

PROPOSED
Enabling Legislation
for Creation of New Professorial Titles
Available on a College-by-College Basis
1/25/02

Cornell's set of available academic titles (as listed in Appendix A, detailed in the Academic Appointments Manual, and summarized in the Faculty Handbook) may no longer be adequate for all academic appointments. The current titles include tenure-track and non-tenure-track appointments and both long-term (potentially a career path) and temporary appointments. In what follows, we address the question of long-term, non-tenure track appointments only and propose adding to them certain options that individual colleges could choose to implement by a vote of its faculty. These titles could be highly beneficial to some colleges and hence to Cornell and afford important employment protections for the individuals carrying out certain crucial functions at the University. On the other hand, colleges that are satisfied with the current range of academic titles would not be directly affected by college-specific implementation.

Over the years, the set of available titles has proven overly restrictive to some colleges. The issue of appropriate terms of employment and titles has proven particularly problematic in the following two areas: a) individuals carrying out essential teaching and service functions in a clinical setting (found primarily in the professional colleges) and b) individuals carrying out certain research functions (usually on soft money, primarily in the laboratory sciences). Those in the clinical settings are typically in (senior) lecturer positions, while those in research positions are typically in (senior) research associate positions. In each case, these titles are not a good fit. Lack of appropriate job categories leads to problems internal to Cornell in that the guidelines for hiring and promotion of individuals in these positions do not fit well with the actual duties and responsibilities of these individuals. Many aspects of the employment of individuals serving these functions are *ad hoc*, leaving both the individuals and the institution vulnerable. This lack of appropriate categories also results in a serious competitive disadvantage for Cornell in trying to attract and retain the most qualified individuals; our strongest peer institutions make use of a richer array of job categories. Finally, individuals in these roles at Cornell find themselves at a disadvantage when competing for external funding resources.

These positions are largely single function and do not include the full range of teaching, research, extension, and service associated with tenure-track professorial lines. What is needed in each of these cases are career paths that have the potential to be long term and that include clear guidelines for hiring and promotion, as well as grievance procedures. It is crucial to define positions with appropriate rights, responsibilities, and respect for those individuals who play an integral role to the academic endeavors at Cornell, but who do not fit in the canonical tenure-track categories. Appropriate new titles and corresponding policies and procedures would address the problems outlined above. First, such arrangements would strengthen existing guidelines where currently *ad hoc* arrangements abound in the appointment and renewal of individuals carrying out these functions. Both the institution and individuals would benefit from clear, fair, and systematic procedures. Such procedures would also ensure a balance between the interests of individual

departments or labs and the broader interests of a particular college. Second, use of these titles would rectify the current situation where Cornell finds itself at a serious competitive disadvantage in attracting and retaining the most qualified individuals and enabling these individuals to compete most effectively for external funding resources.

Since these issues are much more pressing in some colleges than others, we believe that an across-the-board enrichment of professorial titles would not be the most effective solution. Rather we suggest offering the option of introducing a limited set of new professorial job categories—at present, non-tenure titles for the clinical sphere—on a college-by-college basis. The proposed legislation would not dictate the availability of these titles, but rather enable individual colleges to develop proposals (meeting the proposal guidelines set out below) for use of these titles within a particular college. If in the future a similar set of non-tenure track titles seems appropriate and necessary for the research sphere, these could be enabled by similar legislation.

If the proposed enabling legislation is adopted by the Faculty Senate, the steps involved would be as follows: A college would develop a proposal for the creation and use of the titles "Clinical Professor" (Assistant/Associate/Full), which would be presented to the full tenure-track faculty of that college. If the proposal is supported by a majority of the tenure-track faculty voting by ballot, the college would consult the appropriate Faculty Senate committee to be sure the proposal fits the proposal guidelines and then submit the proposal to the Provost for consideration.

Developing enabling legislation to support college-specific proposals poses something of a chicken and egg problem: The Faculty Senate is asked to approve the general approach and enabling legislation; but without a substantive proposal from a specific college, there is no compelling motivation for the Senate to endorse such legislation. For this reason, the task force has worked in parallel with the Veterinary College, where such a proposal was already at an incipient stage when the task force was constituted. Over the period that the task force has deliberated and developed this enabling legislation, the Veterinary College has developed a specific proposal to expand its job titles in the clinical sphere. This proposal, consistent with the guidelines of this proposed enabling legislation and approved by a majority vote by the tenure-track Veterinary Faculty, is presented in Appendix B, with background material "Non-tenure Track Professorships in the College of Veterinary Medicine", October 21, 2001, available on the web at <http://www.cornell.edu/UniversityFaculty/index.html>.

