

1 Promotion and Tenure Policies and Procedures, Department of Clinical Sciences, College
2 of Veterinary Medicine, Mississippi State University
3 (approved by department vote 07-19-2016; amended by department vote 03-15-2021)
4

5 In accordance with:
6 AOP 13.07: ACADEMIC PROMOTION AND TENURE POLICIES AND
7 PROCEDURES at Mississippi State University
8 (approved by the Robert Holland Faculty Senate, 3-18-08
9 signed by Interim President Vance H. Watson, 6-30-2008)
10 (<http://www.policies.msstate.edu/policypdfs/1307.pdf>)
11

12 and
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14 Promotion and Tenure Guidelines for the
15 College of Veterinary Medicine
16 (approved by college-wide vote 7-14-2008, revised 4-20-2015)
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19 **Department of Clinical Sciences Promotion and Tenure Committee** 20

21 1. The Department Promotion and Tenure Committee will be composed of five full-time
22 tenured faculty members, inclusive of the chair, in the Department of Clinical Sciences.
23 No faculty member may participate in an applicant's promotion or tenure review at more
24 than one administrative level; thus, those evaluating a candidate at the College Promotion
25 and Tenure Committee level will not participate in evaluation of the candidate as part of
26 the Department of Clinical Sciences Promotion and Tenure Committee.
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28 2. All members of the committee will have rank equal to or higher than that for which
29 the candidate has applied. (Thus, an associate professor could sit on the committee to
30 review applications for tenure and promotion to associate professor but could not sit on
31 the committee to review applications for promotion to professor.)
32

33 3. The committee will consist of five members of appropriate rank. If five members are
34 not available because of absence, recusal or insufficient rank, the department head, in
35 coordination with the committee chair, will select substitutes from the faculty of an
36 appropriate unit.
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38 4. No dean, associate dean, assistant dean, or department head, will be a member of the
39 committee.
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41 5. The departmental faculty will annually elect the committee membership with the term
42 of office being from June 1 to May 30 of the subsequent year. The chair shall be elected
43 within the membership of the committee.
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45 6. An individual will not serve in a year that his or her promotion application is being
46 considered.

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7. The committee can offer general advice to candidates on format, content and completeness of the application but cannot offer opinions on the potential approval of the application.

Among the responsibilities of the Department Promotion and Tenure Committee are the following:

1. Conduct a review by the end of the third year of all assistant professors on tenure-track.

2. Develop criteria for external peer reviews, including the identification of comparable departments or schools at other colleges or universities.

3. Develop definitions of excellence, satisfactory, and unsatisfactory as it pertains to the evaluation of candidates for promotion and tenure. **(Appendix C)**

4. Develop definitions of research, teaching, and service consistent with the mission of the department or school. **(Appendix C)**

5. Conduct a majority committee vote on all applications for promotion and tenure.

Per the MSU Faculty Handbook: “The committee will make a recommendation on the question of promotion or promotion and tenure by a single vote evaluating the three areas (teaching, research and/or creative achievement, and service) as a whole. The committee’s recommendation will be based on a simple majority vote, conducted by secret ballot.”

6. Conduct a majority vote including all professorial tenured and tenure-track faculty in the department to approve the original promotion and tenure document and policies and all subsequent changes.

7. Prior to the offer of hire, the Department Promotion and Tenure Committee will make a formal recommendation on the initial appointment of a faculty member or administrator at the rank of associate professor or professor, on the acceptance of experience as the equivalent of a terminal degree, and on the award of years of credit for service at another institution of higher education toward fulfillment of the minimum probationary period for tenure.

Background

The mission of the Department of Clinical Sciences is directed service, professional education, and innovative research. Faculty time allocations vary widely with respect to these missions. In particular, directed clinical service and teaching are major academic responsibilities of department faculty in addition to the usual roles of faculty within the university, and involve additional expectation and performance criteria.

