

To: Deans, Associate Deans, and Department Heads

Date: August, 2021

Subject: Summary of Policies, Procedures, and Best Practices for Hiring, Mentoring, Review, and Promotion of Clinical/Professional/Teaching Faculty and Professors of Practice (C/P Faculty)

C/P faculty are primarily devoted to the practice and scholarship of teaching and engagement/extension, and often serve in important administrative and professional positions at Purdue University. Their expertise, scope of work, and contributions vary greatly across colleges and units. C/P faculty responsibilities can include clinical teaching and service, patient care, classroom teaching, engagement/extension, scholarship, and leadership in administration of programs.

Deans and Department Heads are responsible for observing the university policy and procedures related to C/P faculty. The VI.F.10 policy is located here: <https://www.purdue.edu/policies/human-resources/vif10.html>. The procedures for appointing and promoting C/P faculty are located here: <https://www.purdue.edu/provost/policies/clinical-faculty.html>.

The purpose of this document is to provide an overview and summary of current C/P faculty-related policies and procedures, and to share best practices for unit leaders who employ C/P faculty to consider for supporting the success of their C/P faculty at all career stages. Guidelines and expectations for C/P faculty promotion should be clear, mentoring plans should be in place, and timely performance reviews should be conducted. While in general these supportive actions are similar between C/P faculty and tenured/tenure-track (T/TT) faculty, the uniqueness of some C/P faculty positions emphasizes the importance of clarifying expectations and the distinguishing features of the C/P faculty roles to ensure a more cohesive unit and sustain long lasting success and retention of C/P faculty.

1. Requesting C/P faculty lines

- a. The full procedures for hiring C/P faculty, which supplement the policy on C/P faculty appointment and promotion, are available here: <https://www.purdue.edu/provost/policies/clinical-faculty.html>.
- b. For Dean requests to Provost:
 - i. For hiring a C/P faculty into a line within the college's current allocation, the request is typically handled as part of the college's annual hiring plan
 - ii. For requesting an increase in the C/P FTE allocation to a college to make a hire, provide the supporting documentation described in 1c
- c. For Department Head requests to Dean: Ideally, units have policies and procedures in place to request C/P faculty lines that address (ii-v) below which can be appended to (i) at the time of the request. If not, all of the information in (i-v) should be prepared at the time of a new request for a C/P faculty line:
 - i. A justification describing the need for allocated or new C/P faculty lines and expectations for the C/P faculty position, including how the nature of the position distinguishes it from a T/TT role
 - ii. A mentoring plan and description of how mentors/mentorship teams are selected for the C/P faculty

- iii. A description of the process and timing for performance reviews , promotion reviews, and contract renewal reviews for C/P faculty
- iv. A copy of, or the website link to, written promotion guidelines and criteria, with descriptions of expectations for promotion to different ranks for C/P faculty in the college/unit
- v. A description of how the unit is held accountable for ensuring the mentoring and review of C/P faculty follow the plans in items ii, iii, iv

2. Offer Letter

The original C/P faculty offer letter should include job descriptions and expectations. Specifics to include are the expectations regarding teaching (clinical/classroom), engagement/extension, scholarship, and any other responsibilities. These expectations should be consistent with what is emphasized in the annual and merit review, as well as in contract renewal discussions. In some units, a description of the percentage of effort allocated to the different job responsibilities is also included. The template used for offer letters to C/P faculty can be found here: <https://www.purdue.edu/provost/faculty/department-heads/offer-letters.html>.

3. Job Responsibility and Assignments

Job responsibilities for C/P faculty vary widely across campus and units. Therefore, it is important to clarify the roles and contributions of C/P faculty in the context of the overall unit and its mission. Heads should prioritize job assignments for C/P faculty that support the department mission, align with promotion expectations, and facilitate successful C/P faculty career trajectory.

4. Mentoring

Mentoring contributes to excellence and success of all faculty, builds relationships, and creates opportunities and supportive communities. Mentoring plans for C/P faculty should be established at the time of hiring. All C/P faculty members should have a mentoring plan and mentor or mentoring team that includes at least one senior C/P faculty member. C/P faculty may be asked to serve as mentors from outside the unit when there is no senior C/P faculty member available within the unit/college. C/P faculty should be empowered to request changes in their mentoring team based on the needs and goals of the C/P faculty member with facilitation by the Head. The roles of C/P faculty vary widely across units and colleges, and are different than tenure-track positions; therefore, it is important that all mentors understand the expectations associated with the success and promotion of C/P faculty (see item #7). More about mentoring, including checklists for mentors and mentees, can be found here: <https://www.purdue.edu/provost/faculty/department-heads/mentorship/index.html>.

