



Tenured, but Tired?

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1



I have disclosed that I do not have a financial relationship or interest with any proprietary entity producing healthcare goods or services in conjunction with this conference.



2

Academic Tenure



- **Tenure** is an indefinite academic appointment that can be terminated only for cause or under extraordinary circumstances (e.g. program discontinuation).
- **Tenure** is a means of defending the principle of academic freedom which holds that it is beneficial for society in the long run if scholars are free to hold and examine a variety of views.
- **The recruitment and retention**
(The American Association of University Professors, 1940)

3

Pro Arguments



- The job security granted by tenure is necessary to recruit and retain talented individuals into professorships because in many fields private industry jobs pay significantly more.
- Tenure also protects teachers from being fired for personal, political or other non-work related reasons.
- Tenure prohibits school districts from firing experienced teachers to hire less experienced, less expensive teachers.
- Tenure protects teachers from being fired for teaching unpopular, controversial or otherwise challenged curricula.

4

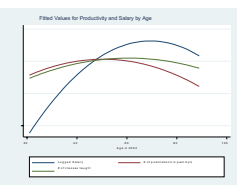
Con Arguments

- Tenure is not the only way to protect academic freedom – We have policies in place to protect the faculty.
- Modern tenure systems diminish academic freedom, forcing those seeking tenured positions to profess conformance.
- Economist **Steven Levitt**, 2007, who recommends the elimination of tenure in order to incentivize higher performance among tenured professors also points out that a pay increase may be required to compensate faculty members for the lost job security.
- Some U.S. states have considered legislations to remove tenure at public universities (Flaherty, 2017) – Missouri (for new hires from 2018); Iowa – (to eliminate all tenure even for ones who already have it); Wisconsin?
- Does it reward non-producing faculty? Once a professor is awarded tenure, he/she may begin putting reduced effort into their job, knowing that their removal is difficult or expensive to the institution (Flaherty, 2014).

5


Productivity & Salary in Academia



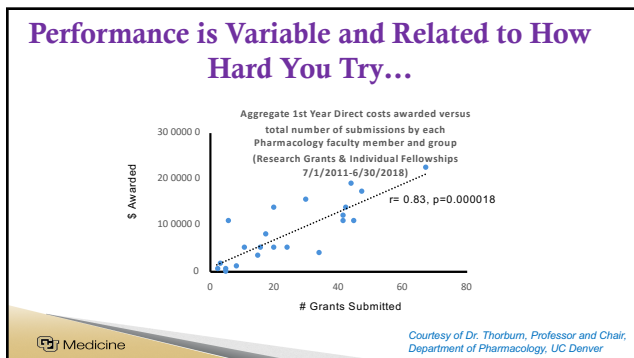
Data from National Study of Postsecondary Faculty (n=17,635)

Kaskie, Gerontologist, 2017, Vol. 57, No. 5, 816-823.

An increasing need to raise student tuitions, endowments or request federal and state subsidies to offset rising salary and benefit payouts (Ginsberg, 2011). Filling the gap with the earnings of more productive faculty.



