

Guidelines for appointment, career development and promotion for Faculty in Professor of Practice Titles

College of Veterinary Medicine

Cornell University

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Part 1: Overview of Positions

The College of Veterinary Medicine proposes the use of the title 'Professor of Practice' to recruit and retain outstanding faculty with significant, high-level experience in veterinary medicine, public health, medicine, or biomedical or other sciences. This proposal is enabled by the recent adoption of the Professor of Practice titles by the Faculty Senate. The title is reserved for individuals whose veterinary, medical, applied research, and/or public health experiences in/with academia, industry, veterinary practice, governmental or non-governmental departments or agencies, foundations, or other non-academic organizations, complement the tenure-track and other RTE faculty in the college.

The typical holder of this title will be an experienced practitioner and/or leader from a managerial, technical or research position in his or her organization. These individuals are expected to enrich the experience of our students and meet the needs of varied stakeholders, by bringing to Cornell a deep understanding and appreciation of the best practices as applied in real-world settings. Scholarly activity is encouraged, although it is anticipated that research will be primarily of a collaborative nature.

The title is relevant in order to be competitive with our peers in recruitment and retention of excellent faculty, and to represent more accurately the complex roles played by our faculty. This is not a mechanism to replace tenured or tenure track faculty or serve as an expected promotion track for lecturers, senior lecturers, adjunct faculty or the like. These persons would provide students and faculty additional opportunities to interact with and to benefit from the experiences of distinguished professionals who are leaders in the applied research, training, and service that constitute practice.

Part 2: Functions and responsibilities

Professor of Practice titles would have ranks commensurate with qualifications, including Assistant, Associate, and Professor of Practice.

The title of Professor of Practice is available only for long-term, RTE faculty whose distinguished and experienced professional practice in a relevant field can provide effective, practice-oriented instruction. Holders of these titles will work in concert with faculty in other title families to provide the full range of instruction required by our students. Responsibilities of faculty with this title will vary, depending on specific requirements of the academic unit but will include teaching, community engagement, and outreach to varying degrees. Basic/engaged/applied/participatory research may be conducted either independently or collaboratively when appropriate, as negotiated with their academic unit chair or director.

Part 3: Distribution of positions within the college

The distribution of positions within the CVM is currently based on University enabling legislation where the sum of the Clinical Professors and the Professors of Practice are less than or equal to 25% of the tenure-track appointments within the college. Furthermore, the College of Veterinary Medicine remains steadfast in its commitment to keep tenure track appointments in each section/unit/department. For this reason, regardless of the cap percentages, there must be no decrease in the number of tenure track appointments.

Part 4: Appointment

A. Nature of search: A formal rigorous, national/international search, subject to affirmative action regulations, will be conducted in the manner employed for other faculty appointments. Searches will be conducted by the unit/department in which the appointment will be made, with oversight from the Dean and Associate Dean for Academic Affairs. Waiver of search will require approval of the Provost. Exceptions to the need for external searches or waiver of search will initially be granted for appointments of these titles to appropriate existing college faculty upon adoption of the title family.

B. Credentials: A terminal degree in a relevant field (e.g. DVM, MPH, PhD, DrPH) or equivalent degree, including specialty boards (if applicable/available) or demonstrated expertise in the appropriate discipline where specialty boards are not present/available.

C. Levels of approval for individual appointments: Creation of new positions and appointment of individuals to Professor of Practice titles will require review and input by the unit/departmental faculty and approval by the unit director/department chair and Dean.

D. Length of appointments: Initial appointment of Assistant Professor of Practice will be for 3 years. Following a rigorous unit/departmental performance review of the first 3 years, the Assistant Professor of Practice may be re-appointed for an additional 3 years. Promotion to Associate Professor of Practice is normally initiated at the beginning of the 6th year. Professors of the Practice, at the discretion of the unit director/department chair and the Dean, may be reappointed at 3 year intervals as an Assistant Professor of the Practice, subject to positive annual reviews and programmatic needs.

