MICHIGAN STATE UNIVERSITY
College of Veterinary Medicine
Department of Large Animal Clinical Sciences

HEALTH PROGRAMS FACULTY
GUIDELINES FOR PROMOTION

(adapted from FORM HP-D INSTRUCTIONS, HEALTH PROGRAMS
RECOMMENDATION FOR PROMOTION, College of Human Medicine 7/18/06
and from MSU Office of the Provost FORM HP-D INSTRUCTIONS,
HEALTH PROGRAMS RECOMMENDATION FOR PROMOTION, 8/12/02)

The MSU College of Veterinary Medicine and Department of Large Animal Clinical Sciences recognizes the Health Programs (HP) system as a defined career path with the opportunity to be promoted through the University ranks in the same manner as a tenure system faculty member. Faculty members appointed in HP positions should familiarize themselves with University policies and procedures for promotion within the HP system. The following guidelines have been developed to assist in informing the faculty member, the faculty members mentor(s), and members of the LCS Promotion and Tenure Committee of the nature and extent of activities that may be considered during review for promotion. It is anticipated that the content of this document will be modified over time in order to meet evolving expectations of the University, College, and Department. In addition to specific guidelines outlined in this document, faculty members should also familiarize themselves with the Department of Large Animal Clinical Sciences FACULTY PERFORMANCE EXPECTATIONS AND GUIDELINES document (9/9/13) that details performance expectations that will be assessed during the annual review process.

The faculty member to be considered for promotion within the HP career pathway in the CVM Department of Large Animal Clinical Sciences must meet the qualifications contained in the following guidelines for the areas of: 1) Clinical and Diagnostic Service, 2) Instruction, 3) Research Activities, and 4) Academic Service. The faculty member’s percent of effort in these four areas is assigned by the department chairperson at initial appointment and reassessed annually. The annual percent of effort, and changes during the review period, will be duly considered as performance in each area is evaluated.

For promotion to associate professor in the HP system, the assistant professor is expected to meet, in at least two areas, all of the basic criteria and one or more of the distinguishing criteria in the two areas with the highest distribution effort in his/her appointment. In order to be promoted to full professor in the HP system, the associate professor must attain distinction by meeting all of the basic criteria and a majority of the distinguishing criteria in three areas (including the two major areas of his/her appointment). In all four of the areas listed below it is expected that the faculty member will display excellence as a role model for professional and graduate students and for professional colleagues.

The process for promotion is as follows:
• The promotion process is initiated by a discussion between the faculty member and the LCS Chairperson, usually during the annual review meeting. Once a decision to move forward has been made, the faculty member completes a dossier, including Form HP-D (HEALTH PROGRAMS RECOMMENDATIONS FOR PROMOTION, http://www.hr.msu.edu/forms/FacultyFormsAll.htm) along with teaching materials, scholarly work, and other supportive materials produced during the reporting period. Detailed yearly completion of the annual report is strongly encouraged as these documents will be invaluable as the candidate completes Form HP-D. The dossier is submitted to the LCS Chairperson.

• The candidate’s dossier is reviewed by the LCS Promotion and Tenure Committee, which makes a recommendation to the chairperson. Please note: It is not the role of the LCS Promotion and Tenure committee to consider whether a faculty member’s time was appropriately assigned, but rather to judge whether the candidate has used the assigned time in a creative and productive manner that predicts continued growth and scholarship in the four areas described below for the benefit of the College, University and society.

• The LCS Chairperson submits the dossier with their recommendation to the Office of the Dean.

• The Dean reviews the dossier and the recommendation of the LCS Chairperson and submits a recommendation to the Office of the Associate Provost.

• The Associate Provost, upon review of all material, makes the final decision on promotion.

BASIC AND DISTINGUISHING CRITERIA

University basic and distinguishing criteria for promotion within the HP System are outlined by the MSU Office of the Provost in the preamble/instructions for completion of Form HP-D (http://www.hr.msu.edu/hiring/facultyhiring/facultyhiring_docs/HPform_D.pdf). The basic and distinguishing criteria detailed in these LCS Departmental guidelines are consistent with those outlined by the MSU Office of the Provost. In addition, the criteria outlined below take into consideration specific responsibilities and expectations unique to the mission and goals of LCS. Further, examples of measurable achievements are provided in parentheses after each criterion listed in order to help the faculty member target their career goals as well as assist them in completion of their dossier.

1. CLINICAL AND DIAGNOSTIC SERVICE

Clinical and diagnostic service includes those services to clients that occur in the Veterinary Teaching Hospital (VTH), the Training Center for Dairy Professionals (TCDP), the Diagnostic Center for Population and Animal Health (DCPAH), or in other consultative clinical and diagnostic services offered by the College of Veterinary Medicine.

