BYLAWS OF THE FACULTY

Department of Large Animal Clinical Sciences
College of Veterinary Medicine
Michigan State University

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1. **The Faculty**

1.1. **Composition of the Faculty**

1.1.1. The tenure system (TS) faculty shall consist of all persons appointed under the rules of the tenure system and holding the rank of professor, associate professor, or assistant professor.

1.1.2. The health programs (HP) faculty shall consist of all persons appointed under the rules of the Health Programs Faculty Appointment System and holding the rank of professor, associate professor, or assistant professor.

1.1.3. The fixed-term (FT) faculty shall consist of all persons holding the rank of professor, associate professor, assistant professor, research associate or instructor, but not appointed under the rules of the tenure or health programs appointment systems.

1.1.3.1 Residents, interns and research associate are fixed-term faculty but are not considered part of the regular faculty as defined in 1.1.7.

1.1.4. The Academic Specialist (AS) faculty shall consist of all persons appointed under the rules of the Academic Specialist Appointment System and holding the rank of academic specialist or senior academic specialist.

1.1.5. The temporary faculty shall consist of visiting professors, locums, and lecturers.

1.1.6. The adjunct faculty shall consist of the adjunct professors, associate professors, and assistant professors.

1.1.7. The regular faculty of the Department shall consist of all persons appointed under the rules of either the TS, HP, FT or AS systems.

1.2. **Composition of the Voting Faculty**

1.2.1. The voting faculty shall consist of all regular faculty who are engaged in the academic activities of the department on a regular basis.

1.2.2. A faculty member jointly appointed in two or more units may vote only once on a given issue. In elections voted upon by two or more units, the faculty member shall vote in that unit which has primary responsibility for initiating.

1.3. **Faculty Meetings**

1.3.1. The faculty shall meet at least once per year, and more often at the call of the chairperson, or at the request of the Faculty Advisory Committee, or
two or more members of the regular faculty.

1.3.2. Written notice of departmental meetings, including an agenda, shall be distributed to the faculty at least one week in advance of the meeting time.

1.3.3. The rules contained in Robert's "Pocket Manual of Rules of Order" shall determine the parliamentary practice of meetings in which voting is conducted on substantive matters.

1.3.4. At duly convened faculty meetings, those faculty present shall constitute a quorum.

1.3.5. A majority vote of the quorum shall be necessary to constitute faculty approval or action on any proposal, exclusive of amendments of these bylaws (See 6).

1.3.6. On the request of a majority of the quorum, a mail ballot referendum maybe conducted on any motion. A majority vote of the regular faculty exclusive of those on leave and unavailable for voting shall constitute approval of the motion.

1.3.7. Minutes of each meeting shall be recorded by a departmental secretary, made available to the faculty, and filed in the departmental office.

2. Department Organization

2.1. Chairperson

2.1.1. The chief administrator shall be designated chairperson. The duties, responsibilities, and powers of the chairperson, and the procedures to be followed in appointment, retention, or replacement are specified in the Bylaws of the Faculty, Michigan State University.

2.2. Committees

2.2.1. Committees shall be constituted by election and shall select their own chairpersons. All committees shall meet no less than once every six months. A report of each committee shall be submitted annually.

2.2.2. Department Advisory Committee

2.2.2.1. The Department Advisory Committee (DAC) shall consist of six regular faculty members, elected by mail ballot from a list of nominations generated by the department regular faculty. The list of nominations should reflect the diversity of the department. Faculty members shall serve for three-years with two members being replaced each year.

2.2.2.2. The DAC functions to advise the chairperson in the
discharge of responsibilities by a direct representation of faculty opinion. It shall mediate for individual faculty members or the departmental faculty as a body to communicate formally to the departmental chairperson, or in extraordinary circumstances to the Dean. To this end, the DAC will meet with the chairperson at least once monthly during the academic year.

223. Curriculum Committee

223.1. The Curriculum Committee shall consist of five regular faculty members elected by mail ballot from a list of nominations generated by the department regular faculty. Members shall serve for three years with at least one faculty member being replaced each year. The department representative to the college curriculum committee will serve ex-officio.

223.2. The Curriculum Committee may initiate action on all matters relating to courses taught by the department faculty, and in conjunction with the Postgraduate Training Committee, recommend required courses for graduate students.