Associate Professors of the Practice (either newly appointed or promoted from Assistant Professor of Practice) will be reviewed for promotion within 5 years. Renewal of Associate and Full Professors of the Practice will be for up to 5 years on a rolling basis. That is, following a positive annual review, an individual may be reappointed for up to 5 years from the date of review. In this way the appointment would be extended by up to 5 years, every year following a positive annual review. Appointments may be renewed repeatedly as legislated in the University Faculty Handbook.

E. Possibilities for movement between faculty career paths:

Faculty members holding other titles who wish to be considered for appointment as Professor of Practice, would make an application after consultation with their department chairperson and approval from the Dean. In consultation with the departmental faculty, the chair would determine whether such a change in title was compatible with departmental goals and strategies. If the department is in support of the change in title, the candidate would work with the chair to compile a dossier documenting academic accomplishments similar to that prepared for other appointments and promotion decisions as appropriate for the level of appointment. The application would be considered, discussed and voted upon by the tenure track faculty and the Associate and Full RTE Professors of the appropriate department. The Department Chair would make a recommendation to the Dean, who may appoint an ad hoc committee for advice. The Dean would then make a final decision regarding the appointment. Unsuccessful applicants will retain their current titles without modification of their appointments.

Faculty members in either RTE or tenure-track appointments may apply for open positions in

another track for which they are qualified. A faculty member in a tenure-track appointment may not move into a RTE track appointment after the tenure process has started, or following a negative tenure decision in any circumstance. Should a Professor of Practice seek to change titles, and a position is open, they may apply and be considered. The exception would be if it followed a negative reappointment decision.

Part 5: Procedures for renewal and promotion

Appointments and promotions procedures for faculty with Professor of Practice titles will closely follow University guidelines and policies on academic appointments for tenured faculty as outlined in the Cornell University Faculty Handbook, Chapter 2.0, Academic Appointments, Reappointment, Tenure and Promotion. Criteria for renewal and promotion are listed in Part 7 of this document.

- A. Reappointment at Assistant Professor of Practice: Most commonly, a new hire entering a Professor of Practice academic career path is given a three-year appointment at the Assistant Professor of Practice level. The faculty member must review his or her progress each year with the unit director/department chairperson or designate and should receive written feedback. In the third year, a thorough performance review that includes endorsement of the unit/departmental faculty (all associate and full RTE professors and tenured associate and full professors) by vote is conducted. For this review the candidate will provide a statement outlining accomplishments in teaching- including a portfolio if appropriate-, research, service, and/or engaged activities if required/appropriate, and curriculum vitae. The unit director/chair will forward the vote(s) and their recommendation(s) to the Dean. If the outcome is positive, it is normal for renewal for a second three-year term to be recommended by the unit director/chair for approval by the Dean.

If the outcome of the three-year review is negative such that reappointment is not desired, the faculty member should be given notice and allowed to serve a terminal appointment from the date of the notice of non- renewal of two full academic semesters. If the faculty member clearly is not meeting expectations, the notice not to renew the appointment may be given earlier than the third year and the required two academic semesters notice must be provided.

- B. Appealing a decision not to reappoint: Procedures for appealing a decision not to reappoint a faculty member after an initial 3 year probationary appointment will follow those in Appendix Three of the Faculty Handbook (Procedures for Appealing a Decision Not to Renew a Non-tenure Appointment) with the exception that the appeals process ends at the college level.

Part 6: Appointment to Associate or Full Professor of Practice

The initial appointment to the faculty of a highly qualified person who is already credited with significant achievements may be at the rank of Associate Professor of Practice or even Full Professor of Practice. Such appointments will be for five years with a formal review at 3 years. If this is positive, it is normal to be reappointed to Associate or Full Professor of Practice for up to 5 years. If outcome is negative, see Part 5. Basic criteria and specific criteria are set by each unit/department but must include a designated level of achievement and proficiency in a specialty area.

Part 7: Promotion to Associate Professor of Practice

- A. Basic criteria: The basic criteria for promotion are excellence in carrying out the responsibilities of the position and promise of continued achievement. Faculty evaluation will take into account the specific position's responsibilities (particularly the division of effort between professional service, engaged activities, teaching, research, and service to the College, University and the public) described in the faculty member's appointment letter, as modified during periodic reviews. All Professors of the Practice will have an obligation to contribute to their discipline and to the wellbeing of the academic community through college and university service.