1.1 The Basic Criteria are:

1.1.1 Participated as required in his/her clinical or diagnostic service assignment (see FACULTY PERFORMANCE EXPECTATIONS AND GUIDELINES document, 9/9/13) as a member of the VTH, the TCDP, DCPAH, or in consultative clinical or diagnostic services offered by the College of Veterinary Medicine (measurable – completes or exceeds # weeks or % time of clinical or diagnostic service scheduled)

1.1.2 Maintains board certification, if applicable, in area of residency
training (measureable – maintenance of board certification)
1.1.3 Maintains/improves clinical skills/knowledge base through participation in on-line or local and national clinical symposia, seminars, and courses (measureable – document attendance and number of hours of continuing education on annual reports [target 20 h/yr])
1.1.4 Contributes as a faculty member to the operation, development and improvement of the Department or College clinical and diagnostic services (measureable – attends and actively contributes to hospital or working unit meetings – documented/supported by Hospital Director, Chief of Staff, and working unit leaders)
1.1.5 Participates in quality assurance programs and/or other peer review activities related to clinical and diagnostic services (measureable – documented/supported by annual performance reviews within the unit – VTH performance review, TCDP reviews, DCPAH reviews, and other working units reviews)
1.1.6 Demonstrates adherence to hospital policies and sound business practices in delivery of clinical and diagnostic services, including appropriate use of resources, timely communication with clients and referring veterinarians, prompt completion of medical records, and capturing of all appropriate charges (measureable – documented/supported by Hospital Director, Chief of Staff, and working unit leaders as well as peers and staff in annual performance reviews)
1.1.7 Works as an effective member of the clinical and diagnostic team (measureable – documented/supported by Hospital Director, Chief of Staff, and working unit leaders as well as peers and staff in annual performance reviews)

1.2 Distingising Criteria are:

1.2.1 Consistently demonstrates excellence in provision of high quality clinical and diagnostic services in the chosen specialty of the faculty member (measureable – national or international recognition as a specialist in the field – external consultations, awards or other external recognition for expertise)
1.2.2 Pursues advanced training to enhance clinical and diagnostic service (through courses, certificate programs, and additional board certification) that result in recognized qualification/certification (measureable – achieves board certification in specialty college or similar certification of advanced training)
1.2.3 Demonstrates a scientific and scholarly approach to a major field of clinical and diagnostic medicine (measureable – refereed publications [e.g., clinical reports, case series, retrospective/prospective studies], invitations to present, book chapters, clinical publications, and/or proceedings notes in a field of emphasis)
1.2.4 Organizes and/or actively participates in delivering continuing education activities directed at enhancing clinical and diagnostic skills of students and veterinarians (measureable – presentations)
1.2.5 Collaborates in clinical or diagnostic studies/research sponsored externally
(measureable – collaborations on funded projects, peer-reviewed publications, and presentations)

1.2.6 Provides leadership on committees of the Department, College, or University as well as other national/international committees that deal with clinical and diagnostic services issues (measureable – administrator/peer evaluation)

1.2.7 Uses clinical and diagnostic services to contribute substantially to the success of the service unit (measureable – increase in caseload and/or hospital/unit income – documented/supported by Hospital Director, Chief of Staff, and working unit leaders)

1.2.8 Actively contributes to success in development efforts for the unit (measureable – donations procured)

2. INSTRUCTION

Instruction includes all direct instruction for undergraduate, pre-clinical, clinical, internship, residency, and post-graduate programs and includes continuing education. It also includes faculty development (mentoring) and student advising. It includes instructional development that leads to products (articles, text books, instructional videotapes, software, etc.) or processes (on-line content, interactive programs, etc.) that improve the provision of instructional services. It also includes course and curriculum development and implementation

2.1 The Basic Criteria are:

2.1.1 Accepts and discharges assigned teaching responsibilities competently, including preparation and presentation of material in a well-organized, current, and stimulating fashion (measureable – SIRS, peer evaluation, course moderator reports)

2.1.2 Participates in postgraduate educational activities (measureable – mentors intern, residents, and/or graduate students, organizes or participates in instruction of graduate courses)

2.1.3 Complies with the Michigan State University Code of Teaching Responsibilities (measureable – course moderators, Associate Dean for Professional Academic Programs and Student Affairs)

2.2 The Distinguishing Criteria are:

2.2.1 Consistently recognized as an effective teacher by students and colleagues; creates and sustains a positive learning environment, delivers material with enthusiasm, stimulates students to think creatively, and is responsive to students’ concerns (measureable – SIRS/peer evaluation/teaching awards/nominations)

2.2.2 Provides evidence that teaching activities are effective by objective or measurable criteria (measureable – documentation of teaching efficacy in a teaching portfolio or other scholarly evidence of teaching)