224. Student Hearing Body

In accordance with Article 5 (Adjudication of cases involving medical students' rights and responsibilities), a departmental hearing body shall be established to deal with medical student, graduate student, intern and resident complaints that arise at the department level. The Student Hearing Body shall be composed of an equal number of faculty and medical students.

224.1. Medical student responsibilities shall consist of one representative from each class to be elected by members of that class.

224.2. Faculty representation shall be provided by faculty currently serving on the DAC plus the current departmental representative to the Student Performance Committee. If the student performance representative is also a member of the DAC, the fourth member of the hearing body shall be elected by the faculty.

224.3. If any member of the departmental hearing body (student or faculty) is involved in a grievance case, an alternate will be elected by his/her peers to serve on the hearing body for that case.

225. Promotion and Tenure Committee

The Promotion and Tenure Committee (P & TC) is established according
to the directive of the MSU Faculty Handbook, which states that each administrative unit shall “establish procedures so that its faculty can provide advice to the academic administrator regarding recommendations for various academic personnel actions, e.g., appointments, reappointments, promotion, and tenure”.

2.2.5.1. Composition of the Committee

2.2.5.1.1 The P & TC shall consist of five tenured system or FT faculty holding the rank of associate professor or professor, with at least 3 members holding the rank of professor. Committee members will be elected by mail ballot from a list of nominations generated by the department regular faculty. Voting on recommendations that involve the awarding of tenure or promotion to full professor will be limited to tenured faculty or full professors, respectively.

2.2.5.1.2 The department chairperson may appoint additional LCS faculty members to serve as members of the committee for the purpose of broadening the perspective of its membership as described in the MSU Faculty Handbook (Guidelines for Peer Review Committee Composition). Members so appointed will serve with voting rights.

2.2.5.2. Duties of the Promotion and Tenure Committee

2.252. The P & T C is responsible for: 1) reviewing faculty members being considered for reappointment, tenure, or promotion by the criteria outlined in the departmental bylaws, and 2) advising the chairperson on these matters. Establishment of this committee does not preclude the department chairperson from seeking additional advice and recommendations both within and outside the department on matters of reappointment, tenure, or promotion.

2.2.5.2.2. The Committee shall meet with all new faculty appointed in the tenure, HP and FT system and provide a standardized packet of information introducing the procedures and forms used in the evaluation of candidates for reappointment, promotion and/or tenure. This meeting will be held within 3 months of the appointment start date.

2.2.5.2.3. The Committee will continue to meet with new faculty annually during their probationary period. The Committee will also serve as the designated peer review group with which a faculty member under consideration for reappointment, promotion and/or tenure may confer before a decision is made in his/her case. Additionally, the
Committee will solicit consultation from all higher ranked faculty in order to provide a broad review to augment the final deliberations regarding promotion and tenure.

22524. The Committee chairperson shall submit a written report to the department chairperson of the committee's recommendation(s) for faculty under review.

2253. Term of Office of Promotion and Tenure Committee Members

2253.1. Elected faculty members shall serve three-year terms. Faculty members may be re-elected, but consecutive terms are limited to two sequential terms.

226. Other Committees

226.1. The formation of ad hoc committees shall be kept to a minimum. Whenever possible, a commission should be referred to a standing committee rather than to an ad hoc committee. The chairperson of the department may, however, form ad hoc committees that are deemed necessary for efficient functioning of the department.

3. Appointment of New Faculty

3.1. Appointments

3.1.1. When a new position is approved, or a vacancy occurs, the department chairperson shall inform the faculty of the availability of the position and appoint a search committee.

3.1.2. Faculty members may submit names of qualified candidates to the search committee.

3.1.3. The department chairperson shall make available to the faculty a curriculum vitae on each candidate under serious consideration.

3.1.4. Whenever possible, interested faculty members shall be afforded the opportunity of a private interview with each candidate under serious consideration.

3.1.5. Whenever feasible, candidates under serious consideration shall be requested to give a departmental seminar.

3.1.6. After completion of the review process, the search committee shall seek the opinions of the faculty and make recommendations to the department chairperson concerning the acceptability of the candidate.
3.2.1. At the time of appointment, the department chairperson shall provide to the new faculty member the following information in writing.

a. The time period covered by the appointment.

b. Salary provisions.

c. Expectations regarding the professional responsibilities of the person being appointed.

d. Copies of both the Bylaws of the Department of Large Animal Clinical Sciences and the Michigan State University Faculty Handbook.

e. An opportunity to be assigned a faculty mentor.