Promotion to the rank of Associate Professor of Practice usually occurs after completion of the probationary period as an Assistant Professor of Practice, though in some cases existing RTE faculty or new hires might move directly into this title. In most cases, the candidate will be reviewed for promotion during the sixth year in the track, typically during the third year of the second term of appointment as an Assistant Professor of Practice. With approval of the Dean, the length of the probationary period can be shorter, depending on the experience of the individual before the initial appointment as Assistant Professor of Practice.

- B. Specific criteria: Evidence of excellence must be present in all aspects of the person's academic area discipline. Successful candidates for promotion or appointment to Associate Professor of Practice should demonstrate significant contributions to the advancement of their academic discipline, extension, outreach, teaching, research/scholarly work, and university community service to varying extents depending on the specific terms of their position. The relative amounts of classroom, clinical, postgraduate, and outreach teaching will also vary among individuals and departments. More details of the specific criteria follow (Note that lists are meant to be illustrative and successful performance is not limited to these criteria.):
- i. Scholarship in their discipline through the creation and the dissemination of new knowledge.
 - ii. Impact in their discipline through the provision of meaningful deliverables that meet the needs of non-academic partners/constituents
 - iii. Involvement of students/trainees in scholarship and engaged activities as appropriate
 - iv. Recognition within their discipline by invitation to speak at national and/or international conferences
 - v. Recognition within their discipline by extramural funding through grants, contracts or other forms of sponsored activities
 - vi. Demonstration of a commitment to providing professional service as reflected by:
 - a. timely, professional communication with clients, community partners and others;

- b. behavior and activities aligned with program/college/university mission and values;
- c. adherence to hospital, diagnostic center, program and/or college policies; and
- d. demonstration of a strong sense of professional ethics

Note: Peer evaluation of performance and solicited letters (internal and external) evaluating performance shall be provided from appropriate individuals.

C. Teaching

This should include a list of all courses taught (including the credit hours allocated).

Accordingly, this would include any supervision of individual projects. Also relevant is any role the candidate has played in curriculum development. Department peer-review teaching evaluations should be included if available. All student evaluations should be in a summary format and included in the promotion dossier.

i. Classroom teaching

Classroom teaching may include lectures, seminars, laboratories, discussion sessions, and workshops. Special consideration should be given to new and innovative teaching methods, and development of new courses, programs and curricula. Included in this section is a summary of the candidate's involvement in classroom teaching and presenting continuing education for veterinarians and other professionals, if appropriate.

ii. Clinical teaching

Clinical teaching may involve lecture, demonstration, and one-on-one teaching of professional degree students in a clinical setting. Student evaluations, if available, should be included.

iii. Postgraduate teaching.

Postgraduate teaching may include contributing to an internship or residency program, resident training, and professional/graduate student or fellowship training. Training a graduate student or being on a committee requires entrance to the Graduate School. The likelihood of this will vary with individuals and previous experience. Documentation of the excellence of the candidate's postgraduate teaching should be provided by residents, interns, other clinical trainees and professional/graduate students, if applicable. Such evaluation of the candidate by trainees should concentrate on the candidate and their role as a mentor for clinical, practical, professional and scholarly activities.

iv. Outreach Teaching/ Educating the Stakeholders.

This category applies to teaching duties performed outside Cornell University. All College faculty, regardless of the nature of their appointments, share in the responsibility to make their expertise available to the larger community to the greatest extent that is reasonable. Evidence of excellence in Outreach Teaching may include:

- a. A detailed description of the candidate's outreach efforts including a statement of the goals for the program and a description of the audience served.
 - b. Documentation of materials or publications (e.g., continuing education material, computer software programs, explanatory materials, material distributed via the media, etc.) developed in promotion of the outreach program.
 - c. Organization and/or coordination of a conference should be documented in this section.
- v Additional supporting documentation of teaching activities:
- a. Published materials. For each publication in this category (e.g. American Journal of Veterinary Medical Education), a brief statement should be added in the teaching narrative section explaining the relationship of the publication to the candidate's teaching program and/or candidate's contribution to the project/publication.
 - b. Invited presentations related to teaching.
 - c. Grants and awards related to teaching.
 - d. Summary of student evaluations
 - e. Other. Any other documentation of teaching merit including role as a student advisor should be added. This should be organized clearly and concisely, and could include a limited selection of such information as course descriptions, examination and grading techniques, or other items that demonstrate the high quality of the candidate's teaching record.