Thus, specified criteria for faculty tenure and promotion cannot be rigidly applied

92 regardless of faculty appointment, but must take into consideration responsibilities
93 outlined in the initial letter of appointment to the tenure track and modifications of
94 these responsibilities recognized during annual evaluation and goal development.
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96 In addition, the Department of Clinical Sciences employs a remarkably diverse faculty
97 with respect to educational background, research discipline, and clinical expertise. This
98 diversity is a strength of the Department, as it facilitates excellence in meeting our
99 teaching, research, clinical service, and university service missions. There is a
100 corresponding diversity of position descriptions for Clinical Sciences faculty.
101 Consequently, there is no standardized template against which performance is evaluated
102 for salary adjustment, receipt of tenure, or promotion to a higher professorial rank.
103 Rather, faculty are evaluated on an individual basis and performance is assessed against
104 the job description for that individual. This description is established at the time of initial
105 appointment. It may be modified at the time of annual review by mutual consent of the
106 department head and faculty member. *The essential aspect of evaluation is to determine*
107 *the degree to which an individual has documented excellent performance of his or her*
108 *assigned duties. (Appendix C)*

109 **Clarification regarding Clinical Service**

110 Faculty within the Department of Clinical Sciences typically carry a large part of their
111 FTE as clinical service. This primarily involves clinic duty in the Animal Health Center
112 but may involve other related duties such as consultation. Clinical service is not however
113 a distinct category within the promotion and tenure process. Rather, clinical service
114 performance is addressed in the Teaching and Service categories. For clinic duty with
115 patient care responsibilities, the FTE is typically evenly divided into Teaching and
116 Service categories.

117 **Promotion to Associate Professor with Tenure**

118 Preparation for the evaluation process begins on the day of initial appointment. Faculty
119 positions in Clinical Sciences are defined in terms of effort commitment to teaching,
120 clinical service, and research (**Appendix C**). This information is contained within the
121 position description used to advertise for and recruit faculty to open tenure track positions
122 in the Clinical Sciences department. Consequently, new hires are aware of their job
123 description from the first day of appointment, and this description is reviewed each year
124 during the annual review process with the department head.

125 All Clinical Sciences faculty are expected to conduct their assignments in a scholarly
126 manner and to communicate their observations in the form of publications in refereed
127 journals. No set number of publications is specified as a requirement for promotion to
128 associate professor with tenure. The evaluation is based on the number, quality, and
129 impact of publications in relation to the description of the position occupied by the
130 individual being evaluated. Expectations for extramural grants and publications in high
131 impact journals are greater for someone with 60% research time commitment versus
132 another person with 20% research time commitment. The quality of publications and
133 stature of journals in which they appear are also considered. The department recognizes

134 that greater effort is required to publish manuscripts in top tier journals. Per the MSU
135 Faculty Handbook, excellence in at least one area and satisfactory performance in the
136 others are needed to qualify a faculty member for tenure. In general, candidates
137 achieving promotion to associate professor with tenure will have made contributions to
138 the university and their profession or field such that they are developing a national
139 reputation and has the potential for sustained contributions.

140 As per the CVM Promotion and Tenure guidelines, “the applicant must meet high
141 standards of professional integrity, collegiality and objectivity, and further the goals of
142 their department and the College.” Acceptable performance in research, teaching and
143 service can be preempted by documented negative issues related to collegiality,
144 objectivity and professional integrity. Negative judgments on collegiality, objectivity and
145 professional integrity issues will preferably be based on information in the faculty
146 member’s official personnel file documenting previous infractions; the official personnel
147 file is maintained in the Office of the Dean of the College of Veterinary Medicine. In
148 such cases the P&T Committee will ask to view the applicant’s personnel file after the
149 dean’s office has redacted non-pertinent information.

