BYLAWS of the FACULTY

Department of Small Animal Clinical Sciences
Michigan State University

Adopted by faculty vote on June 20, 1972
Amended by faculty vote on May 28, 1980
Amended by faculty vote on June 17, 1980
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Amended by faculty vote on May 8, 2003
Amended by faculty vote on January 2, 2008
Amended by faculty vote on December 23, 2013

December 26, 2013
1. The Faculty

1.1 Composition of the Faculty

1.1.1. The tenure system faculty of the Department of Small Animal Clinical Sciences shall consist of all persons appointed under the rules of tenure and holding the rank of professor, associate professor, assistant professor.

1.1.2. The health programs (HP) faculty of the Department of Small Animal Clinical Sciences 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 faculty of the Department of Small Animal Clinical Sciences shall consist of all persons holding the rank of professor, associate professor, assistant professor, or instructor, but not appointed under the rules of tenure or health programs faculty appointment system. Interns and residents are fixed-term faculty.

1.1.4. The honorary faculty consist of visiting professors

1.1.5. The adjunct faculty of the Department of Small Animal Clinical Sciences shall consist of those persons not holding a regular appointment in the tenure or non-tenure systems who contribute to the regular activities of the department.

1.2. Composition of the Voting Faculty

1.2.1. The voting faculty shall include all tenure system faculty, health programs faculty, and fixed-term faculty holding the ranks of assistant professor, associate professor, or professor engaged in the academic activities of the department on a regular basis.

1.2.2. The voting faculty shall consider extending voting privileges to honorary faculty, specialists, lecturers, research associates, instructors, and adjunct faculty at the first faculty meeting of the Fall Semester. This does not preclude such action being taken at other times. After this meeting a mail ballot will follow and a two-thirds affirmative vote of the voting faculty will be required to extend voting privileges to individuals in this group.

1.3. Service Groups

1.3.1. The faculty shall be divided according to the clinical disciplines into Service Groups, the number and nature of which are to be determined by the department chairperson in consultation with the Department Advisory Committee. Service groups may be further organized or combined into Veterinary Teaching Hospital (VTH) sections as determined by the VTH administration and the department chairperson.
1.3.1.1 The service groups will be responsible for continued advancement of the clinical discipline including clinical service, teaching, and scholarship. The teaching, scholarship, and service loads of individual faculty will be assigned by the department chairperson.

1.3.1.2 With input from the members of the group, a service group head will be appointed by the department chairperson. The service group head will be responsible for the day-to-day operation of the clinical service, including the clinical duty schedule and the standard operating procedures of the service group. This appointment will be for 3 years and then re-evaluated.

1.3.1.3 The service groups will be responsible for following accepted business practices in their clinical services by working closely with the Veterinary Teaching Hospital administration. As requested by the director of the Veterinary Teaching Hospital, service groups will participate in the performance evaluations of the staff with whom they work.

1.4. Faculty Meetings

1.4.1. The faculty shall meet at least once each month, and more often at the call of the chairperson, or at the request of the Department Advisory Committee, or two or more members of the voting faculty.

1.4.2. Written and/or electronic-mail notices of department faculty meetings, including an agenda, shall be distributed to the faculty at least one working day before the meeting time.

1.4.3. Unless otherwise stated in these bylaws, the rules contained in Robert's Rules of Order shall determine the parliamentary practice of meetings.

1.4.4. At duly convened faculty meetings, one-third of the voting faculty in the department shall constitute a quorum. A majority of the voting faculty present shall be necessary to constitute faculty approval of action on any proposal, exclusive of amendments to these bylaws.

1.4.5. Unless specified otherwise in these bylaws, any member of the voting faculty may, with the support of two or more additional voting members in attendance, request a mail ballot referendum for any motion. A majority vote of the voting faculty responding within 14 calendar days of the mail ballot shall constitute approval or disapproval of the motion.

1.4.6. Minutes of each meeting shall be recorded and distributed to the faculty. A copy of minutes shall also be maintained on file in the departmental office.
2. **Faculty Officers of the Department**

2.1. Chairperson of the Department

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. Associate Chairperson of the Department

2.2.1. The associate chairperson of the department shall be a member of the regular faculty, health programs faculty, or fixed-term faculty holding the rank of assistant professor, associate professor, or professor, who is engaged in the academic activities of the department on a regular basis.

