Guidelines for Appointment, Review, and Promotion of Practice and Clinical Faculty
Peabody College

Practice and clinical faculty at Peabody College, together with tenure track faculty, are integral to the development and performance of programs of the highest quality for undergraduate education, professional preparation, and outreach. Strong practice and clinical faculty are critical to advisory, supervisory, instructional and administrative demands of these programs. Peabody College relies on high quality practice and clinical faculty, in conjunction with tenure track faculty, in order to meet the continually evolving demands for state of the art professional development and to assist in shaping policy in professional preparation. The contributions of practice and clinical faculty support the efforts of the College to become a premiere educational research institution in the United States. Guidelines for the appointment, review, and promotion of practice and clinical faculty in Peabody College of Education and Human Development are included in this document. The criteria for appointment, review, and promotion of practice and clinical faculty reflect the mission of the Peabody College of Education and Human Development.

Appointment of Practice and Clinical Faculty

Titles for practice and clinical faculty include: Instructor of the Practice or Clinical Instructor; Assistant Professor of the Practice or Assistant Clinical Professor; Associate Professor of the Practice or Associate Clinical Professor; Professor of the Practice or Clinical Professor. Appointment terms are as follows: Instructor of the Practice or Clinical Instructor, one year; Assistant Professor of the Practice or Clinical Assistant Professor, Associate Professor of the Practice, Associate Clinical Professor, Professor of the Practice or Clinical Professor, three years. Appointments are renewable depending upon successful review. Practice and clinical faculty will be voting members of bodies and committees of which they are members. Practice and clinical faculty members shall be voting members of review and promotion committees for practice and clinical faculty at or below their rank in their unit or department.

Upon appointment, as per the Vanderbilt University Faculty Manual (Part 2, Chapter 2), all faculty are to receive written terms of appointment. The terms and conditions of the appointment, including extensions, modifications, and notices incumbent upon either party are stated in writing and a copy is furnished to both parties. As stated in the Faculty Manual: “To the fullest extent practicable, all understandings with respect to terms of appointment, including specification of the appropriate kinds of research, scholarship, or creative expression, should be stated in the letter of appointment. The letter of appointment clearly states the term of the appointment and whether it is subject to renewal.” Because the expectations of practice and clinical faculty vary greatly from individual to individual, it is important that letters of appointment clearly state the job load and expectations for the practice or clinical faculty member.
Further, unlike the appointments of tenure track faculty, it is not unusual for the work load and expectations for practice and clinical faculty to change meaningfully, and sometimes dramatically, from year to year. The roles of practice and clinical faculty, for example, can include, but are not limited to: undergraduate and graduate instruction, Director of the Susan Gray School, director of field experiences for teacher education programs, director of a program, director of undergraduate studies, undergraduate advising, program development, leadership in field based initiatives, supervision of doctoral students acting as field supervisors, supervision of student teaching, internship coordination, student counseling, and so on. These different roles are essential if departments are to achieve their missions. Given the proclivity for the job descriptions of practice and clinical faculty to change, a letter from the Department Chair to the practice or clinical faculty member clearly stating the job load and expectations of the practice or clinical faculty member is required not later than May 31\textsuperscript{st} (this date is critical to allow practice faculty time to prepare for their duties, including course preparation, the following Fall). This letter must state the expectations of the clinical or practice faculty member in terms of teaching, scholarship, and service. Some practice and clinical faculty also hold administrative positions or have administrative duties, which must also be clearly described. For all positions above Instructor, the job load and expectations must conform to expectations for successful review, reappointment, and/or promotion.

Historically, in some departments, teaching load has been reduced for additional responsibilities, such as course buyouts from grants and administrative work. Such buyouts must be consistently available across all departments, and the load of practice and clinical faculty must be carefully monitored and appropriate. Monitoring of load for practice faculty is the responsibility of the Department Chair, in consultation with the Dean. Reviews for reappointment and/or promotion of practice and clinical faculty will include careful consideration of teaching, service and scholarship. Thus, each practice and clinical faculty member’s job load and responsibilities must be commensurate with expectations for successful review and/or promotion. Because practice and clinical faculty must evidence scholarship and intellectual leadership related to practice as a part of successful review, reappointment, and/or promotion, job descriptions must allow practice and clinical faculty to engage in appropriate forms of scholarship and intellectual leadership as well as teaching, service, and administration. Historically, job loads that precluded time for development of scholarship and intellectual leadership related to practice has resulted in either the loss of valuable practice and clinical faculty or has created a significant impediment for promotion. The Department Chair is responsible for overseeing the development of a professional development plan, in conjunction with the practice or clinical faculty member, that will indicate the necessary levels of performance for successful review and/or promotion.