150 Evaluations of teaching effectiveness are based on peer review, as well as student
151 evaluations of teaching performance obtained confidentially using a standardized
152 evaluation form. Teaching is evaluated annually and discussed at the time of annual
153 review. Peer reviews, and student observations for the most recent three-year period, are
154 included in the documentation assembled for promotion and tenure review. (**Appendix
155 C- Criteria for Teaching**)

156 Evaluation of clinical effectiveness is based on publications, invited talks, presentation of
157 clinical findings at meeting both within and outside the CVM, student evaluations,
158 feedback from clients and referring veterinarians, and evaluations by senior clinical
159 faculty. (**Appendix C- Criteria for Professional Services**)

160 Service to the College, University, State of Mississippi, commodity groups, and
161 professional organizations includes membership on committees, presentations to outside
162 groups, review of grant applications and manuscripts, and leadership of professional
163 organizations. This service is documented and supported by letters of evaluation.
164 (**Appendix C- Criteria for Administrative and Organizational Service**)

165 **Promotion to Professor**

166 Evaluations of scholarly activity, teaching effectiveness, and service are based on the
167 parameters described above for promotion to associate professor with tenure. While no
168 specific numbers of publications, grants acquired, courses taught, or committees served
169 are required, it is expected that a person promoted to professor will have established a
170 ***national reputation*** for excellent scholarly contributions, and commendable performance
171 in other aspects of the position description.

172 **Procedures – (See Appendix B for the current timeline for P&T review)**

173 Mid-tenure Review

174 Tenure track faculty members are reviewed during the third year of appointment. For
175 faculty members with a nonstandard probationary period the "third-year review" should
176 be held at the mid-point of the individual's probationary period. The purpose of this
177 review is to evaluate performance and determine potential for attaining promotion and
178 tenure within the designated time period. Clinical Sciences utilizes this review
179 opportunity to acquaint assistant professors with the forms, procedures, and processes
180 used during the sixth year of appointment when they are formally reviewed for promotion
181 to associate professor with tenure.

182 The Clinical Sciences department head instructs third-year assistant professors in the
183 requirements to complete the Mississippi State University Application of Promotion
184 and/or Tenure form. This experience informs them of the expectations for data collection
185 and presentation, thus demystifying the tenure review process. Outside letters of
186 evaluation are not requested. The CV of the candidate is reviewed individually by tenured
187 departmental faculty. A closed meeting of at least three tenured faculty meet to discuss
188 the performance of the third-year assistant professor. Those faculty representatives write
189 an evaluation of the candidate and forward it to the department head. The department
190 head writes an evaluation of the candidate, includes it with the three-member committee
191 letter, and forwards the letters and CV to the dean. This process provides an important
192 mentoring opportunity that guides the professional development of tenure track assistant
193 professors.

194 Application for Promotion and Tenure

195 No later than the fall semester of the sixth year of appointment, as stated in the initial
196 letter of hire, tenure track assistant professors are required to present data for completion
197 of the Mississippi State University Application of Promotion and/or Tenure form
198 (<http://www.provost.msstate.edu/fsr/faculty/guidelines/>). As per the CVM Promotion and
199 Tenure guidelines the applicants will state in their application the area(s) within which
200 they believe that they have attained excellence / national or international recognition.
201 The department head works with the assistant professor to ensure the Mississippi State
202 University Application of Promotion and/or Tenure form and its attachments are
203 complete and accurate. The department head also requests outside letters of evaluation
204 from individuals at a rank comparable to, or higher than associate professor (**Appendix**
205 **A**). Assistant professors under evaluation are invited to submit names of individuals who
206 are qualified to evaluate their performance. The department head also requests names of
207 potential reviewers from the tenured faculty in the department. The applicant and
208 department head should jointly agree on a combined list of potential evaluators from
209 which the department head then selects and contacts at least six, but not more than 10
210 individuals. Specific evaluators selected from the list of potential evaluators remain blind
211 to the candidate. These reviewers are then sent the dossier and related materials noted in
212 Appendix A that concern the assistant professor under evaluation and asked to comment
213 on the quality and impact of the person's teaching, service, and scholarly
214 accomplishments. The evaluators must include individuals external to Mississippi State
215 University (e.g. peer or more prestigious institutions or other professionals capable to
216 provide appropriate evaluation of the candidate's credentials). Requested return date for
217 the evaluations will be by September 15.

