

## **Office of Instruction and Assessment – Professor of Practice Promotion Criteria Approved 1/30/2018**

The title *Professor of Practice* describes career-track faculty members in a non-tenure position who have established themselves by experience, expertise, achievements, and reputation over a sustained period of time to be a distinguished professional qualified to teach in an area associated with the mission of the OIA. The primary responsibilities of this position are teaching, broadly defined to include undergraduate and graduate courses, practicum, internship, advising, mentoring, coaching, development, design, assessment, evaluation, committee service, management, and non-academic courses, workshops, and training as appropriate to the mission of the Office of Instruction and Assessment (OIA) and the educational mission of the university.<sup>i</sup>

Professors of Practice are appointed with all the privileges and responsibilities of career-track, non-tenure-eligible faculty members. They are evaluated annually. Professors of Practice will be appointed for a period of one academic or fiscal year, as set forth in Arizona Board of Regents (ABOR) Policy 6-201(C)(12).<sup>ii</sup> Such appointments may be renewed for subsequent periods. In general, Professor of Practice faculty members are appointed at 0.5 full-time equivalent (FTE) or higher and are eligible for all benefits available to similarly appointed employees at the university. Unit heads may make exceptions to these stated parameters in ways consistent with unit practice and needs.

For purposes of University governance, Professors of Practice are members of the General Faculty. Shared governance representation and voting rights in the University are governed by bylaws that are separate from the employment policies of the University. At the time of this draft (9/19/2017) no candidates for a degree at the University of Arizona shall be a member of the General Faculty, nor are non-tenure eligible faculty members who hold less than half-time positions.<sup>iii</sup>

The employment of Professors of Practice is governed by the ABOR Policy Manual 6-201(C) (15), as well as the *University Handbook for Appointed Personnel (UHAP)*.<sup>iv</sup> Professor of Practice faculty shall have all rights, remedies, obligations, and duties of other career-track, non-tenure-eligible faculty members, except as specifically limited by either ABOR Policy or *UHAP*.

### ***UHAP* §3.3.03(e) Assistant Professors**

Appointment or promotion to assistant professor on the career track will require evidence of promise, adequate training, depth of knowledge in a particular specialty, and capacity to undertake high-quality teaching, research, and service. Promotion to the associate rank is possible after a minimum of three years of service in the assistant rank.

The Office of Instruction and Assessment requires that Professors of Practice at all ranks be evaluated annually. This may include a review for promotion if the faculty member so desires. An Assistant Professor of Practice may request promotion to the rank of Associate Professor of Practice at any time in the calendar year. Following the procedures set out on the website of the Vice Provost for Faculty Affairs, a review will be conducted when the faculty member submits a dossier for promotion. Recommendations resulting from these reviews must be considered by the

supervisor, a peer-review committee, the unit head, and Vice Provost, and forwarded to the Provost's office for final decision. Promotion from Assistant to Associate Professor of Practice is consistent with *UHAP* §3.3.03.

***UHAP* §3.3.03(g) Associate Professors**

Appointment or promotion to associate professor on the career track will require evidence of an established and productive career in addition to the qualifications required of the assistant rank. Such an individual will be known at the state, regional, and national level for the individual's particular expertise, and will contribute to the departmental program in a significant fashion. Annual reappointments may be made an indefinite number of times, subject to satisfactory performance evaluations. Career-track associate professors may go up for promotion to the rank of professor at any time.

An Associate Professor of Practice may request promotion to the rank of Professor of Practice at any time in the calendar year. A review will be conducted when the faculty member submits a dossier for promotion. Recommendations resulting from these reviews must be considered by the supervisor, a peer-review committee, the unit head, and Vice Provost, and forwarded to the Provost's office for final decision. Promotion from Associate to Professor of Practice is consistent with *UHAP* §3.3.03.

***UHAP* §3.3.03(h) Professors**

Appointment or promotion to professor on the career track will require outstanding qualifications regarding expertise and experience in addition to the qualifications required of an associate professor. Such an individual must have achieved national recognition through peer organizations and will bring distinction to the department. Career-track professors may be reappointed annually provided they continue to meet the criteria for the rank and perform satisfactorily as determined by annual performance evaluations.

**Appointment**<sup>v</sup> of Professors of Practice, whether at the rank of Assistant, Associate, or Full, are considered for qualification and appointed by the unit head and Vice Provost. Assistant and Associate Professors of Practice are typically appointed for one-year terms, under the provisions of *UHAP* §3.1.02. Renewal of such appointments is at the discretion of the unit head and Vice Provost. Renewal of the appointment will be based upon the availability of funds and upon annual performance reviews by the unit head in consultation with the Vice Provost. Nothing in these guidelines shall be construed as a guarantee of employment. Reviews are due annually, and in the case of non-renewal, 90-day notice must be given in accordance with *UHAP* §3.4.03. Full Professors of Practice will be appointed for three-year terms, in accordance with *UHAP* § 3.1.02.

