

Promotion and Tenure Policies and Procedures, Department of Clinical Sciences, College of Veterinary Medicine, Mississippi State University
(approved by department vote 07-19-2016)

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

and

Promotion and Tenure Guidelines for the
College of Veterinary Medicine
(approved by college-wide vote 7-14-2008, revised 4-20-2015)

Department of Clinical Sciences Promotion and Tenure Committee

1. The Department Promotion and Tenure Committee will be composed of five full-time tenured faculty members, inclusive of the chair, in the Department of Clinical Sciences. No faculty member may participate in an applicant's promotion or tenure review at more than one administrative level; thus, those evaluating a candidate at the College Promotion and Tenure Committee level will not participate in evaluation of the candidate as part of the Department of Clinical Sciences Promotion and Tenure Committee.
2. All members of the committee will have rank equal to or higher than that for which the candidate has applied in a particular case. (Thus an associate professor could sit on the committee to review applications for tenure and promotion to associate professor, but could not sit on the committee to review applications for promotion to professor.)
3. The committee will consist of five members of appropriate rank. If five members are not available because of absence, recusal or insufficient rank, the professorial faculty of that department will elect substitutes from the professors of an appropriate unit.
5. No dean, associate dean, assistant dean, department head, or unit leader providing an official promotion and tenure evaluation will be a voting member of the committee.
6. The departmental faculty will annually elect the committee membership with the term of office being from June 1 to May 30 of the subsequent year. The chair shall be elected within the membership of the committee.
7. An individual will not serve in a year that his or her promotion application is being considered.

8. 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 vote including all eligible professorial faculty in the department on all applications for promotion and tenure.
6. Conduct a majority vote including all professorial tenured faculty in the department to approve the original promotion and tenure document and policies and all subsequent changes.

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 regardless of faculty appointment, but must take into consideration responsibilities outlined in the initial letter of appointment to the tenure track and modifications of these responsibilities recognized during annual evaluation and goal development.

In addition, the Department of Clinical Sciences employs a remarkably diverse faculty with respect to educational background, research discipline, and clinical expertise. This

diversity is a strength of the Department, as it facilitates excellence in meeting our teaching, research, clinical service, and university service missions. There is a corresponding diversity of position descriptions for Clinical Sciences faculty. Consequently, there is no standardized template against which performance is evaluated for salary adjustment, receipt of tenure, or promotion to a higher professorial rank. Rather, faculty are evaluated on an individual basis and performance is assessed against the job description for that individual. This description is established at the time of initial appointment. It may be modified at the time of annual review by mutual consent of the department head and faculty member. *The essential aspect of evaluation is to determine the degree to which an individual has documented excellent performance of his or her assigned duties.* (Appendix C)

Clarification regarding Clinical Service

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

Promotion to Associate Professor with Tenure

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

All Clinical Sciences faculty are expected to conduct their assignments in a scholarly manner and to communicate their observations in the form of publications in refereed journals. No set number of publications is specified as a requirement for promotion to associate professor with tenure. The evaluation is based on the number, quality, and impact of publications in relation to the description of the position occupied by the individual being evaluated. Expectations for extramural grants and publications in high impact journals are greater for someone with 60% research time commitment versus another person with 20% research time commitment. The quality of publications and stature of journals in which they appear are also considered. The department recognizes that greater effort is required to publish manuscripts in top tier journals. In general, a person achieving promotion to associate professor with tenure will have published a sufficient number and quality of manuscripts in refereed journals to be considered to be developing a *national reputation* for scholarly contributions and to be showing potential for sustained contributions to the university and to his or her profession and field.

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

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

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

Promotion to Professor

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

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

Mid-tenure Review

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

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

mentoring opportunity that guides the professional development of tenure track assistant professors.

