

ACADEMIC PERSONNEL REVIEW CRITERIA
FOR FACULTY HEAVILY INVOLVED IN VETERINARY HEALTHCARE
PROFESSOR OF CLINICAL (____) SERIES

The School of Veterinary Medicine recognizes the need for faculty to provide patient care and instruction in the clinical disciplines in the Veterinary Medical Teaching Hospital (VMTH) and Veterinary Medical Centers (VMC).

The Professor of Clinical (____) series is designed for individuals whose primary interest, expertise, and commitment is in clinical service and instruction. Creative/scholarly activities are required for individuals in this series, but they differ from those required in the Professor series in two ways: (1) the amount of time spent in creative work is less in view of the increased responsibilities for clinical service and instruction; and (2) the type of scholarly activity may focus primarily on integrating/improving clinical care, conducting clinical research studies, and/or improving veterinary medical education. A minimum of 25% protected time (from clinical responsibilities) is advised for Professor of Clinical (____) faculty in the School of Veterinary Medicine for scholarly and creative activities. An appointee in this series will normally carry a heavier instructional load and/or clinical effort assignment than appointees in the Professor Series or in the Professor In Residence Series.

Faculty in this series will be evaluated based on performance in (1) professional (clinical) competence and activity, (2) teaching, (3) university and public service, and (4) research and creative work. While there is a high expectation for quality of performance, heavier commitments in professional activity and service need to be balanced against lighter commitments in creative activity and research. A balanced record of accomplishment in all categories is expected for normal merit advancement. Promotion requires excellence in clinical service and teaching and documented evidence of advancement of the clinical discipline through creative scholarship. Consistent with criteria outlined in APM 210- 1.d.1 for appointment and promotion of Professors; superior attainment in clinical professional competence and activity (including patient care and clinical teaching), teaching, creative activity, and service is an indispensable requirement for career advancement, and especially so for promotion or high level merit advancement. Insistence of this standard is essential to maintain the quality of the School of Veterinary Medicine as an institution dedicated to excellence in veterinary health care.

The criteria set forth in this document are intended to serve as guidelines in the personnel evaluation and review process for faculty with heavy commitments to veterinary healthcare in the School of Veterinary Medicine within the Professor of Clinical (____) series.

(1) Professional Competence and Activity

The major responsibility in this series is professional competence and activity and faculty in the Professor of Clinical (____) series must demonstrate excellence in this area. Faculty will be reviewed for their participation and leadership in providing high quality patient care in the hospital environment and their reputation for clinical excellence locally for the Assistant level, regionally (California) for the Associate level, and nationally for the Full level.

Faculty are expected to attain specialty board certification and must demonstrate clinical competence and be recognized for accomplishment in a focused area of clinical practice. There is an expectation that, through high-level patient care, faculty will advance their clinical discipline within the VMTH or VMCs of the School, as well as locally and nationally.

Clinical service is evaluated by soliciting comments from residents, discipline peers, staff, referring veterinarians and clients (see attached Clinical Proficiency Evaluation form and Process Guidelines) and a single analytical letter from the VMTH Director or appropriate VMC Director and service chief based on input from discipline faculty and affiliated faculty as

appropriate. These comments and letters should address conscientious commitment to clinical effort assignment, quality of patient care, level of professional competence, degree of advancement of the clinical discipline, quality of medical record keeping, ability to work collegially and professionally within the confines of the VMTH or associated VMCs and as part of a team, effectiveness of relationships with staff and colleagues, and, where applicable, effectiveness in interactions with referring veterinarians and the ability to attract case material required for teaching and research. Measures for clinical excellence might include patient referrals, extramural letters, invitations to speak on clinical topics, and published proceedings notes from professional continuing education meetings.

(2) **Teaching.** Faculty in the Professor of Clinical (____) series must demonstrate excellence in all aspects of teaching. Instruction may include lectures, small group settings, and tutorials (one-on-one instruction), however the major responsibility will be towards clinical teaching of professional DVM students and graduate clinical (resident) students within the VMTH or VMCs.

When assigned patient care duty, there is an expectation for daily, effective on-floor clinical instruction of professional DVM students and residents in the presence of clients (where applicable) and patients. Faculty are also expected to participate in discipline rounds for professional DVM students, including Small and Large Animal Grand Rounds. Faculty with resident training responsibility will be expected to contribute actively to clinical mentorship. This includes provision of adequate case material for specialty training, regular assessment of clinical experience and progress, guidance of graduate clinical students in preparation for eligibility for specialty board certification. Faculty will also participate in didactic instruction of residents through approved courses, journal clubs, morbidity and mortality conferences, or similar discipline-appropriate structured clinical activities that promote acquisition, refinement and testing of clinical knowledge and of the basic sciences that form the foundation for that clinical discipline.