2.2.2. The associate chairperson will aid the chairperson in the discharge of administrative responsibility and will act as primary departmental administrator in the absence of the chairperson.

2.2.3. The chairperson of the department will appoint the associate chairperson.

2.2.4. The duration and nature of the appointment of the associate chairperson shall be determined by the chairperson.

3. **Standing Committees**

3.1. Nature and establishment of Departmental Standing Committees

3.1.1. A departmental standing committee is any committee whose function and continuity are so important that the faculty establishes it under that title.

3.1.2. The standing committees of the department are:

   Department Advisory Committee (DAC)
   Promotion and Tenure Committee
   Residency / Graduate Committee
   Internship Committee

3.1.3. As the need arises, additional standing committees may be established. A two-thirds affirmative vote of the voting faculty is required.

3.2. Election of Committee Members

3.2.1. Each year, prior to the end of May, written nominations for the open committee positions will be requested, in accordance with the eligibility rules for each committee, and submitted to the department office.
3.2.2. After nominations have been received, the Department Advisory Committee may submit the name of one additional eligible faculty member for each open committee position.

3.2.3. After all the nominations have been submitted, a ballot for all of the open committee positions with the names of the eligible nominees will be distributed to all voting faculty. Ballots shall be due no later than July 1.

3.2.4. All committee positions' terms of office shall begin on September 1.

3.2.5. Early vacancies, due to a member's inability to fulfill his/her term, shall be filled by appointment of the department chairperson if the term will be completed in less than one year. Early vacancies of more than one year shall be filled by nomination and election.

3.2.6. Faculty members holding the rank of associate professor or professor may not refuse nomination, election or appointment to a department standing committee unless they are already serving on two or more department, college, and/or university committees, or if excused by the department chairperson.

3.2.7. The department chairperson may appoint a single member of the voting faculty to the committee, or any subcommittee of same, as a consultant without vote. The committee may extend voting privileges to any appointed member.

3.3 Conduct of Committee Business

3.3.1. Each committee shall select from among its members a chairperson and a diversity representative, and other officers if desired. Committee officers shall have voting privileges, shall serve one-year terms, and may be re-elected. The committee chairperson shall inform the department chairperson of the elected officers.

3.3.2. The committee shall keep minutes of its meetings and shall forward a copy to the department chairperson after their approval by the members of the committee. Copies of the minutes of each committee shall be kept on file in the department office and be made available to any member of the department upon request.

3.3.3. The committee chairperson shall duly report the committee’s activity to the faculty at faculty meetings. The committee chairperson shall prepare and submit to the department chairperson an annual report of the committee’s activity by August 31.
3.4 The Department Advisory Committee

3.4.1. Composition of the Department Advisory Committee

3.4.1.1 The Department Advisory Committee shall consist of four members of the voting faculty, which is comprised of tenure system faculty, health programs faculty and fixed-term faculty holding the ranks of assistant professor, associate professor and professor who are engaged in the academic activities of the department on a regular basis. The department chairperson and associate chairperson are ex-officio members without voting privileges.

3.4.2. Duties of the Department Advisory Committee

3.4.2.1 The Advisory Committee shall be advisory to the department chairperson on the following listed matters in particular, and any other matter on which the chairperson may seek advice.

1) Merit salary raises
2) Committee appointments
3) Outside work for pay
4) Adjunct faculty appointment requests and renewals

3.4.3. Term of Office of Department Advisory Committee Members

3.4.3.1 Department Advisory Committee members shall serve a three-year term, may not succeed themselves, but are eligible for re-election one year after the end of their term. If an Advisory Committee member cannot complete his/her term, a replacement will be chosen in accordance with section 3.2.5 within one month of the resignation. Appointed members may be re-elected if their partial term has been less than 1 year.

3.5. Promotion and Tenure Committee

3.5.1. Composition of the Committee

3.5.1.1 Committee shall be comprised of four elected members from the tenured or HP faculty holding the rank of associate professor or professor. In providing advice on recommendations that involve the award of tenure, committee voting is limited to tenured faculty. In the event the committee does not have four tenured members, an election will be held to select additional member(s) for temporary committee service to review and vote on candidates being considered for tenure. If a conflict of interest arises that requires a voting member of the committee to recuse themselves, an election will be held to select additional member(s) for temporary committee service.
3.5.1.2 The department chairperson may appoint one faculty member to serve as a consultant to this committee for the purpose of broadening the perspective of its membership as described in the MSU Faculty Handbook (Guidelines for Peer Review Committee Composition). Consultants so appointed will serve without vote.

