

*PROFESSOR OF PRACTICE IMPLEMENTATION GUIDELINES*  
*September, 2013*

**Series Description**

The Professor of Practice series is a non-tenured, non-Senate academic series at UC San Diego in which appointments are held by uniquely qualified professional practitioners who contribute to the quality of UC San Diego educational programs in areas concerned with practice.

The Professor of Practice series is intended for distinguished and eminent professionals, either practicing or retired, who contribute to UC San Diego by teaching, contributing to the research and scholarly mission of the University, and by providing service to the University based upon their practical professional experiences.

Professors of Practice, though leaders in their field, do not have traditional academic backgrounds and therefore would not meet the criteria for appointment in other UC San Diego academic series, including the Ladder-Rank, In Residence, Clinical X, Health Sciences Clinical, or Adjunct Professor series.

The Professor of Practice series was established to complement traditional academic series, enhance the University's research programs, and to extend the range of course and research offerings beyond that achievable by appointments in other series, including Lecturer (Unit 18).

The series has been established within the framework of the Adjunct Professor series, and appointments are made using the Adjunct Professor title code.

**Contributions of Professors of Practice**

Professors of Practice contribute to the academic program at UC San Diego by providing students with a deeper understanding of the practical application of a particular field of study, and help promote the integration of academic scholarship with practical experience from applications professionals. Professors of Practice also provide students and faculty additional opportunities to interact with and to benefit from the presence of experienced professionals who have distinguished professional accomplishments.

The performance criteria for appointment and advancement in the Professor of Practice series include **all** of the following:

- professional competence and activity,
- [potential] contributions to the research and/or creative mission of the University,
- [potential for] excellent, meaningful contributions to the University's instructional program
- [potential for] service contributions.

Appointees in the Professor of Practice series may contribute predominantly to the University's instructional program, with lesser contributions to the University's research and/or creative programs; or, they may contribute primarily to the University's research and/or creative programs, and have limited responsibility in teaching.

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For cases in which the appointee's primary contributions are to the University's instructional programs, meaningful contributions to the University's research and/or creative mission are also required. Similarly, when an appointee's primary contributions are to research, meaningful contributions to instruction are also required. **If a candidate is not expected to contribute to the University's research and/or creative mission, s/he should be considered for appointment in the Unit 18 Lecturer series.**

**The candidate's expected contributions to teaching, research and service (*all three areas*) must be articulated at the time of appointment, and the appointee's actual contributions in all three areas must be evaluated at the time of reappointment and advancement.**

Research

Because Professors of Practice lack a traditional academic background, they are not expected to contribute to the University's research and creative mission by participating in traditional scholarly activities (i.e., they are not expected to conduct independent research and/or publish in peer-reviewed journals). Instead, Professors of Practice often participate by advising faculty on their research projects, serving as a liaison between the University and industry or government entities to identify research and/or funding opportunities, or by working with faculty to identify research projects that would benefit private industry and/or government entities.

Teaching

Professors of Practice do not teach established core courses. Professors of Practice are expected to teach only courses directly related to their specific expertise and unique professional experience. These are generally courses that cannot be offered except through appointment of a Professor of Practice. Professors of Practice may also contribute to the University's instructional programs by advising students and helping to develop innovative new courses. Again, these activities would necessarily revolve around their extraordinary domain skills and practical experience.

While Professors of Practice need not teach a formal course, meaningful contributions to the University's instructional program are **always required** and must be documented.

Service

Professors of Practice also participate in service-related activities, such as sitting on department committees, serving as advisors to faculty and/or undergraduate and graduate students, helping students network, and providing internship and job opportunities.

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**Professor of Practice Titles**

Since the series is intended for leaders in the field, there are no ranks or steps in the Professor of Practice series; rather, an appointee is simply a “Professor of Practice.” There are two titles in this series:

**Professor of Practice**

The Professor of Practice title should be used for individuals with whom departments wish to maintain an ongoing affiliation. Because appointments in this title are not considered temporary, Professors of Practice may be reappointed, are subject to academic review, and are eligible for merit increases.