3.2.2. The department chairperson shall receive a signed statement from the new appointee accepting the provisions in 3.2.1.

4. Faculty Evaluation, Reappointment, Tenure, and Promotion Actions

4.1. Faculty Evaluation

4.1.1. During each academic year, the chairperson shall meet with each member of the regular faculty and evaluate his/her performance. Members of the faculty shall be responsible for providing in a departmental file, materials which are pertinent to his/her professional activities. Criteria for evaluation are described in Appendix II of this article entitled “Procedures for Evaluating Faculty for Reappointment, Tenure, and Promotion, and Merit-Salary Increases.”

No later than 3 months after completion of the evaluation, the chair shall provide to the faculty member a written evaluation of her/his overall performance. If, after receiving the written review, the faculty member disagrees with its content or chooses to provide additional documentation or comment, the faculty member shall have an opportunity to respond to the review. Any additional written faculty comment and/or documentation which is submitted within 1 month of receipt of the written review shall become part of the documentation for the review. The written review, including the faculty member’s response shall be placed in the faculty member’s unit personnel file.

4.2. Reappointment, Tenure, and Promotion Procedures

4.2.1. Reappointment and promotion of fixed-term faculty shall be handled in accordance with these Bylaws and the current University policy (MSU Faculty handbook, Academic Human Resources Policies).
Reappointment and promotion of faculty in the health programs faculty appointment system shall be in accordance with these Bylaws and the current University policy for health programs faculty appointments (see applicable Appendices of these Bylaws and sections of the MSU Health Programs Faculty Appointment System Handbook).

Reappointment, tenure, and promotion of faculty in the tenure system shall be in accordance with these Bylaws and the current University policy for tenure system faculty (see applicable Appendices of these Bylaws and sections of the MSU Faculty handbook).

Reappointment and promotion of faculty in the Academic Specialist system shall be in accordance with these Bylaws and the current University policy for academic specialists (see the current applicable sections of the MSU Academic Specialist Handbook).

When a faculty member is to be considered for reappointment, tenure and/or promotion:

4.2.5.1 Relevant material in the faculty member’s departmental file will be sent to Promotion and Tenure Committee for review.

4.2.5.2 The Committee shall solicit input from all higher ranked faculty in the department in order to provide a broad review to augment the final deliberations regarding promotion and tenure. Higher ranked faculty will be provided access to the faculty member’s promotion materials and will be given an opportunity to submit a confidential written statement to the Promotion and Tenure Committee.

4.2.5.3 Following a four-week review period that includes time for evaluation by higher ranked faculty, the Promotion and Tenure Committee will meet to evaluate the candidate and make recommendations for or against reappointment, tenure and/or promotion.

4.2.5.4 The Promotion and Tenure Committee chairperson shall submit a written report of the committee’s evaluation and recommendation(s) to the department chairperson.

The criteria outlined in the document entitled “Procedures for Evaluating Faculty for Reappointment, Tenure, Promotion and Merit Increases” will be used in evaluation of the faculty member.

A faculty member who is being considered for reappointment, tenure and/or promotion can request an opportunity to meet and confer with the Promotion and Tenure Committee before a decision is made.

This request must be made in writing and shall set forth the
4.4. The chairperson of the department shall make the final decision and convey the findings to the dean.

4.4.1. In the event that the chairperson's recommendation is not in conformity with the findings of the Promotion and Tenure Committee, the chairperson shall make this fact known to the dean and give reasons for the different recommendation.

4.5. In the event of a decision not to reappoint a non-tenured faculty member appointed under the tenure system, the department chairperson shall transmit the reasons to the faculty member.

4.6. Appeal Process

4.6.1. The non-tenured faculty member appointed under the tenure system who has been notified that he/she will not be reappointed, may appeal the decision to an ad-hoc committee which shall be established for this specific purpose.

4.6.2. This committee, which shall exclude the department chairperson, shall be composed of five members as follows:

a. Two members from the faculty member's department, in the area most closely related to the area of the faculty member affected, one selected by the faculty member affected, and the other by the department chairperson.

b. One member from each of two other departments in the college. The faculty member affected shall select the departments from which committee members will be named; the chairperson of each specific department chosen shall name the faculty member who will serve on the committee.

c. One member of the College Advisory Council to be selected by the Council.