Instruction, in the form of continuing education, to practicing veterinarians is also an expectation of this series. Teaching efforts for DVM and resident teaching will be documented based on a teaching activity record (type, contact hours, attendees) and an analysis of teaching effectiveness reported in the letter from the VMTH or appropriate VMC Director. Teaching efforts for continuing education will be listed under presentations. Teaching effectiveness can be documented by teaching awards, positive evaluations from students, residents, and peers, invitations to present lectures, and extramural letters. Quality of proceedings notes for continuing professional education will also be considered in evaluation of teaching. For promotion, teaching excellence must be documented.

(3) **Creative activities.** Faculty in this series must demonstrate scholarship and creativity and are judged on the basis of the quality and innovation of their work. Faculty are expected to advance the clinical discipline through creation and dissemination of new knowledge with documentation in peer-reviewed publications. Faculty must demonstrate a leadership role and individual contributions to, and leadership in, collaborative scholarly activities must be documented. The amount of time that individuals in this series have available for creative activities may differ among disciplines and departments, therefore the amount of protected time for creativity should be documented. In the evaluation, the assigned effort to creative activities and the associated scholarly productivity should be considered in relation to other assigned effort. However, clinical service and teaching cannot substitute for the lack of creative activity. Evidence of a significant achievement in creative scholarship is a requirement for promotion.

Faculty in the Professor of Clinical (____) series may participate in a variety of creative activities. For promotion to the Associate level, the faculty member should document local or regional recognition while promotion to the Full level requires national recognition in these activities. Creative activities commonly include the following four categories, which are considered of equal value.

a) *Contributions to innovations in medical education/training.* Examples include the development, dissemination, and use by other institutions of innovative educational tools/methods and of new or revised courses/curricula. Other means include peer reviewed publication of veterinary educational materials/pedagogical techniques/outcomes assessment related to professional DVM student, graduate clinical student, or continuing professional education.

b) *Contributions to the improvement or integration of new information into clinical practice.* Faculty in this series are uniquely positioned to use the VMTH as their research laboratory and thus to publish peer-reviewed articles that provide the basis for evidence-based veterinary medicine. Other examples include case reports, clinical review articles, book chapters, documented development of procedures and techniques, collaborative clinical research programs/studies, applications of new technologies to the clinical setting, and analysis of previously collected data in meta-analyses. Electronic publications are appropriate if they are rigorously peer reviewed. Participation in multi-center clinical trials is an appropriate creative activity for Professor of Clinical (___) faculty if they have demonstrated a contribution to the study by participating in protocol design, data analysis, or preparation of the manuscript/report to the degree that it justifies authorship. It should be noted that collections of case reports, case series, or retrospective studies alone are insufficient for advancement. There is an expectation that in addition the candidate will engage in prospective or longitudinal clinical studies that document new procedures, diagnostic techniques or therapies, and/or efficacy, and that these reports contribute meaningfully to the evolution of knowledge in the clinical discipline in particular and to veterinary medicine in general.

c) *Contributions to the study of community veterinary health education, veterinary and animal health policy, and veterinary care delivery.* Examples include publication of information regarding the development of new veterinary or animal health care delivery systems and the published evaluation of the effectiveness of veterinary or animal health care delivery systems in improving the health of animal patients, livestock, and free ranging wildlife. Also documented contributions to development of public policy or regulations related to animal health and welfare, veterinary practice, wildlife or ecosystem preservation, zoonotic diseases, food safety and security.

d) *Contributions to discovery-type research.* Professor of Clinical (___) faculty may show evidence of creative activity through either independent research or collaboration with other research faculty. For example, they may provide unique insights from the clinical perspective in the design of clinical trials or clinical applications of technology from the research laboratory that justify authorship or publication. Original research based on clinical observations or experimental investigation of the pathogenesis of disease with publication in peer-reviewed archival journals would meet this criterion.

4) **University and public service.** Expectations are for Professor of Clinical (___) faculty to provide university and public service similar to faculty with other Academic Senate titles. Individuals are expected to be good hospital, departmental, school and university citizens, where appropriate. Good citizens are considered those who work in a collegial manner and contribute in a positive manner to the governance of the hospital, department, school and university. The magnitude of effort in each of these areas will depend on the level of appointment of the faculty member and efforts in one area should be balanced by efforts in other areas. Work for or with national professional societies, including committee service and appointed/elected leadership positions should be recognized and provides evidence of a national reputation.