218 Outside letters of evaluation are included in a notebook/dossier along with the
219 Mississippi State University Application of Promotion and/or Tenure form and
220 attachments, CV, reprints, and other supporting documentation. An electronic (pdf)
221 version of the dossier should be submitted in addition to the hardcopy. (The applicant
222 should contact the departmental secretary if assistance is needed.) The candidate will also
223 provide a spreadsheet, both electronically and as a hard copy, outlining publications,
224 abstract presentations, grants and other scholarly activity. An Excel template will be
225 provided to the candidate for this purpose. The notebook is reviewed individually by
226 committee members. A closed meeting of the committee is scheduled on or before
227 November 1 to discuss the performance of the assistant professor and complete a
228 confidential and secret ballot recommending for or against promotion to associate
229 professor with tenure. Following the meeting, the chair of the Department Promotion and
230 Tenure Committee counts the ballots and records the tally on the Mississippi State
231 University Application of Promotion and/or Tenure form. The committee writes an
232 evaluation of the candidate that is sent to the chair of the College Promotion and Tenure
233 Committee for subsequent inclusion in the dossier of the candidate. The chair will notify
234 the department head of the committee's recommendation but not provide him/her with the
235 letter. The department head will separately and independently review the dossier and write a
236 letter of evaluation that is likewise sent to the chair of the College Promotion and Tenure
237 Committee for inclusion in the dossier. Copies of the letters from the committee and the
238 department head will be provided to the candidate. The department head forwards the
239 notebook to the dean for a second review at the College level, and notifies the candidate
240 of the departmental decision within 10 working days. The candidate can respond in
241 writing to correct factual errors within five days of receipt of the evaluation.

242 The process for reviewing associate professors for promotion to professor is similar to
243 that described above, with two important differences. Outside reviewers must hold a rank
244 comparable to professor, and only the tenured professors of the committee participate in
245 the discussion and secret ballot recommending for or against promotion to professor.
246 Following the meeting, the chair of the Department Promotion and Tenure Committee
247 counts the ballots and records the tally on the Mississippi State University Application of
248 Promotion and/or Tenure form. (In the event that the chair of the Department Promotion
249 and Tenure Committee is not a full professor, he/she will attend the meeting but will not
250 participate in the discussion nor will he/she cast a vote.) The tenured professors attending
251 this meeting write an evaluation of the candidate that is sent to the chair of the College
252 Promotion and Tenure Committee for subsequent inclusion in the dossier of the
253 candidate. The department head will separately and independently review the dossier and
254 write a letter of evaluation that is likewise sent to the chair of the College Promotion and
255 Tenure Committee for inclusion in the dossier. The department head forwards the
256 notebook to the dean for a second review at the college level and notifies the candidate of
257 the departmental decision within 10 working days.

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260 **Appendix A - EXTERNAL LETTERS OF EVALUATION**

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262 The applicant's credentials will be evaluated by external evaluators who are located at
263 peer institutions to MSU and, are deemed appropriate because of the candidate's duties.
264 Suggested reviewers should be selected on the basis of their familiarity with the field of
265 study of the candidate, including standards for professional and scholarly activity in the
266 discipline. Letters should be from tenured professors or individuals of equivalent stature
267 outside academia who are widely recognized in the field. When non-academic reviewers
268 are included, a written explanation why those reviewers were chosen should be included.
269 External reviewers should not be individuals with a conflict of interest in the candidate's
270 professional advancement. There should be 4 to 10 external letters of evaluation.

271

272 The applicant will supply by July 1 the names of 4 to 6 potential reviewers, a brief
273 statement addressing the credentials of each of these potential reviewers and any current
274 or previous interaction that the applicant and reviewer have had to the department head.

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276 The department head will solicit suggestions of external evaluators from the Department
277 Promotion and Tenure Committee and develop his/her own list. The applicant and
278 department head should jointly agree on the combined list of potential evaluators.

279

280 The department head will select 3 to 5 of the reviewers submitted by the applicant, with
281 the concurrence of the chair of the Department Promotion and Tenure Committee. The
282 department head will also select 2 to 5 names from his/her own list and the committee's
283 list; the final list of 4 to 10 will be approved by the department head, but specific choices
284 will remain blind to the applicant.