4.6.3. The member of the College Advisory Council who will serve on this committee shall serve as chairperson of the ad hoc committee of appeal.

4.6.4. This ad-hoc committee of appeal shall hear the reasons which caused the department not to renew the faculty member's appointment, as well as the faculty member's arguments in appealing from that decision.

4.6.5. If legal counsel is sought, counsel will be restricted to an advisory role (See 5.2.3).

4.6.6. The deliberations of the committee shall be kept confidential, with the exception that the dean of the college shall be informed of the proceedings.
467. At the conclusion of committee deliberations, the dean of the college shall make a final disposition of the case and inform the faculty member thereof.

468. If the faculty member believes that the decision not to reappoint has been made in a manner which is at variance with established evaluation procedures, he/she may, following efforts to reconcile the differences at the level of the department and the dean of the college, submit petition to the University Tenure Committee for a review of his/her case.

5. Faculty Grievance Procedures

5.1. Any Large Animal Clinical Sciences' faculty member of with the rank of professor, associate professor, assistant professor, instructor, research associate, or academic specialist may initiate a grievance procedure, alleging a violation of existing policies or established practices by an administrator, by filing a complaint with the Faculty Grievance Office (FGO) pursuant to the procedures set forth in the Faculty Grievance Procedure.

5.2. Initiation of Grievances and Hearing Procedures

521. Initiation of Grievances

521.1 A faculty member who feels aggrieved may without delay discuss the matter in a personal conference with the FGO. The FGO shall determine if the grievance falls under the Faculty Grievance Procedure, the University Committee on Faculty Tenure or the Anti-Discrimination Judicial Board.

521.2 In order to establish and retain access to the formal hearing mechanism at the department level, a faculty member must submit a written grievance statement to the FGO within 30 days of his/her first knowledge of the alleged violation.\(^1\)

521.3 The grievance statement shall set forth the alleged violation of existing policy or established practices, a concise statement of the facts relevant to the grievance, the name(s) of any administrator(s) whose action is at issue, the approximate date on which the alleged action took place, and the redress sought.

521.4 The FGO shall forward a copy of the grievance statement to the administrator(s) named within 10 days of receipt of the grievance.

\(^1\) For good cause shown, any time limits specified in this document may be waived or extended by the FGO or upon mutual agreement of the parties. Reference days in this document are to calendar days.
5.2.2 Informal Resolution

5221 The FGO shall investigate the grievance and make every reasonable effort to resolve it informally. The FGO may recommend dropping the grievance as lacking in merit or for other just cause. Such a recommendation, however, shall not be binding on the grievant.

5222 Within 30 days of the filling of the grievance statement, the parties and the FGO shall attempt to resolve the grievance informally. If the FGO determines that the grievance cannot be resolved informally, notice shall be provided to the parties. If the faculty member wishes to pursue the grievance, a written request for a formal hearing must be submitted to the FGO within 30 days of such notice. Failure to submit such a request will constitute a waiver of the faculty member's right to pursue the grievance.

5223 The FGO shall determine after consultation with both parties the appropriate hearing level (department, college, university) and shall notify the administrator at the appropriate level of the written request for hearing.

5.3 Formal Hearing Procedures

5.3.1 A department hearing panel shall be established by the FGO in the following manner:

53.1.1 A hearing panel shall consist of three members, drawn by lot from the unit faculty. All drawing shall be conducted by the FGO.

53.1.2 The FGO shall notify each party of the names drawn for the hearing panel and within 10 days either party may challenge any member for cause. In addition, each party shall have one peremptory challenge. Cause shall be determined by the DAC or its designee(s). Challenged members shall be replaced pursuant to the procedures stated in 5.3.1.1.

53.2 The hearing panel shall conduct a hearing according to the procedures stated below and according to guidelines in Articles 3 and 6 of the Faculty Grievance Procedure.

53.2.1 A hearing shall commence within 14 days of the establishment of the hearing panel.

53.2.2 The FGO shall assemble the hearing panel and shall
supervise selection of the presiding officer from among the members of the hearing panel.