3.5.2. Duties of the Promotion and Tenure Committee

3.5.2.1 The Committee 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”. This committee is responsible for reviewing faculty members being considered for reappointment, tenure, or promotion using the criteria outlined in these bylaws (see Appendix II) and making a recommendation to 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.

3.5.2.2 The Committee shall meet with all new faculty appointed in the tenure or health profession 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 three months of the appointment start date.

3.5.2.3 The Committee shall also serve as the designated peer review group with which a faculty member under consideration may confer before a decision is made in his/her case.

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

3.5.3 Term of Office of Promotion and Tenure Committee Representatives

3.5.3.1 Elected faculty members shall serve two-year terms. Faculty members may be re-elected, but consecutive terms are limited to two.
3.6. Residency Committee

3.6.1. Composition of the Residency Committee

3.6.1.1 The committee shall consist of four elected faculty members, two senior residents. The residents shall be elected by their peers and serve a one-year term. Residents serving on standing committees shall be voting members. No resident or graduate student member shall serve concurrently on more than one standing committee.

3.6.2. Duties of the Residency Committee

3.6.2.1 The committee shall oversee the development and maintenance of the residency programs and the selection process for residents. The committee shall conduct annual reviews of all programs by soliciting and reviewing program descriptions from each of the program directors.

3.6.2.2 The committee shall meet as needed in order to maintain proper coordination of the programs.

3.6.2.3 The committee shall conduct annual reviews of all residents and provide the department chairperson with a written report.

3.6.3. Term of Office for Residency Committee Representatives

3.6.3.1 Elected faculty members shall serve a two-year term. Faculty members may be re-elected, but consecutive terms are limited to two. (See 3.6.1.1 for resident committee members’ term of office.)

3.7. Internship Committee

3.7.1. Composition of the Internship Committee

3.7.1.1 This committee shall consist of six members: four elected faculty members, one second year resident, and one intern. Interns and residents serving on standing committees shall be voting members. No intern or resident member shall serve concurrently on more than one standing committee.
3.7.2 Duties of the Internship Committee

3.7.2.1 The committee shall have the responsibility of screening and selecting all applicants for the SCS rotating internships. The committee also oversees the development and maintenance of all specialty internships, and one-year fellowship programs. The committee shall solicit and review descriptions of the training programs from all program directors.

3.7.2.2 The committee shall meet as needed in order to maintain proper coordination of the programs.

3.7.2.3 The committee shall conduct an annual end-of-program survey of all rotating interns, specialty interns, and one-year fellows and provide the department chairperson with a written report.

3.7.3 Term of Office for Internship Committee Representatives

3.7.3.1 The intern and resident will serve a one-year term and shall be elected by their peers. Elected faculty members shall serve two-year terms. Faculty members may be re-elected, but consecutive terms are limited to two.

4. Ad Hoc Committees

4.1 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.

4.2 The department chairperson shall obtain majority faculty approval for the formation of an ad hoc committee.

4.3 Search committees. The department chairperson shall appoint the chairperson of a search committee. Including the chairperson, the committee shall be comprised of at least four members, one of whom will serve as the diversity representative. The composition of the search committee shall reflect the areas of greatest interaction with the faculty position.

5. Appointment, Reappointment, Promotion and Tenure

5.1 Appointment

5.1.1 When a new position is approved or a vacancy occurs, the department chairperson shall inform the faculty of the availability of the position.
5.1.2. The department will conduct a search for all tenure-system, health programs appointment, and fixed-term appointment in accordance with the University guidelines (Ref. Academic Hiring Manual.)

5.1.3. The criteria for appointment are listed in Appendix I of these Bylaws.

5.1.4. The search committee chairperson shall make available to the voting faculty:
   a) a list of candidates selected for interview
   b) the curriculum vitae of the candidates selected for interview
   c) an opportunity for an interview with the candidates

5.1.5. The search committee shall solicit comments for the voting faculty regarding candidates.

5.1.6. The search committee chairperson shall present the committee's final recommendation to the voting faculty for discussion. With approval by a majority of the voting faculty in attendance, the search committee's written recommendation will be forwarded to the department chairperson. Rejection of the motion would require the search committee to submit a revised recommendation to the faculty for discussion.

