WHITE PAPER ON

WORKLOAD REALLOCATION and

PERFORMANCE EVALUATION AFTER TENURE

University of Missouri System
Developed by the Inter-Campus Faculty Council Task Force on the Post-Tenure Review
Final Draft October 4, 2016

Executive Summary

The institution of tenure requires the highest level of accountability. To protect academic freedom and tenure, university faculty need to take responsibility for providing oversight of their profession. For over two years now the Intercampus Faculty Council (IFC) has been addressing issues of faculty workload and performance. However, university culture has been slow to adapt to increasing demands for accountability. This White Paper builds on the previous IFC policy statements on Workload (March 2014) and Teaching Waivers (April 2016), and on the University of Missouri-Columbia Faculty Affairs Committee Report on Post-Tenure Review (2015). It describes how the policies addressing faculty workload, program review, and the review of tenured faculty should be used in combination. It clarifies the UM post-tenure review procedures, describes best practices that will ensure that our post-tenure review process meets appropriate standards of accountability, and makes recommendations to revise the relevant UM Collected Rules and Regulations. **This effort was completely driven by UM faculty.**

Here we highlight the following recommendations:

- **Every academic department should have a "Workload Standard" and "Performance Standards for Annual Evaluations" for tenured faculty.** They should be clearly articulated, approved by the Dean and Provost/Vice Chancellor for Academic Affairs, and stored in the latter's office. They should be evaluated during the 5-year program reviews of departments.

- **Tenured faculty should be evaluated annually by the department Performance Standards and their workload allocation assessed.** Faculty whose research productivity does not reach the minimum Performance Standard should take on a greater teaching and/or service load. Rigorous annual reviews should culminate in a rigorous 5-year post-tenure review.

- **The UM System and the Four Campuses should foster continuing improvement by providing institutional support for faculty whose teaching is unsatisfactory or marginal, and by providing merit raises for faculty whose 5-year post-tenure reviews are outstanding.**

- **Faculty are also responsible for overseeing the review process.** They should know what reviews they should undergo so that their performance is properly documented. They should express any concerns about the review process to administrators.

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The IFC Task Force on Post-Tenure Review

For over two years now the Intercampus Faculty Council (IFC) has been addressing issues of faculty workload and performance. In the spring of 2014 IFC issued a report entitled *IFC Statement on Faculty Workload*, a policy paper outlining guidelines to promote flexible workload allocations based on the talent of the faculty members. During this same time period, the IFC discussed options for improving the existing Collected Rules and Regulations (CR&R) Procedures for Review of Faculty Performance (310.015) with regard to tenured faculty. In the fall of 2015, IFC created a Post-Tenure Review Task Force to examine the workload distribution and performance evaluation system for tenured faculty. An MU Faculty Affairs Committee produced a report on post-tenure review in Fall 2015. Additionally, during the spring of 2016 the UM System, in concert with IFC, undertook a review of the instructional workload policies, focusing on "instructional waivers" and reallocations of faculty instructional assignments. All of these efforts were a concerted effort on the part of IFC to provide guidance to the campus provosts, deans, department chairs and faculty members.

The IFC Post-Tenure Review Task Force included one IFC member from each campus who was appointed to the task force. They were Susan Brownell (chair, UMSL), Tom Schuman (S&T), Nancy Stancel (UMKC), and Ben Trachtenberg (MU). The Task Force was charged with examining how the institution of tenure benefits students and the University of Missouri as a whole, and with developing recommendations about how to strengthen the performance evaluations of tenured faculty to ensure that these goals are met.