The Department Chair shall, in collaboration with the practice or clinical faculty member, assist the newly appointed faculty member in identifying internal and external mentors. Mentoring is a powerful force in socializing faculty to the norms and goals of their professional community, enhancing professional growth, providing access to informal and formal networks of communication, retention of faculty, and developing leadership abilities. Effective mentoring should be conceived of as coming from multiple
Mentoring can occur at departmental or other levels and can be either formal or informal. Mentors assist practice and clinical faculty in establishing goals and assessing their own performance, but are not responsible for the performance of faculty. Current clinical, practice, and tenure track faculty can serve as mentors, and can assist new professors of the practice and clinical faculty in understanding the department, college, and university expectations for practice and clinical faculty. Mentors will also serve as a resource to new practice and clinical faculty in the areas of teaching, program development, scholarship, and service activities, as appropriate. External mentors can also be identified; helping faculty become immersed in the larger national and international community will be beneficial both in terms of the faculty member’s own scholarly development and to their fields, as practice and clinical faculty are essential in linking research and practice.

**Review, Reappointment, and Promotion of Practice and Clinical Faculty**

As per the Vanderbilt University Faculty Manual, a successful candidate for reappointment and/or promotion will have received a positive recommendation from her or his department or school, as applicable; a positive recommendation from the candidate’s Dean; and approval of the Provost. For faculty members who have appointments exceeding one year, written notices of renewal or nonrenewal normally will be made thirteen months prior to the expiration of the appointment term, e.g., by June 1 of the penultimate year of an appointment coinciding with the academic year.

For reappointment and/or promotion of practice or clinical faculty, Peabody College requires that review include assessment of the candidate’s scholarship, teaching, service, and administrative duties as applicable. Practice and clinical faculty are expected to be excellent teachers who provide intellectual leadership in the education and preparation of our students. They should develop and implement highly engaging, rigorous courses that reflect the conceptual framework, research, and knowledge base of their department and the college. Professors of the practice are expected to engage in scholarly activities and intellectual leadership that promotes the development of their fields, professional development, curricula, and so on, as appropriate to their job descriptions and responsibilities. Practice and clinical faculty in administrative positions or who engage in administrative duties are expected to be highly effective. Practice and clinical faculty are also expected to demonstrate a high level of effectiveness in service at the university, local, state and national levels, as appropriate to their job descriptions.

The evaluation of professors of the practice should be aligned with the responsibilities described in the annual job letters of individual practice and clinical faculty. It is important that professors of the practice be held to high standards that are consistent with their critical roles in Peabody College. Excellence in teaching, scholarship, administrative duties, and service activities is expected. Given the differentiated job descriptions that exist among practice and clinical faculty, however, it is expected that review criteria will also need to be individualized to fit the job descriptions of individual faculty. Further, expectations for scholarship among practice
and clinical faculty are not commensurate with expectations for scholarship for tenure track faculty. Practice and clinical faculty must evidence scholarship and intellectual leadership related to practice, rather than primary research, although practice and clinical faculty may elect to engage in research.

The guiding principle is that the intellectual products of practice faculty, to be considered as part of review for promotion, must be accessible to the larger educational community and must have impact on the field. Products of scholarship among practice and clinical faculty will vary, depending upon their job descriptions and areas of emphasis. These products might include, but are not limited to, such things as:

- presentations at local, state, and national conferences;
- authored or co-authored articles in practitioner or research journals (peer-reviewed or invited);
- authored or co-authored chapters in texts; authored or co-authored textbooks or other books relevant to their job descriptions;
- development of video-based, web-based, or other forms of professional development;
- publication or wide dissemination of materials, methods, or procedures relevant to their job descriptions;
- video-based teaching and student learning cases to be used in teacher education (or other) classes; and
- assessments documenting the growth of pre-service teachers and the effects on their subsequent classroom practices.

Department Chairs and faculty in individual departments are expected to work with practice and clinical faculty to determine what forms products of scholarship can take in order to be supportive of successful review and promotion. Practice and clinical faculty whose appointments have been renewed are eligible for sabbatical leaves for professional development, as well as family leave. We recommend that guidelines for sabbatical for practice faculty be developed, communicated, and implemented to assist in professional development of practice faculty.

Further, practice and clinical faculty must be given sufficient time to prepare the materials necessary for review; the timeline (attached) for practice and clinical faculty pertaining to the review process must be communicated to practice and clinical faculty, parallels the timeline for tenure track faculty review, and must be adhered to by departments and the College. Practice and clinical faculty may undergo either a full review or an expedited review, as described next. In all cases of review, faculty members who receive reappointment shall receive a detailed letter that provides formative feedback that assists the practice or clinical faculty member in their professional development. This shall include areas of strength to sustain, areas for improvement, and an evaluation of whether or not the practice or clinical faculty member is on track for promotion as well as guidelines for achievements necessary for promotion. A copy of each formative feedback letter must be included in the practice or clinical faculty member’s file. It is critical that the Department Chair and faculty of the department (as represented by the Promotion and Tenure Committee) have developed and communicated clear expectations for promotion to the practice or clinical faculty member, although it is
understood that these expectations represent guidelines and do not assure successful review or promotion.