2.2.3 Actively participates in mentorship of professional students (measureable - DVM Mentorship Program, Spartan Vets Program, advisor for student organizations, organizes or participates in informal instructional opportunities for students)

2.2.4 Participates effectively in and/or provides leadership in course or curricular
development and implementation (measureable – course moderator / develops new course or course content)

2.2.5 Develops and delivers innovative and highly-regarded teaching materials such as software, web-based instruction and assessment, electronic presentations, course packs, course ware, or workshops (measureable – faculty member describes teaching accomplishments in Form D and teaching portfolio, materials shared with other instructors and programs; peer evaluation)

2.2.6 Participates in non-credit instructional activities such as continuing education, certificate programs, community programs or extension programming (measureable – presentations)

2.2.7 Participates as an instructor at national or international professional meetings

2.2.8 Invitations from other institutions to be a visiting professor/lecturer or to share course materials

2.2.9 External recognition and publication of advances in teaching methodology, curriculum development, innovation and evaluation (measureable – publications)

3. RESEARCH ACTIVITIES
Candidates may demonstrate active and consistent scholarship by publication of articles, research reports, case studies, and other observations in refereed journals and by the publication of books, book chapters, and review articles. The expectations for scholarly activity vary with appointment effort. HP appointed faculty are typically not expected to lead independent research programs with extramural funding but are expected to be willing collaborators, especially with respect to provision of clinical data and samples for wider research efforts.

3.1 The Basic Criteria are:

3.1.1 Participates in research related to the mission of the Department and College (measureable - presentations and publications)

3.1.2 Presents clinical, research, or other scholarly work to profession audiences (measureable - presentations)

3.1.3 Authorship on clinical, research, or other scholarly work in refereed journals (measureable - presentations)

3.2 The Distinguishing Criteria are:

3.2.1 Participates in the development of research proposals for external funding (measureable – MSU Contracts and Grants database)

3.2.2 Serves as principal investigator (or co-PI) on internally or externally funded research projects (measureable – CVM and MSU Contracts and Grants databases)

3.2.3 First or corresponding author on clinical, research, or other scholarly work in refereed journals (measureable – publications)

3.2.4 Has a recognized publication record in refereed journals in a defined area of expertise (measureable - peer evaluation, external letters, invitations to
prepare review articles in area of expertise)

3.2.5 Evidence, through letters of support from outside the university, or recognition by senior colleagues for independent and original scholarly activity (measureable – external letters, letters from senior colleagues)

3.2.6 Requests for grant reviews (measureable – detailed in Form D)

3.2.7 Service on editorial boards, grant review panels, or other external peer review processes (e.g., review promotion materials) (measureable - detailed in Form D)

4. COMMITTEE, ADMINISTRATIVE AD PROFESSIONAL SERVICE
Faculty participation on committees within the University, College, and/or Department is expected as part of a faculty member’s citizenship in the academic community. Committee and administrative service includes election to standing committees of the Department or College, or appointment to ad hoc committees of the Department or College, or appointment to a major administrative role within the Department, College, University, or service to state, region, national or international organizations.

4.1 The Basic Criteria are:

4.1.1 Membership in local, state, regional, and/or national professional societies (measureable - membership in professional societies)

4.1.2 Participates as appointed or elected member of Department, College, or University committees - (measureable - attends meetings, completes assigned tasks, documents activities and time committed to committee work)

4.2 The Distinguishing Criteria are:

4.2.1 Leads or chairs Department or College committees or projects

4.2.2 Appointed for a major administrative position in the Department or Hospital (e.g., Service/Section Head, Biosecurity Officer, Chief of Staff, others)

4.2.3 Effective participation/leadership in appointed or elected positions on committees of professional organizations
APPENDIX 1

It is strongly recommended that HP faculty consult with colleagues who have successfully been promoted for mentorship in completing a successful promotion package.

A COMPLETE SUBMISSION SHOULD INCLUDE THE FOLLOWING:

Form HP-D-IV Materials submitted by the candidate:
- Evidence of scholarly activities as requested on pages 8 through 17.
- A reflective essay about accomplishments over the reporting period (5 page maximum)
- A curriculum vita as a more complete listing of scholarly activities and works
- Other evidence as required by the unit (such as letters from reviewers) or desired by the candidate

Additional information/pages can be included in the reappointment package as deemed appropriate by the candidate.

The review period begins with the date of first appointment/reappointment in the current rank. The reporting period is that period actually discussed and reported upon in the various sections of Form HP-D by the candidate, chairperson, and dean. The reporting period is normally the same as the review period, but this may be inappropriate in certain extraordinary situations (for instance, due to leaves, change in assignment, or an abnormally short or long review period). In such a case, the candidate, chairperson and dean should agree upon an appropriate reporting period, which they should then justify and support within the body of the form.

It is recommended that the entire package, including these instructions, be provided to HP faculty who are being considered for promotion.