In gathering information for the report, the Task Force members conducted interviews with relevant administrators at the four campuses, examined the relevant UM Collected Rules and Regulations, collected relevant UM system statistics on faculty and workload, and examined samples of departmental performance review guidelines. The task force members also looked at practices of other universities nationwide and reviewed coverage of tenure in mass media and academic news. The Task Force initially presented the White Paper and the proposed changes to the CR&R to the entire IFC for discussion and approval in May 2016. The Task Force made some revisions based on that discussion and returned the documents to the entire IFC at the IFC retreat on September 29 and 30, 2016. After implementing minor changes, the IFC voted unanimously to send the two documents (proposed changes to the CR&R and the White Paper) to the faculty and general officers on the four campuses for discussion.

Fundamental Principles: Academic Freedom and Tenure

The Task Force started with the basic idea that the institution of tenure requires the highest level of accountability. To protect academic freedom and tenure, university faculty need to take responsibility for providing oversight of their profession. The right to academic freedom

belongs only to faculty members whose demonstrated competence entitles them to specialized roles in educational institutions. In other professions – such as medicine – there are licensure processes to ensure that practitioners possess the requisite competence. In the UM system, the tenure review serves as the initial certification and the post-tenure review, conducted every fifth year, serves as a re-certification. Many disciplines must also undergo regular accreditation by external bodies in addition to the internal reviews.

The UM CR&R set forth these points as follows:

1. **"Tenure is the right to be free from dismissal without cause. Tenure is indispensable to the success of an institution of higher education in fulfilling its obligations to the common good."** (UM CR&R 310.010)
2. **"[T]enure does not protect faculty from the consequences of not performing satisfactorily their duties to the University."** (UM CR&R 310.015)

The purpose of this White Paper is to clarify the UM post-tenure review procedures, describe best practices that will ensure that our post-tenure review process meets appropriate standards of accountability, and make recommendations to revise the relevant CR&R. It also links the policies addressing faculty workload, program review and the review of tenured faculty, and describes how they should be used in combination (*310.080 Regular Faculty Workload Policy; 20.035 Program Assessment and Audit, and 310.015 Procedures for Review of Faculty Performance)*.

The Nature of Faculty Appointments at the University of Missouri

Obligations and responsibilities of tenure

This document is oriented toward the approximately 1,600 tenured faculty in the UM system. It is useful to understand that only about 40% of the UM full-time faculty at the four campuses of the University of Missouri (MU, UMKC, UMSL, and S&T) hold tenure. In total there are roughly 4,000 full-time faculty members, of which 1,570 are tenured and 463 are on the tenure-track. Approximately 48% (765) of tenured faculty are associate professors and 52% (839) are professors. The number of Curators' Professors (126, included in the previous figures) is 15% of the full professors (figures for spring 2016; see Table 1 in the Appendix).

Tenured faculty members are the foundation on which the University carries out its research and teaching mission. They are the lifeblood of a vibrant university. Tenured positions are highly sought after and not easy to achieve. Thus, important obligations and responsibilities come with tenure.

Faculty and student teaching ratio

The faculty to student teaching ratio in the UM System has been steadily climbing. In the past twelve years, the system average rose from roughly 17:1 to 20:1. In fall 2014, three of the four campuses were at an all-time high number of students per faculty member, with UM-Columbia

having the highest ratio at 22:1. The biggest single leap was in the year after the 2008 financial crisis when the UM average jumped from 17.8 to 19.0, (See Table 2. in the Appendix). Under current financial conditions, we cannot expect that this trend will reverse. This makes it even more imperative to have procedures to rationally allocate teaching loads.

Reviewing tenured faculty

In the nine years from 2007 to 2015 inclusive, 2,115 post-tenure reviews were conducted, ranging from 140 to 582 in any given year; the average was 246 per year. Of these, the percentage of faculty who received an unsatisfactory evaluation ranged from zero to 3% in any given year. A total of 34 reviews were unsatisfactory, meaning that the average over the nine years was 2%. None of the unsatisfactory reviews resulted in faculty being dismissed for cause, although evidently some faculty voluntarily left the university upon receiving an unfavorable post-tenure review.