D. Research and scholarly work

Professors of the Practice seeking promotion are expected to generate or disseminate new knowledge in their field of expertise as described above. In some cases, a faculty member may have pursued additional lines of scientific inquiry outside and not directly in support of his or her academic practice. This activity may constitute an area of scholarly achievement in support of promotion or appointment to Associate Professor of Practice. Unlike tenure track faculty, Professors of the Practice will not be expected to develop independent leadership roles in research. They may engage in research of a collaborative or consultative nature, and/or may perform engaged/applied/participatory research. Professors of the Practice may, however, apply for research grants as principal investigators as long as the total research effort is compatible with the significant practice, clinical and teaching expectations of Professors of the Practice. Professors of the Practice will be expected to achieve excellence in all aspects of their appointment and to produce scholarship that reflects this excellence. There should be evidence of a significant contribution by the candidate. Documentation of scholarly activity in research may include:

- i. A bibliography of publications resulting from this research, including the following types of publications:
 1. Papers published in, or accepted by, refereed journals.
 2. Papers published in, or accepted by, non-refereed journals.
 3. Invited papers published in conference proceedings.

4. Monographs or books published.
 5. Chapters in books.
 6. Books or conference proceedings edited. Specific role should be included.
 7. Contributed papers and/or abstracts.
 8. Technical reports, white papers and other publications designed for use by government, industry or other stakeholders.
 9. Patents.
- ii. Chronology of past and present research support.
 - iii. List of invited research presentations.

E. Engaged Activities

Professors of the Practice, especially those in the extension, business, or public health field, may have major effort allocated to engaged activities, which combine aspects of research, teaching and service. For example, assessment of the needs of a community partner or other non-academic stakeholder might require applied research (e.g. analysis of secondary datasets or performance of qualitative or quantitative surveys), then be followed by design and implementation of an intervention, followed by collection of data for monitoring, evaluation and adaptive management. All these components can involve students in traditional classroom settings or work with external stakeholders in environments outside academia, and/or involve building the workforce capacity of those stakeholders.

Performance of engaged activities combines research, teaching and extension/outreach/non-traditional service. Evidence of progress or success in engaged activities might include:

- i. Deliverables (e.g. white papers, reports, grant proposals);
- ii. Publications, such as peer-reviewed papers, book chapters or conference proceedings;
- iii. Documentation of training/workforce development;
- iv. Quantitative/qualitative survey results documenting changes in attitudes, practices, perceptions of stakeholders or communities;
- v. Monitoring and evaluation data or stakeholder testimonials documenting impact; and
- vi. Teaching evaluations.

F. College and Other Service

It is expected that candidates for promotion will have performed service to the college or university, as described below.

- i. College service/governance
 1. Present and past administrative assignments in the department or college. If administrative service is considered the basis of a strong service contribution, there must be supporting evidence, by peer and supervisor evaluation, of outstanding quality and importance of this activity to the college.
 2. Participation in college committees.
- ii. Professional service

1. Service on state, regional, and national organizations, review panels, study sections, committees, and public service groups insofar as these services provide evidence of competence in an area of the biological/medical sciences.
2. Service to specialty board national organizations such as acting as a committee member or other roles.
3. Appointments or election to editorial boards of scientific journals and to office in national scientific and educational societies.
4. Ad hoc reviewer for journals and granting agencies.

Part 8: Review Process for Promotion to Associate Professor of Practice

The processes for review for promotion from Assistant Professor of Practice to Associate Professor of Practice will be closely modeled upon those used for the equivalent promotion in tenure track.

