

## **Policy Pertaining to the Professor of the Practice Title**

Cornell S.C. Johnson College of Business

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### **I. Background**

The title 'Professor of the Practice' is approved by the Cornell Faculty Senate for the following purposes:

*Professor of the practice titles are available only for long term, Research, Teaching and Extension (RTE) faculty members who are distinguished and highly experienced individuals in a relevant field of professional practice and who can provide effective, practice-oriented instruction in areas that supplement the core pedagogical instruction provided by the tenured and tenure-track faculty. While teaching is the primary responsibility, faculty of this rank may have additional research, service, or outreach obligations, depending on specific requirements of the college or school. The title may not be used for positions whose responsibilities largely replicate those of tenure-track faculty.*

Consistent with these purposes, the title 'Professor of the Practice' is used within the JCB to recognize and recruit outstanding faculty who bring unique talents and experiences to our school with significant experience in industry or equivalent. The title is reserved for individuals whose experiences outside of academia complement the tenure-track and RTE faculty in the College. There were two important motivations for creating this title. First, most of our peer institutions have a similar title, and so not having the title places us at a competitive disadvantage. Second, there are increasing opportunities to bring faculty with this type of experience to Ithaca, as well as to the Cornell NYC Tech campus, and we believe their presence will enrich the experience of our students. The title may be used for the employment and recruitment of nonacademic career professionals at the end of, or in the midst of, their careers and/or deemed to be of use to the academic and professional educational goals of the academic unit.

The intention of this new policy is to supersede those that were in place in each of the three schools in the College prior to the College's formation in 2016.<sup>1</sup> Faculty members from each of the three schools support the new College policy.<sup>2</sup>

### **II. Description of the Position**

Holders of the title will have substantive teaching as well as community building responsibilities. While specific responsibilities will vary by individual and school needs, two primary responsibilities will be 1) Teaching. 2) Responsibilities which contribute to the schools mission over and above their teaching

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<sup>1</sup> Cornell University Faculty Senate Resolution 30 (September 2002) created the enabling legislation for the Clinical Professor title with the understanding that any college interested in using this title must produce a plan that has to be approved by the Faculty Senate before it can be implemented. Resolution 102 (April 2014) allowed for the change of nomenclature enabling the use of Professor of Practice title with the same rules that govern the Clinical Professor title. Senate Resolution 89 (September 2011) enabled the Johnson Graduate School of Management to use the Clinical Professor title and Senate Resolution 2013 (February 2015) enabled JGSM to transition from the Clinical Professor to Professor of the Practice title. Senate Resolution 100 (October 2013) enabled the School of Hotel Administration to use the Clinical Professor title; to 2016, no request was made for a transition to Professor of the Practice title. On behalf of the Dyson School of Applied Economics and Management, the College of Agriculture and Life Sciences was enabled by Senate Resolution 111 (September 2015) to use the Professor of Practice title.

<sup>2</sup> By way of this new policy, the faculty of the School of Hotel Administration endorse a transition from Clinical to Professor of the Practice title.

contribution. These activities could be more related to student activities such as career advising, project and other applied learning activities, or program development. Alternatively these activities could be more institution building such as institute development and leadership. We expect the distribution of these positions to be spread across the academic areas of the school.

The typical holder of this title will be an experienced leader who has held positions in business, professional, entrepreneurial, political, charitable, military, and other non-academic organizations, or has significant high-level teaching experience. A terminal degree in a relevant field or substantial senior business experience (normally C-level - e.g., CEO or CFO - or MD at a major firm or the equivalent) is expected. Professors of the Practice are expected to be leaders who remain engaged with and visible in their fields within the business community. These individuals are expected to enrich the experience of our students by bringing to Cornell a deep understanding and appreciation of the best practices as applied in real-world settings. Successful candidates not only have had a successful career outside of academia but are highly motivated to bring those experiences into the classroom.

Contribution to the mission of the unit over and above teaching contributions is expected. In addition to teaching, Professors of the Practice engage in responsibilities that contribute to the College, for example advising students on future career opportunities, serving as advisors for projects and/or project teams, fostering pedagogical innovation in experiential learning, and assisting students in their entrepreneurial activities. Alternatively, these activities could involve leadership in institutional building, such as the development of new, or enhancement of, existing institutes within the college. Ongoing external visibility and impact in the field of the appointment are expected, either academically or professionally. We do not expect these individuals to conduct research at the level expected of tenure-track faculty members, but they will be encouraged to do so when appropriate.

### **III. Terms of Appointment**

All Professors of the Practice are RTE faculty and typically hold three- and no more than five-year appointments. Appointments must be at least 0.5 FTE and are renewable subject to reappointment criteria of the College.

**Hiring and Evaluation Criteria:** For each Professor of the Practice appointment, there must be a specific job description and evaluation criteria established for the position. This document will be used in selecting the candidate for the position, as well as in ongoing evaluations of the Professor of the Practice once appointment has begun, including annual evaluations for the salary improvement program.

#### **Evaluation Processes:**

- A. **New Appointments:** New appointments of Professor of the Practice will typically be based on national searches, following standard procedures for soliciting and evaluating applications for RTE positions of each School.
- B. **Reclassification or Migration:** While the Professor of the Practice title is not intended as a natural promotion for RTE faculty who hold titles of Senior Lecturers, Senior Extension Associates or Senior Research Associates, or other titles may be eligible for reclassification if their qualification, external visibility and contribution warrant it. The credentials and evaluation criteria above would apply to such reclassification/migration. The Dean or Associate Dean of Academic Affairs of the School should initiate such reclassification, and the procedure would parallel those outlined for reappointment of a Professor of the Practice.

C. Reappointments: Reappointments are based on the individual's performance in relation to the pre-set evaluation criteria established for the position as well as the College's continuing needs. Ongoing external visibility and impact are also expected. Annual reviews and reappointments are conducted according to the established protocols of the College.

The Professor of the Practice title is not intended to be a rank based title. Successful candidates fulfilling the above evaluation criteria will be appointed as Professor of the Practice.

#### **IV. Share of Faculty Limitation**

Professor of the Practice faculty cannot exceed 25% of the number of tenure track faculty in the College. Individual school-specific limits can apply more stringent caps depending on need and legacy.

#### **V. Voting and Other Rights**

Professors of the Practice have all the rights and responsibilities of Senior Lecturers at the School. Additional voting rights may be granted within a particular unit at the AADA's discretion when doing so is considered a substantive contribution of industry knowledge to the selection of a new hire.

*DRAFTED Prepared by  
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