5.2. Reappointment, Promotion and Tenure

5.2.1. 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 Resource Policies).

5.2.2. 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 the current applicable sections of the MSU Health Programs Faculty Appointment System Handbook)

5.2.3. 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 the current applicable sections of the MSU Faculty Handbook)

5.3. Annual Performance Review

5.3.1. A review of annual performance of all faculty shall be conducted by the department chairperson as directed by the applicable sections in the current MSU Faculty Handbook.

5.3.2. Annually, each faculty member shall prepare a written summary of his/her activities and a projection of future plans for the coming year, and submit it to the department chairperson. The chairperson shall meet with each faculty member for discussion of performance and expectations for the
coming year. The department chairperson will summarize the discussion in a letter to the faculty member. A copy of the letter shall be placed in the faculty member's personnel file.

5.3.2.1. A faculty member shall be permitted to review his/her department personnel file upon written request to the chairperson.

5.3.2.2. The department personnel file may not be used for purposes other than those within the University without the written permission of the individual concerned, or as otherwise provided by law. Disclosure of information within a personnel file shall comply with Michigan's Employee Right to Know Act. A current copy of this Act shall be maintained in the Department office for faculty review.

5.3.3. The annual performance review of tenured faculty shall serve as the post-tenure review.

5.4. Unscheduled tenure or promotion review

5.4.1. A faculty member may, at any time, request consideration for tenure and/or promotion. The procedures for such a review shall be conducted in the same manner as for a regularly scheduled tenure or promotion review.

6. Merit Raises

6.1. Determination of an individual's merit raise is the responsibility of the department chairperson after consultation with the Department Advisory Committee.

6.2. Faculty are required to complete and submit the "Annual Merit Review Form" to the department office each year. In the event that there are no resources for a merit increase in a given fiscal year(s), the document will be kept in the faculty's personnel file to be considered when such resources become available.

6.3. The criteria and procedures used to evaluate faculty for merit raises are described in Appendix II of these Bylaws.

7. Interpretation and Amendment Process

7.1. A majority of the voting faculty shall be the final departmental authority with regard to interpretation of these Bylaws, subject to restrictions imposed by the current Bylaws for Academic Governance, Michigan State University.

7.2. An amendment shall become part of these Bylaws when it receives a two-thirds affirmative vote of the voting faculty.
8. Faculty Grievance Procedures

8.1 Any faculty member with the rank of professor, associate professor, assistant professor, lecturer, instructor, or research associate may initiate a grievance procedure, alleging violation of existing policies or established practices by an administrator, by filing a complaint with the Faculty Grievance officer (FGO) pursuant to the procedures set forth in the Faculty Grievance Procedure.

8.2 The department grievance procedure shall follow the "Model Academic Unit Grievance Procedure" as approved by the University Committee on Faculty Affairs. This document can be found at http://www.msu.edu/~fgo/manual.html
APPENDIX I
Criteria for Appointment
Department of Small Animal Clinical Sciences
Amended by faculty vote on January 2, 2008

1. **Appointment as an Intern / Instructor**
   1.1 D.V.M. (or equivalent degree) and eligibility for licensure to practice veterinary medicine in the state of Michigan.

2. **Appointment as a Resident / Instructor**
   2.1 D.V.M. or equivalent degree and eligibility for licensure to practice veterinary medicine in the state of Michigan.
   
   2.2 Completion of an internship or equivalent experience.
   
   2.3 These are multi-year programs with annual re-appointment contingent upon satisfactory progress as assessed by the department chairperson, departmental residency/graduate committee, and appropriate specialty group.

3. **Appointment in the Fixed-Term, Health Programs Faculty, and Tenure Systems**
   3.1 Appointment in the tenure system requires a D.V.M., (or equivalent) or Ph.D. degree.
   
   3.2 Appointment in the Fixed Term or Health Programs Faculty system requires a D.V.M. (or equivalent) degree, licensure to practice veterinary medicine in the state of Michigan, and board certification or eligibility. Exemption from the expectation of board certification and training of residents will be considered only under exceptional circumstances, and will require the endorsement of the Department Advisory Committee and approval of the department chairperson.