Application for Promotion and Tenure

No later than the fall semester of the sixth year of appointment, as stated in the initial letter of hire, tenure track assistant professors are required to present data for completion of the Mississippi State University Application of Promotion and/or Tenure form (<http://www.provost.msstate.edu/fsr/faculty/guidelines/>). The department head works with the assistant professor to insure the Mississippi State University Application of Promotion and/or Tenure form and its attachments are complete and accurate. The department head also requests outside letters of evaluation from individuals at a rank comparable to, or higher than associate professor (**Appendix A**). Assistant professors under evaluation are invited to submit names of individuals who are qualified to evaluate their performance. The department head also requests names of potential reviewers from the tenured faculty in the department. The applicant and department head should jointly agree on a combined list of potential evaluators from which the department head then selects and contacts at least six, but not more than 10 individuals. Specific evaluators selected from the list of potential evaluators remain blind to the candidate. These reviewers are then sent the CV and related materials noted in Appendix A that concern the assistant professor under evaluation, and asked to comment on the quality and impact of the person's teaching, service, and scholarly accomplishments. The evaluators must include individuals external to Mississippi State University (e.g. peer or more prestigious institutions or other professionals capable to provide appropriate evaluation of the candidate's credentials). Requested return date for the evaluations will be by September 15.

Outside letters of evaluation are included in a notebook/dossier along with the Mississippi State University Application of Promotion and/or Tenure form and attachments, CV, reprints, and other supporting documentation. The notebook is reviewed individually by committee members. A closed meeting of the committee is scheduled on or before November 1 to discuss the performance of the assistant professor and complete a confidential and secret ballot recommending for or against promotion to associate professor with tenure. Following the meeting, the chair of the Department Promotion and Tenure Committee counts the ballots and records the tally on the Mississippi State University Application of Promotion and/or Tenure form. The committee writes an evaluation of the candidate that is sent to the chair of the College Promotion and Tenure Committee for subsequent inclusion in the dossier of the candidate. The chair will notify the department head of the committee's recommendation but not provide him/her with the letter. The department head will separately and independently review the dossier and write a letter of evaluation that is likewise sent to the chair of the College Promotion and Tenure Committee for inclusion in the dossier. Copies of the letters from the committee and the department head will be provided to the candidate. The department head forwards the notebook to the dean for a second review at the College level, and notifies the candidate of the departmental decision within 10 working days. The candidate can respond in writing to correct factual errors within five days of receipt of the evaluation.

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

Appendix A - EXTERNAL LETTERS OF EVALUATION

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

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

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

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

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

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

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

- | | |
|--------------|--|
| June 1 | The department head will email all departmental faculty members and remind them of the deadlines associated with applications for Promotion & Tenure. Additionally, each person will be provided access to these guidelines via email or the departmental web page. |
| June 15 | Candidates will notify the department head of their intent to apply for promotion and/or tenure. |
| July 1 | <p>The candidate will supply the department head with a list of 4 to 6 suggested reviewers located at peer institutions. In a timely manner:</p> <ul style="list-style-type: none"> • The department head will forward the candidate’s suggestions to the Department Promotion and Tenure Committee and solicit a list of additional suggested reviewers from the committee. • The candidate and department head will jointly agree on the combined list of potential reviewers. • The department head and the chair of the Department Promotion and Tenure Committee will select 4 to 10 reviewers from the combined list and contact each of them (phone, email, and letter) to ascertain whether they are willing to provide a confidential evaluation of the candidate’s credentials. • The department head will supply the documents and instruction specified in the University Promotion & Tenure Document (AOP 13.07) to each of the reviewers requesting their letters be returned by September 15. |
| September 1 | <p>The candidate will submit a completed application for promotion and/or tenure to the department head.</p> <p>The department head will send a reminder to any reviewer whose letter has not been received by September 1.</p> |
| September 15 | Due date for receipt of evaluations from external reviewers. |

