

UNCG SCHOOL OF EDUCATION

Guidelines for Clinical Faculty Positions

I. Scope of Document

These guidelines address two purposes: a) Define clinical faculty in the UNCG School of Education, and b) identify the criteria, procedures, and restrictions for initial appointment, appointment renewal, and promotion. These guidelines do not pertain to full-time lecturers, or tenure track, visiting, or adjunct faculty.

II. Rationale for Hiring Clinical Faculty

The UNCG School of Education has a diverse mission that encompasses not only research and creative activity in educational practices, but also teaching, supervision of clinical practice, and service to the larger educational community. Students benefit in their professional preparation by having faculty whose responsibilities focus on teaching, supervision, and service. Such individuals have not only an advanced graduate education but also extensive experience in the practice of their disciplines. As such, clinical faculty members strengthen the mission of the School of Education by providing vital educational opportunities for students to apply theory to practice, develop strategies for teaching and learning, and assess performance outcomes. Clinical faculty may engage in research and creative activity, but these activities are not generally part of their assigned workload.

III. Roles, Rights, and Responsibilities

Clinical faculty occupy EPA (1310) faculty lines at a minimum of .50 FTE. Clinical faculty positions are fixed term (3-5 years), non-tenure track appointments that are typically for 9 months and can be renewed. At any given time, clinical faculty may occupy no more than 25% of the EPA faculty lines within the School of Education. This restriction ensures that the research mission of the School of Education will be maintained.

Renewal is based upon performance during the time encompassed in the current appointment period, continued need within the department, and availability of funds in the School of Education. Clinical faculty are eligible for promotions and salary increases when they have professional experiences and credentials that indicate excellence in clinical practice in relevant School of Education programs. Criteria for promotion consideration are distinct from appointment renewal criteria and procedures. Clinical faculty have assigned responsibilities in teaching and service and may engage in research, scholarship, and service activities according to department and program needs and the terms established in the appointment document(s). Clinical faculty are voting members of their departments and are expected to participate in Faculty Assembly, department meetings and functions, and other assignments negotiated with the chair. Clinical faculty may be appointed by the Graduate School as Members of the Graduate Faculty with appropriate status and may serve as members of student doctoral committees where their expertise would prove useful. Clinical faculty may also serve as doctoral committee chairs. For information on eligibility, appointment, functions, and endorsement to chair committees, review the Graduate Faculty Policies: <https://drive.google.com/file/d/0B2Wt59zS7O1kNDZSVHRQNXBrZ3M/view>. Clinical faculty may be principal investigators on internal and external grants and contracts. Clinical faculty will participate in annual review based upon the expectations outlined in their appointment documents and in accordance with School of Education policy.

Clinical faculty are eligible to review clinical faculty dossiers being considered for promotion or renewal at a level commensurate with their own appointment level (or lower). This includes participation in department and School of Education promotion and renewal voting. The department chair appoints an ad hoc committee to review the clinical dossier for promotion or renewal. Voting as a whole department or by individual faculty varies across departments and each department determines the procedure.

Clinical faculty are eligible to be members of review committees and voting participants in department and School of Education promotion processes. They may participate in review of clinical faculty dossiers being considered for promotion to associate professor or professor. Clinical associate professors are eligible to be voting participants in review of documents of clinical faculty being considered for promotion to associate professor. Full clinical professors are eligible to review and vote for clinical faculty members pursuing promotion at any rank. Clinical faculty members do not participate in the promotion and tenure process of tenure track faculty members.

IV. Criteria for Initial Appointment

Clinical faculty may be appointed to one of four ranks: instructor, assistant professor, associate professor, or professor. Clinical faculty members shall initially be appointed to a term of three, four, or five years. Appointment to all ranks requires evidence of instructional or supervisory competence. Additional criteria for each rank are as follows:

1. *For appointment as Clinical Instructor:*
 - Master's degree and a minimum of three years of teaching or other relevant clinical experience appropriate to the assignment.
2. *For appointment as Clinical Assistant Professor:*
 - A Master's degree or higher and minimum of three years of teaching or other relevant clinical experience appropriate to the assignment. If the appointment includes teaching in a graduate program, the candidate must have a minimum of five years appropriate experience and meet additional credentials per university policy described here: https://drive.google.com/file/d/0B3_J3Uix1B4UemFLNmI0X0YwSTg/view
 - Evidence of (a) effective teaching or clinical practice, (b) involvement in relevant professional organizations, and (c) supervisory experience in his/her area of practice.
3. *For appointment as Clinical Associate Professor:*
 - A Master's degree or higher and minimum of five years of teaching or other relevant clinical experience appropriate to the assignment. If the appointment includes teaching in a graduate program, the candidate must also meet additional credentials per university policy described here: https://drive.google.com/file/d/0B3_J3Uix1B4UemFLNmI0X0YwSTg/view
 - Evidence of the following: (a) effective teaching or clinical practice; (b) professional development in teaching or clinical practice; (c) contributions to program development (e.g., curriculum, instruction, recruitment, assessment); (d) involvement in relevant professional organizations, including presenting and/or leadership; and (e) service beyond the Departmental and School levels.
4. *For appointment as Clinical Professor:*

- A Master's degree or higher and a minimum of ten years of teaching or other relevant clinical experience appropriate to the assignment. For clinical faculty whose initial appointment is as Clinical Associate Professor, previous university experience may be included in the 10-year teaching requirement. If the appointment includes teaching in a graduate program, the candidate must also meet additional credentials per university policy described here: https://drive.google.com/file/d/0B3_J3Uix1B4UemFLNmI0X0YwSTg/view
- Evidence of the following: (a) effective teaching or clinical practice; (b) professional development in teaching or clinical practice; (c) leadership in program development (e. g., curriculum, instruction, recruitment, assessment); (d) leadership in professional organizations at the regional, state, or national levels; and (e) service at all levels of the university.

V. Procedure for Appointment Renewal (See Appendix A for Timeline)

Appointments may be renewed for three-, four-, or five-year periods. Appointment renewal is not contingent upon promotion; nor is promotion contingent upon appointment renewal. The following procedures shall be followed for appointment renewal:

- In consultation with the candidate, the Department Chair appoints an ad hoc Review Committee of 3-5 faculty members who are equal to or senior in rank to the candidate. The committee must include at least one tenured faculty member, one clinical faculty member, and one faculty member from another department. The Review Committee reviews the candidate's submitted materials and may also gather information from other sources. The Review Committee makes a written recommendation regarding appointment renewal to the Department Chair. Each member of the Review Committee must sign the recommendation letter. See Appendix A: Tasks and Timelines of this document.
- Clinical faculty members are to submit to the Department Chair. (See Appendix A: Tasks and Timelines of this document.) of the renewal year:
 - The annual reports and annual reviews coinciding with the review period
 - An updated Curriculum Vita.
 - Prior to achieving the rank of full, the candidate will submit peer observations of teaching (a minimum of 1 per academic year).
 - In addition, the clinical faculty member may, but is not required to, provide any additional documentation of the faculty member's professional performance and accomplishments in relation to the mission of the department, the School of Education, and UNCG.
- The Department Chair reviews the materials outlined above, and the recommendation letter from the appointed Review Committee and makes a written recommendation regarding appointment renewal to the Dean. (See Appendix A: Tasks and Timelines of this document.)
- The Dean will provide a written decision statement about the candidate's appointment renewal. See Appendix A: Tasks and Timelines of this document.

VI. Procedure and Evidence for Promotion (See Appendix A for Timeline)

A. Procedure

Promotion of clinical faculty is handled in the same fashion as promotion of tenure track faculty (i.e., dossier reviews by the department Promotion and Tenure Committee, external peer reviewers, department chair, School of Education Promotion and Tenure Committee, and dean), except that there is no review required by UNCG administration. See Appendix B for details regarding external review. Promotion requires that individuals meet the general criteria of the rank for which they are being considered. Thus, a clinical assistant professor would have to meet the criteria for clinical associate professor to be eligible for promotion to that rank.

Criteria for promotion include evidence for competence in the areas of the candidate's assignment, including teaching, supervision, service, and/or other relevant activities, consistent with appointment documents. Clinical faculty members may engage in research and creative activities, and they may include such evidence in their dossiers, but these activities are not required unless specifically articulated in their appointment documents.