At the present time, no college has submitted an approved proposal for the research sphere. If submitted, the Faculty Senate would have to pass enabling legislation such as for the clinical sphere. If passed, the particular college proposal would then follow the approval process stipulated in the legislation.

We endorse the Veterinary College's proposal for creating the titles "Clinical Professor" (Assistant/Associate/Full), which are currently utilized by Weill Medical College and are the titles used most widely by our peer institutions. More generally, we endorse the selective expansion of current academic titles to include the use of these titles by specific colleges when so approved by their faculty and conforming to the general guideline of these positions set forth below.

At this time, we are asking the Faculty Senate to act on the enabling legislation. Approval of this legislation by the Faculty Senate, and subsequently by the Provost, and the Board of Trustees would enable individual colleges to implement the titles "Clinical Professor" (Assistant/Associate/Full). Thus the Veterinary College, which has already approved a proposal that meets the stated proposal guidelines, could put forward their proposal to the appropriate Faculty Senate committee. If the proposal is deemed consistent with the stated guidelines (as the task force finds it to be), upon approval by the Provost, the Veterinary College could then proceed to institute these new titles. Similarly other colleges could develop such proposals for clinical professorships and upon approval by the majority of their tenure track faculty, followed by review by the appropriate senate committee and approval by the Provost, could institute these new titles.

Below are the proposal guidelines that any college must observe in formulating a specific proposal:

Proposal guidelines for specific proposals:

Such proposals need to include the following elements.

- Background and justification for the proposed new title(s)
- Description of the positions that will bear the title(s)
- A summary of the terms on which candidates will be appointed and reappointed to those positions. These should include: the nature of the search by which applications will be elicited; the credentials considered appropriate for holding those positions; the levels (department, college, university) at which approval for individual appointments is necessary; the length of appointments; the possibilities open to appointees for movement between non-tenure-track and tenure-track paths; and procedures for renewal and promotion open to appointees.
- A statement restricting the creation of positions in the proposed title(s) not to exceed a certain percentage of the tenured and tenure track faculty of the proposing college.
- A statement of the rights and responsibilities of appointees in the proposed title(s), including their voting status in departments and colleges.
- An appraisal of the impact of creating the new positions on existing non-tenure-track academic titles and their holders. This appraisal should indicate whether and in what ways current holders will be eligible for appointment to the new positions and whether their current positions will be protected against elimination by the new positions.

Appendix A: List of currently available academic titles (not including those for the library)

professor
associate professor
assistant professor
instructor
senior lecturer
lecturer
senior scholar
senior scientist
senior research associate
research associate
University professor
professor emeritus
professor-at-large
senior extension associate
extension associate
postdoctoral associate
postdoctoral fellow
teaching associate (endowed only)
visiting fellow
visiting critic (endowed only)
visiting scientist (endowed only)
visiting scholar (endowed only)

**3/1/02 - PLEASE NOTE THIS IS A REPLACEMENT FOR APPENDIX B WHICH WAS
ORIGINALLY DISTRIBUTED AND POSTED IN ERROR**

**Appendix B: Proposal for the establishment of the title of Clinical Professor, by the
College of Veterinary Medicine**

**CLINICAL PROFESSORS AT
THE COLLEGE OF VETERINARY MEDICINE,
CORNELL UNIVERSITY**

Background and Justification.

A clinical track professorial title is proposed to enable recruitment of leading veterinary professionals for the major role of teaching through the provision of professional services. Such appointments are common in medical schools and many leading veterinary colleges. In the absence of a suitable title for this function, many current appointments have been made as Lecturer.

Clinical professors are seen as essential to the College of Veterinary Medicine for several reasons.

1. The College of Veterinary Medicine at Cornell University has a tradition and reputation for producing world-leading clinicians and clinical educators. Our recent emphasis on bench laboratory research is seen as mitigating against the development, recruitment or retention of the leading clinicians of the future. A job category that encourages this kind of professional development and allows experiential learning to be directed by such clinical leaders will be beneficial to our educational mission. We wish to emphasize that we envisage a career path, as opposed to junior level appointments characterized by continuous turnover.
2. The interaction between clinical professors and more research-oriented individuals is seen as an advantage, expected to result in enhanced clinical research and teaching.
3. Currently available non-professorial job titles (Instructor or Lecturer) often are not competitive with those offered by other institutions. Furthermore, "Lecturer" simply does not accurately describe the functions of clinical track professors.

General description.

The major responsibilities of clinical professors will be teaching through professional service and applied research. The teaching may be directed toward registered students or an external constituency. Typically, professional service responsibilities would account for 50 to 75% of the responsibilities of a clinical professor. The remainder would be devoted to work of a productive scholarly nature.