Assistant Professors of the Practice will be reviewed for promotion within 6 years, if so desired. In the candidate's fifth year, the chairperson of the department convenes a meeting of associate and full tenured and clinical/research/professors of the practice to decide whether a formal review for promotion should be initiated. If the associate and full professors and associate and clinical, research and professors of practice decide not to initiate a review, the chairperson will discuss their decision with the candidate. The candidate may request a formal review at that time, and his or her request will be granted automatically. If the candidate agrees to postponement, the chairperson will, at the beginning of the following year, consult the associate and full professors and associate and full clinical, research and professors of practice again, and initiate a formal review unless the candidate requests that the review be postponed. If the candidate has not been reviewed at least once after serving as an assistant professor of practice for seven years, the chairperson will consult the candidate at least every 3 years and will initiate a formal review unless the candidate does not want one.

If a candidate has received a formal review that has not culminated in a recommendation of promotion, the candidate may, after two or more years have elapsed, request a second review, and this request will be granted. (If the first review was unsuccessfully appealed, the two years are measured from the time of the decision on the appeal.)

A dossier is compiled by the candidate, including curriculum vitae, list of publications, in some cases a teaching portfolio, and a narrative describing accomplishments and plans. Letters of evaluation from selected DVM or MPH (as appropriate) professional students, interns, residents, post-graduate veterinarians, graduate students or other trainees, colleagues in the University and outside experts are collected by the unit director/department chair. Assembled documentation is made available to tenured faculty members and associate and full Clinical, Research, and Professors of the Practice of the unit/department. A meeting of these unit/department faculty is then held to discuss the performance and potential of the candidate and a vote on promotion is conducted. The director/chairperson represent the unit/department in making and explaining to the

Dean the unit's/department's recommendation and vote for or against promotion. A negative review is communicated first to the candidate prior to the Dean, and the candidate has an opportunity to request reconsideration by the unit/department. The procedures for this will be modeled on those in Appendix Five of the Faculty Handbook (Procedures for Appealing a Negative Tenure Decision) with the exception that the appeals process ends at the college level. Even if the unit's/department's recommendation is negative, the candidate can still request that the Dean appoint an ad hoc committee.

After the unit's/department's initial review and any reconsideration are completed, the Dean reviews the decision at the college level. If the unit's/department's recommendation(s) is/are positive, the Dean must appoint an ad hoc committee of faculty members from units/departments other than the home department of the candidate, to study the evidence and advise him or her in reaching a decision. If the Dean's final decision is positive, then Promotion to Associate Professor of Practice is made with an appointment of up to 5 years.

Part 9: Appealing negative promotion decisions

The faculty member may appeal a decision not to conduct a promotion review. The procedures for such an appeal will be modeled on Appendix Four of the Faculty Handbook (Procedures for Appealing a Decision Not to Conduct a Tenure Review at the End of the Ordinary Tenure Probation Period on the Basis of Factors Other Than Candidate Performance) with the exception that the formal appeals process ends at the college level.

If the promotion dossier reaches the Dean's office and the Dean reaches a tentative decision that is negative, the Dean communicates it to the candidate and the unit/department, to provide an opportunity for rebuttal of the reasons and a request for reconsideration at the college level. The candidate has an opportunity to appeal at the college level. The procedures for this will be modeled on those in Appendix Five of the Faculty Handbook (Procedures for Appealing a Negative Tenure Decision) with the exception that the formal appeals process ends at the college level. At all times during the appeals process the faculty member has access to the University Ombudsman.

Part 10: Time Period for review for promotion

Associate Professors of the Practice will be reviewed for promotion within 5 years, if so desired. In the candidate's fifth year, the unit director/chairperson of the department convenes a meeting of full Professors and full RTE Professors to decide whether a formal review for promotion should be initiated. If the tenured Professors and RTE Professors decide not to initiate a review, the unit director/chairperson will discuss their decision with the candidate. The candidate may request a formal review at that time, and his or her request will be granted automatically. If the candidate agrees to postponement, the director/chairperson will, at the beginning of the following year, consult the full Professors and full RTE Professors again, and initiate a formal review unless the candidate requests that the review be postponed. If the candidate has not been reviewed at least once after serving as an Associate Professor of Practice for seven years, the director/chairperson will consult the candidate at least every 3 years and will initiate a formal review unless the candidate does not want one.