Clinical faculty members follow procedures for external review prior to completing and submitting the full dossier. See Appendix B for criteria for identifying potential external reviewers and details regarding materials to prepare and submit for external review.

Clinical faculty members prepare the complete dossier that the department and School of Education Promotion and Tenure Committees will review. Once the candidate submits the complete dossier, it is routed to the department committee. After the department committee reviews it and submits their evaluation letter based on the review, the complete dossier and the evaluation letter from the department committee are forwarded to the department chair.

The complete dossier includes the following materials and should be submitted to the content management system by deadline indicated. See Appendix A: Tasks and Timelines for dates.

- A double-spaced narrative statement no more than 10 pages in length describing accomplishments in teaching, service, and other assigned activities, including research or creative activities if the candidate so chooses. The statement should cover either the period since the initial appointment, the period since the last appointment renewal, or the period since the last promotion, whichever is most recent.
- A summary table of student evaluations of teaching.
- Peer observations of teaching (a minimum of 1 per academic year).
- A curriculum vita.
- Workload agreements and/or goals, annual reports, and annual reviews since the initial appointment, the last appointment renewal, or promotion, whichever is most recent.
- Supplemental materials and/or other evidence of accomplishments cited.

For Promotion to Clinical Associate Professor:

- Candidates may apply for promotion to clinical associate professor during the fall of the 5th year of their appointment(s) as an assistant clinical professor or its equivalent at an institution of higher education. However, the process is initiated during the previous spring when the department chair notifies the Dean and the process for external reviews begins.
- Candidate must demonstrate: (a) professional growth in teaching or clinical practice; (b) contributions to program development (e. g., curriculum, instruction, recruitment, assessment); (c) participation in relevant professional organizations, including

presenting and/or leadership; and (d) service beyond the Departmental and School levels.

- The Dean will provide a written decision statement about the candidate's promotion. See Appendix A: Tasks and Timelines of this document.

For Promotion to Clinical Professor:

- Candidates may apply for promotion to clinical professor during the fall of their 5th year of teaching experience as an associate clinical professor or its equivalent at an institution of higher education. However, the process is initiated during the previous spring when the department chair notifies the Dean and the process for external reviews begins.
- Candidate must demonstrate: (a) professional growth in teaching or clinical practice; (b) leadership in program development (e. g., curriculum, instruction, recruitment, assessment); (c) leadership in professional organizations at the regional, state, or national levels; and (d) service at all levels of the University and within the community.
- The Dean will provide a written decision statement about the candidate's promotion. See Appendix A: Tasks and Timelines of this document.

B. Evidence for Promotion

1. *Teaching*

Teaching pertains to activities related to instruction and learning that occur both inside and outside the classroom, including community-engaged teaching, international experiences, and other diverse modalities and settings. (Refer to *University-wide Guidelines for Promotions and Tenure*).

- a. *Documentation of teaching or supervision effectiveness may include, but is not limited to, the following:*
- Course load, number of credits, number and level of students.
 - Student academic advising
 - Student evaluations of teaching
 - Peer evaluations of teaching and/or clinical practice
 - Development and dissemination of new or improved teaching methods or clinical practices
 - Program and/or course development or revision
 - Awards for teaching excellence
 - Membership on doctoral dissertation committees
 - Community-based instruction, such as service-learning experiences, on-site courses, or collaborative programs
 - Professional development activities (e. g., workshops, non-credit courses)
 - Local, regional, state, or national recognition of professional practices or contributions to the field
 - Other relevant teaching activities (e.g., participation in book studies, focus groups)

2. *Service*

Service pertains to activities that support the University's mission, contribute to the function and effectiveness of the faculty member's profession and discipline, and reach out to external communities and constituencies, such as government agencies, business, and the arts, where academic knowledge intersects with practical affairs and problem solving. (*University-wide Guidelines for Promotions and Tenure*).

