

II.B. STRUCTURE OF THE ACADEMIC STAFF

II.B.1. Standing Faculty

(Source: *Standing Resolution of the Trustees, June 4, 1976; revised, September 9, 1983 and Statutes of the Trustees, Article 9, 1983; revised as Article 10, November 2, 2001* (<https://secretary.upenn.edu/trustees-governance/statutes-trustees/#ten>); *revised, Office of the Provost, June 13, 2019*)

The essential requisite for membership in the Standing Faculty is a commitment to both the advancement and the communication of knowledge. The Standing Faculty is composed of all faculty members with tenure or in tenure-probationary status. Permissible ranks in the Standing Faculty are Professor, Associate Professor, and Assistant Professor.

Professor

The title of Professor signifies that the holder is a mature scholar whose achievements have won outstanding approval both by scholars outside the University and by his or her faculty colleagues, and whose presence on the faculty enhances the prestige of the University. Appointment to this rank is not merely a recognition of length of service, but also of outstanding quality. Such an appointment is for an indefinite term.

Associate Professor

Appointment to this rank is made only to a person who has demonstrated the personal and intellectual qualities that with increased maturity are expected to lead to appointment to a professorship. Appointment to the rank of Associate Professor may be for a fixed or indefinite term.

Assistant Professor

Appointment as Assistant Professor is accorded to a person who has completed his or her final earned degree or other professional certification relevant to his or her discipline and who has given evidence of superior potential for development in academic stature. As most persons in this rank are passing through an early period of their scholarly growth, departmental and school policies should provide a variety of educational experiences, including the opportunity to conduct original research and to participate in undergraduate, graduate, and professional levels of instruction. Appointment in this rank provides a period during which an individual has an opportunity to confirm his/her own interest and motivation to assume University faculty responsibilities, and also one in which senior faculty may assess the promise and the competence of the faculty member's performance in both instruction and scholarly productivity. Appointment to the rank of Assistant Professor is always for a fixed term.

II.B.2. Standing Faculty-Clinician-Educator

(Source: *Standing Resolution of the Trustees, June 4, 1976; revised as Article 10, Statutes of the Trustees, November 2, 2001* (<https://secretary.upenn.edu/trustees-governance/statutes-trustees/#ten>); *for dates of specific resolutions regarding the adoption of this rank by various University schools, see paragraph two below; revised by Resolution of the Trustees, June 20, 2014* (<https://almanac.upenn.edu/archive/volumes/v61/n01/clinician-educator.html#sthashJV3oVbvodpuf>).

The category of Clinician-Educator is maintained within the University's four health schools—the School of Dental Medicine, the Perelman School of Medicine, the School of Nursing and the School of Veterinary Medicine. This track is intended for full-time faculty whose responsibilities include clinical activities, scholarship and teaching.

For each of the health schools, appropriate Trustee action has been taken. In the School of Dental Medicine, the Clinician-Educator category was established in 1981; in the Perelman School of Medicine, in 1976; and in the Schools of Nursing and Veterinary Medicine, in 1983. The Clinician-Educator guidelines for the four health schools were clarified in 2013.

The sections that follow below combine the present rules governing appointment and promotion in the Clinician-Educator category in each of the four schools. Candidates for appointment or promotion in the Clinician-Educator faculty are urged to consult their department chair or Dean for additional school-specific information concerning membership in such faculty.

1. Appointment

All appointments of Clinician-Educators are full-time untenured appointments to the Standing Faculty. Thus procedures governing appointments to the Standing Faculty shall be followed.

In the Schools of Dental Medicine, Medicine, Nursing and Veterinary Medicine a proposal to appoint or promote is initiated by a recommendation from the department. The review and approval process is carried out by the appropriate school committee responsible for faculty actions.

Criteria for Clinician-Educator appointments in the four health schools include clinical activities, scholarship and education. The scope and proportion of these responsibilities for an individual faculty member are defined by each school. Time for scholarship, an expectation of the Clinician-Educator role, is determined by each school. It is understood that every effort is made to assure appropriate time and support for that scholarship. Funding for scholarly time is required at all ranks, ideally from extramural sources. The criteria for appointment, reappointment and promotion will reflect the differential effort dedicated to clinical activities, scholarship and educational programs that will be defined by each school.

In all cases, further review is carried out by the Provost's Staff Conference with appointment or promotion being made by the Trustees upon recommendation of the President.

2. Title

In all four health schools a clear and correct modifier must be attached to the title as follows: Assistant Professor, Associate Professor or Professor of (clinical specialty) at the (school or appropriate department, hospital, teaching unit or other base facility). This title is to be written in full whenever used in documents, in listings of University personnel and in correspondence.

3. Conditions of Employment

As is the case with other faculty categories, all Clinician-Educators receive a clear statement of their conditions of employment. This includes a definition of expectations with respect to clinical activities, scholarship, support for scholarship, participation in educational programs and administrative duties of the school; use of facilities and access to patients/animals; the responsibilities of the school or other budgetary unit for payment of salary and specified benefits; the right of

persons to due process by mechanisms available to all University faculty in the event of grievances or alleged failure to protect the individual rights accorded a faculty member; and the circumstances under which the appointment may be terminated. This statement shall be part of the document governing the appointment. The clinical activities of Clinician-Educators shall be located in facilities under the auspices of, or approved by, the respective school.

4. Salary and Benefits

Clinician-Educator salaries shall conform to school policies. All Clinician-Educators are entitled to the same faculty benefits from the University as other members of the Standing Faculty. Scholarly leaves of absence are not an unconditional benefit. They shall be granted only when conforming to the University's general policy on leaves and when determined on an individual basis to be in the interest of both the faculty member and the school.

5. Professional Activity

A Clinician-Educator shall be required to devote his/her full professional time to activities on behalf of the clinical, scholarly, and educational missions of the respective school. The faculty member shall be subject to the University's policy on conflict of interest (see section II.E.10). The one-in-seven-day rule shall apply except that Clinician-Educators shall not be permitted to devote any time to employment in extramural clinical activities. All clinical income of Clinician-Educators must be returned to and managed by the school.

6. Rights and Privileges

Except for the untenured and non-tenure probationary nature of the appointment, and the stipulation that they do not vote on matters of tenure, Clinician-Educators share in all the rights and privileges of the Standing Faculty of the University. Should grievances arise that are not resolved administratively, appointees may seek adjudication available to the Standing Faculty through the established mechanisms of the school and the University.

7. Limitations on Size of the Clinician-Educator Faculty

The size of each school's Clinician-Educator track shall be congruent with each school's clinical, scholarly and teaching missions. Each school will set a cap for its Clinician-Educator track as a percentage of the Standing Faculty that aligns with its missions. The caps will be reviewed every five years effective July 1, 2014. The review process will begin in the schools, and it will require input from the Provost's Office and approval of the University Faculty Senate if changes are sought. It is expected that each school will not exceed its cap and that the Provost's Office will enforce the caps. Schools are required to maintain a record of percentages of Clinician-Educator and tenure track faculty, which will be reported regularly to the Vice Provost for Faculty Affairs' Office. In each school there are restrictions on the size of the Clinician-Educator faculty as follows:

School of Dental Medicine: The percentage of Clinician-Educators in the faculty may not exceed 50 percent of the number of Standing Faculty in the school.

Perelman School of Medicine: The percentage of Clinician-Educators in the faculty may not exceed 70 percent of the number of Standing Faculty in the school.

School of Nursing: The percentage of Clinician-Educators in the faculty may not exceed 40 percent of the number of Standing Faculty in the school.

School of Veterinary Medicine: The percentage of Clinician-Educators in the faculty may not exceed 50 percent of the number of Standing Faculty in the school.

8. Timing of Appointments and Shifts of Faculty Category

Health Schools. In the health schools, there are three Standing Faculty categories at the rank of Assistant Professor: a seven-year tenure probationary category, a ten-year tenure probationary category and a ten-year Clinician-Educator category which is probationary but does not involve the awarding of tenure. Currently, all Assistant Professors in the Schools of Dental Medicine, Medicine and Veterinary Medicine have initial three-year appointments, while in the School of Nursing the initial appointment is either for three or four years. In all four health schools, new Assistant Professors enter one of the three categories at the time of their initial appointment.

Seven-year probationary category

Assistant Professors in the seven-year probationary category must make a decision before the end of the third year of the initial appointment to remain in the category to which they were initially appointed or to transfer to one of the other two categories if such a position is available. No shift from the seven-year category shall be allowed after the third year.

Those electing the seven-year tenure-probationary category shall be reviewed for promotion to the rank of Associate Professor with tenure not later than the sixth year. Under extenuating circumstances, the review can occur in the terminal year. The decision can only result in either promotion to the rank of Associate Professor with tenure or termination of appointment and separation from the University subject to the terms of the then existing appointment.

Ten-year tenure probationary or Clinician-Educator categories

Assistant Professors in either the ten-year tenure probationary or Clinician-Educator categories shall be reviewed for promotion to the rank of Associate Professor during the ninth year (or earlier, if appropriate). In each case, the decision can only result in either promotion to the rank of Associate Professor or termination of the appointment and separation from the University subject to the terms of the then existing appointment. A grant of tenure must accompany promotion in the ten-year tenure probationary category; tenure cannot be attained in the Clinician-Educator category.

Assistant Professors in the ten-year probationary categories can change categories no later than five years after their initial appointment. Actions required to approve timely category changes must be completed by the end of the Assistant Professor's second three-year reappointment. The time accrued in the initial category will apply to the probationary period in the new category. National searches are not required if an appropriate search was performed at the time of the initial faculty appointment. Specifically, the following shifts may occur providing an appropriate position exists to transfer into and the candidate's dossier has been reviewed and approved by the school's committee responsible for faculty actions:

- ten-year tenure probationary category to the Clinician-Educator category.
- ten-year tenure probationary category to the Academic Clinician category.

