PSOM COAP UPDATE
October, 2017

David J. Margolis, M.D., Ph.D., Professor of Dermatology and Epidemiology, Chair, PSOM COAP

Lisa Bellini, M.D., Professor of Medicine, Vice-Dean, Academic Affairs

Victoria Mulhern, Executive Director, FAPD

Stephanie Taitano, Associate Director, FAPD
## PSOM COAP Members 2017-2018

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tr>
<td>Charles S. Abrams, M.D.</td>
<td>Medicine</td>
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<tr>
<td>Julie Blendy, Ph.D.</td>
<td>Systems Pharmacology and Translational Therapeutics</td>
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<tr>
<td>Christos Coutifaris, M.D., Ph.D.</td>
<td>Obstetrics and Gynecology</td>
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<td>Beverly L. Davidson, Ph.D.</td>
<td>Pathology and Laboratory Medicine</td>
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<td>David F. Dinges, Ph.D., Senior Vice-Chair</td>
<td>Psychiatry</td>
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<td>Roderic G. Eckenhoff, M.D., Vice-Chair</td>
<td>Anesthesiology and Critical Care</td>
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<td>Chris Feudtner, M.D., Ph.D., M.P.H.</td>
<td>Pediatrics</td>
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<td>Arupa Ganguly, Ph.D.</td>
<td>Genetics</td>
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<td>Benjamin A. Garcia, Ph.D.</td>
<td>Biochemistry and Biophysics</td>
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<td>Robert C. Gorman, M.D.</td>
<td>Surgery</td>
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<tr>
<td>Sean Hennessy, Pharm.D., Ph.D.</td>
<td>Biostatistics, Epidemiology &amp; Informatics</td>
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<tr>
<td>Steven Joffe, M.D., M.P.H.</td>
<td>Medical Ethics and Health Policy</td>
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<td>Ellen J. Kim M.D.</td>
<td>Dermatology</td>
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<td>Scott Manaker, M.D., Ph.D.</td>
<td>Medicine</td>
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<td>David S. Mandell, Sc.D.</td>
<td>Psychiatry</td>
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<td>David A. Mankoff, M.D., Ph.D.</td>
<td>Radiology</td>
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<tr>
<td>David J. Margolis, M.D., Ph.D., Chair</td>
<td>Dermatology and Biostatistics and Epidemiology</td>
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<td>Robert L. Mauck, Ph.D.</td>
<td>Orthopaedic Surgery</td>
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<td>Warren S. Pear, M.D., Ph.D.</td>
<td>Pathology and Laboratory Medicine</td>
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<td>Patrick M. Reilly, M.D.</td>
<td>Surgery</td>
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<td>Erle S. Robertson, Ph.D.</td>
<td>Microbiology</td>
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<td>Judy A. Shea, Ph.D., Vice-Chair</td>
<td>Medicine</td>
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<td>Erica R. Thaler, M.D.</td>
<td>Otorhinolaryngology: Head and Neck Surgery</td>
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<td>Sigrid Veasey, M.D.</td>
<td>Medicine</td>
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<td>Robert B. Wilson, M.D., Ph.D.</td>
<td>Pathology and Laboratory Medicine</td>
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<td>Xiaolu Yang, Ph.D.</td>
<td>Cancer Biology</td>
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<td>James M. Callahan, M.D.</td>
<td>Chair, Academic Clinician Advisory Committee</td>
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# Report of COAP Activities

Based on PSC/PSCS meetings – 7/1/16 through 7/31/17:

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<th>Full – Time Tracks</th>
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<tr>
<td>Number of Approved Appointments</td>
<td>340</td>
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<tr>
<td>Number of Approved Reappointments</td>
<td>554</td>
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<tr>
<td>Number of Approved Promotions</td>
<td>243</td>
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Report of COAP Activities, continued

Appointments and promotions at senior rank not approved by COAP* 1

Appointments and promotions at senior rank not approved by PSC* 1

Number of Advisory Letters 24

Reasons for Advisory Letters:
- Lack of publications
- Lack of invited lectures
- Lack of funding
- Lack of independence
- Quality of teaching
- Research focus unclear

*See COAP Annual Report on FAPD website: www.med.upenn.edu/fapd
• Associate Professor – Tenure Track
• Updated to emphasize collaboration and team science
  – “As an aspect of a faculty candidate’s promotion, junior faculty members are encouraged to establish productive collaborations with other members of the PSOM faculty and even more broadly with other UPENN faculty or faculty at academic institutions in the US or internationally. Collaborative and large “team science” publications that include the name of more senior faculty or scientists provide evidence of independence if the faculty candidate for promotion is recognized by the comments of extramural reviewers, by comments solicited from leading members of the collaborative team, or by comments from Penn faculty members that corroborate the candidate’s intellectual leadership/value as being an important, critical, and identifiable aspect of the overall research effort. Furthermore, when appropriate, the faculty candidate should describe the value of their role in the collaborative and/or “team science” publications in their personal statement and by annotating appropriate references in the peer reviewed publication section of their cv.”
Alternative Media Redefined