According to what the Task Force could determine, no faculty member in the UM system has ever been specifically dismissed due to an unsatisfactory post-tenure review. Interviews with university administrators indicated three main reasons for this:

1. There are few faculty members in the UM system who fail to meet the minimum performance standards. It would be expected that this number would be small, since tenured faculty members would have proven their ability to meet these standards during at least one tenure and promotion process. The 2% annual average of unsatisfactory post-tenure reviews (not all of which result in the faculty member's leaving their position) is in line with figures for the private and government sectors. According to the Bureau of Labor Statistics (BLS), the private sector lays off or discharges about 1.3% of workers for nonperformance. In the government sector this number is 0.4% (see the *Report of the Faculty Affair Committee on Post-Tenure* Review of the University of Missouri-Columbia, Fall 2015).

2. The few faculty members who received unsatisfactory reviews either agreed to a developmental plan or decided to leave or retire from their university faculty positions.

3. While the performance standards for teaching, research and service are relatively clear with respect to the requirements for achieving tenure, the standards for performance after tenure are not uniformly clear. This makes it difficult for chairs and deans to evaluate someone as not meeting standards.

The evidence indicates that severe abuse of tenure in the UM system is likely a minor problem. Nevertheless, clearly there are ways to improve the existing processes for identifying and handling serious problems. In addition, the Task Force identified a different type of deficiency: there is not a good system for promoting continuous improvement after tenure. Therefore, it also addressed the following questions:

- **How do we strengthen the post-tenure review process to ensure that we continuously get better as a university?**

- **How do we utilize the post-tenure review process to attract and retain the best faculty, grow our own faculty and groom the future stars?**

- **Could the post-tenure review process encourage continued progress in both teaching and research, and allow faculty to concentrate on what they do best as their careers evolve over time?**

Assessment of the Current UM Post-Tenure Review Process

The Task Force observed a number of strengths and areas for improvement in the UM post-tenure review process.

Strengths

- The relevant CR&R are generally well-written with positive intentions. They include the following sections that deal with faculty performance standards and thus are tied to the post-tenure review:

    - 20.035, Program Assessment and Audit
    - 310.080, Regular Faculty Workload Policy
    - 310.015, Procedures for Review of Faculty Performance

- The CR&R provide faculty with strong protections from abuses of power. There is a well-defined, multi-layered appeal process that goes all the way up to the Chancellor. The post-tenure review process is independent of the process for dismissal for cause (CR&R 310.060).

- The CR&R provide a framework within which more detail can be added through a policy document, as well as through discretionary action by provosts and deans.

- The CR&R allow flexibility to departments. Since the department produces the workload standard and the annual performance review, departments can craft their own guidelines in accord with their mission, the nature of the disciplines, and the requirements of external accreditation.

Areas for Improvement

- The CR&R may be well-written, but they are not being uniformly implemented. In particular, the Workload Policy provides great flexibility and allows for variable workload assignments for faculty, but this flexibility may not be fully utilized.

- The policies were written at different times and the connections among them are unclear.

- The current post-tenure review policy is only viewed as punitive and not constructive. The sole decision is continuation of a tenured appointment; little to no positive feedback is given. The review could be an opportunity for special recognition.

- The CR&R do not provide any guidance concerning gradations among "satisfactory" evaluations, so faculty whose performance is just barely satisfactory are lumped together with faculty who exceed expectations.

- The CR&R do not outline a developmental process that could be deployed when a faculty member first receives an unsatisfactory rating on an annual evaluation. It is only at the stage of the five-year post-tenure review that stringent procedures are implemented to help bring faculty performance up to standard. The post-tenure review thus concludes with a binary result – either an overly harsh outcome or nothing.

- Occasionally there are faculty members who are not felt to be "pulling their weight" in the department. This is bad for morale, but often the perception among chairs and department members is that there is no way to enforce change. Lacking intermediate steps to initiate faculty improvement, the CR&R currently provide little guidance to department chairs about how to handle under-performing faculty before the stage of the post-tenure review. One reason that there are so few unsatisfactory post-tenure reviews may be that chairs do not feel that a faculty member's under-performance warrants the stringent measures dictated by an unsatisfactory review.