- ten-year Clinician-Educator probationary category to the ten-year tenure probationary category.
- ten-year Clinician-Educator probationary category to the Academic Clinician category.

Having achieved the rank of Associate Professor, transfer between tenure status and Clinician-Educator status may be made rarely and only if, upon review by the faculty committee responsible for quality and qualifications of faculty and by the Provost's Staff Conference, the individual is found to have met all criteria appropriate to the receiving category at the proposed rank. Transfer from the Clinician-Educator category to the tenure category at the rank of Associate or Full Professor requires a full national search.

9. Termination

Termination of employment of persons who have chosen and entered the Clinician-Educator Faculty shall be made only because of

1. failure to secure promotion to Associate Professor by the end of the probationary period, which shall not exceed ten years (see item 8, above);
2. retirement;
3. failure to provide appropriate practice income commensurate with responsibilities assigned by the appropriate department, director or section chief; or
4. for "just cause" as customarily determined within the University.

The term "practice income" means income derived from professional practice or related professional activities of Clinician-Educators that is collected and disbursed within the University. The five schools have amplified point (3) in several respects as follows:

In the health schools, Clinician-Educators must generate a level of practice income appropriate to the level of patient-related activity; in the case of the School of Social Policy and Practice, clinician-educators are expected to pay a stipulated portion of their salary through grants, contracts, or equivalent sources, such as income from clinical practice.

In the four health schools, levels of patient-related activity are assigned to Clinician-Educators by department or section chairs after consideration of the individual's academic activities, administrative activities, and other obligations. The practice income generated must be sufficient to cover an appropriate portion of the academic base salary, benefits, and overhead. In cases where patient care is the predominant activity of clinician-educators, the appropriate portion may be the entire amount. In other cases, the appropriate portion may be less than the entire amount because of the type of patient being seen, the time and effort necessary to develop clientele, or other academic duties assigned within the department or section. Clinician-Educators shall be informed annually in writing of their clinical responsibilities and the amount of practice income they will be expected to generate each year.

In order to establish that a clinician-educator has not generated the appropriate level of practice income, a period of observation of a year's duration is required. Written notice of the initiation of a twelve-month period of observation and of potential termination at the end of that twelve-month period must be provided by the department or section chair to the clinician-educator. In the Schools of Dental Medicine, Medicine and Veterinary Medicine, the department chair also notifies the dean of the initiation of such a period; in the School of Nursing, the Dean and the program director participate with the section chair in notifying the clinician-educator and the notice is provided by April 1 based on the activities of the preceding twelve months.

This notice must include a statement of the amount of practice income that the clinician-educator shall be obligated to generate during the subsequent year of observation. If, at the end of the year of observation, the department or section chair finds that this income has not been generated, the chair (in the School of Nursing, the chair in collaboration with the Dean) must give written notice to the clinician-educator if termination of the appointment is planned. This notice shall include the reasons for termination, a description of the appropriate appeal process, and a statement that termination shall occur at the end of the next twelve-month period.

A one-year extension of the observation period is possible. Extension for a second twelve-month period may be given by the department or section chair not later than three months prior to the termination of the first twelve-month period of observation if, in the judgment of the chair, there has been sufficient improvement in the amount of practice income generated. If an extension for a second twelve months of observation is given, by the end of the sixth month of the second twelve-month period of observation the department or section chair, with the concurrence of the dean, must notify the clinician-educator in writing either of termination at the end of the second twelve months of observation or of cancellation of the notice of termination.

In the Schools of Dental Medicine, Medicine, and Veterinary Medicine, if a clinician-educator believes that a determination by the department chair that he/she has not generated the appropriate level of practice income is incorrect, that the amount of income required to be generated is excessive, or that he/she has been or may be prevented from earning the appropriate level of income by discriminatory patient-care assignments, he/she or she may, at any time after the commencement of the observation period, but not later than one month after the termination notice, file a written appeal with the dean and the chair of the appropriate faculty committee. In the School of Dental Medicine, this is the Committee of Professors; in the Perelman School of Medicine, the Steering Committee of the Medical Faculty Senate; and in Veterinary Medicine, the Committee on Academic Freedom and Responsibility.

Within one month of receipt of such written appeal, this committee shall appoint from its membership an ad hoc committee of five, which shall elect its own chair. The ad hoc committee shall investigate and report in writing to the clinician-educator, the chair of the department and the chair of the appropriate faculty committee within one month of its appointment whether termination is or would be in accordance with the standards and procedures set forth above. Either the department chair or clinician-educator can request review of the ad hoc committee's conclusion by the appropriate faculty committee, which shall conduct such a review within one month. The decision of the ad hoc committee or the appropriate faculty committee (where this committee has reviewed the ad hoc committee's decision) shall be transmitted in writing to the dean.

In the School of Nursing, the following appeal mechanism shall apply: should the clinician-educator either contest the level of practice income set by the section chair and the dean or assert that she or he has generated the appropriate level of practice income, the clinician-educator may, not later than one month after the last day of the period of observation and possible termination notice, file a written appeal with the Dean and the Chair of the School Personnel Committee. Within one month of receipt of such written appeal, the Personnel Committee shall appoint from its membership an ad hoc committee of three that shall elect its own chair. The ad hoc committee shall investigate and report in writing to the clinician-educator, the section chairperson, the program director, the chair of the personnel committee and the Dean within one month of its appointment whether termination is or would be

in accordance with the standards and procedures set forth in the initial letter of appointment and in this document.

II.B.3. Associated Faculty

Members of the Associated Faculty play varied and important roles in the teaching, research, and professional programs of the University. However, they do not acquire tenure. Permissible ranks in the Associated Faculty are those used in the Standing Faculty preceded by one of the descriptive modifiers "Research," "Clinical," "Adjunct," "Visiting," "Visiting Executive," "Practice" or "Wistar Institute." Artists-in Residence are also members of the Associated Faculty.

1. Research Faculty

(Source: *Standing Resolution of the Trustees, June 4, 1977 and Handbook for Faculty and Administration, 1977; revised, Office of the Provost, Almanac, September 13, 1983; revised, Standing Resolution of the Trustees, June 17, 2005*)

The purpose of Research Faculty appointments is to increase the quality and appointment of scholars to the faculty on a non-tenure basis in order to collaborate with the research efforts of other faculty and/or carry out independent research. Salaries over the period of the appointment are mainly derived from research grants or other external funds. Compensation for the limited teaching effort permissible to the Research Faculty is derived from sources other than research grants.

An individual on the research track should not be supported for an extended period of time from funds derived from the unrestricted budget.

Members of the Research Faculty do not acquire tenure. The Research Faculty will be appointed in the Associated Faculty on a full-time basis only. Part-time appointments in the Research Faculty are not offered.

The Research Faculty is composed of individuals who hold a terminal degree and who choose to concentrate on research. Appointees are not part of the teaching faculty, although invitations to present guest lectures may be accepted. Members of the Research Faculty may not take responsibility for courses or seminars in their home departments or in other departments of the University, nor may they supervise theses or doctoral dissertations unless prior approval of the Provost is obtained for each such activity. However, if the individual wishes to participate in the training of students in an area of expertise in which he or she is uniquely qualified, the department chair may permit a limited teaching assignment in a course or seminar for which a faculty member with a tenure-significant appointment holds responsibility. Over the term of an appointment, course and seminar teaching by a member of the Research Faculty may not exceed ten percent of the expected course and seminar teaching load of a member of the Standing Faculty in the school and in any one year no more than ten percent of the course and seminar teaching in a department may be done by research faculty. Supervision of theses or doctoral dissertations or other laboratory supervision is regarded as part of the research enterprise and the proportion of effort devoted to such supervision is not included in this limitation, although, as noted above, such supervision is first subject to approval by the Provost. Under no circumstances may a member of the Research Faculty be continuously engaged over an extended period in the same activities as faculty members having tenure or serving in a probationary period for tenure. Appointments to the Research Faculty should not be made to displace or make unnecessary the appointment of individuals in the tenure-significant ranks.

Permissible ranks are: Research Professor, Research Associate Professor, and Research Assistant Professor. These titles are to be written in full whenever used on documents, in listings of University personnel, and in correspondence. All appointments are for the term specified, or for the duration of the external financial support, whichever is shorter. Research Professors and Research Associate Professors may be appointed for terms of up to five years and may serve without limit of time through successive reappointments. Research Assistant Professors may be appointed for terms up to four years, but in no case may a person hold that rank for more than ten years.

Initial appointments may be made as Research Assistant Professor. An individual appointed initially as Assistant Professor in the Standing Faculty may request review for transfer to the research faculty prior to reappointment. Time served in the tenure probationary appointment shall be counted as part of the ten-year maximum period for Research Assistant Professors. In the ninth year of the single-track or combined-track appointment, Research Assistant Professors are subject to a mandatory review for promotion to Research Associate Professor. Failure to obtain promotion requires termination of the faculty appointment at the end of the tenth year assuming external funding is available for the terminal year appointment.

Members of the Research Faculty do not normally move to positions on the Standing Faculty, and they may do so only in conjunction with a national search. If a Research Assistant Professor moves to an untenured position on the Standing Faculty, time served in the rank of Research Assistant Professor shall be counted as part of the seven year tenure probationary period for appointment as Assistant Professor in the Standing Faculty. If the move occurs within a school, the tenure probationary period may not be extended. If the move involves a change of schools, a maximum of two additional years in the tenure probationary period may be granted with the Provost's approval. Under no circumstances shall appointment to the Associated Faculty be used as a device to extend the tenure probationary period.

Because appointments to the Research Faculty are contingent upon external funding and may be terminated when the funding ceases, indefinite continuity of appointment at any rank should not be assumed. For that reason, all initial appointments and reappointments shall specify the sources of funding. The dependence of research appointments on grant funding reflects the University's policy to limit guaranteed long-term appointments to faculty who contribute in significant measure to the educational and research mission of the University. Research Faculty appointments are for enhancement of research programs, particularly in those areas where unique expertise is required.