- a. *Documentation of service may include, but is not limited to, the following:*
 - Participation in department, School of Education, and UNCG committees
 - Leadership in department, School of Education, and UNCG committees
 - Participation in professional activities and organizations at local, state, regional, and national levels (e. g., conference proposal reviews, manuscript reviews)
 - Leadership in professional activities and organizations at local, state, regional, and national levels (e. g., election to office, editor, committee chair)
 - Membership on an editorial board
 - Invited presentations or keynote addresses
 - Participation and leadership in community activities or relevant non-profit organizations
 - Active participation in recruitment efforts or community engagement
 - Service-related awards
 - Advising student organizations

3. *Research and Creative Activity*

As noted earlier, research and creative activity are not required of clinical faculty members unless expressly identified in their appointment. However, if they do engage in research or creative activity, the following definitions for research and creative activity will apply.

Research and creative activities include all forms of discovery and integration of knowledge such as the solution of practical problems; critical analyses; the organization, creation, analysis and dissemination of knowledge resources; the creation and performance or exhibition of works of art; and their public dissemination. Clinical faculty members may engage in significant research or creative activities as appropriate to their fields or disciplines, the appointment description as determined within their department, their continuing professional growth, and the mission of the University. (*University-wide Guidelines for Promotions and Tenure*, p. 7).

- a. *Documentation of research and creative activities may include, but is not limited to, the following:*
 - Presentations at professional meetings, national or international conferences
 - Writing or serving on grants or contracts related to position or areas of expertise
 - Publication of articles published in peer-reviewed professional journals
 - Publication of professional handbooks, curriculum guides, policy briefs, or other community-related products
 - Publication of books or chapters
 - Publication of non-refereed articles published in professional journals
 - Publication of book reviews
 - Manuscripts in press
 - Participation in writing grant proposals (funded and unfunded)
 - Grants or funding received from professional or non-profit organizations
 - Other creative activities (e. g., creative performances or directorial activities)

VII. Searches

Searches for clinical faculty are approved by the Provost and shall be conducted either locally or nationally by departmental search committees appointed by the department chair. Search committees for clinical positions will include at least one clinical faculty member. The search process for clinical faculty parallels search procedures for tenure track faculty. Departments engaged in searches for clinical faculty should consult *Responsibilities of Faculty Search Committees Serving in the Appointment of Assistant Professors, Associate Professors, and Professors* (from *University Faculty Handbook* https://drive.google.com/file/d/0B3_J3Uix1B4UU0Z3Y2dUTmlVdFU/view). The search committee will determine the nature of the candidate's on-campus interview in line with the position; however, all SOE searches include a meeting with a Faculty Access and Equity Committee member.

As outlined in the *University Faculty Handbook*, all clinical searches will include:

- Appointment of the committee
- Affirmative action procedures/Avoiding discrimination
- Advertising (as appropriate for the specific position)
- Determination and approval of candidate visits
- The campus interview process
- Review of search results
- Informal offer and background check

VIII. Transfers Between Tenure Track and Clinical Faculty Appointments

Clinical Faculty positions are not tenure line positions; therefore, transfers between tenure track and non-tenure track clinical faculty appointments are not permitted. Clinical Faculty may apply for tenure track positions if those positions are open and available.

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Appendix A. Tasks and Timeline

<p style="text-align: center;">UNCG School of Education Clinical Faculty Renewal and Promotion Tasks and Timeline (All actions relate to renewals and promotions unless otherwise indicated)</p>	<p style="text-align: center;">START DATE</p>	<p style="text-align: center;">END DATE</p>	<p style="text-align: center;">PERSON RESPONSIBLE</p>
<p>Early February- Department chairs provide written notification to the Dean’s office regarding faculty members who will be going up for renewal and promotion. **For candidates seeking promotion** Department chairs provide written notification to the current chair of the P & T Committee regarding Clinical faculty members who will be going up for promotion.</p>	<p style="text-align: center;">2/1</p>	<p style="text-align: center;">2/15</p>	<p style="text-align: center;">Department Chair</p>
<p>March - **For candidates seeking promotion** Candidates meet with department chairs to generate a list of names, addresses, telephone numbers, and email addresses of potential external reviewers. Per UNCG guidelines, the candidate submits the names of up to four potential reviewers. The candidate provides a brief rationale for why each person was placed on the list and a description of any relationship between the candidate and each potential reviewer.</p>	<p style="text-align: center;">3/1</p>	<p style="text-align: center;">3/25</p>	<p style="text-align: center;">Candidate/ Department Chair</p>
<p>April - **For candidates seeking promotion** The department chair consults with departmental faculty members at or above the rank for which the candidate is being considered to create a list of no fewer than 4 additional potential reviewers. The department chair selects no fewer than 3 reviewers from the combined list; the list of selected reviewers contains no less than one name submitted by the candidate.</p>	<p style="text-align: center;">4/1</p>	<p style="text-align: center;">4/20</p>	<p style="text-align: center;">Department chair</p>
<p>May - **For candidates seeking promotion** Department chair contacts potential external reviewers and determines their availability. SOE Dean sends follow-up letter securing their agreement.</p>	<p style="text-align: center;">5/1</p>	<p style="text-align: center;">5/25</p>	<p style="text-align: center;">Department chair and SOE Dean</p>

