Post Tenure Review Standards
Approved September 14, 2007

The Department of Health Management and Informatics (HMI) subscribes to the belief that standards for post tenure review evaluations should not fall below what is expected to earn tenure. Accordingly, the School of Medicine P&T guidelines for promotion to associate professor become the starting point for the Post Tenure Review process mandated by the UM System. (See attached sheets for Associate Professor and Professor guidelines.)

Recognizing that the disciplines represented in HMI are different, and that the mix of responsibilities of any given faculty member can change markedly through the various stages of his/her career, it is appropriate that the general principles articulated in the promotion guidelines (the minimum standards for overall satisfactory performance) be applied at the department level.

Procedurally, each year, the department chair will conduct an evaluation of all faculty members. For tenured faculty, the department chair will make a judgment whether minimum standards for performance are being met. While not required, HMI supports a review by the department Post Tenure Review Committee IF the department chair determines that a tenured faculty member is NOT meeting minimum standards. (Note: University regulations require a face-to-face discussion between the faculty member and the chair when there is an unsatisfactory evaluation. The department requires a face-to-face discussion between the faculty member and the department chair annually upon completion of the evaluation by the chair, regardless of the status of the evaluation.)
HMI Procedures for Meeting University Guidelines  
For Post Tenure Review  
(Starting in Year 2007)

1. Using the standards from the School of Medicine P&T Guidelines, the Department of Health Management and Informatics will review the faculty member’s performance over the previous five years. The information used for this evaluation will be the annual reports/evaluations prepared by the department chair and any other materials required by the Collected Rules and Regulations.  
(Note: In practice, it is anticipated that if all annual reviews are satisfactory, then only the annual reports/evaluations will be used by the department chair for the post-tenure review. However, if one or more of the annual reviews are unsatisfactory during the five-year period, then all information specified in the Collected Rules, a current curriculum vitae, and a summary of activities, will be requested from the faculty member, along with any other information the faculty member wishes to provide.) On the basis of this information, the department chair will make a determination whether the performance during the five-year period is satisfactory (meets minimum standards) or unsatisfactory. If it is judged to be satisfactory, the process is complete. For faculty who have already been awarded tenure, the five-year period begins in 2007. For non-tenured faculty, the five years begin once tenure is awarded. For associate professors, a one-time third-year review is encouraged, but the faculty member may opt out if he/she feels there hasn’t been adequate time for his/her research to progress.

2. If the department chair’s evaluation is unsatisfactory, then the case is referred to the department’s Post Tenure Review Committee. The same information collected in #1 will be provided to this committee, along with any further information the faculty member wishes to provide. If the committee determines that performance is satisfactory, the process is complete. If the committee (by a two-thirds vote) determines that performance is unsatisfactory, the case, along with a report from the department chair and committee, is referred to the dean of the School of Medicine.

3. Note: At every level of review, the faculty member will be provided with a copy of any written report that is part of these proceedings and will have the right of appeal of any evaluations, decisions, or recommendations to the next level of the process.

4. The dean of the School of Medicine will review the report and make a determination of the faculty member’s performance for the five-year period. The dean may utilize a college-wide committee, such as the School of Medicine Post Tenure Review Committee, to assist with a recommendation. If the dean determines the faculty member’s performance is satisfactory, the review process is complete. If the dean determines the performance is unsatisfactory, a plan for professional development will be written.
5. The professional development plan will be developed by the faculty member, the department committee, a mutually agreed upon mediator from outside the department, and the department chair. The plan will follow the guidelines outlined within the Collected Rules of the University. In accordance with that plan, a faculty member may not appeal the process of the plan. However, he/she may appeal to the next administrative level for help in the formulation of an acceptable development plan.

6. A faculty member with a plan for professional development will submit an annual progress report to the department chair for three successive years after the plan has been initiated. The department chair will review the report and provide a written annual evaluation on the progress of the faculty member toward the objectives stated in the development plan. If the department chair finds satisfactory progress for any two of the three years, the process will cease, and the faculty member will begin a new five-year cycle.

7. If the department chair does not find satisfactory progress in two of the three years of the development plan, the chair will provide the annual reports and evaluations to the department committee and the mediator. If the department committee, which includes the mediator, finds satisfactory progress in two of the three years of the development plan, the process ceases, and the faculty member will begin a new five-year cycle.

