Criteria and Process for Post-tenure Review

The Department of Internal Medicine recognizes the need for a Post Tenure Review process and voted on Tuesday, December 5, 2006 to adopt the following process in accordance with the Collected Rules and Regulations of the University of Missouri (310.015).

The Faculty of the University of Missouri, Department of Medicine awards tenure for the achievement of excellence. Whether a tenured member of the faculty emphasizes service, education, or research, the continuation of tenure requires the continued achievement of professional excellence. Through separate Promotion and Tenure guidelines, the specific criteria for the recognition of the achievement of excellence can be identified for each of these three arenas of professional activity: service, education, and research. Tenure represents a long-term commitment on the part of both the institution and the faculty member. Over this period, it is possible that both the faculty member and the institution will undergo change that can affect the faculty member’s performance. The faculty member must be responsive to the changing needs of the institution and the institution must be flexible to the evolving talents of the faculty member. Review of academic performance should reflect that both parties respect and respond to this dynamic. In general:

- To be achieved, goals and expectations must be clearly enunciated, with reasonable resources (including time) provided to the faculty member.
- Claims of professional achievement should be buttressed with objective data.
- Claims of professional failure should be buttressed with comparative peer data.
When resources are provided and reasonable goals and expectations are set, it is expected that members of the faculty will make every effort to achieve those goals.

**Post Tenure Review Criteria**

The annual review will form the basis for the post-tenure review process. This review will be conducted by the Division Director and reviewed with the Chair of the Department. Annual reviews will be conducted with the knowledge of mission based (Research, Education, and Service (including Administration) effort agreed to by the faculty member and Divisional and Departmental leadership. Any change in a faculty member’s mission based focus requires prior written approval of the Division Director and Chair. A letter to that effect should be placed into the faculty member’s personnel file in the Department. In general, a faculty member with all annual satisfactory performances will be found to meet post-tenure review criteria.

Productivity will be measured in the three mission based areas using similar criteria to that in the School and Departmental Promotion and Tenure guidelines. Several important caveats in this group of faculty must be considered and are listed below.

**Research (both PhD and M.D):**

1. In order to have assigned laboratory space, individuals should be funded through external sources. The level of funding that is acceptable will be jointly set by the faculty member and the Division Director/Departmental Chair using guidelines from the Dean’s office.
2. If a tenured faculty member loses funding, the Division Director, Chair and faculty member will agree to a plan for reestablishing funding for the laboratory. Commitment of additional bridge funding will be at the discretion of the Division Director and Chair. The lack of grant submissions is unacceptable. Solely submitting research proposals does not secure an acceptable research rating.
Educational Standards

1. "Education" refers to the full spectrum of educational services offered by the Department of Internal Medicine. These services range from undergraduate instruction through post-graduate instruction. These services also include extension services such as continuing medical education, public information, and service as an expert consultant.

2. For the purposes of satisfying post tenure review, the educational services must be included in the official duties of the faculty member either through formal assignment or by approval the academic supervisor. Unapproved educational services, as well as educational and consultative services provided for remuneration independent of the faculty member’s university salary, cannot be used to justify the continuation of tenure.

Service Standards

Service is construed to mean many different things in an academic environment. The easiest to quantify are patient care, committee work, and administration.

A. **Patient care** can be quantified by the number of RVUs generated in a given period of time, indexed to national standards for academic medicine. Other acceptable measures would be the number of clinic half-days, months on consults, inpatient ward attending, directing a clinical lab, and other procedural based clinical activity expected to generate clinical income.

B. **Committee participation** can be described and time spent clearly accounted. Some committees require more time for actual meetings and preparation than others (the Institutional Review Board or Medical School Admissions Committee may be the best example).

C. **Administration (i.e. chairmanship, division director)**, or leading of a program, division, center, etc. will be considered a major change in mission focus. These
changes should be approved by the supervisor as appropriate and expectations altered since the time for administration may vary considerably with the activity type.

**Post Tenure Review Process**

The post tenure review process will be performed in accordance with Collected Rules and Regulations, Faculty Bylaws and Tenure Regulations, Procedures for Review of Faculty Performance (310.015).