



POST TENURE REVIEW POLICY

I. PREAMBLE

The tenure process identifies a core group of faculty who serve as the nucleus for achieving the research, educational, and clinical goals of the Drexel University College of Medicine. Tenure traditionally preserves academic freedom for those faculty who have earned it by demonstrating sustained excellence in their fields. Historically, the tenured faculty at the Drexel University College of Medicine have been highly productive. The Post Tenure Review is a means of ensuring continued professional development for tenured faculty so that they can continue to achieve their goals and aspirations with the support of the institution. It is also a means of identifying those rare tenured faculty who may be underperforming and providing opportunities to improve performance and ensure that they remain productive members of our academic community.

This Post Tenure Review Policy applies only to faculty who hold Tenure. Faculty holding Tenure of Title are reviewed under and in accordance with established College and Department policies and procedures.

II. Definitions

Post Tenure Review (PTR) is a review of a Tenured faculty member's performance record and may include the following stages: Annual Review, Triggered Review, and Extensive Review.

Annual Review refers to the yearly evaluation (exceeding expectations, meeting expectations, below expectations) of the faculty member by the Department Chair. This evaluation is based on his/her combined performance in teaching, research, clinical work, and service.

Triggered Review refers to a review that is undertaken when a tenured faculty member receives a summary evaluation rating of "below expectations" on the annual review.

Performance Improvement Agreement (PIA) refers to the professional development plan established by the Department Chair after consultation with the faculty member and Vice Dean for Faculty Affairs and Professional Development. The PIA is created as a result of the Triggered Review.

Extensive Review is the review that is undertaken when a faculty member has received two summary evaluations of below expectation within the previous five years

or when a faculty member who has undertaken a PIA did not achieve an evaluation of meeting expectations or better by the end of the agreement time period.

Post Tenure Review Sub-Committee (PTRS) is a subcommittee of the Tenure Committee formed to consider a particular matter under PTR. Each PTRS shall consist of three members of the Tenure Committee appointed by the Chair of the Tenure Committee. In addition, it will include one tenured faculty member who is not a member of the Tenure Committee and had not been a member of the Tenure Committee at the time the faculty member who is under review received tenure. Each PTRS shall have a chair who is also appointed by the Chair of the Tenure Committee. The faculty member undergoing PTR may object to the appointment of a member of a PTRS selected by the Chair on grounds of actual bias or conflict of interest. The Chair of the Tenure Committee will determine whether to replace the challenged member. The PTRS may consult with other Tenured faculty members either inside or outside the College who the PTRS believes will assist in its evaluation of the matter.

III. Procedures for Post-Tenure Review

A. Annual Review

- i. All Faculty with Tenure will undergo annual faculty evaluation by the Department Chair as the initial phase of post-tenure review. Each Annual Review will be conducted in accordance with established College and Department policies and procedures. If the faculty member has achieved a summary evaluation of “meeting expectations” or better in his or her Annual Review, then no further action occurs under the Post-Tenure Review process.
- ii. Department Chairs will be reviewed annually by the Dean. It should be noted that tenure is unrelated to the administrative position of Department Chair and is explicitly tied to one’s faculty appointment. Department Chairs serve at the pleasure of the Dean. In the case where a Department Chair is not performing adequately, he or she may be removed from the position of Chair and would then undergo annual reviews as general faculty in the Department.

B. Triggered Review

Faculty who receive a summary evaluation of “below expectations” during their Annual Review are required to meet with the Chairperson of his/her Department to identify the causes of the unsatisfactory evaluation and to plan and implement a written PIA to remedy their deficiencies.

C. The Performance Improvement Agreement (PIA)

Faculty who receive a “below expectations” summary rating as a result of their annual performance evaluation must participate in developing and implementing a PIA designed to improve their performance. The PIA is ultimately established by the faculty member’s Chair and should include specific goals, timelines and benchmarks which will

be used to measure progress at periodic intervals. The PIA will be established for one year but may be extended to two years at the recommendation of the Department Chair and with the approval of the Dean. The Vice Dean for Faculty Affairs and Professional Development and/or his/her designee will consult with the faculty member and the Chair regarding the structuring and benchmarks of the PIA. The Tenure Committee should be notified of any Tenured faculty member who has embarked on a PIA and be given a copy of it for review.