**Sabbatical-like leave**<sup>vi</sup> for a Professor of Practice at any rank is to provide opportunities for professional learning or collaboration with colleagues related to their teaching and service responsibilities. A sabbatical-like leave is not a leave which a career-track faculty member "earns" automatically by having been employed for a given period of time. Rather, it is an investment by the campus in the expectation that the sabbatical-like leave will significantly enhance the faculty

member's capacity to contribute to the objectives of the university related to the teaching and service roles of these faculty members. For this reason, sabbatical-like leave applications are approved only if there is adequate reason to believe that they will achieve this purpose. A proposal for use of time is required to indicate the manner of achieving these general objectives. Acceptable programs for the use of time may include:

1. Teaching and/or service-related research related to university, unit or program objectives;
2. Professional development related to university, unit, or program objectives; and
3. Other teaching-related projects, at UA or another institution, that are satisfactory to the responsible unit head.

**Eligibility:** Upon promotion to Associate Professor of Practice, and no more than once every 7th year thereafter.

**Terms:** A one-semester (five-month) leave may be approved at full salary; or two semesters (ten months) may be approved at half salary.

**Scheduling:** Because sabbatical-like leaves have an impact on the unit's capacity to schedule required courses and other activities, the unit head will normally avoid scheduling more than one leave in the same semester. Decisions about whether or not the unit can support a sabbatical-like leave will be based on whether the work can be distributed among remaining team members.

### **QUALIFICATIONS FOR PROFESSORS OF PRACTICE IN OIA**

A Professor of Practice faculty member, whether at the rank of Assistant, Associate, or Full, should be assigned a teaching load that is equivalent to that typically assigned to other professionals in the unit. Other responsibilities, assigned at the discretion of the unit, may include service and/or professional development and/or minimal requirements to meet academic qualification for accreditation in a particular area. Professor of Practice faculty must demonstrate a high level of success in academic or professional instruction/supervision. Specific qualifications and potential examples of evidence for Professor of Practice faculty within each rank follow.

Assistant Professors of Practice will demonstrate:

- the pedagogical and content knowledge required to demonstrate excellent instruction on college level teaching and learning and supervision of practicum experiences (after appointment, at least one annual teaching observation/follow-up review by a supervisor is required to assess this knowledge).
- at least one additional form of evidence of successful teaching (e.g., student teaching evaluations, reference letters).
- a master's or doctoral degree documented with a transcript or copy of diploma.

Associate Professors of Practice will demonstrate:

- the requirements for Assistant Professors of Practice, PLUS

- a minimum of three years of service at the Assistant Professor of Practice level or equivalent in the OIA, a similar service unit at another institution, or an academic unit at the UA or another institution, OR
- a minimum of three years of faculty or future-faculty development responsibilities beyond teaching and supervision (e.g., development of teaching resources, workshops, or tutorials; teaching consultations). Required years can simultaneously accrue with the years of service requirement above.

Candidates for Associate Professor of Practice are expected to demonstrate success in and a sustained commitment to high-quality teaching and the scholarship of teaching, based on the following metrics:

- Evaluators may consider teaching as it occurs in the many contexts where OIA works, including:
  - Undergraduate and graduate classes
  - Faculty-development mini-courses and workshops
  - Participation on graduate-student committees
  - Advising and mentoring undergraduate and graduate students
  - Initiation of new courses
  - Faculty Learning Communities (FLCs)
- Drawing upon assessments of teaching portfolios, service portfolios, and teaching observations, evaluators will consider peer and student evaluations of classroom performance and/or independent assessments of student learning gains, innovations informed by related research, and demonstrated impact in advancing strategic initiatives.
- Consideration will be given to teaching awards and to research-based innovations that make substantive contributions to improving teaching and learning in any of the settings identified above.
- A teaching portfolio is expected, and a service portfolio is recommended.

Full Professors of Practice will demonstrate:

- the requirements for Associate Professors of Practice, PLUS
- a minimum of three years at Associate Professor of Practice Rank in OIA, a similar service unit at another institution, or an academic unit at the UA or another institution. Required years can simultaneously accrue with the years of service requirement above; and
- demonstrated and identifiable leadership within the OIA, specifically within the Faculty & Future Faculty Development Team, or an equivalent role in the broader University community.

Candidates for Full Professor of Practice will demonstrate leadership in high-quality teaching, based on the following metrics, in addition to those required for the rank of Associate:

- Evidence of leadership in the educational mission of the OIA, which may include but not be limited to the following:
  - administering degree programs (advising students, collecting data for reporting and assessment of degree programs);
  - establishing assessments of courses, curricula, or professional-development offerings; and
  - implementing course or programmatic changes.
- Other indications of leadership will also be considered, including whether the candidate's contributions have been recognized and adopted by professional associations, other universities, and/or other departments.

- Teaching awards are also considered, as are research-based innovations that make substantive contributions to improving teaching and learning.
- A teaching portfolio is expected, and a service portfolio is recommended.

### **REVIEW PROCESS FOR PROMOTION**

Position responsibilities should be clearly articulated, along with criteria and measures for the activities that are part of the job description and a process for evaluation. A dossier with evidence in support of promotion should be prepared by the professor of practice, conforming to the guidelines below. Outside letters of recommendation are not required. Peer evaluation of instruction activities should be included, and an outreach portfolio is recommended.