- In egregious cases where tenure removal may be warranted, the current post-tenure review is perceived as a cumbersome process that takes too long. The review occurs every five years, and the remedial measures may take as long as three. Instead of using the full process, one strategy of dealing with troublesome faculty is to entice them with a tenure buyout. While this might produce the desired outcome, it is clearly not the best long-term strategy for the University.

- In many cases, a faculty member who receives an unsatisfactory rating in one category would benefit from a reallocation of workload. This is permitted in accordance with CR&R 310.080, Regular Faculty Workload Policy. However, in most cases the two policies are not linked together to achieve maximum results.

The Collected Rules and Regulations: Proposed Changes, Clarifications, Recommendations, and Best Practices

The Task Force recommends that the policies addressing faculty workload, program review and the review of tenured faculty be used in combination (*310.080 Regular Faculty Workload Policy; 20.035 Program Assessment and Audit, and 310.015 Procedures for Review of Faculty Performance)*. It should be emphasized that these rules already exist – the Task Force is offering guidance on how the rules should be implemented and recommendations for some slight revisions of the existing CR&R.

1) 310.080 Regular Faculty Workload Policy (see p. 1 in the attached document, *Proposed Changes to the CR&R.)*

For any workload policy to be effective, the overarching principle is that department faculty members should focus on what they do best. Further, viewing productivity from a department-wide perspective is more useful than evaluating the productivity of individual faculty members. Academic careers evolve over time and, in particular, late-career faculty may begin to ramp down their research program. The Workload Policy allows them to transition toward an increased teaching and/or service load. (For a thorough discussion of the principles and implementation of the Workload Policy, please see the *2014 IFC Statement on Workload.)*

Clarification: The CR&R require every department to maintain two different standards – the Workload Standard and the Performance Standards for the annual performance review (in addition to Tenure and Promotion Guidelines). The Task Force found that currently many departments do not have a separate Workload Standard.

> Note**:** A general guideline for workload distribution is 40% teaching, 40% research, and 20% academic and professional service. However, the 40-40-20 workload distribution is not mentioned anywhere in the CR&R. This means that departments have great flexibility in writing their workload policy, within the parameters mentioned in 310.080 (i.e., minimum 12 credit hours and 180 SCH per academic year). In other discussions about federal policies (such as with respect to benefits), the general guideline is that one course is equal to 10% of a full-time equivalent workload, which may be used as a general guideline in calculating a faculty member's percentage distribution.

Recommendations

We highlight here the following recommendations from the *2014 IFC Statement on Workload*.

- One way of ensuring an equitable workload distribution is to make the details of the department members' workload assignments transparent. A document listing workload assignments can be distributed each year explaining how faculty members meet their commitment to the department and college.

- best practices: The departmental Workload Standard should include

- o Teaching: the number and types of students to be served, maximum and minimum class sizes, and other pedagogical considerations unique to that department

- o Research: goals for grant proposal production, publications, and other creative activities

- o Service: the service obligations for faculty members in that department to the department, the school or college, the university, and the external community

2) 20.035 Program Assessment and Audit (See p. 3 in the proposed CR&R changes, where the Task Force links this policy with the Workload Policy by adding a mention of the Workload Standard.)

Clarification: The CR&R Regular Faculty Workload Policy required that the Workload Standard should be reviewed as part of the departmental five-year program review. This revision now adds the workload and performance standards as a component of the five-year review in this CR&R.

3) 310.015 Procedures for the Review of Faculty Performance

The Task Force proposes a number of changes that would improve the current CR&R governing the review of faculty performance after tenure. In Section B.1.a to f (pp. 5-8 in the attached document), the Task Force has proposed changes to the CR&R in order to create a review process in which the annual performance review, the allocation of workload, and the five-year post-tenure review are seamlessly linked.