8. If both the department chair and the department committee, which includes the mediator, do not find satisfactory progress in two of the three years of the development plan, the department chair will provide the annual reports and evaluations to the dean of the School of Medicine. If the dean finds satisfactory progress in two of the three years of the development plan, the process ceases, and the faculty member will begin a new five-year cycle. If the dean finds progress to be unsatisfactory, a report will be forwarded to the School of Medicine committee on post tenure, to the campus committee on post tenure, and to the provost or vice chancellor for appropriate action.

9. Any faculty member may request participation in a formal development plan (as described in #5) after two or more consecutive unsatisfactory annual evaluations. In addition, the department chair will strongly encourage faculty who have had three consecutive unsatisfactory annual evaluations to participate in a development plan.
Associate Professor

Promotion to or appointment as associate professor is based upon demonstrated competence as a professional educator. The rank of associate professor should be filled by an experienced faculty member who is functioning independently in teaching, scholarly and research endeavor, and service or administration. That faculty should not be expected to have achieved advance competence in these three primary areas, but should have been involved in all three and he/she should have acquired excellence in the first two of these areas.

Unusual cases should be considered individually in relation to a candidate's outstanding record, his/her national or international recognition, and/or his/her specific value or unique contribution to the program of the department or school.

1. General Requirements for Associate Professor
   a. Possession of the highest degree available in the field, or a demonstrated equivalent in pertinent training and experience.
   b. Appropriate recognition of his/her professional attainments by one or more of the following means: elected membership and active participation in one or more national professional organizations in the candidate's field(s) of scholarly and professional involvement; current or past appointments or other recognition as a consultant in his/her field by governmental or other organizations outside the University or the Harry S. Truman Memorial Veterans Hospital.
   c. Favorable evaluation by established peer reviewers outside the University of Missouri-Columbia, in addition to satisfactory appraisal by colleagues and others within this institution.

2. Additional considerations - demonstrated and continuous development in:
   a. Teaching: Shows competence in teaching
   b. Scholarly Endeavor (as described and discussed in the School of Medicine Principles Guiding Promotion and Appointments), as evidenced by:
      i. Completion of discipline-based research or applied research in health services management and informatics or other scholarly endeavors.
      ii. Publication of substantive research article or scholarly works in refereed professional journals consistent with the HMI research guidelines, etc.
      iii. Research grants or other awards received should be specified in the curriculum vitae.
   c. Service or administration:
      i. In applied health services management and informatics particularly in areas identified as priority areas by the department
      ii. In general sense as related to:
         a. Administrative assignments, including those of grant management
         b. Institutional assignments, academic and professional committees
         c. Civic and community effort pertaining to professional activities
Professor

Promotion to or appointment as professor indicates recognition by professional peers that the candidate is an authority in the field of specialization, is an accomplished professional teacher, and a scholar as judged by associates and students. It is implied that this candidate will continue to make contributions to the HMI academic programs. Promotion to the rank of professor will be made continuous (with tenure). In the matter of promotion to full professor, the magnitude of impact of the individual on the institution should be the key determinant. Individuals promoted to full professor should preferably be involved in all three areas of teaching, research, and service; must demonstrate excellence in the first two; and must demonstrate national or international recognition in at least one of the first two.

1. General Requirements for Professor
   a. Possession of highest degree available in the field.
   b. The general requirements for promotion to professor shall differ from those for associate professor only in degree and to the extent that the professor shall be considered and recognized as truly an expert and authority in his/her field.
   c. Favorable evaluation by established peer reviewers outside the University in addition to satisfactory appraisal by colleagues and others within the University.

2. Additional considerations - attainments and continuing developments in:
   a. Teaching (as described and discussed in the School of Medicine Principles Guiding Promotion and Appointments)
      i. Shows competence in teaching
      ii. Instruction has been evaluated as excellent by peers and by students.
   b. Research and Scholarly Activity (as described and discussed in the School of Medicine Principles Guiding Promotion and Appointments).
      i. Completed original research in health services management and health informatics or other scholarly endeavor.
      ii. Published research articles in well refereed journals (selected reprints should be provided by the candidate for examination by the committee) or other publications of scholarly type and caliber.
      iii. Research grants or other awards received should be specified in the curriculum vitae.
   c. Service or Administration
      i. Appointment to state, national, or international committees
      ii. Special consultant appointments and/or lectureships
      iii. Institutional committee responsibilities
      iv. Departmental or sectional administrative responsibility
      v. Grant administration

(Inclusion of all of the above for any one candidate is not implied).