285

286 The department head will contact each of the identified external evaluators by phone,
287 email, and/or letter to ascertain whether they are willing to provide a confidential
288 evaluation of the applicant's credentials

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290 The individuals who have agreed to evaluate the applicant will be sent a copy of the
291 applicant's complete dossier, the departmental and university promotion and tenure
292 guidelines, and information regarding the applicant's FTE commitments to teaching,
293 research and service during the evaluation period. The materials to be evaluated will be
294 sent to the external reviewers and letters will be required by September 15. Received
295 letters will be added to the application after the applicant has turned it in and before the
296 departmental committee review. Late letters may be added and committee members
297 notified of them until a decision has been finalized by the departmental committee. A list
298 of external evaluators will be placed into the dossier along with a brief statement of the
299 credentials of the evaluator qualifying him/her to be an evaluator along with the dates of
300 all communication between evaluator and department head.

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302 **Appendix B - TIMELINE & PROCEDURES** for the Department of Clinical Sciences,
 303 College of Veterinary Medicine, Mississippi State University in accordance with:
 304 AOP 13.07, ACADEMIC PROMOTION AND TENURE POLICIES AND
 305 PROCEDURES at Mississippi State University approved by the Robert Holland
 306 Faculty Senate, 3-18-08, and signed by Interim President Vance H. Watson, , 6-30-
 307 2008; and the
 308 Promotion and Tenure Guidelines for the College of Veterinary Medicine approved
 309 by college wide vote 7-14-2008 and revised 4-20-2015.
 310

311
 312 February 1 The department head will email all departmental faculty members and
 313 remind them of the deadlines associated with applications for Promotion
 314 & Tenure. Additionally, each person will be provided access to these
 315 guidelines via email or the departmental web page.
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317 June 15 Candidates will notify the department head of their intent to apply for
 318 promotion and/or tenure.
 319

320 July 1 The candidate will supply the department head with a list of 4 to 6
 321 suggested reviewers located at peer institutions. In a timely manner:
 322 • The department head will forward the candidate’s suggestions
 323 to the Department Promotion and Tenure Committee and
 324 solicit a list of additional suggested reviewers from the
 325 committee.
 326 • The candidate and department head will jointly agree on the
 327 combined list of potential reviewers.
 328 • The department head and the chair of the Department
 329 Promotion and Tenure Committee will select 4 to 10 reviewers
 330 from the combined list and contact each of them (phone, email,
 331 and letter) to ascertain whether they are willing to provide a
 332 confidential evaluation of the candidate’s credentials.
 333 • The department head will supply the documents and instruction
 334 specified in the University Promotion & Tenure Document
 335 (AOP 13.07) to each of the reviewers requesting their letters be
 336 returned by September 15.
 337

338 The candidate will submit a completed application for promotion and/or
 339 tenure to the department head.
 340

341 September 1 The department head will send a reminder to any reviewer whose letter
 342 has not been received by September 1.
 343

344 September 15 Due date for receipt of evaluations from external reviewers.
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346
 347 October 1 The department head will forward the completed documents to the

348 Department Promotion & Tenure Committee.
349
350 November 1 A closed meeting of the Department Promotion and Tenure Committee
351 is scheduled on or before November 1 to discuss the performance of the
352 assistant professor and complete a confidential and secret ballot
353 recommending for or against promotion to associate professor with
354 tenure. The Department Promotion and Tenure Committee writes an
355 evaluation of the candidate that is forwarded to the chair of the College
356 Promotion and Tenure Committee for inclusion in the notebook. The
357 department head is notified of the recommendation but is not provided a
358 copy of the letter. The candidate receives a copy of the letter.
359
360 November 15 The department head will provide a written recommendation of the
361 candidate that is provided to the chair of the College Promotion and
362 Tenure Committee. The candidate's dossier is forwarded to the dean
363 who will provide the dossier to the CVM Promotion and Tenure
364 Committee.
365
366 December 15 The College of Veterinary Medicine Promotion and Tenure Committee
367 recommendations are due to the dean.
368
369 January 15 The dean will forward the candidate's package, along with the
370 recommendations, to the Provost.
371
372 March 10 The Provost will forward his/her recommendation for promotion/tenure
373 to the President.
374
375 The candidate will be notified directly by the President of his/her
376 decision to accept or reject the recommendations for promotion or
377 tenure.
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379 The candidate has ten working days from the time of notification to
380 request an appeal hearing.
381