**Full reviews.** For full reviews, practice and clinical faculty shall prepare a dossier that includes: a personal statement, CV, copies of each annual job letter, copies of the products of scholarship, summary of teaching evaluations (including student’s written comments), report of observations of teaching, and letters from internal and external evaluators (as appropriate and/or required). For Assistant level practice and clinical faculty, six observations of their teaching, over 2 semesters, are required. For Associate and Full practice and clinical faculty, 4 observations of their teaching, over two semesters, are required. The Department Chair or Promotion and Tenure Committee can, however, determine if additional teaching observations are necessary. Full reviews are required as indicated in the following sections on review procedures for Assistant, Associate, and Full practice and clinical faculty.

**Expedited reviews.** An expedited review can occur only at specific points, as described in the following sections on review procedures for Assistant, Associate, and Full practice and clinical faculty. An expedited review can not be conducted when a practice or clinical faculty member is being reviewed for both reappointment and promotion; the expedited review is appropriate for reappointment only.

**Review at the Assistant level.** Newly appointed practice and clinical faculty shall be appointed for three year terms, and shall undergo full review in a timely manner such that written notices of renewal or nonrenewal normally will be made thirteen months prior to the expiration of the appointment term, as described previously and indicated in the Vanderbilt University Faculty Handbook. The first successful review and reappointment at the Assistant level will result in a renewed three year term appointment at the Assistant level.

Following the first three year term, reappointed practice and clinical faculty shall receive a second third year appointment. In consultation with the Department Chair, practice and clinical faculty renewed at the Assistant level shall determine whether or not the next review shall be for renewal or for renewal and promotion to the Associate level. If the Department Chair and the practice or clinical faculty member determine that the next review will be for reappointment but not for promotion, the subsequent review may be an expedited review. Practice and clinical faculty who remain at the Assistant level must complete a full review at least every other review for reappointment; a full review can be required at any review period by the Department Chair. If the Department Chair and the practice or clinical faculty member determine that the next review shall be for reappointment and promotion to Associate Professor, then a full review is required.

**Review for promotion to the Associate level.** Practice and clinical faculty who have completed a minimum of two terms (i.e., have been appointed for a total of 6 years; or, who have a total of 6 years at Assistant level if years of experience at other institutions are negotiated at the time of appointment as included in the required 6 years) at the Assistant level can, with agreement of the Department Chair, apply for both
renewal and promotion to the Associate level. Application for promotion to the Associate level can occur in conjunction with a scheduled review, or independently of a scheduled review (i.e., after reappointment for 6 years, the Assistant level practice or clinical faculty member can, in conjunction with the Department Chair, determine to be reviewed for promotion prior to the time of the next scheduled review). Promotion to the Associate level requires continued excellence in teaching, service, and administrative duties as applicable, and requires scholarship and products of scholarship appropriate to the job description of an individual practice or clinical faculty member of such high quality as to gain favorable recognition within their discipline at a national level. Because national recognition needs to be established, six external letters of review shall be required; the external reviewers must be determined by the Department Chair and the Promotion and Tenure Committee, in consultation with the practice or clinical faculty member and the Dean. When candidates participate in co-authored products of scholarship, it is their responsibility to provide a means for distinguishing their contributions from those of their co-authors. Both the quantity and quality of the products of scholarship will be considered in determining whether the candidate is eligible for reappointment and/or promotion. It is critical that the Department Chair and faculty of the department (as represented by the Promotion and Tenure Committee) have developed and communicated clear expectations for promotion to the practice or clinical faculty member, although it is understood that these expectations represent guidelines and do not assure successful review or promotion. Practice and clinical faculty whose review for promotion to the Associate level is successful shall be reappointed at the Associate level for a three year term. Practice and clinical faculty members whose review for promotion to the Associate level is not successful may be reappointed for a 3 year term at the Assistant level, as appropriate.

**Review at the Associate level.** Following the first three year term, reappointed Associate level practice and clinical faculty shall receive three year appointments. In consultation with the Department Chair, practice and clinical faculty renewed at the Associate level shall determine whether or not the next review shall be for renewal or for renewal and promotion to the Full level. If the Department Chair and the practice or clinical faculty member determine that the next review will be for reappointment but not for promotion, the review may be an expedited review. Practice and clinical faculty who remain at the Associate level must complete a full review at least every third term; a full review can be required at any review by the Department Chair.

