Post-tenure Review Criteria
Department of Otolaryngology Head and Neck Surgery
Established/Implemented: March 2007

All Faculty: General

The University of Missouri 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 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 either the faculty member or the institution will undergo unexpected 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:

- Claims of professional achievement should be buttressed with objective data.
- Claims of professional failure should be buttressed with comparative peer data.
- Goals and expectations must be clearly enunciated, with reasonable resources (including time) provided to the faculty member.
- 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.
All Faculty: Educational Activities

"Education" refers to the full spectrum of educational services offered by the Department of Otolaryngology-Head and Neck Surgery. 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.

- 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 by the academic supervisor. Unapproved educational services as well as educational and consultative services provided for remuneration independent of the Professor's university salary, can not be used to justify the continuation of tenure.

The minimal instructional workload for members of the faculty of the Department of Otolaryngology-Head and Neck Surgery parallels the minimal instructional workload for faculty teaching undergraduate courses at the University of Missouri. The Curators of the University of Missouri expect undergraduate faculty with a nine-month-a-year appointment to provide at least nine credit hours of instruction per semester. Through separate guidelines this expectation can be applied to members of the faculty of the Department of Otolaryngology-Head and Neck Surgery. The separate guidelines will include allowances for the appointment (such as full time for twelve months or full time for nine months or part-time) within the Department and the percent of effort devoted to education; the guidelines will also address the broad variety of educational services provided by members of the Department, services that are distinctly different from those offered by members of the undergraduate faculty.
All Faculty: Service

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

Committee participation can be described and time spent indexed. Clearly, 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).

Administration, or the leading of a program, division, center, etc and also be quantified and again, will vary considerably with the activity type.

Clinical Faculty: Service

Patient care can be quantified by the number of RVUs generated in a given period of time, indexed to national standards for academic medicine. If an individual is seeing patients as a major component of their job description then clinic half-days can also be counted, if desired, as can months on consults, attending, directing a clinical lab, etc..

Clinical Faculty: Scholarly Activity

All clinical faculty will remain actively engaged in scholarly activities, as evidenced by presentations, publications, journal article review or editorship, visiting professor and other teaching activities, etc.

Basic Research Faculty:

In order to have laboratory space, individuals should be grant funded. The current expectation for space allocation in the medical school is currently $250 of funding per square feet of lab space, i.e. $250,000 for a 1000 sq. foot laboratory. It is likely that those expectations will increase in the near future; the goal is $400-
500 per sq. foot. Exceptions to this would be new Assistant Professors who have been given start-up funds and will be writing grant proposals (however, none of these individuals would be tenured, so for post-tenure faculty, the space/funding expectations noted above should apply.)

If an individual temporarily loses funding, e.g. if a grant is not renewed, they should have a reasonable period of time to try to get re-funded without losing their laboratory space. This should be at least 1-1 1/2 years if there is evidence that grant applications are being submitted.

An individual who has a lapse in funding should be submitting grant applications at least twice per year; clearly if applications are not being submitted, they will not get funded. If physicians who have lost grant funding are expected to remain on a research track, they must be given protected time to allow them to submit grant applications and keep generating preliminary data. During this time, arrangements should be made to have salary lost from a grant provided by the Department, i.e. these people should not be expected to increase their clinical time substantially in order to replace their salary. If they are not writing grant proposals, however, it is reasonable to expect more clinical time.

Although factors such as grant funding amounts or percent of time available for research may modify expectations, each tenured faculty member doing laboratory research should have at least 2 publications in peer-reviewed journals each year.

Clinical Research Faculty (physicians)

Physicians who do clinical trials will have some percentage of their salaries covered by the funding agency that sponsors the clinical trials. Authorship on publications resulting from clinical trials may not be a reasonable expectation, unless the faculty member is one of the leaders in the trial. The expectation is that clinical trials should be accomplished without protected time, although if someone
is heading up a large clinical trial, some protected time may be needed. In such a case, a larger portion of the salary should be provided by the funding agency.