**Visiting Professor of Practice**

The Visiting Professor of Practice title is used for individuals who are appointed temporarily (for no more than one year initially, with the possibility of a one-year extension) and who hold, are on leave from, or are retired from the professional position that is the basis of their qualifications.

Visiting Professors of Practice must meet the same series criteria as Professors of Practice, but appointment files for this title are streamlined and salaries are not subject to change during the appointment period. Visiting Professor of Practice appointments are at the dean’s level of authority.

**Conflict of Commitment**

Although this series is not specifically identified in APM 025 (because it is a campus-specific series), appointees in this series must comply with the University’s Conflict of Commitment policy.

This means that Professors of Practice *and* Visiting Professors of Practice employed at UC San Diego 100% time are subject to the Conflict of Commitment policy limit on compensated outside professional activities (39 days annually for academic-year appointees and 48 days annually for fiscal-year appointees). They are also required to report their activities annually and must request permission to engage in Category I activities.

For Professors of Practice *and* Visiting Professors of Practice appointed part time, the Conflict of Commitment policy limit on compensated outside professional activities is pro-rated based upon the percentage of appointment. Participation in compensated outside activities during the remaining percentage of time is at the appointee’s discretion.

Conflict of Commitment policies do not apply to non-salaried Professors of Practice.

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**PROCEDURES FOR APPOINTING A VISITING PROFESSOR OF PRACTICE**

**Recruitment**

Open recruitments or waivers are not required for Visiting Professors of Practice because these appointments are temporary.

**Percentage of Effort**

Visiting Professors of Practice may be salaried or non-salaried. Salaried Visiting Professors of Practice may be appointed at 100% time, but normally they are appointed at less than full time (generally at 50% time or less).

**Term**

- Appointment as Visiting Professor of Practice is for a specified term not to exceed one year.
- Visiting Professors of Practice are not subject to reappointment, but the dean may approve an extension of up to one year, if justified.
- The total period of continuous service as Visiting Professor of Practice may not exceed two years.

**Salary**

The salary for a Visiting Professor of Practice is negotiated according to the special circumstances of the individual case and is subject to approval by the dean (or by a higher authority if the proposed salary exceeds the presidential or regental threshold). Though the University does not match industry salaries, due consideration will be given to the individual's professional income, and a higher (though not necessarily comparable) salary may be justified.

The range of allowable salaries is listed in the [Academic salary scales](#). The minimum salary for a Visiting Professor of Practice is the equivalent of that for a Professor, Step I.

Salaries for Visiting Professor of Practice appointees are not subject to range adjustments, renegotiations, or increases for any other reasons during the appointment period (including the extension period, if there is one).

State funds may not be utilized for Visiting Professor of Practice salaries.

**Preparing the Appointment File**

Appointment of a Visiting Professor of Practice requires less paperwork than is required for appointment of a Professor of Practice because the appointment is temporary in nature. The department must prepare a streamlined file containing the following:

- Department recommendation letter
- Appointee's professional resume or CV

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- External referee letters or other external validation of credentials (explained below)
- Other evidence of professional qualifications

The department recommendation letter must include **all** of the following:

- Describe the degree of the candidate's success and achievement in practical endeavors.
- Articulate the candidate's expected creative contributions to the department and discuss the anticipated impact of the appointment.
- Explain the manner in which the candidate's engagement with the department will be commensurate with the percentage of effort of the appointment.
- Detail the anticipated teaching contributions. Particularly, the program requirements addressed by the candidate should be explained, including why they are important to the quality of the UC San Diego program, how the candidate is unusually highly qualified to contribute this teaching, and how the area is unsuited to teaching by the tenured faculty, Lecturers with Security of Employment, or Lecturers (Unit 18)
- Discuss in detail the appointee's potential service contributions to the department, the school, the campus, the University, and the public.

External referees:

External validation of a proposed appointee's experience in the field and his or her potential for delivering benefits to UC San Diego programs will normally be required for appointment in the Professor of Practice series. However, the number of external referee letters and the independence of the letter writers may vary, depending on the individual appointee. In rare instances, when a proposed appointee is exceptionally distinguished and his or her professional reputation is widely known, letters from external referees may not be required.