382 **Appendix C - EVALUATION CRITERIA**

383

384 There is no simple list of accomplishments that guarantee that a faculty member
385 will obtain tenure and/or promotion. Instead, tenure and promotion are recommended
386 based on the assessment of the tenured faculty of the university that a candidate has
387 made outstanding contributions in appropriate academic endeavors. Scholarly
388 productivity, teaching ability, clinical aptitude, academic citizenship, and collegiality
389 are all factors that are considered in a tenure/promotion decision.

390

391

392 **Criteria for SATISFACTORY and EXCELLENT performance in TEACHING:**

393

(see <http://www.msstate.edu/dept/audit/mainindex.html>)

394

(<http://www.aces.uiuc.edu/faculty/docs/peerob.pdf>)

395

396 As part of the university community, faculty are expected to have a SATISFACTORY
397 performance in the area of teaching. SATISFACTORY performance in teaching is
398 determined by evaluating the quantity and quality of faculty performance proportional to
399 his or her teaching FTE assignment.

400

401 EXCELLENCE in TEACHING requires a faculty member to demonstrate
402 SATISFACTORY performance and additional standards for excellence. Excellent
403 performance in teaching is determined by evaluating the quantity and quality of faculty
404 performance proportional to his or her teaching FTE assignment.

405

406 Examples of activities or criteria that could demonstrate SATISFACTORY AND/OR
407 EXCELLENT performance in TEACHING are listed below. **This list should not be**
408 **construed as inclusive or as a checklist of requirements.**

409

- 410 1. Participation in the graduate, professional, and/or undergraduate curricula offered by
411 the college and university:
- 412 a. Potential roles in the professional curriculum include but are not limited to: (1)
413 Clinical Rotations Faculty; (2) Didactic Instruction Faculty (3) Course Leader (4)
414 Elective Course Faculty (5) Student Advising; (6) Student Mentoring
 - 415 b. Participation in undergraduate, graduate, and professional courses
 - 416 c. If the faculty member is a member of the graduate faculty, he/she should serve on
417 graduate student committees, or serve as a major professor for graduate students,
418 or demonstrate involvement in intern and/or resident training;
 - 419 d. Graduate instruction that results in the completion of a graduate degree, or
420 specialty certification.
- 421
- 422 2. Demonstration of instructional competence in those teaching activities performed:
- 423 a. Student assessments;
 - 424 b. Peer and/or supervisor assessments, including reviews from individuals making
425 direct observation of student interactions on clinical rotations, and reviews by
426 course leader, department head, or education professional who have directly
427 observed formal didactic presentations;

- 428 c. Participation in the distribution of instructional objectives and requirements by the
429 publication of a course syllabus; participants in a course are expected to follow
430 the guidelines, procedures, and grading criteria published in the syllabus.
- 431 d. Grade examinations, papers, and other sources of evaluation promptly and
432 cooperatively to make them available to the student for inspection and discussion;
- 433 e. Meet classes as scheduled;
- 434 f. Documentation provided by peer or supervisor review that establishes the
435 curricular value of newly developed or revised educational materials and methods
436 (e.g. didactic materials, examinations, courses, tutorials, and/or learning aids,
437 teaching portfolio) developed during the evaluation period;
- 438 g. Publications that either pertain to teaching or are instructional within a given
439 discipline. This includes textbooks, manuals, peer reviewed review articles, and
440 articles on educational pedagogy.
- 441 h. Honors and awards for teaching;
- 442 i. National recognition.
- 443
- 444 3. Evidence of innovations instituted or other teaching contributions such as:
- 445 a. Developing or incorporating state of art technology and/or methodology into
446 teaching;
- 447 b. Creating or implementing nontraditional methods of knowledge transfer (e.g.
448 distance education, computer assisted learning);
- 449 c. Developing a new course;
- 450 d. Grants received pertaining to teaching, advising, or performance evaluations;
- 451 e. Invited presentations on teaching methods or the teaching of materials pertinent to
452 individual's discipline.
- 453 f. Directed independent studies that result in student publications.
- 454
- 455 4. Academic Advisement
- 456 a. Attainment of certification by examination of outside agencies, e.g., specialty
457 boards, or a terminal degree in an appropriate discipline;
- 458 b. Extramural funding activities for department, departmental club(s), etc.
- 459