5. Annual and Merit Reviews

C/P faculty should receive timely annual and merit reviews. Annual written feedback to C/P faculty members in the rank of Assistant and Associate is required. For C/P faculty at the rank of Full, a written review at least every three years is required. Consider including a review of both execution of job expectations for the C/P faculty role, as well as commentary on progress toward promotion. It is suggested to use similar processes and documents as those used for tenured/tenure-track faculty.

6. Contract renewal review

A plan for the process and timing of contract review and renewal for C/P faculty should be easily accessible and communicated to the C/P faculty. The initial period of a C/P faculty appointment is usually three years. Contracts for ranks of instructor or clinical assistant professor may be renewed for terms not to exceed increments of three years. Contracts for individuals at the rank of associate professor or professor may be renewed for terms in increments of up to five years. Appointments are made at the discretion of the Head and with approval of the Dean and Provost. Contract renewal must occur at least six months in advance of contract expiration during the first three years of employment, and at least twelve months in advance of contract expiration with subsequent contracts. Information and instructions on contract extension or non-renewal (Form 19) can be found here:

<https://www.purdue.edu/hr/buspur/formsproc/forms/>.

7. Promotion criteria and expectations

Promotion criteria and expectations for C/P faculty must be clearly communicated in writing to guide C/P faculty, their mentors, and those who review C/P faculty for promotion. Expectations for promotion to each rank (assistant, associate, and full) should be written and easily accessible (via website, intranet, etc.), and should include examples of promotable activities and their methods for documentation on Form 36 and related promotion materials. Examples of successful promotion dossiers should be shared with junior C/P faculty early on in their career to serve as a guide. In addition, the process for nominating a C/P faculty member for consideration for promotion should be reviewed. C/P faculty may be nominated for promotion by the Department Head, any member of the primary committee, or by higher-ranking C/P faculty in their department or school.

8. Promotion Review – Primary and Area Committees

The process and timing of Primary/Area committee review of C/P faculty should be clearly communicated. The Primary and Area Committees must contain at least one C/P faculty member of higher rank for the duration of the discussion and voting on C/P faculty promotion cases, although it is encouraged to include all C/P faculty of higher rank in a unit in the Primary Committee. If no C/P faculty of higher rank exists in the unit or college, a C/P faculty member should be invited from another college to participate in the discussion and vote. C/P faculty should be reviewed by the primary committee at a minimum of every six years after the initial appointment. Consider aligning the timing of reviews to be consistent between C/P and T/TT faculty of similar rank. Refer to the C/P faculty policy and procedures for appointment and promotion guidelines here: <https://www.purdue.edu/provost/policies/clinical-faculty.html>.

9. Promotion Review – Support Letters

A minimum of three letters from referees is expected for promotion considerations, although units and colleges may require more than the minimum. Guidance for selecting and documenting referees is provided in the annual Provost's memo for promotion of C/P faculty (Panel B) available here: <https://www.purdue.edu/provost/faculty/promotion/index.html>. Due to the unique and varying nature of C/P faculty roles, the Head should provide the referees with a position description and unit/college guidelines for promotion of C/P faculty.

10. Facilitating C/P Faculty Primary Committee Reviews

- a. In advance of the committee meeting, all members of the Primary Committee should be provided a copy of the expectations for promotion to the rank the C/P faculty members being reviewed for at the time the promotion documents are circulated. Education regarding the work C/P faculty do is important for fair, productive conversations.
- b. During the committee meeting, the Head should facilitate the C/P faculty discussions by making opening remarks, sharing expectations of C/P faculty in their college/unit, and describing the expectations of the rank the individual is being considered for promotion in order to facilitate fair and productive review conversations.
- c. The Provost Memo for Promotion policy and review for C/P faculty for AY 2021-2022 can be found here: <https://www.purdue.edu/provost/faculty/documents/promotion-wl-2021-22ay-panel-b-final.pdf>. This document is prepared and updated annually for the purpose of summarizing the University policies and procedures to be followed in recommending C/P faculty for promotion to higher academic rank.

11. Professional Leave for C/P faculty

Professional leave is available through the Research/Instructional/Engagement (R/I/E) leave process and is at the discretion of the Head. Information and instructions for R/I/E leave can be found here: <https://www.purdue.edu/provost/faculty/documents/resource-rie-leave-request.pdf>.

12. Resource website for C/P faculty

A website containing information relevant to C/P faculty, an archive of C/P faculty town halls and other university professional development events for C/P faculty, information related to the C/P faculty advisory board, and a C/P faculty directory is located here: <https://www.purdue.edu/provost/faculty/resources/clinical.html>.