

# Broader View of Scholarship, Tenure, Ranks, and Tracks

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**Provost and Executive Deputy Chancellor**  
**UMass Medical School**

# Objectives of our discussion

- Review history and traditions of tenure and academic freedom, particularly in US
- Review recent trends in definitions of scholarship, tracks and guarantees
- Come to decision on format of APP Revision groups:
  - “Shall we presuppose current tracks and pathways or revisit tracks, pathways and guarantees, with specific attention to faculty in clinical departments?”

# University Faculty Traditions

- University of Bologna (1088)
- Students hire faculty
- Students and faculty stand up to church and city through collective bargaining



# University faculty “Tenure” in US pre-1915

- Cornell Board of Trustees (1870s) reaffirmed academic freedom
- University of Wisconsin–Madison professor (1894): Richard Ely  
"In all lines of academic investigation it is of the utmost importance that the investigator should be absolutely free to follow the indications of truth wherever they may lead. Whatever may be the limitations which trammel inquiry elsewhere we believe the great state University of Wisconsin should ever encourage that continual and fearless sifting and winnowing by which alone the truth can be found."
- University of Texas (1903) G.B. Halstead dismissed after 19 years of service

# AAUP

*1915 Declaration of Principles on Academic Freedom and Academic Tenure. Policy Documents and Reports, 10th edition. 291-301*

- Trustees raise faculty salaries, but not bind their consciences with restrictions.
- Only committees of other faculty members can judge a member of the faculty. This would also insulate higher administration from external accountability decisions.
- Faculty appointments be made by other faculty and chairpersons, with three elements:
  - Clear employment contracts
  - formal academic tenure
  - clearly stated grounds for dismissal

## “Traditional” metrics of tenure

My experience as Chair of Professorial Committee at **UF-College of Medicine** and Provost’s special committee

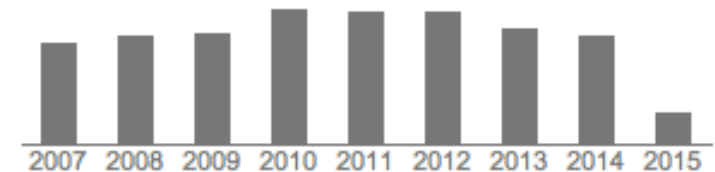
- Research (Dominant Factor)
  - Publications numbers
  - Publications impact (IF of journal, # of cites)
  - Nationally competitive grants (NIH, NSF) including size, how recent, how many: **“Will the college get stuck with the bill?”**
  - Reputation (letters, invited lectures, awards)
- Education (✓): emphasis on teaching evals
- Service (✓)

# Quantity vs. Quality: Citations, IF, H-index

- “h” publications, each cited “h” times
- Impact Factor of Journal (field vs journal vs article)
- Role on the pubs (first, senior)
- What have you done lately?

Google Scholar

Citation indices	All	Since 2010
Citations	13171	5215
h-index	60	37
i10-index	152	117





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# Scholarship Reconsidered

PRIORITIES OF THE PROFESSORIATE

ERNEST L. BOYER

Describes scholarship of

- Discovery
- Integration (team science)
- Application
- Teaching



# 21<sup>st</sup> Century:

## Zerhouni's NIH Roadmap (2002)

- New Pathways to Discovery
- Research Teams of the Future (Challenge to academia)
  - Computational, Engineering, Other health
- Re-engineering the Clinical Research Enterprise
  - GCRC program was replaced by CTSA's
  - Translational of basic science into clinical outcomes
    - Series of T1, T2, T3 etc. going from individual to group to population to society
  - Eventually NCRR was replaced by NCATS (Collins administration)

Table 1: Number and Percent of Institutions with Various Relationships between Tenure and Financial Guarantee for Faculty at U.S. Medical Schools, 2008

