

College of Veterinary Medicine, University of Arizona

Guidelines for Career-Track Faculty: Professor of Practice

I. Preamble

The University of Arizona College of Veterinary Medicine (CVM) supports and promotes a diverse interdisciplinary faculty and is committed to faculty development and advancement through a flexible set of Promotion and Tenure Guidelines. The CVM recognizes that, in the pursuit of the highest academic ideals, adherence to acknowledged standards of professional conduct and academic productivity is essential. Therefore, these policies and procedures are established pursuant to paragraph 3.11 of the University Handbook of Appointed Personnel (UHAP), to be read in paragraph P, Section 6-201 of the Arizona Board of Regents (ABOR) Policy Manual. They are intended for use in conjunction with the ABOR Conditions of Faculty Service.

Each member of the faculty is appointed subject to the duties and responsibilities detailed in the ABOR-PM 6-201, et seq. and Chapter 3 of UHAP, and is entitled to all the rights, privileges, duties, and limitations set forth therein. Appointments become effective when approved by the President. Appointment procedures are set forth in the University's Recruitment Policy.

Initially, all faculty members receive a Notice of Appointment. Thereafter, appointments and renewals of appointments shall be for the period designated in the Notice of Reappointment. No oral or written communication made prior to or after the execution of a Notice of Appointment that is inconsistent or in conflict with terms of the Notice of Appointment or the Conditions of Faculty Service (ABOR-PM 6-201, as amended) shall become a part of the conditions of employment (UHAP 3.08).

The CVM will support two faculty tracks – Tenured/Tenure-eligible (TE) (Tenure Track) governed by UHAP 3.12, and Nontenure-eligible (NTE) (Career-Track) governed by UHAP 3.13.

The specific track will be indicated in the Notice of Appointment. As listed in UHAP definitions, faculty ranks in the tenured/tenure-eligible tracks are Assistant Professor, Associate Professor with Tenure, and Full Professor. Faculty ranks in the nontenure-eligible track are Assistant Professor of Practice, Associate Professor of Practice, and Professor of Practice. All candidates for Nontenure-eligible (NTE) (Career-Track) promotion must demonstrate excellence in their contributions to teaching, research and service. The Nontenure-eligible (NTE) (Career-Track) track requires significant contributions in performance in all three areas of research, teaching, and service commensurate with the effort assignment of their position.

II. Promotion Guidelines for Career-Track Faculty

These guidelines apply to Career-track faculty members as defined in UHAP 3.01. For the purposes of definition of rules and procedures regarding successive renewal, nonrenewal and promotion of career-track faculty members, UHAP 3.3.03 shall apply as the definitive reference.

The College of Veterinary Medicine (CVM) Promotion and Review Committees use these guidelines in conjunction with existing University rules to make its decisions on promotion of career-track faculty. All career-

track faculty members shall have the words Assistant/Associate/ Full Professor of Practice on their Notice of Appointment and Notice of Reappointment, consistent with the provisions of UHAP.

Faculty members are expected to contribute to the teaching, service, and research mission of the College of Veterinary Medicine, as described in the Annual Work Plan. Specific expectations and workload distribution (teaching, service, and research) are based on the faculty member's academic credentials and Annual Work Plan. The workloads may be in multiple areas. **Progression from Assistant to Associate to Full Professor status must show a clear trajectory of growth in excellence (expertise and impact) in each of the areas assessed (teaching, service, and research) as commensurate with their assigned workload distribution and in engagements both internal and external to the College of Veterinary Medicine.**

Career-track faculty members being considered for promotion are expected to familiarize themselves with the promotion criteria. Annual performance reviews may be considered in the promotion process, but satisfactory ratings in the annual performance reviews do not necessarily indicate successful progress toward promotion. **Progress towards promotion requires demonstration of a trajectory of growth in excellence (expertise and impact) over a period of years.**