Clinical professors will:

1. Be voting members of Departmental and **Veterinary** College faculties.
2. Be eligible to serve on appropriate **Veterinary** College and Departmental committees.
3. Be eligible for various leadership positions in the **Veterinary** College.
4. Be appointed after rigorous national / international searches, and for fixed, renewable terms.
5. Possess academic and clinical credentials that qualify them as leading exponents of their disciplines.
6. Be expected to make scholarly contributions that contribute to the progress of their disciplines.
7. Be limited in number such that the combined number of Clinical Professors and Research Professors will not exceed 25% of the number of tenure track professorial positions in any Department.

Proposal:

This committee recommends:

1. Institution of Clinical (Assistant / Associate / Full) Professors as additional academic titles.
2. Adoption of guidelines for promotion of clinical professors.
3. Appropriate modification of the *Faculty Handbook* and *Academic Appointment Manual* to reflect procedures for appointment, promotion or termination of Clinical Professors.

CLINICAL FACULTY

Description

The purpose of the proposed faculty designation is to **enhance clinical and teaching programs at Cornell College of Veterinary Medicine** by allowing the appointment of scholars to the faculty who will participate in these programs. Faculty appointed in this track will have major commitments to clinical or professional service activities, clinical research, teaching, or administrative activities. Such individuals will be expected to exhibit scholarly achievement in these areas. Specific duties are determined by the Chair of the Department in which they hold their appointment.

Terms of Appointment

Members of the Clinical Faculty are **appointed in the Veterinary College** on a full-time basis following a national search and the recommendation of the search committee. **Appointments must be approved by the Department Faculty and by the Dean of the Veterinary College**, must be in compliance with affirmative action guidelines of the University, and appointed individuals must hold a terminal degree. Appointments are at the rank of Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor, as appropriate, for the term of appointment. Appointments may be for terms of up to 5 years and individuals may serve without limit with the exception that Clinical Assistant Professors may not hold that rank for more than 7 years. Following an initial appointment as Clinical Assistant Professor, the faculty member will be evaluated for reappointment at 3 years and for promotion to Clinical Associate Professor at 6 years. In the 3rd year the department conducts a thorough performance review. If the outcome is positive a renewal for a second three-year term to be recommended for approval by the dean. If the outcome of the review is negative the faculty member must be given a terminal appointment that allows him or her to serve two full academic terms after the notice of nonrenewal. If the faculty member clearly is not meeting expectations, the notice not to renew the appointment may be given earlier than the third year. In that case the third year of the initial appointment serves as the required two terms of notice. At the 6th year, evaluation procedures for promotion to Clinical Associate Professor will be as for tenure-track faculty (including internal and external letters of evaluation, Departmental vote, formation of an *ad hoc* promotion committee, and College and University Administrative approval), with the exception that the review criteria shall emphasize clinical or professional activities, teaching performance, **and applied or clinical research, rather than basic research performance**. Failure to secure promotion to Clinical Associate Professor by the end of the probationary period will result in a terminal appointment of one year duration. **All funding obligations for these positions are the responsibility of the Veterinary College.** Promotion to Clinical Professor from Clinical Associate Professor will similarly follow guidelines established for promotion in the tenure track. After promotion to Clinical Professor, appointments will be for up to 5 years, with review by the Department Chair at reappointment.

Clinical track professors may apply for advertised positions in the tenure track. If a Clinical Assistant Professor moves to a tenure track position, **the length of the tenure probationary period will be set by the Department Chair in consultation with the Dean to establish the appropriate probationary period for tenure review**. Under no circumstances should the

appointment to the non-tenure track position be used as a device to extend the tenure probationary period. If a tenure track faculty member chooses to shift to the Clinical track during the probationary period, the decision must be reached by the end of the 4th year following initial appointment. Clinical track appointments should not be used as a means to continue the appointment of a tenure track faculty member who has failed to obtain tenure during the probationary period.

Rights and Responsibilities

Colleges and Departments may grant Clinical professors voting rights, but they may not vote on matters relating to tenure track faculty appointments. Individuals in the clinical track enjoy all the rights, privileges, and responsibilities of academic freedom and have access to University grievance procedures. Procedures for appealing a decision not to reappoint a clinical faculty member who holds an initial probationary-status appointment will be modeled after those in Appendix Three of the Faculty Handbook (*Procedures for Appealing a Decision Not to Renew a Non-tenure Appointment*).

Sabbatic leave

Clinical associate professors and clinical professors will be eligible for sabbatic leave under the conditions described in Section 3.2 of the Faculty Handbook.

Emeritus status

Clinical associate professors and clinical professors will be eligible for emeritus status under the conditions described in Section 2.1 of the Faculty Handbook.

Consulting

Clinical associate professors and clinical professors will be granted consulting privileges under the conditions described in Section 5.0 of the Faculty Handbook.