Faculty must also meet the following criteria for appointment:

3.3 **Appointment at the Assistant Professor level**
   3.3.1 Postgraduate training and/or comparable experience in the appropriate field.
3.3.2 For faculty with appointments involving clinical service, board certification in the field of interest (if a specialty board exists) is expected within three years of appointment. Certification must include the capability to serve as a resident advisor/supervising diplomate as defined by the relevant American veterinary specialty College or Board.

3.4 **Appointment at the Associate Professor level**

3.4.1 For faculty with appointments involving clinical service, board certification in the specialty into which they are appointed (if a specialty board exists) is required at the time of appointment. Certification must include the capability to serve as a resident advisor/supervising diplomate as defined by the relevant American veterinary specialty College or Board.

3.4.2 Demonstrated competence and a promise of excellence in at least two of the following areas: teaching, service, or research and scholarly activity.

3.4.3 Evidence of recognition by peers external to Michigan State University.

3.5 **Appointment at the Professor level**

3.5.1 For faculty with appointments involving clinical service, board certification in the specialty into which they are appointed (if a specialty board exists) is required at the time of appointment. Certification must include the ability to serve as a resident advisor/supervising diplomate as defined by the relevant American veterinary specialty College or Board.

3.5.2 Demonstrated competence in at least two of the following areas: teaching, service, and research and scholarly activity.

3.5.3 Demonstrated excellence in at least one of the following areas: teaching, service, and research and scholarly activity.

3.5.4 Achievement and maintenance of national or international recognition in area(s) of demonstrated excellence.
3.6 **Appointment as an Adjunct Professor**

3.6.1 Nomination by a faculty member holding the rank of assistant, associate or professor.

3.6.2 Approval by the Department Advisory Committee and the department chairperson.

3.6.3 Adjunct appointments may be made at any level from instructor to professor. Persons holding such appointments are expected to have the educational background and/or experience required for the rank, and they must provide some degree of service to the unit even though they are not available for a regular appointment.

3.6.4 Appointments are for a maximum period of three years. Reappointment is at the discretion of the Department Advisory Committee and the department chairperson.
Appendix II
Department of Small Animal Clinical Sciences
Standards, Criteria and Guidelines for Merit Raise, Reappointment and Promotion of All Faculty, and for Granting of Tenure to Tenure System Faculty
Amended by faculty vote on January 2, 2008

Candidates for reappointment, promotion and tenure will be evaluated on the basis of the quality, quantity, significance and impact of their performance in four major areas: teaching, clinical service, scholarly activity and research, and administrative/committee service. The faculty member’s annual percent of effort in these four areas is assigned by the department chairperson. The annual percent of effort will be duly considered as performance in each area is evaluated.

Regardless of the percent assignment of effort in each area, faculty members must be mindful that the University expects recommendations for reappointment, promotion and tenure to be based upon a faculty member’s scholarly contributions in both teaching and research. According to the MSU Faculty Handbook, “the essence of scholarship is the thoughtful discovery, transmission and application of knowledge.” To advance in rank in any of the faculty appointment systems, SCS faculty should regularly apply and communicate new knowledge and analytical thinking to peers both within and outside the University. It is incumbent upon faculty members and the chairperson to discuss assigned effort with respect to University, College, and Department standards for reappointment, promotion, and tenure.

Faculty members should familiarize themselves with the University’s policies and procedures for reappointment, promotion and tenure so that, from the onset, the faculty member’s career plan is compatible with successful attainment of those goals. The appropriate documents are found on the MSU Human Resources website, http://hr.msu.edu/ under reappointment, promotion and reclassification, for appointments in both the Tenure System and Health Programs Appointments. Assistant professors in SCS are expected to consult annually with the Department Promotion and Tenure Committee for advice on preparing documentation of achievements in teaching, clinical service, scholarly activity and research, and administrative/committee service needed for reappointment, promotion and tenure. Associate professors should consult with the promotion and tenure committee as needed. The candidate for promotion is responsible for compiling a promotion document that is compelling.