The dossier is reviewed by a peer-review committee elected by OIA faculty and the faculty member's supervisor; the dossier then moves to the Director of OIA and finally, to the Vice Provost for Academic Affairs. The peer-review committee, OIA director, and Vice Provost will prepare letters with context and commentary and indicate whether the dossier is recommended for promotion.

The dossier then goes to the Provost for a final decision. The Provost's Office will accept dossiers all year, but decisions on dossiers submitted in spring semesters will not be made until after May 1, when the scheduled review cycle is concluded for tenure-track and continuing-status dossiers. About one hundred of those dossiers are reviewed each spring.

The dossier should be *prepared following the same provost's instructions and templates as tenure-track faculty with similar titles*, except that the Professor of Practice dossier may de-emphasize research and include professional experiences such as consultations and/or service to the community. The cover page should be clearly marked "For promotion only," and "non-tenure eligible." It should include a clear position description and appropriate criteria and guidelines for promotion to each level in the position (i.e., assistant, associate, and full). Candidates should use the Service and Outreach Portfolio in the dossier to document their broader contributions to building programs and advancing initiatives.

Information on the promotion review process is included in [UHAP chapter 3.2.03](#).

Career-track professors should submit a dossier using the [dossier templates and documentation](#) from the Vice Provost for Faculty Affairs. Some sections of the dossier may be marked as *NA* for *Not Applicable* if they are not relevant to the candidate's assigned duties. For career-track professors whose duties are largely confined to teaching, these sections of the promotion dossier should be submitted:

- [Dossier Section 1](#): Summary Data Sheet
- [Dossier Section 2](#): Summary of Candidate's Workload Assignment ([DOCX](#))
- [Dossier Section 3](#): Departmental & College Promotion & Tenure Criteria
- [Dossier Section 4](#): Curriculum Vitae & List of Collaborators
- [Dossier Section 5](#): Candidate Statement
- [Dossier Section 6](#): Teaching Portfolio ([Teaching Portfolio Resources](#))
- [Dossier Section 7](#): Evaluation of Teaching & Advising (Tips on [Evaluating Portfolios](#))
- [Dossier Section 11](#): Recommendations for Promotion

To document their leadership of curricular and outreach initiatives, and/or significant contributions to interdisciplinary programs, candidates may add the following sections to their dossier:

- [Dossier Section 8](#): Optional Service and Outreach Portfolio
- [Dossier Section 9](#): Membership in GIDPs or Other Interdisciplinary Programs
- [Appendix E](#): Sample Letter for Research Collaborator and Professional Client, or Other Community Collaborator

## ADDITIONAL CONSIDERATIONS

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### **Determining years of service for purposes of eligibility**

Candidates for promotion may request credit for years of previous service at other institutions, or in UA positions that included related duties. Such credit will be negotiated on an individual basis. Promotion will generally be considered after three years of UA service in rank (at  $\geq .5$  FTE) because the expertise needed for higher ranks requires understanding the UA's institutional resources, expectations, and mission. Questions about years of service should be directed to the Vice Provost for Faculty Affairs.

### **Considering student evaluations in assessments of faculty**

When assessing teaching for promotion, reviewers should recognize that research has demonstrated that faculty members' gender, ethnicity, sexual orientation, national origin, and disability status can impact their students' evaluations. That impact can be intensified by controversial course content and individuals' teaching style. The University recognizes the impact of these factors by considering student evaluations as part of a multimodal review that includes peer observations and reviews of teaching portfolios. Peer reviewers are encouraged to reflect upon the impact of such factors when making their assessments. Reviewers should use the [Office of Instruction and Assessment's Peer Review Protocol](#).

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<sup>i</sup> Arizona Board of Regents (ABOR) Policy 6-201(C)(15)

<sup>ii</sup> "Multiple-year Appointment" means an appointment to a faculty position as lecturer/senior lecturer/principal lecturer, assistant/associate/full professor of practice, assistant/associate/full research professor or assistant/associate/full clinical professor, as defined herein, for a period of more than one academic or fiscal year but not more than three academic or fiscal years." *Arizona Board of Regents Policy Manual*. Policy Revision Date 11/2012. Retrieved March 23, 2017 from <http://policy.arizona.edu/arizona-board-regents>

<sup>iii</sup> Constitution of the General Faculty of the University of Arizona. Approved June 25, 2010, revised April 10, 2015. Approved July 7, 2015. ARTICLE II Section 1. Retrieved March 26, 2017 from <http://policy.arizona.edu/faculty-affairs-and-academics>

<sup>iv</sup> *University Handbook for Appointed Personnel (UHAP)* <http://policy.arizona.edu/university-handbook-appointed-personnel>

<sup>v</sup> Source of wording is a DRAFT of *Guidelines on Professor of Practice Positions, College of Agriculture and Life Sciences, University of Arizona*

<sup>vi</sup> <http://www.iuk.edu/academic-affairs/resources/sabbatical-like-leave.php>