Promotion to the Associate Professor rank in the research track requires collaborative or independent research of high quality with a distinctive, original, and expert intellectual contribution that is recognized by external reviewers. Promotion to professorial rank requires independent research of high quality, which may be in addition to collaborative research.

While imposition of a firm limit on the relative size of the Research Faculty may be harmful in its application to a particular program, the number of Research Faculty in a school may not exceed twenty percent of the combined Standing Faculty and Standing Faculty-Clinician-Educator in the school, or five positions, whichever is larger.

The faculty of a school may grant the Research Faculty voting rights in the school's faculty. Voting rights in the appointees' home departments are at the discretion of the respective departments. Members of the Research Faculty may not vote on matters related to Standing Faculty

appointments and promotions, or on matters concerning the teaching mission of the school. Members of the Research Faculty may serve on promotions committees as nonvoting members. Members of the Research Faculty may not serve on committees concerned with teaching (i.e., curriculum, student advising, academic standards, etc.). Individuals in the research track enjoy all the rights and privileges of academic freedom and responsibility and have access to the grievance procedures of the University.

As noted above, failure to secure promotion to Research Associate Professor by the end of the nine-year probationary period shall result in a one-year terminal reappointment provided external funding is available.

Although continued funding may be available, reappointment may be denied for the following reasons: 1) lack of suitable facilities; 2) inconsistency with the research priorities of the department or school; or 3) failure to maintain excellence in the quality of research and productivity. In such instances, the individual should be given a one-year advance notice in writing that, at the conclusion of the term appointment, he/she will not be recommended for reappointment or promotion. However, in most cases of programmatic change, appointment shall normally be maintained to the expiration date of current grant support if a research track faculty member has independent funding. An appointment can be terminated prior to the expiration of its term only if the source of external funding for the research faculty member has ended. In that event, the individual should be notified immediately of the cessation of funding. An attempt may be made to carry the individual on other funding sources, either to the conclusion of the term appointment or for a reasonable period in which the individual may attempt to secure other employment. When there is reason to believe that the individual may be eligible for transfer of employment to another University research group, efforts should be made to effect such placement.

Research Faculty are subject to termination for “just cause” as customarily determined within the University.

At the time a research faculty position is offered to a candidate, the relevant dean shall inform the candidate in writing of the conditions and limitations on such appointments.

(See page 25 - Standing Resolution of the Trustees, June 17, 2005 (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-2005/june-17/#Resolutions>))

2. Academic Clinician – Health Schools

(Source: Standing Resolution of the Trustees, February 20, 2004 (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-2004/february-20/#Resolutions>); revised, *Standing Resolution of the Trustees, January 22, 2015*)

The Perelman School of Medicine, the School of Dental Medicine, and the School of Veterinary Medicine have found it desirable to make long-term faculty appointments to individuals whose responsibilities are in clinical practice and patient/animal care and in the instructional programs of the University. These faculty members are called “Academic Clinicians.” Such a group is essential for assuring program stability and continuing excellence of clinical practice and patient/animal care.

1. Appointments

Appointments of Academic Clinicians are untenured appointments to the Associated Faculty. Hence, procedures governing appointments to the Associated Faculty shall be followed.

This track is available to faculty at the clinical facilities of each school.

2. Title

To assure conformity with approved nomenclature, appointees in the Academic Clinician track shall hold modified titles as Assistant Professor of Clinical (department). This title is to be written in full whenever used in documents, in listings of University personnel, or in correspondence.

3. Conditions of Employment

As is the case with other faculty categories, all Academic Clinicians shall receive a clear statement of their conditions of employment. This includes a statement of expectations with respect to clinical practice and patient/animal care functions; participation in educational programs; administrative duties of the institution; performance evaluations; use of appropriate facilities and access to patients/animals. Additionally they must be informed about the responsibilities of the school or other budgetary unit for payment of salary and specified benefits; the right of persons to due process by mechanisms available to all University faculty in the event of grievances or alleged failure to protect the individual rights accorded a faculty member; and the circumstances under which the appointment may be terminated. This statement shall be part of the document governing the appointment.

4. Salary and Benefits

Academic Clinician salaries shall conform to school policies. Academic Clinicians shall receive the same benefits as other full-time members of the faculty, but they are not entitled to scholarly leaves of absence or income allowance for early retirement.

5. Professional Activity

Academic Clinicians are expected to devote their effort primarily to clinical practice/animal care and/or teaching. The minimum expected teaching requirement will be defined by each school. Excellence in clinical practice/animal care and innovation in delivery of care, quality improvement initiatives, and regional patient referral base are desirable. Excellence in teaching, including curriculum development, innovative teaching materials and methods, and mentoring of junior faculty, is also expected. Research and scholarship are not discouraged but may not detract from teaching and clinical care required by a department or school. Service to the community, such as serving on academic and hospital committees, is encouraged and expected at senior ranks. Academic Clinicians may not vote on promotions of standing faculty. Academic Clinicians are subject to University and school specific policies on conflict of interest and extramural activities (see *Conflict of Interest Policy for Faculty Members*). The one-in-seven day rule shall apply except that the Academic Clinician shall not be permitted to devote any time to employment in extramural clinical practice or patient/animal care. All clinical practice or patient/animal care patient-derived income of Academic Clinicians must be returned to and managed by the school.

6. Rights and Privileges

Academic Clinicians share in all of the rights and privileges of other full-time members of the Associated Faculty. They may be permitted, by their schools, to vote in their school's Faculty Senate or other governing bodies. As associated faculty, they may not vote on matters pertaining to tenure and clinician-educator faculty promotions or on matters relevant to research. They may hold administrative positions related to clinical care and be eligible for leadership positions in hospital or clinical service related committees. They may serve on advisory committees related to teaching and clinical issues as well as personnel committees as appropriate. They are not members of the University Senate. Should grievances

arise that are not resolved administratively, appointees may seek adjudication through the established mechanisms of the School and the University.

7. Limitations on Size of the Academic Clinician Faculty

The size of each school's Academic Clinician track shall be congruent with each school's clinical and teaching missions. Each school will set a cap for its Academic Clinician track as a percentage of the Standing Faculty that aligns with its missions. The caps will be reviewed every five years effective July 1, 2015. The review process will begin in the schools, and it will require input from the Provost's office and approval of the University Faculty Senate if changes are sought. It is expected that each school will not exceed its cap and that the Provost's Office will enforce the caps. Schools are required to maintain a record of percentages of Academic Clinician, Clinician-Educator and Tenure Track faculty, which will be reported regularly to the Vice Provost for Faculty. In each school there are restrictions on the size of the Academic Clinician faculty as follows:

School of Dental Medicine: The number of Academic Clinicians in the faculty may not exceed sixty percent of the number of Standing Faculty in the school.

Perelman School of Medicine: The number of Academic Clinicians in the faculty may not exceed seventy percent of the number of Standing Faculty in the school.

School of Veterinary Medicine: The number of Academic Clinicians in the faculty may not exceed sixty percent of the number of Standing Faculty in the school.

8. Timing of Appointments and Shifts of Faculty Category

Timing of Appointments

Ranks in the Academic Clinician track shall be at the Assistant Professor, Associate Professor, and Professor level. Appointment at the Assistant Professor level shall generally be for three years. Persons may serve as Academic Clinicians at the Assistant Professor rank without limit of time through successive three-year appointments. A decision not to renew the appointment may be made for such reasons as (1) failure to maintain excellence in quality of clinical practice or teaching; (2) inadequate opportunity to teach (3) inadequate clinical productivity; (4) change in the clinical priorities of the department or school; or (5) loss of a sufficient funding source. After a decision to terminate, an Academic Clinician shall have a terminal year of employment.

Assistant Professors in the Academic Clinician category shall be eligible for promotion to Associate Professor after six years; outstanding performance could be recognized by earlier promotion. There will be no "up or out" decision at the end of this 6-year period. Faculty who are not promoted to Associate Professor may continue to serve at the rank of Assistant Professor and may apply for promotion in any subsequent year.

Promotion to Associate and Full Professor on the Academic Clinician track shall require excellence in teaching and/or clinical practice, as defined by the school. Promotion to Full Professor rank typically shall occur no less than five years after promotion to the Associate Professor level, but could be earlier in outstanding cases. Community service, including participation on school committees and administrative accomplishments shall be considered supporting credentials for promotion. Local recognition in one's primary roles and responsibilities will be expected for promotion to Associate or Full Professor. After promotion to or appointment at Associate or Full Professor rank a faculty member in the Academic Clinician track generally shall be offered successive re-appointments with the frequency determined by the schools. The process and timing for reappointment will be established by each school. The decision on

reappointment shall normally be made before the end of the year prior to the final year of the term. Reasons for non-renewal of appointment shall be the same as those enumerated above for the Assistant Professor rank. The year following a decision of non-renewal shall be a terminal year.

Shifts of Faculty Category

After an appropriate national search, conversions from the Academic Clinician track to the Clinician-Educator track are permitted with support from departmental and school committees governing faculty actions. The probationary period for promotion on the Clinician-Educator track commences at the time of transfer into the Clinician-Educator track rather than at the time of the original appointment to the Academic Clinician track. Faculty who hold senior rank (Associate or Full Professor) on the Academic Clinician track would generally lack sufficient research accomplishment to justify appointment at these ranks on the clinician-educator track.

Assistant Professors in the Clinician Educator track can change categories no later than the end of the fifth year after their initial appointment providing an appropriate position exists to transfer into and the candidates' dossier has been reviewed and approved by the schools committee responsible for faculty actions. Actions required to approve timely category changes, must be completed by the end of the Assistant Professor's second three-year reappointment. No Assistant Professor may make a change of category after their second reappointment. The time accrued in the initial category will apply to the promotion criteria for the Academic Clinician track. Assistant Professors in the tenure track may theoretically change to the academic clinician track, but it is unlikely that a scientist could have accumulated the required clinical credentials.