6

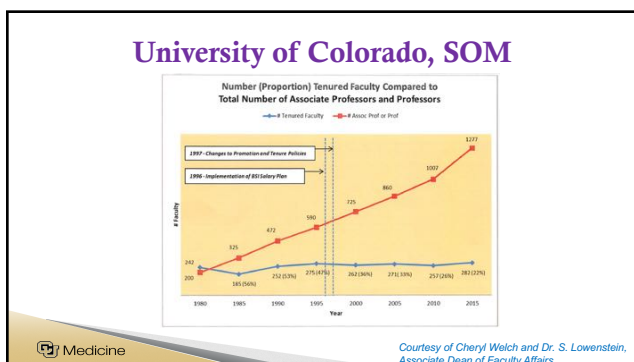


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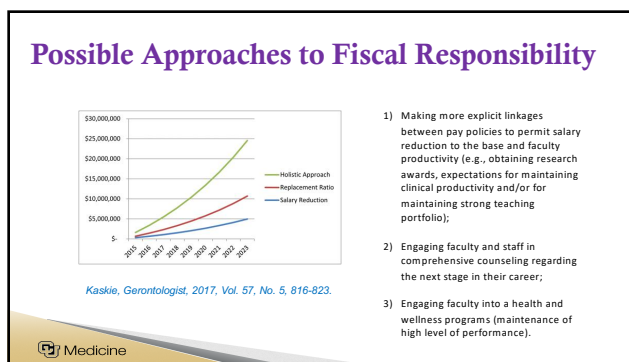
Institutional Approaches in the USA

- Separation of Promotion from Tenure - Reduction in new faculty being offered tenure-track positions (over the last two decades more than 70% faculty are in non-tenured positions - Kezar, A. *Changing faculty workforce models*. New York: TIAA-CREF Institute, 2014);
- The establishment of guaranteed base salaries for tenured faculty that are less than full amount;
- Tight control over the number of 'tenured lines' allocated to each Department by the University while providing protection/opportunity/feasibility for non-tenured faculty;
- Rapid expansion of adjunct positions (Kezar, A. *Changing faculty workforce models*. New York: TIAA-CREF Institute, 2014);
- How this shift in the faculty model impacts institutional missions to educate, create knowledge and serve has been of concern (Baldwin & Wawrzynski, 2011; Duranleau & McLaughlin, 2014).

8



9



10

Johns Hopkins Medicine – School of Medicine Task Force Summary Report to Dean Paul Rothman, MD

- Report as of November 2015
- Dr. Rothman convened the Task Force to address Tenured Faculty Support and Transition in the SOM;
- As the ranks of faculty past the age of 65 grow, there is increasing recognition at many universities that it is critically important to develop clear institutional strategies to assist faculty members in their transition;
- Specifically, Dean Rothman asked the Task Force to assess resources and programs available to assist and support tenured faculty during their transition.

11

Johns Hopkins Data

- Analysis of 2014 data from Johns Hopkins examining tenured late career faculty productivity finds a marked decrease in both clinical and research revenue compared to early and mid career faculty;
- The gap of 12 million dollars was reported between expenses for late career faculty salary and the revenue they generate;
- Based on current trends in retirement rates and the growing number of tenured late career faculty, the SOM cost to cover this revenue/expense gap was projected to grow to 18 million by 2018.

12

National Strategies in the USA

- Annual review for tenured Professors which concentrates on rigorous post-tenure review (Wood, M. & Johnsrud, L. The Review of Higher Education, 28, 393–420, 2005) and long-term career planning with the Department Chair;
- Mentoring and career development programs, policies and resources that support the needs of faculty in the later stage of their careers;
- Well-publicized and attractive pathways for phased retirement that allow tenured faculty to reduce effort over 2-5 years while still retaining full benefits (at U. Penn called 'reduction in duties in anticipation of retirement');



 Medicine

13

National Strategies in the USA (Cont'd)

- A retirement incentive program available to tenured faculty who are not able to keep up with the required level of academic and/ or clinical productivity who elect to retire (Pencavel, 2004). However, since less than one out of eight eligible faculty would consider early retirement, it is not clear whether this approach would have any long term benefits (Kaskie et al., 2012).
- A post-retirement physical academic home ('post-retirement academy') at the level of the SOM and funded by the SOM. This approach requires substantial resources at the University level most commonly not available at Departmental level.



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14

Conclusions

- The topic of tenure remains critical in academic institutions in the USA and the state legislators are repeatedly putting it on political agenda;
- The best approach will remain complex and multi-prong;
- The financial implications will remain important in our decision-making as the challenges of the rising costs of higher education continue to mount.
- Education of the chairs as to the resources available to the faculty and potential avenues for new duties/responsibilities.
- Follow the rules that apply to everyone.



 Medicine

15