The College of Veterinary Medicine will have two College Standing Advisory Promotion and Review Committees to advise the Dean before recommendations on reviews for promotion and tenure are forwarded to higher levels: Career-Track Promotion Review Committee for career-track faculty reviews, and the Promotion and Tenure Review Committee for tenure track faculty reviews. The Career-Track Promotion Review Committee will include at least three faculty members (tenure-track or career-track) from the college. If the college does not have sufficient faculty members to constitute such a committee, then the Dean will reach out to other colleges for faculty to form the committee. In promotion matters the advisory committee will be so constituted that recommendations will be made only by faculty members holding rank superior to the current rank of the faculty member being considered. The committee generally will meet without the administrator whom they advise. Tenured members of this committee may also concurrently serve as members in the Promotion and Tenure Review Committee.

The Career-Track promotion schedule initiates with a discussion between the candidate and Associate Dean of Faculty Affairs to assess readiness for promotion. While regular discussions about promotion at the annual review process are encouraged, **at a minimum this discussion should take place more than a year in advance of the submission due date for dossier materials.** Reviews of career-track faculty dossiers will involve the following levels at the College of Veterinary Medicine¹:

1. Promotion Review Committee
2. Senior Associate Dean of Faculty Affairs of the College
3. Dean of the College of Veterinary Medicine
4. Provost

A detailed timeline of the promotion schedule is can be found here: [Promotion Schedule | UA Faculty Affairs \(arizona.edu\)](#) (Note: As a single department college, the College of Veterinary Medicine will not have a Departmental Committee review or report.)

¹ [Promotion and Tenure | Policies and Procedures \(arizona.edu\)](#)

III. General Description of Expectations at Each Rank

A. Assistant Professor of Practice (UHAP 3.3.03.G)

Initial appointment to the rank of Assistant Professor will be based largely on evidence of promise of future excellence, with specific responsibilities detailed in the letter of initial appointment and Annual Work Plans. Initial appointments may be at this rank. Adequate training, depth of knowledge in a particular specialty, and capacity to provide high quality teaching, service, and research are all considered.

Review for promotion to the Associate rank is possible after a minimum of three years of service in the Assistant rank. In exceptional cases, this timeframe may occur sooner. Recommendations shall be considered by the Career-Track Promotion Review Committee for and forwarded to the CVM Senior Associate Dean for Faculty Affairs, CVM Dean, and the Provost. Annual reappointments at the rank of Assistant Professor of Practice may be made an indefinite number of times, subject to satisfactory performance evaluations.

B. Associate Professor of Practice (UHAP 3.3.03.H)

Appointment or promotion to the rank of Associate Professor requires evidence of an established and productive career as specified in their appointment, in addition to the qualifications required of an Assistant Professor at this track. Promotion to the rank of Associate Professor of Practice requires demonstration of an upward trajectory of excellence in teaching, including scholarship of teaching, service, and research **when applicable to workload**. Faculty members at this rank show promise of becoming leaders in their fields, may be recognized at the state, regional and national level in their area of expertise, and have contributed significantly to the College of Veterinary Medicine.

Review for promotion to Professor of Practice can occur at any review cycle after the minimum years of service at the Associate rank have been met. In many cases, performing at the Assistant rank for a minimum of three years is adequate to demonstrate a trajectory of excellence to Full professor rank. In exceptional cases, this timeframe may occur sooner. Such recommendations shall be considered by the Career-Track Promotion Review Committee for and forwarded to the CVM Dean and the Provost. Annual reappointments may be made an indefinite number of times, subject to satisfactory performance evaluations.

C. Professor of Practice (UHAP 3.3.03.I)

Appointment or promotion to the level of Professor requires the highest qualifications regarding subject matter expertise as well as demonstration of excellence in assigned responsibilities, in addition to those possessed by Associate Professors in this track. Such an individual is recognized nationally by relevant peers and/or peer organizations and brings distinction to the College of Veterinary Medicine. Determination of achievement in this rank depends on distribution of activities (teaching, service, and research **when applicable to workload**) for each individual appointment. Teaching contributions should be of the highest quality and should be augmented by a record of scholarship related to teaching. Service contributions should be of the highest quality and accompanied by a record of accomplishment. Research contributions should be of the highest quality and accompanied by demonstration of appropriate scholarly work including publications and extramural funding. Reappointments may be made an indefinite number of times, subject to satisfactory performance evaluations.