If a candidate has received a formal review that has not culminated in a recommendation of promotion, the candidate may, after two or more years have elapsed, request a second review, and this request will be granted. (If the first review was unsuccessfully appealed, the two years are measured from the time of the decision on the appeal.)

Part 11: Reappointment as Associate Professor of Practice

Most commonly, an Associate Professor of Practice is given a five-year appointment at the Associate level. The faculty member must review his or her progress each year with the unit director/department chairperson. If the outcome is positive, a renewal term of up to five years for an Associate Professor of Practice would be recommended. If the outcome of the annual review is negative, the faculty member will receive a notice of renewal under "probationary status" and will continue in the remainder of the appointment in such status, pending outcome of future annual reviews with the director/chair (i.e. the five-year rolling appointment stops). Should the faculty member receive consistent favorable annual reviews during the remainder of the probationary period, they will then undergo an in-depth review by the unit director/department chair with input from the unit/department, including a vote by the tenured associate and full Professors, and the RTE associate and full Professors; reappointment will be contingent on a positive outcome. Should a second negative annual review occur within the probationary period or during any future reappointments, the unit director/department chair will conduct an in-depth review with input of the unit/department, including a vote, at that time. Should the outcome of this review be negative, the faculty member will be given a notice of non-renewal and will be allowed to serve the remainder of their appointment.

A negative in-depth review with non-renewal is communicated first to the candidate prior to the Dean, and the candidate has an opportunity to request reconsideration by the unit/department. The procedures for this will be modeled on those in Appendix Five of the Faculty Handbook (Procedures for Appealing a Negative Tenure Decision) with the exception that the appeal process ends at the college level.

After the unit's/department's initial review and any reconsideration are completed, the Dean reviews the decision at the college level, with the appointment of an ad hoc committee. If the Dean's decision is positive, the candidate is reappointed for up to 5 years. If the Dean's decision is negative, the candidate may serve the remainder of their appointment.

This process should be documented in writing and a copy provided to the Associate Professor of Practice.

Part 12: Promotion or appointment to Full Professor of Practice

To be considered for appointment as a full Professor of Practice, candidates shall have a primary commitment to assist the College in meeting its programmatic need for clinical expertise, teaching, extension (including outreach), scholarly activity/research, engaged activities, and service. Required degrees, qualifications, or experience shall be determined by the appointing

unit/department.

Candidates for appointment or promotion to the rank of full Professor of Practice should have local and national recognition in their field, which may include demonstrated leadership roles in professional organizations, if applicable, and demonstrate excellence in Academic Clinical Practice, Public Health, Teaching, Research/Scholarly Activity, Engaged Activities, and University Service, as their FTE dictates. Professors of the Practice will not be expected to develop major independent leadership roles in research, but they may do so as appropriate for their position in consultation with their unit director/department chair. They may engage in research of a collaborative or consultative nature, including in a leadership capacity. Their research may be basic, engaged, applied, or participatory in nature, again as appropriate for their position in consultation with their unit director/department chair. Professors of the Practice will be expected to achieve excellence in all aspects of their appointment and to produce scholarship that reflects this excellence. The relative amounts of classroom, clinical, postgraduate, and extension or outreach teaching will vary among individuals and departments.

Examples of evidence of excellence include but are not limited to invited presentations at local, regional, national and international meetings, editing or writing books on specialty areas, scientific publications, national teaching awards, and extramural funding through contracts, grants, or other forms of sponsored activities. Other examples include being a section chief, laboratory director, or other position of administrative leadership such as a unit director, associate director or assistant director (e.g. of programs, curriculum, etc.), leading the development of courses and areas of instruction, peer review of teaching, and serving as a mentor to veterinary clinicians and/or public health practitioners.