5.3.2.3. The presiding officer shall apply the rules of procedure consistent with the guidelines stated in Article 6 of the Faculty Grievance Procedure.

5.3.2.4. The hearing panel shall decide whether the preponderance of the evidence does or does not support the allegation(s) made by the grievant.

5.3.2.5. Findings and recommendations of hearing panels shall conform to existing policy and procedures in the department.

5.3.2.6. Whenever a hearing panel loses a member, the hearing shall be terminated, and a new panel selected.

5.3.2.7. Hearing panels shall report their findings and recommendations in writing within 14 days of the completion of the hearing to the FGO, who shall forward them to the grievant, the respondent, and the administrator who is the respondent's immediate supervisor.

5.3.3. The (dean, chairperson, or director) shall provide written notification of his/her decision to the parties to the grievance and to the FGO within 14 days of his/her receipt of the findings and recommendations of the hearing panel. Failure to provide written notification shall result in automatic appeal.

5.3.4. If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days of the receipt of the decision of the appropriate administrator, in accordance with the procedures established in Article 5 of the Faculty Grievance Procedure.

5.3.4.1 Failure to appeal within the prescribed time shall be deemed to be acceptance of the decision.

6. Interpretation and Amendment Process

6.1. The Department Advisory Committee shall interpret the Bylaws. The Advisory Committee's interpretation may be appealed to the faculty.

6.2 Proposed amendments to these Bylaws shall be submitted to the DAC for inclusion on the agenda of the next faculty meeting. Favorable action at the faculty meeting shall be the decision to submit the proposed amendment to the voting faculty of the department by mail ballot. A two-thirds majority of the votes of the regular faculty shall be required for passage of an amendment.
APPENDIX I
Department of Large Animal Clinical Sciences
Guidelines for Resident Program

I. Description of the Program

Residency programs are designed to increase resident's expertise in selected areas of veterinary practice and to aid residents in preparing for specialty board examinations. The instructor/resident (hereinafter referred to as “resident”) appointments are for one year. Based on satisfactory progress in the program, a resident may be reappointed for additional one-year periods, up to a total of three years. Residents may be required to rotate through College of Veterinary Medicine clinical and ancillary services on a scheduled basis, participating with faculty and veterinary students in diagnosis, prevention, and treatment of animal diseases. Residency programs may be designed for completion of the requirements in either two or three years. Persons electing a three-year program are strongly encouraged to complete the requirements for a Master of Science degree.

II. Objective of the Program

The objective of the residency program is to provide veterinary graduates with an in-depth training program in a selected area of veterinary medicine in preparation for specialty board certification. This includes improving clinical proficiency, participation in seminars, gaining teaching experience and training in research methodology. The emphasis placed on each of the above areas will be adjusted to meet the goals of the resident.

A. Number of Residents

It is the responsibility of the department chairperson in consultation with the faculty to decide how many positions will be funded each year. It is recommended that the total number of first-year residents not exceed the number of faculty on clinical duty in each section in the department/hospital.

B. Qualifications for Resident Training Program

1. Residents must be graduates of a veterinary school and be eligible for licensure in the State of Michigan.

2. Residents must have been engaged in veterinary practice for one or more years or have satisfactorily completed a one-year internship program.

C. Selection of Residents

Residents will be selected on the basis of: (1) professional performance, (2) academic record, and (3) ability to communicate. Professional performance and experience will
be assessed by letters of recommendation and personal contacts with previous employers or others having knowledge of the resident's professional performance. The academic record will be evaluated from transcripts. Residents may be requested to interview with various members of the department. The best-qualified resident or residents will be selected by the faculty of the clinical section having primary responsibility for the training program and will be approved by the department chairperson. Successful residents will be offered a two- or three-year appointment with annual renewal contingent on satisfactory performance.

D. Resident Advising

1. Faculty Resident Advisor. The program director for the specialty college involved will be the temporary resident advisor at the time of the resident's initial appointment. Within three months of the resident's appointment, a permanent resident advisor will be identified by the resident from among the faculty members in the clinical section responsible for the resident's program.

E. Resident Training Program

1. Program Requirements Pertaining to All Residents

a. Clinical Training. The resident will participate in daily activities of the clinical service, including provision of emergency veterinary services, on a rotational basis as required. The schedule may include assignments in ancillary clinical services and other clinical service units in addition to the selected area of specialty.