- October 1 The department head will forward the completed documents to the Department Promotion & Tenure Committee.
- November 1 A closed meeting of the Department Promotion and Tenure Committee is scheduled on or before November 1 to discuss the performance of the assistant professor and complete a confidential and secret ballot recommending for or against promotion to associate professor with tenure. The Department Promotion and Tenure Committee writes an evaluation of the candidate that is forwarded to the chair of the College Promotion and Tenure Committee for inclusion in the notebook. The department head is notified of the recommendation but is not provided a copy of the letter. The candidate receives a copy of the letter.
- November 15 The department head will provide a written recommendation of the candidate that is provided to the chair of the College Promotion and Tenure Committee. The candidate's dossier is forwarded to the dean who will provide the dossier to the CVM Promotion and Tenure Committee.
- December 15 The College of Veterinary Medicine Promotion and Tenure Committee recommendations are due to the dean.
- January 15 The dean will forward the candidate's package, along with the recommendations, to the Provost.
- March 10 The Provost will forward his/her recommendation for promotion/tenure to the President.
- The candidate will be notified directly by the President of his/her decision to accept or reject the recommendations for promotion or tenure.
- The candidate has ten working days from the time of notification to request an appeal hearing.

Appendix C - EVALUATION CRITERIA

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

Criteria for SATISFACTORY and EXCELLENT performance in TEACHING: (see <http://www.msstate.edu/dept/audit/mainindex.html>) (<http://www.aces.uiuc.edu/faculty/docs/peerob.pdf>)

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

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

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

1. Participation in the graduate, professional, and/or undergraduate curricula offered by the college and university:
 - a. Potential roles in the professional curriculum include but are not limited to: (1) Clinical Rotations Faculty; (2) Didactic Instruction Faculty (3) Course Leader (4) Elective Course Faculty (5) Student Advising; (6) Student Mentoring
 - b. Participation in undergraduate, graduate, and professional courses
 - c. If the faculty member is a member of the graduate faculty, he/she should serve on graduate student committees, or serve as a major professor for graduate students, or demonstrate involvement in intern and/or resident training;
 - d. Graduate instruction that results in the completion of a graduate degree, or specialty certification.

2. Demonstration of instructional competence in those teaching activities performed:
 - a. Student assessments;
 - b. Peer and/or supervisor assessments, including reviews from individuals making direct observation of student interactions on clinical rotations, and reviews by course leader, department head, or education professional who have directly observed formal didactic presentations;

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

EVALUATION CRITERIA FOR RESEARCH AND CREATIVE ACHIEVEMENT

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

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

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

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

1. Publishes peer reviewed scholarly publications (as a guide, 1 publication per 0.2 FTE per year is expected).
2. Publishes peer reviewed senior-authored manuscripts or is the laboratory leader (corresponding author) on peer-reviewed publications
3. Publishes clinical case reports, veterinary/scientific articles in lay/trade professional publications
4. Develops or creates pamphlets or extension bulletins
5. Composes book chapters and textbooks
6. Develops service, teaching/instructional or research oriented computer software
7. Participates as a senior author on publications or lead developer on non-manuscript oriented activities (note: manuscripts with student/house officers as first authors will be counted as faculty first author publications)
8. Develops teaching videos, and other instructional modalities that are employed by professional/academic curricula
9. Presents research findings at meetings
10. Is invited to speak at national research meetings
11. Establishes and participates in intra- and inter-college collaborative research efforts
12. Seeks extramural funding through grants and contracts
13. Successfully secures extramural funding for grants
14. Successfully negotiates funding for research contracts
15. Manages appropriated budget in a responsible manner
16. Markets intellectual property and transfers technology

17. Develops “high risk” research or investigations generating intellectual property potentially transferable to commercial markets
18. Develops or incorporates state-of-the-art technologies into his/her research program
19. Develops a peer-recognized area of expertise
20. Serves on scientific advisory/research proposal review panels
21. Is elected to learned/honorary research societies
22. Is elected as an officer of a national research organization or society
23. Is an editor or editorial assistant (editorial board) for a scientific journal or a book
24. Serves as the major professor for graduate students
25. Serves on graduate student committees

EVALUATION CRITERIA FOR PROFESSIONAL AND ORGANIZATIONAL SERVICE

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

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

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

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

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

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