- A. Review Process: The process for review for promotion from Associate to Full Professor of Practice will be closely modeled upon those used for this promotion of faculty in tenure track. A unit/departmental review is conducted, and a detailed rationale for the promotion must be submitted to the Dean along with the vote of the full Professors and full Clinical, Research, and Professors of the Practice in the unit/department. The unit/department procedures applicable to the promotion to full Professor of Practice are the same as those outlined above for promotion to Associate Professor of Practice, except that the vote is limited to the full Professors and full Clinical, Research, and Professors of the Practice in the unit/department.

The documentation need not be as extensive as it is for promotion to Associate Professor of Practice, and the charging of an ad hoc committee is at the Dean's discretion unless the recommendation of the unit/department is negative and the candidate requests such a committee.

The Dean is not bound by the recommendation of the unit/department as

expressed by the director/chairperson. If the Dean disagrees with the judgment of the unit/department, the Dean will, if this has not already been done, set up an ad hoc committee and receive its input before making a decision regarding the unit/department decision. Appeal at the unit, departmental and College level will be modeled on those in Appendix Six of the Faculty Handbook (Procedures for Appealing a Negative Decision on Promotion to Full Professor) with the exception that the appeals process ends at the college level. At all times during the appeals process the faculty member has access to the University Ombudsman.

Part 13: Reappointment as Full Professor of Practice

Most commonly, a full Professor of Practice is given a five-year reappointment. The faculty member must review his or her progress each year with the unit director/department chairperson. If the outcome is positive, a renewal term of up to five years for a full Professor of Practice would be recommended for approval by the Dean. If the outcome of the annual review is negative, the faculty member will receive a notice of renewal under "probationary status" and will continue in the remainder of the appointment in such status, pending outcome of future annual reviews with the director/chair (i.e. the five-year rolling appointment stops). Should the faculty member receive consistent favorable annual reviews during the remainder of the probationary period, they will then undergo an in-depth review by the unit director/department chair with input from the unit/department, including a vote by the tenured full Professors and full RTE Professors, and reappointment will be contingent on a positive outcome. Should a second negative annual review occur within the probationary period or during any future reappointments, the unit director/department chair will conduct an in-depth review with input of the unit/department, including a vote by the tenured Professors and full RTE Professors, at that time. If the Dean's decision is positive, the candidate is reappointed for up to 5 years. If the Dean's decision is negative, the candidate may serve the remainder of their appointment.

A negative review with the unit director/department chairperson is communicated first to the candidate prior to the Dean, and the candidate has an opportunity to request reconsideration by the unit/department. The procedures for this will be modeled on those in Appendix Five of the Faculty Handbook (Procedures for Appealing a Negative Tenure Decision) with the exception that the appeals process ends at the college level.

After the unit's/department's initial review and any reconsideration are completed, the Dean reviews the decision at the college level. If the Dean's decision is positive, the candidate is reappointed for up to 5 years. If the Dean's decision is negative, the candidate may serve a terminal appointment from the date of the notice of non-renewal of two full academic semesters.

This process should be documented in writing and a copy provided to the full Professor of Practice in a timely manner.

Part 14: Voting and Other Rights

Professors of the Practice of all ranks are members of the College faculty and eligible to serve on University, College, Unit and Department committees. In addition, they have voting privileges at the unit, department and college levels, with the exception of renewal and promotion of tenure track faculty, and the exceptions described in this document.

Consulting activities of Professors of the Practice will have oversight according to policies of the College and University. Assistant, Associate and Full Professors of the Practice will be eligible for professional development leave subject to available funding, the ongoing academic needs of the unit/department, and related considerations. The unit director/department chair may approve, in writing, two weeks or less of professional development leave. The Dean may approve, in writing, leaves of up to two months. If the Dean approves a leave in excess of two months but less than one year, the leave must be recorded in the university system (see Appendix III, New Draft of Resolution A (III.A of NTTF report of 8/4/05 --Professional development opportunities) passed by the Faculty Senate on 9 March 2005 and Appendix B, page 29, Human Resources Policy 6.2.1 Leaves for Professors and Academic Staff (11/20/09).

Part 15: Grievance and Appeals

Professor of Practice faculty will have access to established faculty grievance and appeals procedures within the College of Veterinary Medicine except with the limitations described in this document.