460

461 **EVALUATION CRITERIA FOR RESEARCH AND CREATIVE**
462 **ACHIEVEMENT**

463

464 **Criteria for SATISFACTORY and EXCELLENT performance in RESEARCH**
465 **AND CREATIVE ACHIEVEMENT:**

466

467 As part of the university community, faculty are expected to have a SATISFACTORY
468 performance in the area of research and creative achievement. SATISFACTORY
469 performance in research and creative achievement is determined by evaluating the
470 quantity and quality of faculty performance proportional to his or her research and
471 creative achievement FTE assignment.

472

473 EXCELLENCE in RESEARCH AND CREATIVE ACHIEVEMENT requires a faculty
474 member to demonstrate SATISFACTORY performance and additional standards for
475 excellence. Excellent performance in research and creative achievement is determined by
476 evaluating the quantity and quality of faculty performance proportional to his or her
477 research FTE assignment.

478

479 Examples of activities or criteria that could demonstrate SATISFACTORY AND/OR
480 EXCELLENT performance in RESEARCH AND CREATIVE ACHIEVEMENT are
481 listed below. **This list should not be construed as inclusive or as a checklist of**
482 **requirements.**

483

484 1. Publishes peer reviewed scholarly publications (as a guide, 1 publication per 0.2 FTE
485 per year is expected).

486 2. Publishes peer reviewed senior-authored manuscripts or is the laboratory leader
487 (corresponding author) on peer-reviewed publications

488 3. Publishes clinical case reports, veterinary/scientific articles in lay/trade professional
489 publications

490 4. Develops or creates pamphlets or extension bulletins

491 5. Composes book chapters and textbooks

492 6. Develops service, teaching/instructional or research oriented computer software

493 7. Participates as a senior author on publications or lead developer on non-manuscript
494 oriented activities (note: manuscripts with student/house officers as first authors will
495 be counted as faculty first author publications)

496 8. Develops teaching videos, and other instructional modalities that are employed by
497 professional/academic curricula

498 9. Presents research findings at meetings

499 10. Is invited to speak at national research meetings

500 11. Establishes and participates in intra- and inter-college collaborative research efforts

501 12. Seeks extramural funding through grants and contracts

502 13. Successfully secures extramural funding for grants

503 14. Successfully negotiates funding for research contracts

504 15. Manages appropriated budget in a responsible manner

505 16. Markets intellectual property and transfers technology

- 506 17. Develops “high risk” research or investigations generating intellectual property
507 potentially transferable to commercial markets
508 18. Develops or incorporates state-of-the-art technologies into his/her research program
509 19. Develops a peer-recognized area of expertise
510 20. Serves on scientific advisory/research proposal review panels
511 21. Is elected to learned/honorary research societies
512 22. Is elected as an officer of a national research organization or society
513 23. Is an editor or editorial assistant (editorial board) for a scientific journal or a book
514 24. Serves as the major professor for graduate students
515 25. Serves on graduate student committees
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519 **EVALUATION CRITERIA FOR PROFESSIONAL AND ORGANIZATIONAL**
520 **SERVICE**

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522 **Criteria for satisfactory and excellent performance in PROFESSIONAL AND**
523 **ORGANIZATIONAL SERVICE.**

524
525 PROFESSIONAL SERVICE includes professional veterinary clinical and diagnostic
526 service, extension, administrative service and other forms of professional service such as
527 statistical and epidemiological service. ORGANIZATIONAL SERVICE on committees,
528 organizations, etc. is also included in this category but is expected to account for a
529 comparatively small part of faculty activities. As part of the College of Veterinary
530 Medicine community, faculty are expected to have a satisfactory performance in the area
531 of PROFESSIONAL or ORGANIZATIONAL SERVICE. Criteria for excellence or
532 satisfactory performance in PROFESSIONAL SERVICE are determined by evaluating
533 the quantity and quality of faculty performance proportional to his or her service FTE
534 assignment.