Standing Faculty who are the rank of Associate and Full Professor may transfer into the academic clinician track at any time with departmental support. Such transfers into the Academic Clinician track shall usually be at the same rank, but appointment at a different rank may be justified by clinical and teaching evaluations. A faculty member must meet the same requirements for appointment at senior ranks as for promotion to these ranks. Track change and rank must be approved by departmental and school committees governing faculty actions.

2a. Academic Clinician—Part-time – Perelman School of Medicine

(Source: Faculty Senate Executive Committee, May 9, 2012)

Purpose

Appointments in the Academic Clinician track, including full-time and part-time, are for individuals whose primary responsibilities are in patient care and in the instructional programs of the University and not in research activities. Academic Clinicians are essential for assuring program stability and continuing excellence of patient care.

Appointment

Appointments will be regular part-time; i.e., they will be designated as a percentage full-time position, i.e., less than 50% time. Details of the schedule will be incorporated into the offer letter and academic plan and will be subject to renewal on an annual basis. The number of faculty in this track may not exceed 20% of the total number of full-time Academic Clinicians.

Title

Appointees in the Academic Clinician—Part-time track will hold modified titles of the form *Assistant Professor of Clinical (department)*. This title is to be written in full whenever used in documents, in listings of University personnel, or in correspondence. For the purpose of official University appointment records, the designation of part-time will be added to the title and *Academic Clinicians, Part-time* will be tracked separately from full-time Academic Clinicians.

Conditions of Employment

As is the case with other faculty categories, all Academic Clinicians—Part-time receive a clear statement of their conditions of employment.

Salary and Benefits

Academic Clinicians—Part-time salaries shall conform to Perelman School of Medicine policies. They have limited access to participation in University benefits programs and are generally not eligible for University contributions to benefits programs.

Professional Activity

Academic Clinicians, whether full-time or part-time, shall be required to devote their full professional time to activities on behalf of the educational and patient care functions of Penn Medicine. Academic Clinicians will not be permitted to devote any time to employment in extramural patient care. All patient-derived income of Academic Clinicians must be returned to and managed by the school.

They are expected to teach and will devote at least 10% of their adjusted effort to this activity. Excellence in teaching, including curriculum development, innovative teaching materials and methods, and mentoring of junior faculty, is also expected. Excellence in clinical practice, including innovation in delivery of care, quality improvement initiatives, and regional patient referral base is expected. They may participate in research, for example, by recruiting patients for research studies or publishing case reports or clinical experience; but research scholarship is not required and is not a criterion for promotion. The faculty member will be subject to University and UPHS policies on conflict of interest and extramural activities.

Rights and Privileges

Academic Clinicians—Part-time share in all of the rights and privileges of other full-time members of the Associated Faculty. They may vote in the Medical Faculty Senate. As Associated Faculty they may not vote on matters pertaining to tenure and CE faculty promotion nor on matters relevant to research.

Terms of Appointments

Ranks in the Academic Clinician—Part-time track will be at the Assistant Professor, Associate Professor, and Professor level. Appointment at the Assistant Professor will generally be for three years. Persons may serve as Academic Clinicians—Part-time at the Assistant Professor rank without limit of time through successive three-year appointments. A decision not to renew the appointment may be made for reasons including the following:

1. failure to maintain excellence in quality of clinical practice or teaching;
2. inadequate clinical productivity;
3. change in the clinical priorities of the Department or School.

After a decision to terminate, an Academic Clinician—Part-time will have a terminal year of employment which may be the final year of the appointment if the terminal year notice is processed through the Provost before the end of the penultimate year of the current appointment period.

Faculty in the AC PT track may convert to full-time status if a full-time position is available and if the conversion is supported by their department.

Requirements for promotion will be the same as those for Academic Clinicians who are full-time.

Track changes

Faculty in the full-time Academic Clinician track or in the Clinician-Educator track may transfer into the Academic Clinician—Part-time track at any time with departmental support. Faculty members who transfer into the Academic Clinician—Part-time track are urged to consult with Human Resources concerning the impact on eligibility for participation in benefits programs.

Track Review

Perelman School of Medicine will work with the Office of the Provost to develop a plan to implement the Academic Clinician—Part-time track. The Academic Clinician—Part-time Track will be re-evaluated in year three and then re-evaluated every five years to ensure that it continues to meet the institutional goals of Penn Medicine and the University of Pennsylvania. During the first 3 years, appointments in this track will be limited to conversions from other tracks.

3. Clinical Faculty

(Source: *Standing Resolution of the Trustees, September 9, 1983; revised, June 16, 2000; revised, June 15, 2001*)

Composed of persons who are members of the Faculties of the Schools of Medicine, Dental Medicine, Nursing or Veterinary Medicine, Clinical Faculty provide professional services and participate in educational programs on a full- or part-time basis. The professional careers of the Clinical Faculty are primarily independent of their University affiliations, with the exceptions noted below. Persons may serve in full- or part-time status in the Clinical Faculty without limit of time through successive reappointments. The University does not assure continuity of appointments for any person in the Clinical Faculty. Academic ranks in the Clinical Faculty are Clinical Professor, Clinical Associate Professor, and Clinical Assistant Professor; e.g., Clinical Professor of (specialty) in the Faculty of (school). These titles are to be written in full whenever used on documents, in listings of University personnel and in correspondence.

In the Schools of Medicine, Nursing, and Dental Medicine, the professional careers of the Clinical Faculty may be in University-owned clinical practices. In the School of Dental Medicine, the Clinical Faculty may not exceed twenty percent of the Standing Faculty.

(See page 18 - Standing Resolution of the Trustees, June 15, 2001 (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-2001/june-15/>))

4. Adjunct Faculty

This group is composed of faculty members whose primary careers are outside the University faculty, whether self-employed or with other institutions of higher education, business or non-profit organizations, or government agencies. Such persons may be appointed to part-

time academic status in the University while continuing their principal associations or careers elsewhere.

Appointment to the Adjunct Faculty may also be used for academically qualified persons employed by the University for nonacademic or administrative duties. They may serve in the Adjunct Faculty without limit of time through successive reappointments. The University does not assure continuity of appointment for any person in the Adjunct Faculty. Academic ranks in the Adjunct Faculty are Adjunct Professor, Adjunct Associate Professor, and Adjunct Assistant Professor. These titles are to be written in full whenever used on documents, in listings of University personnel and in correspondence.

5. Visiting Faculty

The title of Visiting Faculty normally is confined to persons who are temporarily appointed by the University but who have continuing academic appointments in another institution of higher education, or have continuing associations with business, non-profit organizations, or government agencies. A Visiting Faculty member is a full-time member of the University while on leave from the other institution, organization or agency with which he or she is affiliated. Full-time appointment as a Visiting Professor is limited to three consecutive years, although normally such appointments are for one year or less. Academic ranks in the Visiting Faculty are Visiting Professor, Visiting Associate Professor, and Visiting Assistant Professor.

6. Visiting Executive Professor

The title of Visiting Executive Professor is reserved for Full Professors in the Wharton School who have held very senior positions in business or government. and can be expected to impart real-world knowledge to students and serve as role models and advisors as well. Appointments are made for terms of up to five years, with no appointee serving beyond five years. No more than five appointments in this faculty category may be current at any one time.

7. Practice Faculty

(Source: See dates in third paragraph below for the various Standing Resolutions of the Trustees)

The rank of Practice Professor is confined to a small number of untenured full-time professorships in the schools of Annenberg School for Communication, Arts and Sciences, Design, Education, Engineering and Applied Science, Law, Nursing, Social Policy and Practice, and Wharton. This track permits the addition to the faculty of distinguished, highly experienced individuals who have achieved success in their fields and whose skills and knowledge are essential to the educational process at both the undergraduate and graduate levels. The primary activity of a practice professor is to teach. As appropriate, such faculty may also supervise independent studies and internships, serve on committees and attend school faculty meetings. Such faculty shall not vote on appointments or promotions. Eligibility to vote on matters other than appointments and promotions shall be determined by the Standing Faculty in the relevant school or department in which the practice faculty member is appointed.

All appointees to the practice faculty are members of the Associated Faculty of the University without tenure or tenure-probationary status, and are subject to all University and school policies. They are entitled to full University faculty benefits. Leaves of absence shall be granted in accordance with the University policy applicable to the Standing Faculty, with the exception of *scholarly* leaves of absence, which are not applicable.

For each of these schools, appropriate trustee action has been taken. The Practice Professor category was established in the Wharton School, September 9, 1983; revised, June, 20, 1997; in the Law School on January 18, 1985, revised October 30, 1992; in the Graduate School of Education on October 20, 1995, revised November 16, 2016 (<https://almanac.upenn.edu/volume-63-number-15/#faculty-senate-executive-committee-actions>); in the School of Design, June 20, 1997, revised June 16, 2000; in the School of Engineering and Applied Science, May 17, 2001, revised November 13, 2013 (<https://almanac.upenn.edu/archive/volumes/v60/n14/sec.html>) and May 10, 2017 (<https://almanac.upenn.edu/volume-63-number-35/#faculty-senate-executive-committee-actions4>); in the School of Nursing, June 17, 2005; in the School of Arts and Sciences, June 16, 2016; in the School of Social Policy and Practice on January 18, 2017 (<https://almanac.upenn.edu/volume-63-number-20/#from-the-senate-office4>); and in the Annenberg School for Communication on January 18, 2017 (<https://almanac.upenn.edu/volume-63-number-20/#from-the-senate-office4>).

Policies and procedures concerning practice professorships vary from school to school, and while some of these differences are noted below, full descriptions should be obtained from the office of the dean in each of the schools having the practice professorship rank.

Annenberg School for Communication

The Practice Professor track is designed to permit the addition to the ASC faculty a distinguished, highly experienced practitioner whose expertise is critical to our teaching, research, and/or service missions, but which the standing faculty are not qualified to provide. Responsibilities can include teaching, mentoring, research, and/or service. Candidates must demonstrate significant professional accomplishment, substantive knowledge, excellence in teaching, and/or distinction in research-related activities, as appropriate to the assigned responsibilities.