For example, if the proposed appointee is a well-known public figure at the global, national, or regional level (e.g., the former president of a country, a CEO of a Fortune 500 company, or a well-known regional government official), evidence of that individual's reputation and/or expertise could be supplemented or provided entirely by evidence other than external referee letters e.g., newspaper articles, books, etc.).

In all cases, sufficient documentary evidence of professional qualifications is required.

**Departmental Vote**

After evaluating and discussing a candidate's record of achievement, the eligible department faculty must vote on the proposed Visiting Professor of Practice appointment.

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**Approval Authority and Review of the Appointment File**

Appointments in the Visiting Professor of Practice title are at the divisional dean's level of authority.

The department will submit the completed appointment file to the divisional dean, the Associate Vice Chancellor of Academic Affairs for Health Sciences, or the Vice Chancellor for Marine Sciences, as applicable.

- Appointments in the Visiting Professor of Practice title do not require CAP review.
- Visiting Professors of Practice are not assigned to a College; therefore the appointment file does not require review by the Council of Provosts.

See the [Authority and Review Chart](#) for complete information about the review and approval authority for Visiting Professors of Practice, listed by division.

**Approval of the Appointment File**

If the appointment is approved, the approval authority will prepare an offer letter clearly specifying the salary (if any), the percentage of time of the appointment, and the starting and termination dates of the service period, and indicating that the appointment is self-terminating.

The offer letter must state that the appointee is expected to make contributions to the department's research and instructional programs, as well as service contributions.

If a department later wishes to convert a Visiting Professor of Practice to a regular Professor of Practice (because it wants the affiliation to be longer term), the proposal to transfer the appointee to the Professor of Practice title will be treated as a new appointment as Professor of Practice, subject to the review process established for Professors of Practice.

**PPS Instructions**

Add the appointment using the Visiting Adjunct Professor title code (AY, FY or AY-B/E/E, as applicable).

The dates will depend on length of the appointment:

- If the appointment is for one or two quarters only, use the 1/9th title code, divide the negotiated annual rate by 9, and spread the pay over the appropriate three-month quarterly pay period(s): 10/1–12/31, 1/1–3/31, or 4/1–6/30.
- If the appointment is for three or more quarters, use the 1/12th title code, divide the negotiated annual rate by 12, and spread the pay over the whole academic-year pay period (7/1–6/30).

The DOS code is REG.

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**PROCEDURES FOR APPOINTMENT, REAPPOINTMENT AND SALARY  
ADVANCEMENT FOR A PROFESSOR OF PRACTICE**

**Recruitment**

If an appointment of a Professor of Practice is proposed at more than 50% time or for more than 6 months, an open recruitment is required. In most cases, a recruitment waiver may be appropriate because the individual is likely the only person qualified to provide the type of professional expertise sought. However, the appropriate paperwork and justification must be submitted and approved prior to appointing a Professor of Practice.

**Percentage of Effort**

Professors of Practice may be salaried or non-salaried. Salaried Professors of Practice may be appointed at 100% time, but normally they are appointed at less than full time (50% or less).

A Professor of Practice may be appointed at more than 50% time for up to a maximum of six years (appointment plus one reappointment period). During the period in which a Professor of Practice is appointed at 100% time, he or she is subject to the Conflict of Commitment policy (APM 025) and may not be employed outside the University without approval, as explained below.

**Periods of Service**

Appointments and reappointments are permitted for periods of up to three years at a time.

**Fiscal or Academic Year**

Professors of Practice may be appointed on either an academic-year or fiscal-year basis (depending on service periods of work, and consistent with ladder-rank appointments in the division).

**Salary**

The salary for a Professor of Practice is negotiated according to the special circumstances of the individual case and is subject to approval by the dean (or a higher authority if the proposed salary exceeds the presidential or regental threshold). Though the University does not match industry salaries, due consideration will be given to the individual's professional income, and a higher (though not necessarily comparable) salary may be justified by the individual's professional income.