The promotion and tenure committee shall make recommendations to the department chairperson on all matters of reappointment, promotion and tenure for faculty in health programs or tenure system appointments. In addition, the voting faculty of higher rank than faculty members under consideration for promotion shall make recommendations to the department chairperson on matters of promotion. The tenured faculty shall make recommendations to the department chairperson regarding faculty members under consideration for the award of tenure.
MAJOR AREAS OF ASSESSMENT

TEACHING

All faculty are expected to accept and competently discharge teaching assignments on a regular basis, in adherence with the MSU Code of Teaching Responsibility. The criteria used to evaluate teaching include:

a) Load summaries
   1. Number of scheduled lectures, laboratories, small group sessions taught
   2. Number of clerkships taught

b) Leadership of teaching units (primary course instructor, course moderator, etc)

c) Continuing Education/Outreach
   1. Number of short courses, seminars, symposia or colloquia taught to members of the profession at local, national or international meetings

d) Effectiveness in teaching is principally assessed by:
   1. review of Student Instructional Rating forms
   2. peer evaluations
   3. house officer ratings
   4. department chairperson evaluations
   5. course moderator evaluations
   6. evaluations from participants in continuing education courses

e) Contributions to course and curriculum development and/or improvement are determined by assessing:
   1. teaching portfolios (syllabi, handouts, electronic presentations, examinations)
   2. textbooks, reference materials, educational software or websites
   3. student, peer and administrative review
   4. invitations to serve on outside curriculum or evaluation committees
   5. grants or contracts received in support of instruction or education

f) Advising
   Advising includes mentoring of students, house officers, junior faculty, participation in thesis/dissertation committees, and directing residency training programs. Excellence in advising is assessed by student, house officer, peer and chairperson evaluations, and by clear documentation of the faculty member’s level of participation and leadership.
Evidence of meritorious teaching includes:

1. Engages in multiple aspects of instruction
2. Develops or revises teaching material effectively. Demonstrates current, high-level knowledge of the subject, coherent organization, and appropriate evaluation tools.
3. Consistently receives very good evaluations from learners. Creates and sustains a positive learning environment, delivers material with enthusiasm, and stimulates students to think creatively.
4. Receives, or is nominated for, awards for teaching excellence
5. Is invited to lecture outside one’s own course, within the college, the campus or at other institutions
6. Is invited to participate in continuing education/outreach programs
7. Demonstrates leadership in department/college instruction, course/curriculum design and/or evaluation efforts
8. Advises or provides mentorship to students or house officers
9. Organizes seminars, journal clubs, or continuing education programs

CLINICAL SERVICE

Clinical faculty are expected to continuously advance and demonstrate their own relevant skills and abilities in support of high quality patient care and the accreditation of the professional degree program. Board certification in the specialty area, if a specialty board exists, is expected within three years of initial appointment. Certification is required for reappointment, promotion or tenure of faculty with clinical service assignments appointed in the health professions or tenure systems. Such certification must permit training of residents as a resident advisor/supervising diplomate as prescribed by the relevant American veterinary specialty College or Board. With the endorsement of the Department Advisory Committee, department chairperson and the dean, reappointment without board certification may occur in exceptional situations. With the endorsement of the Department Advisory Committee and department chairperson, certification by an alternative specialty college (such as a European veterinary specialty college) or a PhD degree may be allowed in lieu of board certification by an American veterinary specialty college. The criteria used to evaluate clinical service include:

a) Case load summaries
b) Owner and referring veterinarian satisfaction
c) Consultations with clients and referring veterinarians
d) Collegial collaboration with other service areas to optimize patient care and clinical teaching. This includes “in-house” consultations, transferring cases among services, and respect for support services such as anesthesia and diagnostic imaging.
e) Encouragement of referral cases to maintain high quality teaching and clinical research programs
f) Outreach activities
Evidence of meritorious clinical service includes:

1. Consistently maintains and enhances up-to-date clinical skills
   Consistently up-to-date in board certification
2. Consistently demonstrates excellent patient care
3. Demonstrates awareness of, and practices in accordance with, the most recent knowledge in the field
4. Consistently demonstrates sound business practices in delivering high-quality care
5. Demonstrates a scientific, scholarly approach to a major field of clinical medicine
6. Serves as chief, lead or director of a section or service area
7. Participates in clinical studies or trials
8. Demonstrates leadership in development of innovative clinical practices
9. Evidence of high levels of satisfaction of clients and referring veterinarians
10. Recognition by senior colleagues and others for clinical excellence
11. Publications relating to clinical practice