Faculty are also responsible for overseeing the review process. They should know what reviews they should undergo so that their performance is properly documented. They should express any concerns about the review process to administrators.

Annual Performance Review

Clarification: Performance Standards are the standards used in the annual performance review. They are different from the Tenure and Promotion Guidelines, which are used in reviews for tenure and promotion. Untenured assistant professors will typically be evaluated according to the department's tenure guidelines. The proposed changes to the CR&R clarify that the Performance Standards should include minimum standards for teaching, research, and service as well as general principles for determining an overall satisfactory performance for tenured faculty. These standards are intended for use over the five-year time period covered by the post-tenure review. After five years, the annual performance reviews are collected together for a summary review. This means that the Performance Standards are essentially the standards for the post-tenure review.

Recommendations:

- The Performance Standards for each department should be clearly articulated, approved by the Dean and Provost/Vice Chancellor for Academic Affairs, and stored in the latter's office. They should be evaluated along with the Workload Policy during the 5-year program reviews of departments.

- There should be a single minimum standard that applies to both associate and full professors. The Task Force discussed whether there should be different standards, but decided this would be impracticable because it would be impossible to hold full professors to a higher standard, since demotion to associate professor is not an option.

- best practices: The Task Force recommends that the departmental Performance Standards document should

    o state the date of the policy version.

    o describe a process for revising the document.

    o stipulate who conducts the annual reviews and the post-tenure reviews (chair or committee).

    o contain quantitative metrics as much as possible, complemented by qualitative metrics. Teaching, research, and service should be broken out separately.

    o specify what constitutes unsatisfactory, adequate, good, and outstanding performance.

    o link the metrics to workload so that there are different expectations for different workload distributions.

    o specify the consequences for each level of evaluation and the remediation for an unsatisfactory evaluation, both in a single category and overall.

    o describe a clear oversight practice, including whether the review is conducted by the chair or an evaluation committee, the composition of the committee, and the appeal procedure (within the framework of the CR&R).

    o link annual performance reviews with the post-tenure review, so that consistency of performance is needed for a satisfactory post-tenure review.

- worst practices: Conversely, the Task Force recommends that Performance Standards should avoid

    o providing only a list of desirable attributes not associated with metrics.

    o describing a process only.

    o providing no description of oversight.

<u>Recommendations – Linking Annual Performance Review, Allocation of Workload, and Post-Tenure Review:</u>

- In order to minimize the burden on department chairs, the Task Force recommends that the Provost's office on each campus should assign a person to help chairs in the PTR process. This person 1) collects and stores each unit's Workload Standard and Performance Standards and sends out an annual request for updates, 2) initiates the post-tenure review process annually by setting a deadline, contacting unit chairs, and providing instructions; 3) serves as the go-to person for questions and provides administrative support.

- The annual performance review should cover the performance for the past year and plans for the coming year, including the workload distribution for the coming year or multiple years. This means that the annual performance review is the point at which the department chair will review a faculty member's workload, record it in writing, and attach it to the performance review. The faculty member's signature will acknowledge it as part of the annual review.

- The Task Force proposes adding a new section to the CR&R (see B.1.c. on pp. 6-7) specifying the response to a negative annual performance review. Previously, the CR&R did not provide guidance about what criteria should result in an overall negative review, and the only required response was a face-to-face conversation between the faculty member and the chair. The proposed section provides specificity about what constitutes an overall unsatisfactory evaluation, incorporates a mention of the workload, and stipulates the formation of a plan for remedying deficiencies. If teaching is unsatisfactory, it sends the faculty member to the campus unit for teaching excellence. It also describes an appeal process.