Appointment as a Practice Professor can be at the Associate Professor or Full Professor level. Appointments at the Associate Professor level would be for an initial three year term, renewable for one three-year term. Appointment as or promotion to Full Professor would be made for an initial term of up to five years and would be renewable for successive five-year terms without limit. This appointment can be made on a full- or part-time basis, acknowledging that the individual in this role may be maintaining professional duties in his or her field. Appointment to this position, as well as reappointment, and promotion shall require the approval of the Dean and the Provost Staff Conference.

Consistent with University policy, a Practice Professor may, as appropriate, supervise independent studies and internships, serve on committees, and attend school faculty meetings. He or she shall not vote on appointments or promotions. Eligibility to vote on matters other than appointments and promotions shall be determined by the ASC Standing Faculty.

School of Arts and Sciences

Effective June 16, 2016, the School of Arts and Sciences adopted a Practice Professor faculty track in the Associated Faculty. This track permits the addition to the faculty of the school a small number of distinguished, highly experienced practitioners whose expertise is critical to SAS teaching and research activities but which the standing faculty are not qualified to provide. Examples of such situations include but are not limited to: the School's expanding suite of professional master's degrees, which are firmly rooted in the arts and sciences but have an added dimension of professional practice; and areas where individuals with advanced, highly-specialized technical expertise play a long-term

role that complements the knowledge of standing faculty in group research efforts (such as in the natural sciences) and/or broad teaching efforts.

Candidates must demonstrate professional accomplishment, excellence in teaching, important contributions in curriculum development, and where appropriate, distinction in research-related activities. The ranks available in the SAS track are Associate Practice Professor and Full Practice Professor. Eligibility for appointment at the rank of Associate Professor of Practice would normally require prior service as a Lecturer in SAS; the initial term would be three years, renewable for one three-year term. Appointment as or promotion to Full Professor of Practice would be made for an initial term of five years and would be renewable for successive five-year terms without limit. These appointments would be made on a full- or part-time basis, acknowledging that the individuals in these roles will be maintaining their professional duties in their fields. The total number of Practice Faculty cannot exceed three percent of the SAS standing faculty at any one time.

Appointments to the Practice Faculty would be made in a department, interdisciplinary program, or center. Appointments, reappointments, and promotions associated with interdisciplinary programs or centers must be made in a manner consistent with that of departments, i.e., by a permanent advisory or governing committee composed of standing faculty members. All Practice Professor and Associate Practice Professor appointments, reappointments, and promotions shall require the approval of the Dean and the Provost Staff Conference.

Consistent with University policy, Practice Faculty may supervise independent studies, serve on selected committees, and attend School faculty meetings. They may not vote on faculty appointments and promotions. Their eligibility to vote on other matters is at the discretion of the individual department, program, or center.

School of Design

In accordance with the Trustees resolution adopted in June 2000, this rank includes Associate Professors of Practice and Full Professors of Practice whose appointments may be made for terms of up to five years, renewable. The number of appointments is limited to no more than thirty percent of the number of standing faculty in the school, and may not exceed the number of standing faculty in any academic department.

Graduate School of Education

The Practice Faculty includes the ranks of Associate and Full Professors of Practice, with the initial term of appointment as Full Professor for no more than five years, renewable for terms of five years; and the initial term of appointment as Associate Professor for three years, renewable for a second three-year term. Associate Practice Professors may be promoted, but may serve no more than six years total as a full-time Associate Practice Professor. The number of practice faculty appointments shall be limited to ten at any given time, never to exceed thirty percent of the Standing Faculty.

School of Engineering and Applied Science

The Practice Faculty includes the ranks of Assistant Professor of Practice, Associate Professor of Practice, and Professor of Practice. The modified title "Professor of Practice" must be written in full in listings of University personnel, in electronic media, and in correspondence.

Practice Faculty are expected to have achieved success in their fields through extensive experience in the practice of their profession or through demonstrated educational qualifications and experience in

academic settings. Members of the Practice Faculty may not serve as primary supervisors of theses or doctoral dissertations.

Appointment criteria include an expectation of excellent teaching, outstanding leadership in educational programs, and relevant experience in an area of targeted need. Reappointments shall be proposed by the Standing Faculty and recommended by the Faculty Personnel Committee, using a standard of continuing need, past performance, and an expectation of continued professional growth and recognition. The scope and limits of privileges and responsibilities, a career mentoring plan, and performance review criteria are specified in writing by the Department Chair at the time of each appointment and reappointment.

Assistant Professors of Practice are appointed to a three-year term, and may be reappointed once to a second three-year term. After six years, an Assistant Professor of Practice may not be further reappointed (except for a terminal one-year appointment at the discretion of the voting faculty and the Dean) unless promoted to Associate Professor of Practice. A person appointed as Assistant Professor of Practice after having first served three years as a Lecturer may serve in that rank for no more than three years and shall be ineligible for further reappointment without promotion to Associate Professor of Practice.

The initial term as Associate Professor of Practice or Professor of Practice shall be for not more than five years, with successive reappointments permitted for terms of up to five years each. Continued reappointments are expected provided that the individual maintains his or her professional competence, and that the academic need continues to exist.

Senior Lecturers may be considered for appointment to the Professor of Practice track at the appropriate rank based on experience qualifications and academic need.

The total number of Practice Faculty may not exceed ten percent of the Standing Faculty in the School.

Law School

Appointees in the Practice Faculty shall hold the title of Practice Professor, Practice Associate Professor or Practice Assistant Professor. The modified title must be written in full whenever used in documents, in listings of University personnel and in correspondence. The initial term as Practice Professor shall be for not more than five years, and that for Practice Associate Professor or Practice Assistant Professor for three years. Successive reappointments of Practice Professors for terms of five years are permitted until retirement.

Practice Associate Professor and Practice Assistant Professors may be reappointed once to a three-year term, but may not be further reappointed (except to a terminal one-year appointment) unless promoted to Practice Professor; a person appointed as Practice Assistant Professor or Practice Associate Professor after having served at least three years as a Lecturer shall be deemed appointed to a second such term, and shall be ineligible for further reappointment (except for a terminal year) without promotion to Practice Professor. The number of practice faculty members shall not exceed twenty percent of the number of standing faculty that the Law School may from time to time be authorized to fill.

School of Nursing

Academic ranks in the Practice Faculty are Practice Professor, Practice Associate Professor and Practice Assistant Professor. The initial term of appointment as Practice Professor shall be five years, with successive five year terms possible. Practice Associate Professors and Practice Assistant Professors shall be appointed to a five-year term as well, and

may be reappointed once to another five-year term, but may not be further reappointed unless promoted to either the rank of Practice Professor or Practice Associate Professor.

Practice Professors are eligible for membership in the Faculty Senate of the School of Nursing, with voting rights on curriculum and instructional matters. The number of such faculty shall be limited to no more than twenty percent of the Standing Faculty.

School of Social Policy and Practice

The Practice Professor track will enable the School of Social Policy and Practice to add distinguished, highly experienced individuals who have achieved success in their fields and whose skills and knowledge are essential to the educational processes of the programs in the school. For this reason, it is increasingly essential that the school has the ability to bring in highly successful professionals from within these arenas as Practice Professors for time-limited appointments of three years. The cap for the Practice Professor track, as voted on by the standing faculty, is a maximum of three lines, with a recommended term of three years.

The appropriate program's governance committee members (in consultation with the Dean and the Associate Dean for Academic Affairs) will design an individualized evaluation mechanism based on the practice professor's background, expertise and performance in relation to the elements specified at the time of appointment. Evaluation will take place annually and at least 3 months in advance of the preparation for reappointment.

Wharton School

The Practice Faculty consists of full-time Practice Professors, Practice Associate Professors, and Practice Assistant Professors. The modified title must be written in full whenever used in documents, listings of University personnel, electronic media and in correspondence. The initial term of appointment as Practice Professor shall be for not more than five years, with successive reappointments for terms of up to five years possible until retirement. The initial term of appointment for Practice Associate Professor shall be for three years, with one additional reappointment of three years possible. Practice Associate Professors may not be further reappointed (except to a terminal one-year appointment) unless promoted to Practice Professor. The initial term of appointment for Practice Assistant Professor shall be for three years, with an additional three-year term possible, but may not be further reappointed (except to a terminal one-year appointment) unless promoted to Practice Associate Professor.

Persons who currently hold appointments in the Standing Faculty are not eligible to transfer their appointment to the Practice Faculty. A person who has previously held a Standing Faculty appointment at the University shall not be eligible for appointment to the Practice Faculty for three years after leaving the Standing Faculty.

The number of persons appointed in the Practice Faculty shall not exceed ten percent of the number of Standing Faculty that the Wharton School may at any given time be authorized to fill.

8. Wistar Institute Appointments

(Source: Standing Resolution of the Trustees, May 6, 1983; revised, September 9, 1983)

Appropriate members of the Wistar Institute's scientific staff may be appointed to the Associated Faculty of the University when proposed and approved through the customary University personnel procedures relevant to such appointments, including approval of the Provost's Staff Conference and the University's Board of Trustees. Such faculty shall

hold University titles of appropriate rank prefixed by the modifier "Wistar Institute" and shall be eligible to teach University students. They also shall be eligible for membership in graduate groups and, if appointed to a group, may participate in graduate education, including the direction of doctoral dissertations.

(See page 7 - Standing Resolution of the Trustees, September 9, 1983 (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-1983/september-9/>))

9. Artist-in-Residence

(Source: Standing Resolution of the Trustees, February 24, 2006)

The position of Artist-in-Residence in the Associated Faculty is intended to promote the presence of distinguished creative artists – writers, composers, performing artists, and filmmakers – in the School's intellectual community. While these individuals may not necessarily possess traditional academic credentials, their record of artistic contribution, as evidenced through an established body of creative work, should be one of great originality and accomplishment that is widely recognized by peers in the field.