In the event that the faculty member does not agree with the PIA established by the Chair, the faculty member may request that a PTRS be formed to review the PIA. The request for such review must be made in writing by the faculty member and received by the Chair of the Tenure Committee within fifteen (15) days from receipt of the final PIA from the Department Chair. The faculty member's request should specify his or her objections to the PIA in detail.

The faculty member's objections and PIA developed by the Department Chair will be forwarded to the designated PTRS for consideration. The PTRS will also invite the Department Chair to respond in writing to the faculty member's objections. The PTRS consideration of the PIA will be conducted only on the written submissions. The PTRS will not meet with the faculty member or Department Chair. Within forty-five (45) days of its appointment, the PTRS will forward to the Chair of the Tenure Committee an opinion on the PIA as to whether the content and timeline are appropriate to allow the faculty member to correct the deficiencies noted in the Annual Reviews and PIA and it may recommend changes to the PIA. The Chair of the Tenure Committee will forward the PTRS's opinion to the Dean, the faculty member and the Department Chair. The Dean will make a decision which is final and not subject to appeal through any other internal College grievance procedure or process.

D. Successful Completion of a Performance Improvement Agreement

If the goals of the PIA have been met, as evidenced in the next annual evaluation, the faculty member will resume the regular Annual Review cycle. The PIA evaluation (annual review) will be forwarded to the Tenure Committee as will the following year's annual review.

E. Extensive Review

Faculty who have received two "below expectations" summary evaluation rating within the previous five years or whose PIA did not result in a summary evaluation of "meeting expectations" or higher will automatically be reviewed by a PTRS appointed by the Chair of the Tenure Committee. The PTRS will complete the extensive review within 90 days of notification of the committee; the Chair of the Tenure Committee may in some cases grant an extension. The PTRS will examine:

- 1) The five (5) previous annual performance evaluation reports
- 2) Grant support, evidence of research/creative work and clinical productivity,

if applicable

- 3) Education activities and evaluations
- 4) The faculty member's previous PIA
- 5) The faculty member's self-evaluation of performance as it relates to the PIA
- 6) Five evaluations solicited by the PTRS chosen from a list of ten qualified individuals (5 of whom are internal and 5 are external to the University) This list will be based on recommendations received from the faculty member and Chair. *At least* one of the five evaluations chosen by the PTRS must be external to the University.
- 7) Record of service activities and
- 8) Any other materials the faculty member or Department Chair wishes to submit or the PTRS wishes to solicit.

The Chairperson and the faculty member will be interviewed. The PTRS may require other materials or interview additional persons for the review. The PTRS may establish such other rules and procedures as it deems necessary for the orderly, timely and efficient conduct of the Extensive Review.

F. PTRS Actions

The PTRS may recommend any of the following to the Dean: 1) the faculty member has been sufficiently successful and may return to the annual post-tenure review process; 2) another PIA be developed and implemented for one year; or 3) recommend other sanctions or appropriate actions, such as suspension of pay, salary reduction, and up to and including termination of Tenure and employment.

The recommendations of the PTRS will be forwarded to the Chair of the Tenure Committee who will transmit them to the Dean, the faculty member and the Department Chair.

G. Decision by the Dean

The Dean will consider the recommendations of the PTRS and may take any of the following actions: 1) accept the Committee's recommendations; 2) refer the matter back to the Committee for additional review; or 3) modify or not accept the recommendations and/or impose other sanctions or take additional actions the Dean determines is appropriate in his or her discretion. The Dean's decision is final and is not subject to appeal through any other internal College grievance procedure or process.

H. Review of the Post Tenure Review Process

The Tenure Committee should periodically evaluate the effectiveness of the Post Tenure Review Process and make any recommendations for revisions that it deems appropriate.