Five-Year Post-Tenure Review

<u>Clarification:</u> The CR&R describing the post-tenure review already state that workload reallocation may be part of the developmental plan for a faculty member who receives an Unsatisfactory post-tenure review. The Task Force recommends a minor change to the CR&R which emphasizes that a developmental plan may include a reallocation of the faculty member's effort workload distribution in accord with the department workload standards (see CR&R B.2.a. on p. 11 of the attached Proposed Changes to the CR&R).

<u>Recommendations</u>

- The CR&R allow that the post-tenure review may be handed to the department Chair *or* the evaluation committee of the unit (CR&R 310.015.B.1.d). If the chair does not perform a separate evaluation, the chair may be a member of this committee. Department guidelines that have been approved by a vote of the tenured faculty should specify who conducts the review and, if it is done by a committee, how it is constituted.

The post-tenure review process should parallel the tried-and-true tenure and promotion procedures where possible, and in most cases the post-tenure review committee will be the same as the tenure and promotion committee. The CR&R state that the tenure and promotion committee may include professors emeriti; in addition to them, the post-tenure review also allows the inclusion of retired faculty from the primary department who are part of an established recognition program (E.g., UMSL's "Founders Professors").

- The evaluation committee is also the first level of appeal for an Unsatisfactory post-tenure review. The Task Force recommends that departments form such a committee to support the chair and to protect faculty from actions of chairs who may have personal conflicts with them. (This was also the recommendation of the MU Faculty Affairs Committee on Post-Tenure Review). If the department prefers that the chair alone should perform the post-tenure evaluations, then the Task Force has proposed a change to the CR&R which requires that, at a minimum, the list of Outstanding faculty should be approved by the committee (if the practice of rewarding them with a merit raise is adopted). The Task Force did have some concern about overburdening chairs with creeping "bureaucratization" with the addition of a post-tenure review committee and thus proposes that the Provost's office should provide strong support for the process (see above).

- Currently faculty members who "barely pass" the standards for satisfactory performance receive the same rating as those who are outstanding – providing little incentive for the faculty to seek higher performance. The current structure also does not allow the department chair to identify those faculty members who are "minimally satisfactory" to obtain additional support to improve. The Task Force recommends a four-point scale for the post-tenure review in order to create an opportunity for greater feedback to faculty in the Satisfactory category. The Unsatisfactory category and its consequences as described in the CR&R would remain unchanged. The Satisfactory category would have three subdivisions: Adequate, Good, Outstanding. (See CR&R 310.015.B.1.e on pp. 7-8.)

- The CR&R currently state that the normal annual review process should be used to establish whether a full-time administrator who has left her/his administrative position to become a full-time active tenured faculty member of a department will meet the department's minimum standards for the annual performance review. If not, the CR&R suggest the formation of a development plan. The Task Force suggests an addition to the CR&R that makes clear that the faculty member's workload distribution should be established as part of this review process. It further adds a timeline for the post-tenure review by stating that administrators who return to the full-time active faculty after completing service as full-time administrators will be reviewed five years after leaving their administrative posts. (See CR&R 310.015.C. on p. 13).

Fostering Continuing Improvement, Rewarding Outstanding Performance

Teaching

The Task Force particularly noted that the post-tenure review process is not being effectively used to promote better teaching. Many faculty members have never received training in being teachers; even if they did, their training might be out of date. The annual performance review should be an opportunity to provide feedback to improve a faculty member's teaching when it has been identified as marginal or unsatisfactory. Workload reallocation should be used to allow strong teachers to teach more and do less research, and to allow strong researchers to concentrate on their research if they are marginal teachers. In the current political climate, accountability demands that we cannot allow poor teachers to just keep on doing the same thing. Departments should be flexible in assigning people to do the things that they are excited about and good at, which should contribute to greater job satisfaction. The performance review system should reward a faculty member who is outstanding at what they have been assigned to do. Faculty whose workload is weighted more toward teaching and less toward research should receive merit raises for excellent teaching. The 2014 "IFC Statement on Faculty Workload" encourages this approach, but it does not appear that departments uniformly take advantage of it.