<p align="center">UNCG School of Education Clinical Faculty Renewal and Promotion Tasks and Timeline (All actions relate to renewals and promotions unless otherwise indicated)</p>	<p align="center">START DATE</p>	<p align="center">END DATE</p>	<p align="center">PERSON RESPONSIBLE</p>
<p>May - **For candidates seeking promotion** Candidate prepares the packet of materials to be submitted to the external reviewers (See Appendix B for the specific materials required for External Reviewers, <i>SOE Guidelines for Promotion and Tenure</i>, March 2018).</p>	<p align="center">5/1</p>	<p align="center">5/30</p>	<p align="center">Candidate and Department chair and/or Mentor</p>
<p>June - **For candidates seeking promotion** Candidate submits dossier for external reviewers to the Dean’s Office and Dean’s office staff sends candidate’s dossier to external reviewers.</p>		<p align="center">6/15 Firm Due Date</p>	<p align="center">SOE Dean</p>
<p>August (beginning of semester) – in consultation with the candidate, the Department Chair appoints an ad hoc Department Review Committee of 3-5 faculty members.</p>		<p align="center">Before candidate submits complete dossier by 9/1</p>	<p align="center">Department Chair and Candidate</p>
<p>Early September - Candidate uploads part A to content management system. Department uploads part B to content management system.</p>		<p align="center">9/1 9/2</p>	<p align="center">Candidate/ Department</p>
<p>September – Department Review Committee may gather additional information desired, complete review of candidate's materials, write and sign a written recommendation to the Department Chair.</p>	<p align="center">9/1</p>	<p align="center">9/20 Firm Due Date</p>	<p align="center">Department Review Committee</p>
<p>September-October - Department Chair completes review of the candidate's materials and writes independent recommendation. Department Chair submits chair letter, Department Review Committee letter, and candidate's materials to the Dean’s office.</p>	<p align="center">9/20</p>	<p align="center">10/3</p>	<p align="center">Department Chair</p>
<p>October – Candidate responds to departmental evaluation by confirming that review is read and providing response if desired.</p>	<p align="center">10/3</p>	<p align="center">10/5</p>	<p align="center">Candidate</p>

<p style="text-align: center;">UNCG School of Education Clinical Faculty Renewal and Promotion Tasks and Timeline (All actions relate to renewals and promotions unless otherwise indicated)</p>	<p style="text-align: center;">START DATE</p>	<p style="text-align: center;">END DATE</p>	<p style="text-align: center;">PERSON RESPONSIBLE</p>
<p>October – Candidate provides updates to dossier as needed (i.e., if requested or if candidate has other items to contribute)</p>	<p style="text-align: center;">10/5</p>	<p style="text-align: center;">10/16</p>	<p style="text-align: center;">Candidate</p>
<p>October - **For candidates seeking promotion** SOE P&T committee members review candidate’s materials and departmental letter of evaluation; meet to develop any request for clarification; meet to deliberate following established procedures, vote, and write a letter of evaluation with recommendation to Dean. Evaluation sent to Dean and Department Chair. **For candidates seeking renewal** Dossiers for candidates seeking renewal are not reviewed by the SOE P&T Committee.</p>	<p style="text-align: center;">10/16</p>	<p style="text-align: center;">10/31 Firm Due Date</p>	<p style="text-align: center;">SOE P&T Committee</p>
<p>November – Candidate responds to unit review/evaluation by confirming that review is read and providing response if desired.</p>	<p style="text-align: center;">11/15</p>	<p style="text-align: center;">11/17</p>	<p style="text-align: center;">Candidate</p>
<p>November – Dean’s office sends review/evaluation letter to the Provost</p>		<p style="text-align: center;">11/19</p>	<p style="text-align: center;">Dean</p>
<p>Mid-December – January 30 - SOE Dean reviews candidate's materials, Department Review Committee’s letter of recommendation, and Department Chair’s letter of recommendation and informs candidate in writing.</p>		<p style="text-align: center;">Firm Due Date</p>	<p style="text-align: center;">SOE Dean</p>