The range of allowable salaries is listed in the [Academic salary scales](#). The minimum salary for a Professor of Practice is the equivalent of that for a Professor, Step I.

Upon successful performance as Professor of Practice, the appointee will be eligible for a standard salary increase of 5% of the current salary.

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State funds may not be utilized for Professor of Practice salaries.

**Preparing Appointment and Review files**

Files proposing the appointment, reappointment, and/or merit advancement of Professors of Practice are prepared in the same manner and are subject to the same deadlines as all other academic personnel files, with some modifications due to the unique nature of this series.

The department recommendation letter must include **all** of the following:

- Describe the degree of the candidate's success and achievement in practical endeavors.
- Articulate the candidate's actual or (in the case of appointment) expected creative contributions to the department and discuss their actual or anticipated impact.
- Explain the manner in which the candidate's engagement with the department is or will be commensurate with the percentage of effort of the appointment.
- Detail the candidate's actual or anticipated teaching contributions. Particularly, the program requirements addressed by the candidate should be explained, including why they are important to the quality of the UCSD program, how the candidate is unusually highly qualified to contribute this teaching, and how the area is unsuited to teaching by tenured faculty, Lecturers with Security of Employment, or Lecturers (Unit 18).
- Discuss in detail the appointee's actual or potential service contributions to the department, the school, the campus, the University, and the public.

**Biography/Bibliography**

The appointee's professional resume or CV is acceptable in lieu of the UC San Diego Biography and Bibliography form.

**External referees**

External validation of a proposed appointee's experience in the field and his or her potential for delivering benefits to UC San Diego programs will normally be required for appointment in the Professor of Practice series. However, the number of external referee letters and the independence of the letter writers may vary depending on the individual appointee. In some instances, when a proposed appointee is exceptionally distinguished and his or her professional reputation is widely known, letters from external referees may not be required.

For example, if the proposed appointee is a well-known public figure at the global, national, or regional level (e.g., the former president of a country, a CEO of a Fortune 500 company or a well-known regional government official), evidence of that individual's reputation and/or expertise could be supplemented or provided entirely by evidence other than external referee letters (e.g., newspaper articles, books, etc.).



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In all cases, sufficient documentary evidence of professional qualifications is required.

Since Professors of Practice do not undergo any further “career review” actions, external referee letters are not required after appointment. However, reviewers or the final authority may request external validation of the candidate’s qualifications at any review if they feel it necessary in order to justify reappointment or salary advancement.

Departmental Vote:

After evaluating and discussing a candidate’s record of achievement, the eligible department faculty must vote on the proposed Professor of Practice appointment.

**Approval Authority and Review of Actions**

Appointment:

Appointment of salaried Professors of Practice is at the Executive Vice Chancellor’s level of authority and requires review by the Committee on Academic Personnel (CAP).

Appointment of non-salaried Professors of Practice is at the dean’s level of authority and does not require CAP review. CAP will review non-salaried appointments in the Professor of Practice title at the post-audit stage only.

Reappointment and Salary advancement:

Professors of Practice are on a three-year review cycle. The first reappointment and (if proposed) regular merit increase for a Professor of Practice are at the dean’s level of authority.

Thereafter, the Executive Vice Chancellor for Academic Affairs has authority for reappointments and merit increases for Professors of Practice every six years. Interim review actions are at the dean’s level of authority.

Retention:

Retention files are not permitted for Professors of Practice.

See the [Authority and Review Chart](#) for complete information about the review and approval authority for Professors of Practice, listed by division.

**PPS Instructions**

Add the appointment using the Adjunct Professor title code (AY, FY or AY-B/E/E, as applicable).

Enter the step as [XX].

The dates used will depend on length of appointment:

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- If the appointment is for one or two quarters only, use the 1/9th title code, divide the negotiated annual rate by 9, and spread the pay over the appropriate three-month quarterly pay period(s): 10/1–12/31, 1/1–3/31, or 4/1–6/30.
- If the appointment is for three or more quarters, use the 1/12th title code, divide the negotiated annual rate by 12, and spread the pay over the whole academic-year pay period (7/1–6/30).

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