III. Examples of Activities to Demonstrate a Trajectory of Excellence in Career Progression

The review process should be based on and bounded by the faculty member's Annual Work Plan. Therefore, a faculty member's contributions in teaching, research, and service will be evaluated in proportion to the amount of time he or she has agreed to devote to these activities in the Annual Work Plan. Below is a list of examples of activities that faculty may engage in to demonstrate a trajectory in excellence through the progression from Assistant to Associate to Full Professor status. This is not an exclusive list nor are faculty expected to demonstrate each of the activities listed. However, this list can be utilized to demonstrate growth in expertise and impact at the national/international level. **Meeting criteria is not sufficient to move through status, it is the demonstration of a trajectory in career growth and impact in teaching, service, and research through the ranks to full professor as described above that is critical in the promotion review.**

Note: While there are many opportunities and examples to establish a positive trajectory in career expertise and impact, two strong examples of evidence to document a positive trajectory are peer reviewed publications and letters of support from experts in the field.

A. Teaching

- Delivers rigorous teaching that incorporates engaging pedagogical approaches and clearly documented student outcomes. This can be classroom-based teaching or clinical teaching in individual or small group settings. In either case, there should be clear documentation of student learning and evidence of positive feedback from students and peers. Developing new and innovative teaching tools
- Participating or facilitating training/workshops on teaching and active learning strategies
- Using quantitative and qualitative metrics (students course evaluations, peer evaluation of teaching, Plus Delta information) for continuous quality improvement of teaching.
- Advising, mentoring, and supporting student activities.
- Training and mentorship of research students (postdoctoral, graduate, undergraduate, professional).
- Contributing, supporting, and collaborating across various courses in the curriculum.
- Demonstrating activity in scholarship of teaching, including faculty reflections, publications, grants, reports, presentations, and other contributions to the scholarship of teaching.
- Receiving recognition such as awards that demonstrate outstanding teaching effectiveness and innovations in course design.
- Demonstrating innovations in instruction that significantly contribute to student recruitment, retention, and graduation.
- Engaging in leadership of curricular reforms, outreach programs, and/or interdisciplinary initiatives.
- Providing senior level mentorship of faculty colleagues in pedagogy
- Presenting and participating in workshops, lectures, seminars, and panel discussions related to the duties of the individual and the mission of the program at the local, state, and national level.

B. Service

- Serving on or leading a CVM committee (Admissions, Curriculum, Academic Progress, and/or Faculty Council).
- Serving on or leading a CVM faculty or staff search committee.

- Serving on or leading a University committee.
- Serving as faculty advisor to student club
- Service to a CVM or University center/institute/initiative.
- Participating in student recruitment, retention efforts or new student orientation.
- Participating in accreditation-related events.
- Engaging in outreach activities (e.g., service to the community, participation in stakeholder meetings, volunteer service, media engagement, community presentations or publications).
- Serving as a reviewer for grants, competitions, awards, safety, and monitoring boards, within the program, institution, and profession.
- Serving as an external reviewer for faculty promotion decisions at peer institutions.
- Participating in local, state, national or international service that may include serving on or leading an association(s) committee, journal editorial board membership, ad hoc review service.
- Participating in committee and collaborative governance within the program, department, college, and/or university.

C. Scholarly Activity/Research (Dependent upon workload distribution)

- Publications including manuscripts, books, and book chapters.
- Sharing with, or training local colleagues including providing expertise, methods, content
- Representation of CVM at local, regional, state, national and international meetings
- Presentation of research/scholarly work at local, regional, state, national and international meetings
- Applying for or securing intra- or extramural funding
- Receiving or being nominated for a research honor or award.
- National or international research board membership or leadership, journal editorial board membership, ad hoc review service, or grant peer-review
- Any other research related activities (e.g., professional workshops / training)
- Leadership with evaluating and collaborating on publications, awards, or proposals.