Artists-in-Residence may be appointed either to a department or to an interdisciplinary program. The latter category covers many of the programs that would be most likely to benefit from this position, such as Creative Writing, Cinema Studies, and Theatre Arts. Proposals for appointments to interdisciplinary programs must be made in a manner consistent with that of departments, i.e., by a permanent advisory or governing committee composed of standing faculty members.

These appointments may be made on a full- or part-time basis for a term of at least one semester and up to five years. Reappointments are permitted, provided that performance meets expectations, that the individual maintains the level of his/her creative work, and that the academic need for services exists. The individual is expected to have ongoing contact with students; formal responsibilities (such as teaching and performance) shall be specified by the department or program. All Artist-in-Residence appointments and reappointments shall require the approval of the SAS Personnel Committee and the Provost's Staff Conference.

The total number of Artists-in-Residence in the School of Arts and Sciences shall not exceed three percent of the SAS Standing Faculty at any one time.

(See page 49 - Standing Resolution of the Trustees, February 24, 2006 (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-2006/february-24/#Resolutions>))

II.B.4. Academic Support Staff

Members of the Academic Support Staff include many individuals who participate in the University's teaching, research, or clinical services, but who are not eligible for appointment to the Standing or Associated Faculty. Each appointment to the Academic Support Staff is for a term of years and is without tenure or tenure significance.

1. Lecturer. The rank of Lecturer is flexible, denoting eminent scholars whose appointments at the University are temporary or part-time, scholars still in professional training, or persons who do not possess the normally expected scholarly credentials but nevertheless provide valuable instructional services. Appointments are for one year or less, but may be renewed. Full-time service in the rank of Lecturer is limited to three

consecutive years, except where additional appointments are approved by the Provost.

2. Senior Lecturer. (Source: *Resolution of the Trustees, May 6, 1983; Resolution of the Trustees Academic Policy Committee, February 19, 2004; revised Faculty Senate Executive Committee, March 21, 2007; revised Faculty Senate Executive Committee, December 16, 2009; revised Faculty Senate Executive Committee, March 27, 2012, revised, Faculty Senate Executive Committee, February 11, 2015* (<https://almanac.upenn.edu/archive/volumes/v61/n23/sec.html>), *revised, Resolution of the Trustees, June 17, 2016* (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-2016/june-17/#Resolutions>.)

A limited number of lecturers in the Schools of Arts and Sciences, Design, Education, Engineering and Applied Science, Law, Social Policy and Practice, and Wharton who have completed four years of full-time service in that rank may be considered for appointment as a Senior Lecturer. Appointments to the rank of Senior Lecturer shall be for periods of no more than four years, but successive appointments are allowed.

Key provisions of the rank are noted below; however, because policies and procedures concerning Senior Lecturers vary from school to school, faculty are urged to consult their department chair or dean for information specific to their school.

1. Like other Lecturers, Senior Lecturers are members of the Support Staff. Thus Senior Lecturers never hold tenure nor accrue time toward tenure.
2. Persons appointed to this rank normally shall not possess the scholarly credentials expected of members of the Standing Faculty.
3. No Senior Lecturer may be appointed from the ranks of the Standing Faculty.
4. A recommendation for an initial appointment as a Senior Lecturer must clearly demonstrate that:
 - The proposed candidate is performing an instructional service that is exceptionally difficult (or impossible) to obtain from members of the Standing Faculty.
 - The proposed candidate performs this service at a very high level of competence, as judged by faculty, peers and students.
 - The service provided by the proposed candidate is an essential part of the school's academic program.
 - The proposed candidate cannot be readily replaced by other persons of similar competence.

School of Arts and Sciences and the School of Design

Appointment and reappointment shall be proposed by a department and require a vote by all members of its Standing Faculty, review by the school's Personnel Committee, and approval by the Dean and the Provost. Continued reappointments are expected provided that the individual maintains his/her professional competence and that the academic need continues to exist. Any reappointment must be approved prior to the end of the penultimate year of an appointment. The primary criterion for reappointment in the School of Design is based on an evaluation of teaching performance.

Although not members of the Standing Faculty, the total number of Senior Lecturers in the School of Arts and Sciences shall never exceed eight percent of the total number of Standing Faculty, and the total number of Senior Lecturers in the School of Design shall never exceed twenty percent of the total number of Standing Faculty.

Graduate School of Education

Senior Lecturers in the Graduate School of Education. In accordance with the Trustees Resolution of May 2008 there shall be Senior Lecturers who are members of the Academic Support Staff in the Graduate School of Education of the University. Appointees will have a high level of educational achievement. Appointment criteria include excellent teaching, commitment to collegial service, and relevant experience in an area of targeted need. This position may serve as an entry position or as a promotion from full-time Lecturer in education. Reappointments shall be proposed by the faculty and recommended by the Faculty Personnel Committee. All appointments in this category are without tenure or tenure probationary status, and no Senior Lecturers may be appointed from the ranks of the standing faculty.

Senior Lecturers are responsible for teaching and contributing to academic programs, especially in areas where relevant expertise cannot be sustained by the standing faculty. They shall plan, supervise and evaluate students' performance; work with faculty and staff to provide a supportive learning environment; contribute to course development and revisions; teach in their area of expertise; and participate in advising and recruitment activities.

Senior Lecturers may serve as voting members of dissertation committees. Upon the review and approval of the Faculty Personnel Committee, they may serve as primary academic advisors to Ed.D. students and as chairs of Ed.D. dissertation committees. Voting privileges may be extended at the Divisional level by a vote of the Standing Faculty of that Division. Scope and limits of privileges and responsibilities are specified in writing by the Dean at the time of each appointment and reappointment.

Promotion Criteria

Promotions from Lecturer to Senior Lecturer may be made when a Lecturer gains significant experience in relevant fields, or significant recognition from external authorities, or when the Lecturer's performance is particularly important to the School. Cases supporting promotion must cite excellent teaching, extensive service, and a reasonable expectation of continued growth in professional skill, productivity, and recognition. Past performance is assessed through examination and analysis of annual self-appraisal reports, course evaluations, and evaluations by the Division Chair. Appointments, reappointments and promotions are forwarded to the Faculty Personnel Committee for evaluation of the candidate's dossier, and an action is recommended to the Dean.

Evaluation

The first professional review of the Senior Lecturer will take place prior to the end of the fifth year of service, at which time a division may decide to make the fifth year a terminal year of appointment or to recommend continuation for five additional years. Senior Lecturers will be reviewed on the basis of performance, and the service provided by the proposed candidate must continue to be essential to the school's academic program.

The initial appointment and extensions require an evaluation by the division, the Standing Faculty, the Faculty Personnel Committee, and the Dean. It will be the Dean's responsibility to ensure that the number of Senior Lecturers across the school does not exceed the maximum allowed. A recommendation for the Dean to continue an appointment beyond the fifth year will require approval of the Provost. Subsequent reviews will take place using the same format, including Provost approval, at five-year intervals.

While the number of people serving as Senior Lecturer may vary depending on enrollments, that number will not exceed 20 percent of the

standing faculty. Senior Lecturer appointments are made for five years, are subject to reappointment review at five-year intervals, and may be renewed as long as academic needs persist.

(Faculty Senate Executive Committee, January 10, 2018 (<https://almanac.upenn.edu/volume-64-number-19/#faculty-senate-executive-committee-actions-wednesday-january-10-2018>))

School of Engineering and Applied Science

Senior Lecturers are responsible for teaching and contributing to academic programs. They shall plan, supervise and evaluate students' performance; work with faculty and staff to provide a supportive learning environment; contribute to course development and revisions; teach in their area of expertise; and participate in undergraduate advising and recruitment activities. Senior Lecturers may not serve on dissertation committees, or as primary academic advisors or mentors to graduate students.

A Lecturer in the School of Engineering and Applied Science will have typically completed three years of full-time service in that rank to be considered for appointment as a Senior Lecturer. Individuals who have at least three years of teaching experience at a rank equivalent to that of Lecturer at another institution may also be considered for appointment as Senior Lecturers. Persons appointed to this rank will normally have a Ph.D, but need not possess the scholarly credentials expected of members of the Standing Faculty.

Performing instructional service at a very high level of competence, as judged by faculty, peers, and students, is considered the main criterion for appointment as Senior Lecturer. Appointments shall be made for periods of no more than four years, but successive reappointments are permitted. Reappointments shall be proposed by the faculty and recommended after evaluation by the Faculty Personnel Committee to the Dean and Provost for consideration. Continued reappointments are expected provided that the individual maintains his or her professional competence, and that the academic need continues to exist. The scope and limits of privileges and responsibilities, a career mentoring plan, and performance review criteria are specified in writing by the Department Chair at the time of each appointment and reappointment.

The number of Senior Lecturers may not exceed ten percent of the Standing Faculty in the School. It will be the Dean's responsibility to ensure that the number of Senior Lecturers across the school does not exceed the maximum allowed.

(revised Faculty Senate Executive Committee, May 10, 2017 (<https://almanac.upenn.edu/volume-63-number-35/#faculty-senate-executive-committee-actions4>))

School of Law

Like other Lecturers, a Law School Senior Lecturer is a member of the Support Staff. Thus a Senior Lecturer never holds tenure and never accrues time toward tenure.

No Senior Lecturer may be appointed from the ranks of the Standing Faculty or from the clinical faculty.

A recommendation for an initial appointment as a Senior Lecturer must clearly demonstrate that:

1. The proposed candidate is performing an instructional service which is exceptionally difficult (or impossible) to obtain from members of the Standing Faculty.

2. The proposed candidate performs this service at a very high level of competence, as judged by faculty, peers and students.
3. The service provided by the proposed candidate is an essential part of the academic program in the Law School.
4. The proposed candidate cannot be readily replaced by other persons of similar competence.