SCHOLARLY ACTIVITY AND RESEARCH

Discovery, dissemination and application of new knowledge is expected in the academic community. Generation of high-quality, peer-reviewed publications based on original research, including those conducted in collaboration with colleagues, house officers, students and postdoctoral fellows, represent the major source of evidence for productive research activity. The criteria used to evaluate scholarly activity and research include:

a) Contributions to the scientific literature, including journals, books and book chapters
b) Grants/contracts awarded
c) Presentation of new, original work at scientific meetings
d) Service as a reviewer or referee for journals, books, or granting agencies
e) Serving as editor of scientific journals or books
f) Grants/contracts prepared and submitted
g) Patents granted
Evidence of meritorious scholarly activity and research includes:

1. Regular, sustained, publication of original research in rigorously refereed journals or equivalent publications
2. Sustained record of funding of competitive, peer-reviewed grants, consistent with the area of scholarship
3. Sustained record of funding of contracts
4. Regular participation in clinical studies or trials, and dissemination of results
5. Invited papers and lectures pertaining to research
6. Participation as an editor
7. Participation in leadership roles or as a consultant in regional, national or international research program review, research societies or meetings
8. Awards or other documented recognition by peers outside the university as a respected authority

ADMINISTRATIVE SERVICE

Committee and administrative service are important. Faculty members are expected to participate actively and constructively in department, college and university committees on a regular basis. Some faculty will have major responsibility for administrative leadership in the department or college. Excellence limited to administrative/committee service is not sufficient for promotion to associate professor or professor. The criteria used in the evaluation of administrative responsibilities include:

a) Service to departmental, college, and/or university standing and ad hoc committees and advisory boards

b) Service to the Veterinary Teaching Hospital (chief of staff, section chiefs, etc)

c) Administrative service to local, state, national or international professional organizations

Evidence of meritorious administrative service includes:

1. Serving in a recognized administrative position within the department or college (department chairperson, associate dean, etc)
2. Consistently receives very good or better ratings by committee colleagues/chairperson or organization executive officers
3. Substantive output of committee work
4. Serving productively as an officer on department, college, university or professional organization committees
5. Frequently appointed to ad hoc and advisory committees
6. Serves as director of house officer training program
7. Service as an appointed or elected member of national or international professional organizations
8. Selection for and participation in leadership programs
9. National, international or other forms of service awards or recognition from professional organizations or alumni

**REQUIREMENTS FOR PROMOTION**

**For promotion from assistant to associate professor, faculty must have:**

a) Demonstrated competence and accomplishment in teaching  
b) Consistently received very good or better ratings for participation and accomplishments as a member of department, college, university or professional committees  
c) Demonstrated competence in clinical service and/or scholarly activity and research  
d) Demonstrated potential of excellence and capacity to become an expert of national stature in at least one major area  
e) Evidence that a minimum of four external letters of reference, attesting to an achievement and performance level comparable with faculties of peer institutions, were solicited in good faith by the Department chairperson. The candidate may suggest three evaluators, from which the Department chairperson will select at least two and add additional names as necessary.

**For promotion from associate to professor, faculty must have:**

a) Demonstrated meritorious administrative service  
b) Demonstrated competence in teaching with some evidence of meritorious teaching  
c) Demonstrated competence and evidence to predict continuous achievement in scholarly activity and research  
d) Demonstrated excellence, achievement of national and international stature, and evidence to predict continuous achievement in at least one of the major areas of teaching, scholarly activity and research, or clinical service  
e) Evidence that a minimum of four external letters of reference, attesting to an achievement and performance level comparable with faculties of peer institutions, were solicited in good faith by the Department chairperson. The candidate may suggest three evaluators, from which the Department chairperson will select at least two and add additional names as necessary.
EVALUATION PROCEDURES

Department procedures for evaluating faculty for reappointment, promotion and tenure comply with University policies and guidelines. These are available at the following internet links:

**Tenure System Policy:**

a) Reappointment, Promotion, and Tenure  
   [http://www.hr.msu.edu/HRsite/Promotion/Faculty/tenure/Faculty_Guide_for_RPT.htm](http://www.hr.msu.edu/HRsite/Promotion/Faculty/tenure/Faculty_Guide_for_RPT.htm)