A robust performance review process should spell out a range of tools available for those faculty who receive an unsatisfactory annual evaluation and/or an unsatisfactory post-tenure review. The university should put resources into training faculty to be better at their jobs. Campuses that have a center for teaching excellence should explore ways to bring them into the process. Even faculty who do not receive an "unsatisfactory" rating could be given feedback in the review process about how to improve their teaching.

At present, three campuses have centers or committees that could provide support. UMSL has a Center for Teaching and Learning (CTL). S&T has EdTech. UMKC has FaCET - Faculty Center for Excellence in Teaching. MU has nothing. There had been a center in previous years which was quite active, but it was eliminated during budget cuts.

If it is an institutional priority to better manage faculty workloads, pay more attention to course waivers, implement a heartier post-tenure review, and increase faculty productivity, then there should be appropriate institutional support. Our priorities would be signaled by so doing.

Recommendation:

- The Task Force advocates that each campus should have a center for teaching excellence to which faculty will be directed when they have received a "bare pass" or an "unsatisfactory" in the teaching category on an annual review. The center would also be included in the mandated developmental plan after an unsatisfactory post-tenure review. The Task Force recommends that MU create such a center.

Overall performance

The system by which faculty get raises only by going on the job market and getting a higher offer is deeply flawed. It antagonizes faculty and reduces their productivity due to the time spent in acquiring the other job offer. It also causes universities to lose their best faculty members because by the time they get to that point they have one foot out the door. Incremental raises every five years might forestall this drastic step and strengthen faculty loyalty. The system and the campuses could split 50/50 the cost of funding merit raises for faculty rated "outstanding." The Provost's office could allocate some of the funds utilized for retention counter-offers. It would help us to grow our own faculty and groom the future stars. Are campuses willing to invest in the faculty or not?

Recommendation: (See B.1.e., the "Blue Section" on p. 8 of the Proposed Changes to the CR&R.)

- In order to provide greater incentives related to the post-tenure review, the Task Force recommends that faculty with a satisfactory evaluation may be further subdivided into Adequate, Good, and Outstanding. The chair may select a small number for the Outstanding designation whose names will be submitted to the Dean for consideration for a salary raise of $3,000. Typically these will be faculty members who have achieved the rank of professor, the assumption being that most associate professors are working toward promotion to full professor. However, the policy would not exclude associate professors whose workload has been redistributed to emphasize teaching or service, with reduced research expectations (and therefore little to no progress toward promotion to full professor). The main purpose of the policy would be to provide incentive for faculty who, having achieved the rank of professor, can aspire to no further promotions. The Dean should particularly use this opportunity to reward faculty members who have demonstrated truly outstanding performance, but have not negotiated substantial salary raises through retention offers or other means. Curator's Professors would be eligible for the raise because, unlike the Curator's designation, it would be a permanent raise and potentially cumulative if it is earned in more than one post-tenure review.

- The Provost/Vice Chancellor for Academic Affairs will confer with each Dean to ensure that the proportion of faculty with an Outstanding evaluation should be approximately 20 percent of the faculty undergoing the post-tenure review in that year. Chairs will be under pressure to give everyone an Outstanding ranking; there must be a check against "grade inflation," and this may be a reason for post-tenure review to go through a department committee.

Estimated cost of incentive raises for "Outstanding" post-tenure reviews

An average of 250 faculty undergo the post-tenure review each year, of which roughly 125 are professors (see page 2 above and Table 1. In the Appendix). If twenty percent of this number is designated as Outstanding, the number comes to 25 faculty members. A $3,000 merit raise for these 25 faculty would come to $75,000 per year. This number would be split between the four campuses. Since MU has the largest number of faculty, about one-half ($37,500) would go to

MU faculty, and about $12,500 would go to faculty on each of the other three campuses. With a 50/50 split between the UM system office and the campuses, the share borne by the system and campuses in the first year would be as follows:

UM System $37,500
MU $18,750
S&T $6,250
UMKC $6,250
UMSL $6,250

This would be rate money and would therefore be an ongoing, cumulative expenditure.