Appointments to the rank of Senior Lecturer shall be for terms of no more than four years, but successive appointments to additional terms of not more than four years each are allowed. A qualified individual may be appointed either as Lecturer or as Senior Lecturer. Consideration for the initial appointment as Senior Lecturer shall be submitted by the Faculty Appointments Committee or the Committee on Tenure and Promotion of the Law School to a vote by the Standing Faculty of the Law School and be approved by the Provost. Any reappointment after the initial appointment as Senior Lecturer should be approved prior to the end of the penultimate year of the term.

As the purpose of the position of Senior Lecturer in the Law School is to retain exceptionally qualified legal research and writing teachers therefore:

- Lecturers in the Legal Research and Writing Program shall not be hired with the expectation or representation that they will advance to Senior Lecturer after a period as Lecturer.
- The position of Senior Lecturer shall be limited to no more than six individuals or 15% of the standing faculty, whichever is less, who show significant promise to perform exceptionally as instructors of legal research and writing and who consequently would be difficult to replace.

(Faculty Senate Executive Committee, March 21, 2007; revised Faculty Senate Executive Committee, February 11, 2015 (<https://almanac.upenn.edu/archive/volumes/v61/n23/sec.html>))

School of Social Policy and Practice

Senior Lecturers are responsible for teaching and contributing to one or more academic programs at SP2, especially in areas that are required and a priority for the School. Their responsibilities are to plan/prepare course materials, evaluate students' academic performance; work with faculty and staff to provide a supportive learning environment for students; contribute to course development and revisions; teach in their area of expertise; and participate in mentoring, advising, and recruitment activities.

The scope of responsibilities for the Senior Lecturer position will be specified in writing by the Associate Dean of Academic Affairs at the time of each appointment and reappointment.

Promotion Criteria from Lecturer to Senior Lecturer

Promotions from Lecturer to Senior Lecturer may be made if the School has a need for this position, when a Lecturer has completed the final term as full-time Lecturer, when the Lecturer's performance is outstanding, and the if teaching area is essential to SP2. Criteria for promotion include: excellent teaching, extensive service on sequence/governance committees and/or academic initiatives, and continued growth in professional knowledge and skill. The candidate prepares a dossier which consists of a personal statement that functions as a self-appraisal of contributions and performance, course evaluations, and letters of recommendation. This information is reviewed by the Associate Dean for Academic Affairs. It is forwarded to the appropriate program governance

committee for evaluation, followed by a vote and recommended action to the Dean.

Evaluation

The first professional review of the Senior Lecturer will take place prior to the end of the third year of service, at which time the appropriate governance committee may decide to make the third year a terminal year of appointment or to recommend continuation for three additional years. The Senior Lecturer may be renewed as long as academic need exists in the School. Senior Lecturers will be reviewed on the basis of performance, provided that the candidate continues to be essential to the School's academic goals.

Reappointments for an additional term of three years require an evaluation by the appropriate governance committee, the Standing Faculty, and the Dean. Final approval is given by the Provost. It will be the Associate Dean for Academic Affairs' responsibility to ensure that the number of Lecturers and Senior Lecturers across the School does not exceed 20% of the standing faculty.

(Faculty Senate Executive Committee, January 18, 2017 (<https://almanac.upenn.edu/volume-63-number-20/#from-the-senate-office4>))

WHARTON SCHOOL

Senior Lecturers shall be responsible for teaching and contributing to academic programs. They shall plan, supervise and evaluate students' performance; work with faculty and staff to provide a supportive learning environment; contribute to course development and revisions; teach in their area of expertise; and may participate in student advising and recruitment activities. Senior Lecturers may not serve on dissertation committees, or as primary academic advisors or mentors to graduate students.

All appointments in this category are without tenure or tenure-probationary status. Thus Senior Lecturers never hold tenure nor accrue time toward tenure. No Senior Lecturer may be appointed from the ranks of the Standing Faculty. A qualified individual may be appointed either as Full-Time Lecturer or as a Full-Time Senior Lecturer. Prior service as a lecturer, at either Wharton or Penn, is not a requirement for appointment as a Senior Lecturer at Wharton. An appointment to the rank of Senior Lecturer requires significant pedagogical expertise as a major criterion for the appointment. Persons appointed to this rank will normally have a Ph.D. or other terminal degree, but need not possess the scholarly credentials expected of members of the Standing Faculty.

Performing instructional service at a very high level of competence, as judged by faculty, peers, and students, is considered the main criterion for appointment as Senior Lecturer. Professional conduct, as well as teaching, will be considered as part of the evaluation for reappointment. Appointments and reappointments require the approval of the department faculty, the Wharton Personnel Committee, Dean, and Provost.

Appointments to the rank of Senior Lecturer shall be for terms of three to five years. Successive appointments to additional terms of not more than five years each are allowed. There is no limit on the length of service in this rank and continued reappointments are expected provided that the individual maintains their professional competence and that the academic need continues to exist. Reappointment is at the discretion of the Wharton School. Recommendations for reappointment must be received prior to the start of the penultimate year of the candidate's appointment. In the absence of such a recommendation, the Dean may recommend, at their discretion, termination or reappointment for one additional year.

Senior Lecturers shall not have voting rights on items submitted to the Wharton faculty for a vote. Senior Lecturers shall not have voting rights on items submitted to department faculty for a vote. Additionally, Senior Lecturers may not vote on any faculty appointments, reappointments, or promotions. At the discretion of the appropriate body, Senior Lecturers may serve on department or School committees where matters other than faculty appointments/promotions are considered.

Senior Lecturers are expected to uphold the highest standards for professional conduct and ethical behavior. All Senior Lecturers are expected to adhere to applicable University and Wharton School policies and procedures. Senior Lecturers shall be eligible for whatever University benefits are offered to full time members of the Academic Support Staff.

Employment for persons appointed in this category may be terminated prior to the end of their contract because of failure to satisfy the standard for reappointment; because of reduction in course offerings by the Wharton School in the subject area taught by the individual; or for "just cause" as customarily determined with the University under its policies.

The number of Senior Lecturers may not exceed ten percent of the Standing Faculty in the School. It will be the Dean's responsibility to ensure that the number of Senior Lecturers does not exceed the maximum allowed.

(Faculty Senate Executive Committee, November 10, 2020)

3. Lecturer in Foreign Languages and Senior Lecturer in Foreign Languages in the School of Arts and Sciences. (Source: *Standing Resolution of the Trustees, October 11, 1996*)

Initial appointment as Lecturer in Foreign Languages shall be for one year only. At the end of the first year, it is expected that the appointment shall be extended an additional two years on the basis of current excellent performance provided the academic need for the services continues to exist. This initial appointment and extension requires approval of the dean upon recommendation of the department.

The first professional review in this track shall take place prior to the end of the second year of service, and if the appointment is continued, a second professional review shall take place prior to the end of the fifth year of service. If the appointment is continued, a third professional review shall take place prior to the end of the eighth year. If the appointment is continued, all subsequent reviews shall be conducted prior to the end of the fourth of each five-year cycle with either a recommendation for termination after an additional year or recommendation for an additional five years. The number of Lecturers in Foreign Languages shall not exceed fifteen percent of the Standing Faculty.

In order to recognize and encourage outstanding performance in both language pedagogy and language research and scholarship, the School shall consider appointment of outstanding foreign language teachers to the rank of Senior Lecturer in Foreign Languages. Language teachers employed as Lecturers in Foreign Languages are eligible for appointment as Senior Lecturer at the end of their eighth year of service or subsequently. The number of Senior Lecturers in Foreign Language shall not exceed eight percent of the Standing Faculty.

No one who has previously been a member of the Standing Faculty may be appointed to the rank of Lecturer or Senior Lecturer in Foreign Languages.

(See page 9 - Standing Resolution of the Trustees, October 11, 1996 (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-1996/october-11/>))

3.1 Lecturer in Critical Writing and Senior Lecturer in Critical Writing in the School of Arts and Sciences. (*Source: Standing Resolution of the Trustees, June 16, 2016*)

Regular lecturer positions provided for in II.B.4.1 are the most suitable position for many critical writing instructors, especially those in the early stages of their careers. As they develop fluency in writing practices and current research in writing and become fully effective, knowledgeable writing instructors, a longer period of service may be desirable. In such cases, the position of Lecturer in Critical Writing is available. Oversight of the Lecturers in Critical Writing, including all evaluations in the professional reviews described below, will be performed by an oversight committee, appointed by the Dean, which includes standing faculty from the School of Arts and Sciences and the director of the Critical Writing Program.

Initial appointment as Lecturer in Critical Writing will be for three years. The first professional review in the lecturer track will take place prior to the end of the second year of service, at which time the oversight committee may decide to make the third year a terminal year or to recommend continuation for five additional years for a total of eight years. Performance and academic needs are critical factors in any appointment or reappointment. A recommendation of the Dean to continue an appointment beyond the third year will require approval of the Provost's Office. All subsequent reviews will be conducted prior to the end of the fourth year of each five-year cycle, with either a recommendation for termination after the fifth year or recommendation for reappointment for an additional five years. The structure of the review and the approval mechanism are as specified for the initial review.

The position of Senior Lecturer in Critical Writing is intended to recognize and encourage outstanding performance in both writing pedagogy and writing research and scholarship. Writing teachers employed as Lecturers in Critical Writing are eligible for appointment as Senior Lecturer in Critical Writing at the end of their eighth year of service or subsequently. Candidates must demonstrate excellence in teaching, important contributions in curriculum development and supervision, and professional accomplishment in the wider community of critical writing teaching professionals.

Appointment to Senior Lecturer in Critical Writing requires an evaluation by the oversight committee and approval of the Dean and the Provost's Staff Conference. Appointment does not entail tenure, but rather an assumption of continuation, provided the individual maintains the level of his or her professional performance and that the academic need for the services continues to exist. Appointment as Senior Lecturer in Critical Writing is subject to review on a five year cycle throughout the remainder of the individual's career. The review process is similar to the original appointment process.