The College Academic Grievance Procedures provide the means whereby any member of the faculty or academic professional staff of the College who believes him or herself to be aggrieved can obtain consideration for redress of his or her grievance. Grievable matters include, but are not limited to the following: reward (salary or other benefits); academic freedom; work assignment; working conditions; discrimination; sexual harassment; and the existence of, adequacy of, and adherence to equitable grievance procedures. The General Committee of the Faculty is the College Grievance Committee and the grievance procedures are available at

<http://web.vet.cornell.edu/college/RMSS/documents/grievanceprocedureswebsite.pdf>.

Chapter 5 of the Faculty Handbook describes expectations for College-Level Grievance Procedures and provides a link to the relevant part of the University Policy website. College grievance procedures are not applicable to complaints with respect to appointment, reappointment and promotion, which are dealt with by a special process described in Part 5B and Part 9 of this document. The procedures that should be followed, at the University level, when academic misconduct is thought to have occurred are described in Chapter 5 Academic Policies and Responsibilities of the Cornell Faculty Handbook (pp. 79-83).

A grievant may also wish to consult the University Ombudsman's office. The ombudsman "hears complaints from any source within the university community or directed against anyone in the university exercising authority and attempts to assist in obtaining a resolution of the problem. To the extent permitted by law and consistent with other university policies, confidentiality and anonymity will be provided to any grievant who requests such protection. When appropriate, the office investigates and reports findings and conclusions without restriction other than to protect the rights of individuals. The office does not exercise powers of decision but may accept the role of

arbitrator when requested to do so by parties to a dispute. Their web address is <http://ombudsman.cornell.edu/>.” See Cornell Faculty Handbook, Chapter 7, Services and Facilities, page 153.

Appeals processes that apply to reappointment and promotion are described in Part 5B and Part 9 of this document.

Appendix A

Recommendations for resources to ensure success of faculty in Professor of Practice titles: Persons holding the title of Professor of Practice (all levels) should be entitled to certain guaranteed faculty privileges that will enhance their capabilities to perform their job to the best of their abilities. These include:

Appendix B: Definitions

- A. Private office space: A private office is considered necessary because professors of the practice are often counseling students, interns and/or residents, and need a private place for confidential discussions. This private space will also improve productivity of individuals in these positions.
- B. Start-up funds: These funds help the Professor of Practice purchase software for a given course or activity, obtain preliminary data for a research project, hire students to assist in course management and research projects, etc. These funds depend upon the commitment of the position, as outlined in the letter of appointment, and the needs of the individual and the unit/department.
- C. Annual discretionary funds: The request for annual discretionary funds may cover the cost of items such as (but not limited to) a new computer every 5 years and appropriate updated software, new textbooks, journals, dues for national and international professional organizations, preliminary data for a research project, and travel to national meetings when appropriate and depending on unit/department resources.
- D. Continuing Education: In order to keep up with the latest clinical research and information in their respective disciplines, persons holding the title of Professor of Practice should be entitled to attend national meetings. For individuals who are veterinarians this is particularly important in order to maintain their licensure. Funding will be dependent on available resources.
- E. Mentorship: Professors of the Practice should be given a copy of the CVM Mentoring Policy and should select one or more mentors early in their appointment, in consultation with their unit director/department chair.
- F. Professional Development Leave: Such leaves are approved at the discretion of the unit director/department chair and the Dean and are subject to available funding, the ongoing academic needs of the unit/department, and related considerations. A professional development leave of over two months must be recorded in the university system. (see Appendix II, New Draft of Resolution A (III.A of NTTF report of 8/4/05 --Professional development opportunities); see Appendix B, page 29, Human Resources Policy 6.2.1 Leaves for Professors and Academic Staff (11/20/09).
- G. Other leaves: "The University may allow academic staff, including Professor of Practice, to take leave from appointed responsibilities under certain circumstances, including arrangements that support balance between family life and university responsibilities. Cornell policy promotes academic leave management, which is a collegial approach intended to foster, within appropriate limits, situations of mutual benefit to the academic employee and the university's academic program." (See Faculty Handbook, Chapter 3, section 3.3 for complete discussion of university policy on leaves of absence and professional development leaves for professors and academic staff).