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536

537 Examples of activities or criteria that could demonstrate excellence or satisfactory
538 performance in PROFESSIONAL SERVICE are listed below. **This list should not be**
539 **construed as inclusive or as a checklist of requirements.**

540

541 1. Clinical service

- 542 a. Competent patient care, as indicated by medical records, supervisors, colleagues,
543 and external recommendations solicited from referring veterinarians, former
544 students, or clients.
- 545 b. Provision of production medicine services that positively impact the agribusiness
546 as indicated by supervisors, colleagues, students, clients, producers, or others.
- 547 c. Accurate and timely diagnostic and imaging support, as indicated by supervisors,
548 colleagues, students, or clients.
- 549 d. Efficient and timely generation of medical records and diagnostic reports, as
550 indicated by supervisors and service chiefs.
- 551 e. Field investigations and population medicine advising;
- 552 f. Certification by examination of outside agencies, e.g., specialty boards such as the
553 American College of Veterinary Pathologists or a terminal degree in an
554 appropriate discipline for application in the clinical sciences.
- 555 g. Development of new or more effective treatment/diagnostic methods of/for
556 animal diseases.
- 557 h. Publication of new information related to animal care and disease pathogenesis
558 and diagnosis.
- 559 i. Evidence of significant contributions in support of CVM constituents, including
560 knowledge integration, creative solutions, or other outcomes of applied research
561 as evaluated by clientele and peers.
- 562 j. Recognized as an expert in his/her field by honors, awards, and special
563 recognition.

- 564 k. Receipt of grants and contracts to finance development and delivery of service
565 innovations.
- 566 l. Awards and honors received in the realm of professional service.
567
- 568 2. Extension service
- 569 a. Provision of unbiased scientific-based information to appropriate public groups in
570 a timely manner through training materials, and/or clientele education programs.
- 571 b. Establishment of consulting relationships with units/offices of the University
572 community, government, business, organizations representing the interests of
573 Mississippi animal owners, or industry in an area or discipline related to
574 professional expertise.
- 575 c. Serves as a link between research scientists, state, and federal agencies, and
576 resource and client groups.
- 577 d. Interaction with College research efforts.
- 578 e. Provision of service with professional outreach to schools, consumer groups and
579 other recognized organizations and by other public service activities in
580 individual's field.
- 581 f. Leadership positions in veterinary clinical specialty organizations or animal
582 commodity organizations.
- 583 g. Evidence of professional recognition of clinical contributions to the veterinary
584 profession (Invited speaker to national and international continuing education
585 programs, invited service on editorial boards for clinical journals, AVMA task
586 forces, etc.).
- 587 h. Communication of scientific information pertinent to extension service via peer-
588 reviewed scientific journal articles, extension publications, and presentations at
589 local, regional, national and international meetings.
590
- 591 3. Administrative service
- 592 a. Effective administrative efforts as program director.
- 593 b. Effective administrative efforts as service chief.
594
- 595 4. Other professional services
- 596 a. Establishment of effective consulting relationships with faculty and student
597 clients.
- 598 b. Provision of appropriate and unbiased statistical advice in a timely manner.
- 599 c. Participation in intra- and inter-college collaborative research efforts.
- 600 d. Acknowledgments for statistical assistance on reports, manuscripts, theses and
601 dissertations.
- 602 e. Development of patents for instruments and processes useful in solving persistent
603 problems.
- 604 f. Incorporation of state-of-the-art technologies into his/her consulting activities.
- 605 g. Election to learned/honorary research societies.
- 606 h. Election as an officer of a national organization or society.
607
- 608 5. Organizational service
- 609 a. University and College committee participation.

- 610 b. Community service.
- 611 c. Membership in professional, commodity, and social organizations.
- 612 d. Participation in university, college, and departmental governance.