The section chief, in cooperation with the resident advisor, will arrange a clinical training schedule. In some services, this may include participation in night and weekend clinical services. Clinical training, including case reports and rounds, will occupy approximately 50% to 85% of each resident's schedule. The resident's schedule will allow participation in departmental teaching, graduate courses, and research.
b. Teaching. Residents will assist with instruction and supervision of veterinary students in scheduled courses.

c. Seminar. Residents will present one seminar per year in a resident seminar series and attend the seminars during the semester in which their seminar is presented.

d. Evaluation is outlined in Section F.

2. Two-Year and Three-Year Resident Training Program. In addition to the requirements described under Section E1, three-year residents will also conduct research and will be responsible for the completion of one first author paper suitable for publication in a refereed journal.

F. Resident Evaluation

1. Clinical Program Progress Report. By February 1 of each year, the resident’s section chief will arrange a meeting between the resident and the faculty member(s) responsible for clinical training. A written report of the resident's progress will be prepared for the Postgraduate Training file. Following receipt of the progress report, the faculty members will conduct individual interviews with each resident.

2. Based on review of the residents' progress reports and the interview, the Resident Advisor will make one of the following recommendations to the department chairperson:

   a. If a resident's progress is satisfactory, (a) recommend continuation of the resident's appointment for another twelve-month period or (b) recommend that the chairperson issue a Certificate of Completion of the residency program.

   b. If a resident's progress is unsatisfactory, (a) make recommendation that corrective action is necessary or (b) recommend discontinuation of the resident's appointment.

3. Following completion, satisfactory or unsatisfactory, residents will be required to partake in an exit interview with the Department Chairperson.
APPENDIX II
Department of Large Animal Clinical Sciences
Procedures for Evaluating Faculty for Reappointment, Tenure,
Promotion, and Merit Salary Increases

I. Statement of Purpose

The Michigan State University Faculty Handbook reaffirms the right of faculty to full freedom in research, freedom in the classroom to discuss subjects responsibly, and the right to express one's self as a citizen without institutional censorship or discipline. Michigan State University also has rights and responsibilities. These include the right to select, retain, and support those faculty members who effectively utilize their freedoms and accept the responsibilities that academic freedom requires. The following procedures will be utilized by the Department of Large Animal Clinical Sciences to evaluate faculty for reappointment, tenure, promotion, and merit salary increases.

II. Procedures for Faculty Evaluation

Each member of the faculty shall be responsible for providing, in a departmental file, materials that are pertinent and relevant to his/her university and professional activities. It shall be the responsibility of each faculty member to maintain the file in a current status. The Faculty Advisory Committee (LCS Bylaws 4.2.1.) shall serve as a consulting body to the chairperson for matters of evaluation of individual faculty members for purposes of merit raises. The Promotion and Tenure Committee will review and evaluate the progress of this evaluation, and any recommendations concerning possible promotion, tenure, or reappointment will be conveyed to the chairperson. The chairperson, in consultation with RPT Committee, will make the decisions on reappointment, tenure, and promotion and will inform each faculty member of his/her status in writing. Annually, by June 1, the chairperson will discuss with each faculty member his/her plans for development in teaching, clinical service, research, and other scholarly activities. The chairperson will use this opportunity to discuss the evaluation of activities with individual faculty member(s). The intent of this dialogue is to assist in the development of professional careers as academic clinicians, to assist faculty members in working within the university's structure and programs, to evaluate their contributions to departmental, college, and university programs, and to apportion departmental resources on the basis of that evaluation.

III. Criteria for Evaluation

Evaluation of candidates for reappointment, promotion, or tenure shall be consistent with their assignments to the triple missions of the Department: teaching, research and service.
These assignments and the specific expectations of each faculty position will be developed and documented at the time of initial appointment and subsequently during the annual faculty appraisal and development program. Depending on the relative balance of assigned responsibilities, candidates must be able to demonstrate signs of scholarly excellence in one mission area and proficiency in one or more additional areas.