**Review for promotion to the Full level.** Practice and clinical faculty who have completed a minimum of one term at the Associate level can, with agreement of the Department Chair, apply for both renewal and promotion to the Full level (less than one term may be sufficient if years of experience at other institutions are negotiated at the time of appointment as included in the required years). It is critical that the Department Chair and faculty of the department (as represented by the Promotion and Tenure Committee) have developed and communicated clear expectations for promotion to the Full level to the practice or clinical faculty member, although it is understood that these expectations represent guidelines and do not assure successful review or promotion. Application for promotion to the Full level can occur in conjunction with a scheduled
review, or independently of a scheduled review (i.e., the Associate level practice or clinical faculty member can, in conjunction with the Department Chair, determine to be reviewed for promotion prior to the time of the next scheduled review). Promotion to the Full level requires continued excellence in teaching, service, and administrative duties as applicable, and requires scholarship and products of scholarship appropriate to their job descriptions of such high quality as to gain favorable recognition within their discipline at an international level. It is critical that the Department Chair and faculty of the department (as represented by the Promotion and Tenure Committee) have developed and communicated clear expectations for promotion to the practice or clinical faculty member. Because international recognition needs to be established, 6 external letters of review shall be required; the external reviewers must be determined by the Department Chair and the Promotion and Tenure Committee, in consultation with the practice or clinical faculty member and the Dean. When candidates participate in co-authored products of scholarship, it is their responsibility to provide a means for distinguishing their contributions from those of their co-authors. Both the quantity and quality of the products of scholarship will be considered in determining whether the candidate is eligible for reappointment and/or promotion. Practice and clinical faculty members whose review for promotion to the Full level is not successful may be reappointed for a 3 year term at the Associate level, as appropriate.

**Review at the Full level.** Following the first three year term, reappointed Full level practice and clinical faculty shall receive a second three year appointment. All subsequent reviews will be expedited reviews. A full review can be required at any review by the Department Chair.

**Grievances Arising from Review, Reappointment, and/or Promotion Procedures.**

As per the Vanderbilt University Faculty Manual, a grievance “alleging that the University breached an obligation owed to the faculty member in regard to a decision on his or her reappointment, tenure, or promotion shall be filed using the process set forth in Part IV, Chapter 2.” However, if an ombudsman if available, concerns should be reviewed by the ombudsman, and issues resolved at this level if possible, prior to any grievance being filed.

**Timelines For Review of Practice and Clinical Faculty**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Notification of Full Review</td>
<td>Initial Employment Letter Counseling Letter</td>
</tr>
<tr>
<td>Dean’s Office Notifies Chairs of Cases for Review in Upcoming Academic Year</td>
<td>Late Spring Prior to AY Review</td>
</tr>
<tr>
<td>Chair Meets With Practice Faculty To Determine the Nature of the Review (Promotion or Retention)</td>
<td>Late Spring Prior to AY Review</td>
</tr>
</tbody>
</table>
Dean’s Office Provides Guidance Letter to Practice Faculty Up for Review | Late Spring Prior to AY Review
---|---
Faculty Applying for Promotion Notify Chair and Provide a List of External Reviewers | Late Spring Prior to AY Review
Department Review Committee Selected | Late Spring Prior to AY Review (for Promotion Cases) Early Fall of AY Review (for Retention Cases)
Review Committee Notifies Faculty Member of Materials Needed Review | Minimum of six weeks prior to date materials are due
Review Committee Submits Report to Department Vote | Faculty Meeting prior to February 1
Department Recommendation to College | February 1
College Review Committee’s Recommendation to Chair | Pending notification of the Provost Office Expected Late May
Counseling Letter to Faculty | Expected Late May

### Expedited Review Timeline

<table>
<thead>
<tr>
<th>ACTION</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Notification of Chair Review</td>
<td>Counseling Letter</td>
</tr>
<tr>
<td>Dean’s Office Notifies Chairs of Cases to be Reviewed in Upcoming Academic Year</td>
<td>Late Spring Prior to AY Review</td>
</tr>
<tr>
<td>Chair meets with Faculty Member to Discuss the Review</td>
<td>Late Spring Prior to AY Review</td>
</tr>
<tr>
<td>Chair Notifies Faculty Member of Materials Needed for Review</td>
<td>Minimum six weeks prior to date materials are due</td>
</tr>
<tr>
<td>Chair Report to Department for Faculty Vote</td>
<td>Faculty meeting prior to February 1st</td>
</tr>
<tr>
<td>Department Recommendation to College</td>
<td>February 1</td>
</tr>
<tr>
<td>College Review of Chair’s Recommendation</td>
<td>Expected Late May</td>
</tr>
<tr>
<td>Counseling Letter to Faculty</td>
<td>Expected Late May</td>
</tr>
</tbody>
</table>