**Health Programs Faculty:**

a) Reappointment  
   [http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Health/HiringProc/review.htm](http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Health/HiringProc/review.htm)

b) Promotion  
   [http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Health/Action/promotion.htm](http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Health/Action/promotion.htm)
PROCEDURES FOR EVALUATING FACULTY FOR MERIT RAISE

1. Introduction - According to University policy, it is the responsibility of the department chairperson to evaluate faculty members and forward a recommendation for merit raises. Though not a shared responsibility, the chairperson shall consult with the Department Advisory Committee (DAC) and review the Committee’s assessments of faculty merit scores prior to making his/her final recommendation.

2. Summary Information - A folder will be prepared for each faculty member that will include those materials pertinent to evaluations of merit. The minimum information required for evaluation will include the "Annual Merit Review Form" and current curriculum vitae completed by each faculty member. The content and organization of this form, and all others included in the merit review folder, shall be determined by the department chairperson after consultation with the Department Advisory Committee.

3. Submission of Summary Information - The department office will distribute to the faculty all forms needed for the merit review folder. The department office may also request additional summary information (SIRS forms, etc) for inclusion in the folder. Whenever possible, distribution of forms and requests for additional information shall be made at least 15 working days before they are to be completed and returned to the department office. It is the responsibility of the faculty members to complete and return these forms by the stated deadline and to ensure the accuracy of the information provided. Failure to do so will adversely affect the final merit raise recommendation for an extended period (see also section 6).

4. Review of the Merit Raise Folder - Information contained within the merit raise folder will be reviewed individually by the department chairperson and by each member of the Department Advisory Committee. Members of the advisory committee will score faculty members in four areas:

   Teaching (pre-clinical and clinical)
   Clinical Service
   Administrative/Committee Service
   Scholarly Activity/Research

Scores will range from 0 to 4 with 4 being the highest merit score. Merit scores for these areas will be based on assessments of the quantity and quality of work performed in accordance with the guidelines described in Appendix II, Standards, Criteria and Guidelines for Merit Raise, Reappointment and Promotion of All Faculty, and for Granting of Tenure to Tenure System Faculty, of these bylaws.

These evaluations will take into consideration the chairperson’s assigned distribution of effort among these categories. Assessments of the quantity of work performed in an academic area must be made in light of these authorized duty assignments.
A total merit score for each faculty member shall be computed as follows. The merit score for a given academic area will be multiplied by an estimate of the fraction of total effort expended in that area to give a sub-total score. Fractional distributions of effort can be estimated using the data supplied on the M.S.U. Faculty Activity Forms and/or information provided on the Annual Merit Review Form. Discrepancies in such estimates will be resolved by the department chairperson after consultation with the faculty member under consideration. Sub-total scores for each of the four academic areas will be added to provide the total merit score.

Faculty merit scores generated by the Department Advisory Committee shall be forwarded to the department chairperson in a manner chosen by the department chairperson. Department Advisory Committee merit scores shall be permanently kept on file in the department office.

5. **Conflict of Interest** - Department Advisory Committee (DAC) members may not score themselves or any other faculty member for whom a conflict of interest could arise. These “missing” scores are to be calculated in the following manner.

Two mathematical operations are used. First, the scores for each DAC member for each faculty member are arranged from lowest to highest and converted to the corresponding rank value. Second, for each DAC member, the equation describing the line of best fit for scores vs ranks is calculated. To estimate a missing value, the average of the merit ranks provided by the other three members is calculated, then converted back to a score using the regression equation describing the score vs rank relationship for the DAC member in question.

For example to generate the 4th score for DAC member “A”, the average merit rank scored for member “A” from members “B” through “D” is calculated. The corresponding score that member “A” would have generated for such a rank is calculated using the line of best fit from member “A”’s data set of scores vs ranks.
6. **Time Averaging Merit Scores** - To lessen the impact of varying merit raise allocations from one year to the next, the final merit score recommendation for each faculty member forwarded by the department chairperson shall be a composite score computed as the equally weighted average of the chairperson's assessment for the current year and the previous two years. The composite score for faculty members with less than three years service shall be the average of the available scores.