COLLEGE OF VETERINARY MEDICINE CRITERIA FOR ASSISTANT, ASSOCIATE, AND FULL PROFESSOR OF PRACTICE (CAREER-TRACK)

	Assistant Professor of Practice	Associate Professor of Practice	Full Professor of Practice
Teaching	<p>Candidate meets all the following (applicable) criteria:</p> <ul style="list-style-type: none"> • Demonstrates knowledge and expertise to meet instructional needs of the College as evidenced by course materials that reflect up-to-date, evidence-based information. • Participates in other roles as needed by the College to enhance student learning and student mentoring. • Delivers rigorous teaching that incorporates engaging pedagogical approaches and clearly documented student outcomes. There should be clear documentation of student learning and evidence of positive feedback from students and peers. 	<p>Meets criteria for Assistant and the following additional criteria:</p> <ul style="list-style-type: none"> • Recognized outside the department for excellence in teaching and/or contribution to the university's teaching mission AND at least two of the following: • Develops or implements new methodologies, instructional technologies, and/or innovative teaching strategies that promote a learner-centered environment. • Provides support and education within the College to faculty wishing to implement these instructional approaches in their classes. 	<p>Meets criteria for Associate and at least the first two of the following additional criteria:</p> <ul style="list-style-type: none"> • Receives national recognition for clinical or classroom teaching or assessment innovations. (e.g., presentations at national conferences, workshops) for teaching or assessment innovations. • Develops new methodologies for assessing teaching effectiveness or for meeting curricular goals.
Research or Scholarly/Creative Activity	<p>Candidate meets all the following (applicable) criteria:</p> <ul style="list-style-type: none"> • Actively involve themselves in the educational community of their disciplines. • May engage in research led by other faculty members. • Any other research related activities (e.g., professional workshops / training). 	<p>Meets criteria for Assistant and the following additional criteria:</p> <ul style="list-style-type: none"> • May work w/other faculty to create new research opportunities OR • Engages in dissemination of information on the scholarship of teaching and learning at the local/state level. Provides education to community members and other professionals OR • Engages in dissemination of information on the research with which they have been involved at the local/state level. 	<p>Meets the criteria for Associate and the following additional criteria:</p> <ul style="list-style-type: none"> • National or international research board membership or leadership, journal editorial board membership, ad hoc review service, or grant peer-review OR • Representation of CVM at regional, state, national and international meetings OR • Publications including manuscripts, books, and book chapters. • Presentation of research/scholarly work at regional, state, national and international meetings.
Service/Outreach	<p>Candidate meets all the following (applicable) criteria:</p> <ul style="list-style-type: none"> • Serving on or leading a CVM committee (Admissions, Curriculum, Academic Progress, and/or Faculty Council). • Participating in accreditation-related events. • Engaging in outreach 	<p>Meets criteria for Assistant and at least two of the following additional criteria:</p> <ul style="list-style-type: none"> • Expands service to additional college or university committees. • Serving on or leading a University committee. • Serving as faculty advisor to student club. 	<p>Meets the criteria for Associate and at least two of the following additional criteria:</p> <ul style="list-style-type: none"> • Serves on national or international committees. • Serves in a leadership position within the college, university, or state.

COLLEGE OF VETERINARY MEDICINE CRITERIA FOR ASSISTANT, ASSOCIATE, AND FULL PROFESSOR OF PRACTICE (CAREER-TRACK)

	activities (e.g., service to the community, participation in stakeholder meetings, volunteer service, media engagement, community presentations or publications).		<ul style="list-style-type: none">• Leads efforts to foster student engagement in outreach, internships, and research.• Participating in state, national or international service that may include serving on or leading an association(s) committee, journal editorial board membership, ad hoc review service.
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