The quality of scholarly works is the criterion by which the Department gains its academic reputation and becomes known nationally and internationally. Irrespective of the assignment to instruction, research, and service, it is necessary that all candidates contribute to the creative and scholarly work of the University. Such creative and scholarly work traditionally includes scholarship of discovery, integration, teaching, and application, and usually involves the generation and analysis of novel data and ideas or the reevaluation and synthesis of existing data and ideas, followed by validation and communication of the work. However, the definition of scholarly work must be sufficiently broad to provide for individual creative activity, but the onus is on the candidate to demonstrate, to the satisfaction of the Promotion and Tenure Committee, Department Chair, Dean, and other University faculty and administrators, the existence and quality of such work. Scholarship that is not demonstrated, or available for peer consideration, cannot be considered to exist. It is also expected that faculty members will contribute to current literature in their area of specialization and participate in departmental seminars, colloquia, and contribute in professional societies.

A. Teaching
   Capability in teaching and adherence to the Michigan State University Code of Teaching Responsibility is required of all members of the faculty. Teaching is done in regularly scheduled formal courses, in seminars, and in research laboratories. Faculty members should aspire to excellence in teaching. Recognizing that the evaluation of teaching effectiveness is very difficult, and that it is important to reward teaching excellence, it is imperative that each faculty member works with the chairperson to develop a mutually agreeable method for the evaluation. The criteria used will include:

   - Formally scheduled classes and clerkships taught and/or courses coordinated.
   - Students taught in special problems and/or elective courses.
   - Seminars, symposia, or colloquia presented.
   - Contributions to course and curriculum development including development of self-instructional units, television tapes, etc.
   - Student and peer evaluations.
   - Awards for teaching excellence.
   - Generation of new information through teaching
   - Professional student, graduate student, and/or house officer advising.
   - Participation in continuing education programs.
B. **Research**

A major mission of the Department and University is the generation of new knowledge by use of sound scientific technique. Criteria for the evaluation of research will include:

- Regular contributions to the literature.
- Collaborative research efforts with colleagues at local, national, or international levels.
- Presentation of papers at local, national, or international level.
- Participation in departmental seminars and colloquia.
- Obtaining grants from funding agencies that utilize peer review for evaluation.
- Obtaining grants and contracts from industry.
- Service as reviewer or referee for journals, books, or research proposals.
- Contributions to research activities of professional societies.
- Serving as editor of scientific journals or books.
- Serving as consultant.

C. **Service**

The provision of excellent service is an essential part of the clinical teaching program and provides material for clinical research. In addition, clinical service provides public visibility for the college programs and is an area where the college's performance is most frequently judged. The department recognizes that some faculty will spend most of their effort in provision of excellent service and their effort in other areas will, therefore, be judged accordingly. Criteria for evaluation of service will include:

- Care and treatment of patients.
- Establishment of excellent and innovative clinical programs
- Generation of new information through clinical activity
- Dispersion of information through extension activities, telephone and field consultations and through continuing education of animal owners.
- Provision of emergency service.
- Encouragement of referral cases to maintain the quality of material for education and clinical research.

D. **Administrative Service**

- National Committees
- University Citizenship
- Professional societies
- Community service
Criteria for Promotion and Tenure

I. Appointment at the Assistant Professor Level
   A. DVM, PhD, or equivalent
   B. Demonstrated capability for scholarship in the area(s) of teaching, research, or service:

II. Tenure at the Assistant Professor Level
   A. DVM or equivalent, and/or graduate degree, and/or specialty board certification.
   B. Demonstrated capability in education, service, and scholarly activity.

III. Appointment at or Promotion to Associate Professor Level
   A. DVM, PhD, or equivalent
   B. Demonstrated development in all assigned performance areas.
   C. Scholarly activity of a quality that has the potential to achieve national recognition.
   D. Supporting letters of recommendation by at least three persons outside Michigan State University whose professional activities are similar to those of the faculty member being considered for promotion.

IV. Appointment at or Promotion to Professor Level
   A. DVM, PhD, or equivalent Sustained scholarship in all assigned performance areas.
   B. Achievement of national or international recognition through scholarly activities.
   C. Supporting letters of recommendation by at least four persons outside Michigan State University whose professional activities are similar to those of the faculty member being considered for promotion.

V. Attainment of Tenure
   A. Demonstrated development in all assigned performance areas.
   B. Scholarly activity of a quality that has the potential to achieve national recognition.
   C. Supporting letters of recommendation by at least three persons outside Michigan State University whose professional activities are similar to those of the faculty member being considered for promotion.