Appendix B. External Reviewers for Clinical Faculty Seeking Promotion

External Reviewers for Clinical Faculty Seeking Promotion (from *SOE Guidelines for Promotion and Tenure*, March 2018)

Criteria for Selecting External Reviewers and Explanations Provided in the Dossier

- External reviewers should have an understanding of/familiarity with the role of clinical faculty.
- External reviewers in academic settings may include tenure-track and non-tenure track (clinical) faculty members.
- External reviewers in academic settings must hold rank at or above the rank for which the candidate is being considered for promotion.
- External reviewers also may include persons in non-academic positions who have knowledge/experience/expertise to evaluate the clinical faculty member's work, contributions, and accomplishments. Examples include personnel in leadership positions in school systems or the Department of Public Instruction, leaders of relevant professional organizations, etc.
- Up to 4 letters of external review should be requested, at least 3 should be included in the candidate's materials, and all external letters received should be included in the candidate's dossier. Per UNCG guidelines: The candidate submits the names of up to four potential reviewers to the department chair; the department chair consults with the faculty senior to the candidate in rank to create a list of no fewer than four additional potential reviewers; the department chair selects no fewer than three reviewers from the combined list; the list of selected reviewers contains no less than one name submitted by the candidate.
- External reviewers should be chosen on the basis of their perceived capacities to evaluate a candidate's record in a balanced, thoughtful, and careful manner.
- External reviewers should be "arm's length" reviewers. External reviewers should not have conflicts of interest relevant to their being able to provide an objective evaluation (e.g., be a co-author, collaborator, doctoral/dissertation committee chair or committee member, post-doc supervisor, co-chair of a task force, or have had extended personal contacts with the candidate).
- External reviewers should be chosen so that, together, they can provide a comprehensive review of the candidate's work based upon the criteria established for promotion and responsibilities outlined in the clinical faculty member's contract.
- External reviewers should be asked to include a copy of their current curriculum vitae along with their evaluation letter.
- External reviewers also should include in their evaluation letters a statement regarding the extent of any professional and/or personal relationship with the candidate.
- The dossier should include a brief statement (written by the department chair, department faculty member, etc., but NOT by the candidate) explaining why this person was selected as an external reviewer for the candidate. The list of external reviewers and explanations should be placed at the front of the section that includes the external reviewers' letters.

Note: Candidates should NOT contact individuals about their willingness or availability to serve as an external reviewer. The department chair makes the initial contact with potential external reviewers and determines their availability. The SOE Dean sends the follow-up letter securing their agreement.

Materials to be sent to External Reviewers

The following materials, and only these materials, should be sent to each External Reviewer, and should be packaged in the order as listed below:

1. Letter from Dean (see model letter from Alan Boyette, revised to reflect the conceptual differences between clinical faculty and tenure-track faculty, and that the process ends with a decision by the Dean)
2. Copy of SOE guidelines for promotion of clinical faculty
3. Statement summarizing the responsibilities, role, and expectations of the clinical faculty member (e.g., % teaching, % service, % administrative, etc.), as specified in the clinical faculty member's contract
4. Candidate's curriculum vita
5. Candidate's statement regarding his/her work, contributions, and accomplishments within the categories specified in his/her contract (e.g., teaching, service, administrative assignments) (prepared for the dossier)
6. As appropriate/relevant, three – four selected examples/illustrations/products representing the clinical faculty member's work, chosen in consultation with the Department Chair.