While the number of people serving as Lecturer in Critical Writing may vary depending on enrollments in writing courses, that number will not exceed fifteen percent of the Standing Faculty in the School of Arts and Sciences. The number of Senior Lecturers in Critical Writing will not exceed eight percent of the Standing Faculty in the School of Arts and Sciences.

No one who has previously been a member of the Standing Faculty may be appointed to the rank of Lecturer in Critical Writing or Senior Lecturer in Critical Writing.

4. Lecturer in Educational Practice in the Graduate School of Education.

The initial appointment as a Lecturer in Educational Practice shall be for one year only. At the end of the first year, it is expected that the appointment shall be extended for an additional two years on the basis of performance and on the academic need for such services continuing to exist. The initial appointment and extension require the approval of the Dean upon the recommendation of the division.

The first professional review of the Lecturer in Educational Practice shall take place prior to the end of the second year of service, at which time a division may decide to make the third year a terminal year of appointment or to recommend continuation for four additional years for a total of six years. Again, performance and academic need are the critical factors. A recommendation for continuation requires an evaluation by the division, the Faculty Personnel Committee, and the Dean. A recommendation from the Dean to continue an appointment beyond the third year shall require approval of the Provost's Staff Conference.

The second professional review of the Lecturer in Educational Practice shall take place prior to the end of the fifth year of service, at which time a division may decide to make the sixth year a terminal one or to recommend continuation for three additional years for a total of nine. At this and all subsequent reviews, continued reappointments are to be based on professional performance and the academic need for services. The fifth year review and all subsequent reviews are as specified for the original second-year review.

The third professional review of the Lecturer in Educational Practice shall take place prior to the end of the eighth year, at which time a division may decide to make the ninth year terminal or to recommend extension for an additional five years for a total of fourteen. The eighth year review and approval will be similar to that conducted in the second year.

All subsequent reviews of the Lecturer in Educational Practice shall be conducted prior to the end of the fourth year of each five-year cycle, with either a recommendation for termination after an additional year or recommendation for an additional five years. The structure of the reviews and the approval mechanism are as specified for the original second year review.

While the number of people serving as Lecturer in Educational Practice may vary depending on enrollments in the professional education courses, that number will not exceed fifteen percent of the Standing Faculty.

5. Lecturers, Senior Lecturers and Advanced Senior Lecturers in the School of Nursing. (*Source: Standing Resolution of the Trustees, June 17, 2005 (<https://archives.upenn.edu/digitized-resources/docs-pubs/trustees-minutes/minutes-2005/june-17/#Resolutions>); revised Faculty Senate Executive Committee, December 11, 2014 (<https://almanac.upenn.edu/archive/volumes/v61/n17/sec.html>)*) Individuals in these categories may be eminent scholars whose appointments at the University are temporary or part-time, scholars still in professional training, or persons who do not possess the normally expected scholarly credentials but provide valuable services. They must have at a minimum the Master's degree. Individuals in these categories are not eligible for appointment to the Standing or Associated Faculty.

Lecturers, Senior Lecturers and Advanced Senior Lecturers are responsible for the classroom teaching and course content of didactic and/or clinical courses. They plan, supervise and evaluate nursing students' performance in the clinical setting; teach clinical content and work with agency staff to provide a supportive learning environment; contribute to course development and revisions; lecture in area of expertise; and participate in advising and recruitment activities. Appointments may be for nine or twelve months and are without tenure or tenure significance.

Full-Time Positions:

Lecturer N—appointments are for one year or less, with service limited to three consecutive years. Under unusual circumstances, an appointment may be extended to a fourth year with the approval of the Dean and the Provost's Staff Conference.

Senior Lecturer A—entry position or promotion from full-time Lecturer N. Appointment shall be for terms of no more than four years, but successive appointments to additional terms of not more than four years each are allowed. There is no limit on the length of service in this rank and continued reappointments are expected provided that the individual maintains his or her professional competence and that the academic need continues to exist.

Advanced Senior Lecturer A—entry position or promotion from full-time Senior Lecturer A. Appointments to the rank of Advanced Senior Lecturer A shall be for terms of no more than four years, but successive appointments to additional terms of not more than four years each are allowed. There is no limit on the length of service in this rank and continued reappointments are expected provided that the individual maintains his or her professional competence and that the academic need continues to exist.

The total number of Senior Lecturer A and Advanced Senior Lecturer A positions in the School of Nursing shall never exceed forty percent of the total number of Standing Faculty.

Lecturer B—Entry position, which is for one year or less, but may be renewed. There is no limit on the length of part-time service in this rank. This is a part-time position.

Senior Lecturer B—Entry position or promotion from Lecturer B. There is no limit on the length of part-time service in this rank. This is a part-time position.

Advanced Senior Lecturer B—Entry position or promotion from Senior Lecturer B. There is no limit on the length of part-time service in this rank. This is a part-time position.

6. Lecturers in the Law School Clinical Program. A Lecturer may be appointed in the Law School's clinical program for a term of two years or less, and through successive reappointments may serve in this rank for a maximum of seven consecutive years. Details are given in a resolution of the Trustees adopted on June 18, 1982.

7. Instructor. Used primarily for part-time clinical personnel in the health professional schools; there is no limit to the length of part-time service in this rank. In addition, the instructor rank is occasionally used in some schools for full-time appointments of scholars still in professional training. In this case appointments are limited to three consecutive years, except where additional appointments are approved by the Provost.

8. Research Associate. Research Associates work in sponsored research programs and must hold the appropriate terminal professional degree in

their disciplines. Full time service in this position may not exceed three years, except with approval of the Provost.

9. Clinical Associate. Clinical Associates work in clinical programs of the health schools and must hold the appropriate terminal degree in their disciplines. The professional careers of Clinical Associates are primarily independent of their University affiliations, with the exceptions noted below. They participate on a full- or part-time basis in the educational programs of their respective schools. They may serve without limit of time through successive annual appointments, but the University does not assure continuity of appointment for any Clinical Associate.

In the Schools of Nursing, Medicine and Dental Medicine, the professional careers of Clinical Associates may be in University-owned clinical practices.

10. Senior Fellow. A Senior Fellow of the University is a distinguished scholar who holds an appointment outside the Standing Faculty at the University for teaching or research, for a limited period of time.

II.B.5. Postdoctoral Trainees

(Source: Office of the Provost, *Almanac*, May 7, 2002; revised, *Almanac*, September 7, 2004; revised, *Almanac*, January 15, 2008 (<https://almanac.upenn.edu/archive/volumes/v54/n17/policy.html>))

The title of Postdoctoral Trainee is accorded to individuals holding the degree of Ph.D, M.D. or the equivalent, who are engaged in a temporary and defined period of mentored advanced training to enhance their professional skills and research independence needed to pursue their chosen career path. An individual who has been designated as a Postdoctoral Trainee by his/her school receives training conducted in an apprenticeship mode under the supervision of an established faculty member who serves as a mentor. As dictated by the nature of the program, the trainee may be undertaking scholarship, research, service, and teaching activities, all of which provide training essential for career development.

There are three categories of postdoctoral trainees, based upon funding source: postdoctoral researcher (supported from a research grant), NRSA-postdoctoral fellow (supported by an individual or institutional National Research Service Award), and postdoctoral fellow (supported by a private foundation, non-profit charitable organization, or other source). Funding sources may have their own guidelines governing participation in their programs. In instances where these guidelines differ from University policy, the guidelines of the funding source take precedence.

Postdoctoral appointments are for one year, and may be renewed annually based on satisfactory performance and availability of funding. Under current University policy, no person may be a Postdoctoral Trainee for more than five years.

A complete description of the University's Postdoctoral Trainee Policy, which covers appointment and resignation, benefits and leaves, obligations and responsibilities, and training, may be found at the following link: <http://www.upenn.edu/almanac/volumes/v54/n17/policy.html>

II.B.6. Staff Appointments of Graduate and Professional Students

The following appointments are limited to persons registered for full time study in the graduate or professional programs of the University of Pennsylvania. Service-related appointments are for one year or

less; however, they may be renewed. Service-related appointments cannot require more than twenty hours of service per week. All teaching assistants, teaching fellows, research assistants and research fellows must receive letters of appointment that state the length of the appointment, the level of funding, and the services expected.

Teaching Assistant

A teaching assistant teaches or guides students under the direction of a faculty member. The teaching assignment is not required of all graduate students in the degree program.

Teaching Fellow

A teaching fellow teaches or guides students under the direction of a faculty member. The teaching assignment is directly related to the area in which his or her degree is to be conferred and equivalent teaching (with respect to duration and the nature of the assignment) is required of all candidates as a condition for receiving such a degree.

Research Assistant

A research assistant aids the research of an investigator or a member of the faculty.

Research Fellow

A research fellow is appointed for research under the direction of a faculty member whose research is directly related to the area in which the fellow's degree is to be conferred and in which equivalent research is required of all candidates as a condition for receiving such a degree.

Pre-doctoral Trainee

A pre-doctoral trainee receives a fellowship that is paid from external grants but does not require service of the student for the term of the appointment.

Educational Fellow

An educational fellow receives a fellowship that is paid from University of Pennsylvania funds, such as a dean's account or the University Fellowship Fund, and requires no service of the student for the term of the appointment.

II.B.7. Emeritus Faculty

Emeritus status is conferred upon Professors and Associate Professors in the Standing Faculty and upon Standing Faculty—Clinician-Educators at the time of their retirement. Retiring faculty members have the option of using or not using the modifier 'Emeritus' or maintaining their 'Professor' title. The same rights and restrictions to being retired apply. (See also section on Retirement (<http://catalog.upenn.edu/faculty-handbook/ii/ii-e/#retirement>), which provides information on faculty transition programs, continuing University benefits in retirement and the rights and privileges of retired faculty members.)