	Clinical Faculty	Basic Science Faculty
Response	No. of Institutions (%)	No. of Institutions (%)
<b>Tenure has a specific financial guarantee</b>	<b>49 (44)</b>	<b>59 (50)</b>
<i>Total institutional salary</i>	3 (6)	7 (12)
<i>State-funded base salary</i>	13 (27)	14 (24)
<i>Base salary, otherwise defined</i>	22 (45)	23 (39)
<i>Fixed dollar amount</i>	4 (8)	7 (12)
<i>Amount referenced to an internal standard</i>	5 (10)	6 (10)
<i>Amount referenced to an external standard</i>	2 (4)	2 (3)
<i>Subtotal in above categories</i>	49 (100)	59 (100)
<b>Financial guarantee is not clearly defined</b>	<b>9 (8)</b>	<b>12 (10)</b>
<b>Other</b>	<b>7 (6)</b>	<b>3 (3)</b>
<b>No financial guarantee</b>	<b>46 (41)</b>	<b>45 (38)</b>
Total for all	111* (100)	119 (100)

\*Number reflects the total number of institutions offering tenure at the time of the survey in 2008.

Figure 1a: Percentage distributions of full-time clinical M.D. faculty by tenure status, 1984-2009

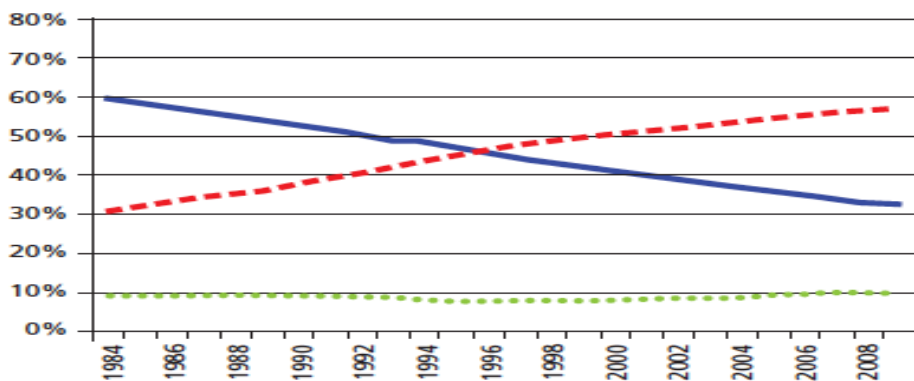
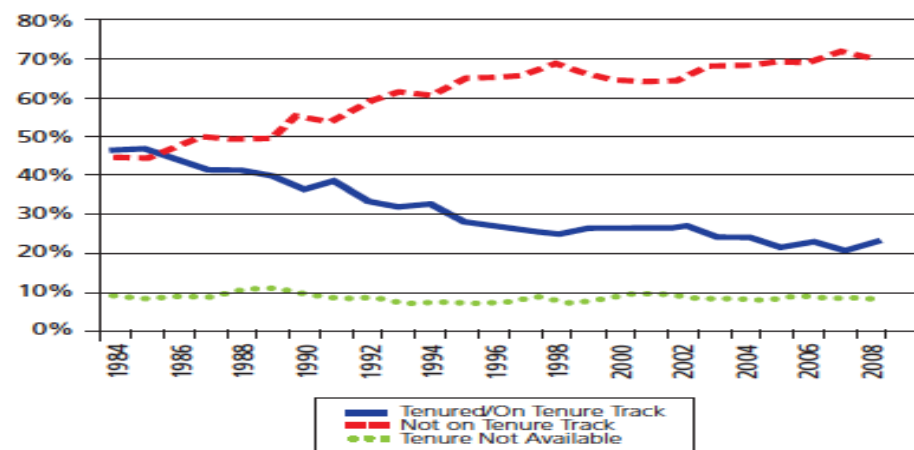


Figure 1b: Percentage distributions of newly hired, full-time clinical M.D. faculty by tenure status, 1984-2009



— Tenured/On Tenure Track  
- - - Not on Tenure Track  
. . . Tenure Not Available

# University of Pennsylvania

<http://www.med.upenn.edu/fapd/coap.html>

- Standing Faculty
  - Tenure track (traditional) Stronger salary guarantee
  - Clinician Educator (includes independently “funded translational/clinical/population science research”) Lower salary guarantee
- Associated Faculty
  - Academic-clinician track
  - Clinical track
  - Research Track

# Guiding Principles for UMMS Faculty Ranks and Tenure status

- Issues of faculty rank and tenure status are within the purview of **shared governance**
- Faculty rank and tenure definitions and criteria should reflect
  - National and international standards of scholarly distinction
  - The **diverse and specific scholarly missions of UMMS**
  - The broad historical context of such traditions

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