Table 1. Number of professors, associate professors and curators' professors by campus, February 2016

rank	total associate + professor	associate	associate as % of tenured faculty	professor	professor as % of tenured faculty	Curators (included in previous figures)	Curator's as % of professors
MU	819	366	44.7%	453	55.3%	57	12.6%
S&T	223	109	48.9%	114	51.1%	24	21.1%
UMSL	225	121	53.8%	104	46.2%	17	16.3%
UMKC	337	169	50.1%	168	49.9%	28	16.7%
total	**1604**	**765**	**47.7%**	**839**	**52.3%**	**126**	**15.0%**

Table 2. Faculty:Student Teaching Ratios in the UM System, 2002 to 2015
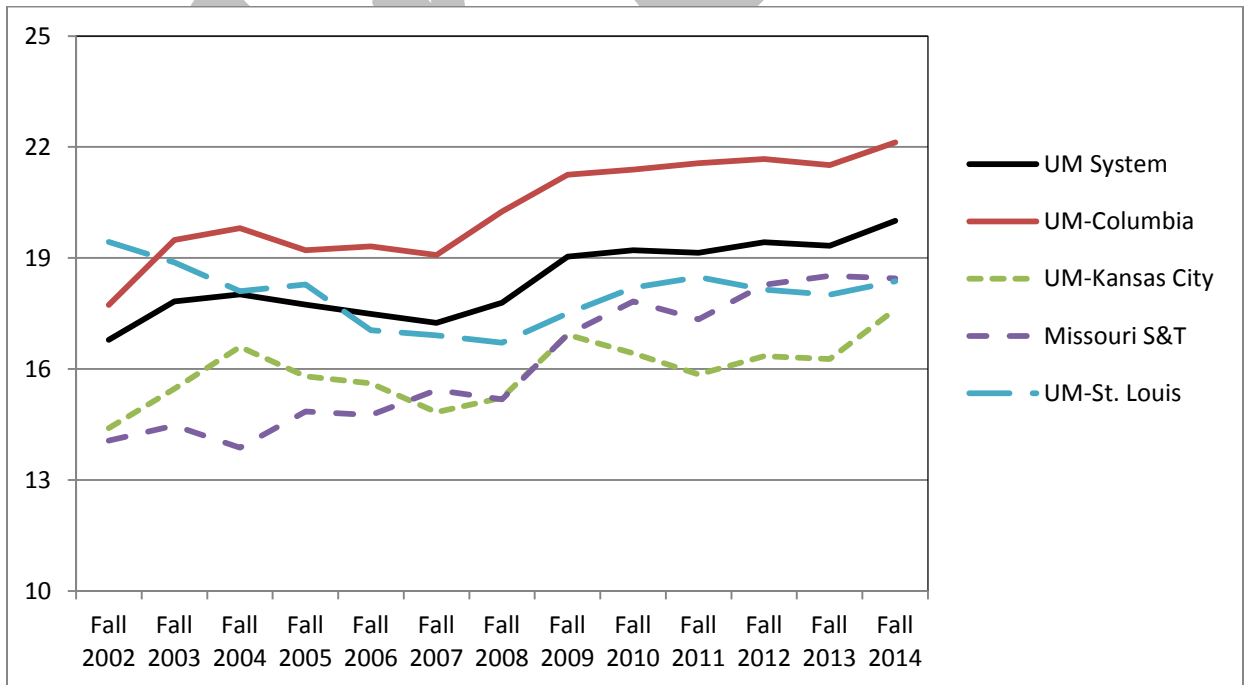
Sources: DHE 02 (Enrollment FTE) & IPEDS HR-EAP section (Faculty)