidentiality of remarks made at such meetings should, therefore, be carefully preserved. Recommendations against promotion may be discussed with the faculty member affected, as per Procedures, in a discreet manner and without undue delay, by the appropriate department head or dean. Faculty will be advised of their promotion progress by their department head after the Primary Committee and by their dean or his /her designee after the Area Committee and University Promotions Committee meetings. Official notice will be sent to promoted faculty members after the President and the Board of Trustees approve the promotions.

Attendance requirements and the specific rules governing the meaning of participation for the members of the Primary, Area, and Campus Promotions Committees are determined by the committee chair or an academic officer with authority commensurate with or higher than the committee level, in consultation with committee members.

Substantive changes should not be made to the promotion documents once they have been submitted to the Primary Committee for review. New substantive information that is available before the Area Committee meeting, such as newly published works, new funding, and new recognition should be discussed by the head at the Area Committee, or by the dean if new information becomes available prior to University Panel B as appropriate.

Relevant Policies, Procedures and Criteria

Clinical Faculty Procedures <https://www.purdue.edu/provost/policies/clinical-faculty.html>

Clinical Faculty Policy <http://www.purdue.edu/policies/human-resources/vif10.html>