• non-peer reviewed contributions to alternative communication formats, such as: instructional audio or video tapes, educational material via internet, articles and interviews in the lay press e.g. newspapers, television, and radio
Extramural Consultants

• Provost’s Guidelines: apply to all schools
• Confidential process
• Purpose of using Extramural Consultants
  – to obtain an unbiased and impartial assessment of candidate’s scholarship, reputation and standing in the specific field
  – to obtain a professional assessment, not a personal reference
• Be highly selective
• Avoid multiple requests to same consultant
• Experts or specialists in candidate’s field: 3 selected by candidate; 11 selected by department with no input from the faculty candidate
• From peer institutions and/or institutions known for work in the specific field
Extramural Consultants Guidelines
Updated September, 2016

• The following professional relationships, with sufficient explanation and disclosure, may be permissible:
  – May have served on committees together
  – May be Co-editors or have editor/chapter contributor relationship of textbook or textbook chapter(s)
  – Co-authors on multi-authored consensus and research publications. An explanation for the reason why the co-authorship does not represent direct collaboration must be clear.
  – For example:
    • Candidate and consultant contributed independently to study
      – Local PIs with no direct interaction
      – Contribution of study subjects to a study with no direct contact between the candidate and the extramural consultant
Extramural Consultants

Will receive:
- CV in John Doe format
- Personal Statement
- Selected reprints (3-4 max)

Will not receive:
- Chair’s recommendation
Personal Statement

Work with the faculty to ensure that the statement is 1 – 2 pages and includes:

• Top 3 – 5 publications since previous appointment or promotion, role in each of the publications and impact on the field

• Contributions and achievements in research, teaching, clinical activities, service and administration, as appropriate

• Projects in progress

• Overall goals

• Plans to remedy any shortfalls or problem areas
Recommendations for Best Practices of Department COAPs

• Incorporate Chair’s Recommendation statement for review at the departmental COAP: critical document for PSOM COAP and PSC
  - Ensure clarity and thoroughness
  - Ensure that any deficiencies, areas of concern or anything out of the ordinary are addressed
  - Review for accuracy and ensure that the chair’s recommendation agrees with the CV

• Review of dossier by Departmental COAP Chair or Vice Chair, Faculty Affairs/Development before submitting to FAPD

• Encourage DCOAP members to attend FAPD Advance Faculty Professional Development presentations

• Include EO as voting or adhoc member
Faculty Affairs Update

- Teaching
- AC appointment/promotion revisions
- Top 10 time saving tips to share
Quantifying Teaching Effort

Categories of Teaching Activities:

- Lecture
- Facilitated learning activities
- Clinical teaching
- Supervised scholarship
- Longitudinal mentorship
- Lab rotations/Pre-thesis research, and Short-term research-related teaching
- Masters programs
- Assessment activities
- Educational leadership
Evaluating Teaching

Teaching activities to be evaluated:
- Lectures
- Facilitated Learning Activities
- Clinical teaching

Who will evaluate teaching:
- Penn learners (students, BGS, UME, GME)
- Peers through new Work Place Assessment initiative

Presentation of data will include:
- Re-organization of data to match new framework
- Histograms to better represent distribution of data
- Conversion to University 0-4 scale
Faculty Affairs Update

- Teaching
- AC appointment/promotion revisions
- Top 10 time saving tips to share
AC Review Criteria Committee

- Lisa Bellini
- Michael Braffman (Medicine)
- James Callahan (Pediatrics)
- Carolyn Cambor (PLM)
- John Flamma (EM)
- Sean Harbison (Surgery)
- John Keogh (Anesthesia)
- Robert Lustig (Rad Onc)
- Eydie Miller-Ellis (Ophthalmology)

- Victoria Mulhern (FADP)
- Raymond Price (Neurology)
- Anne Reilly (Pediatrics)
- Matthew Rusk (Medicine)
- Mary Scanlon (Radiology)
- Deborah Sesok-Pizzini (PLM)
- Judy Shea (Medicine, APO)
- Elisa Spiewak (FADP)
- Wanda Ronner (OB/GYN)
Committee has been working to review criteria for promotion given several issues:
- perceived lack of rigor in process
- lack of variability in CPE scores
- too much weight on trainee evaluation numeric scores

Need to incorporate:
- reputation
- broader definition of teaching excellence
- peer evaluations
The major criteria for appointment, reappointment and promotion is:

- excellence in clinical care
- excellence in teaching
- excellence in the candidates selected area of concentration
  - can be clinical or nonclinical such as education, quality and safety, community service, etc.
- sustained professionalism
Assistant Professor

- For appointment at this rank, the department will assess the potential for a faculty candidate to achieve excellence as a teacher and clinician.
- Reappointment at this rank will involve demonstration of ongoing teaching and clinical excellence and a sustained record of professionalism.
Associate Professor

- Faculty are eligible for promotion after 2 reappointments.
- Requires declaration of an “area of concentration”.
- There must be evidence that the candidate has attained local recognition as a superior clinician and teacher and made contributions to their area of concentration.
- The definition of “local” may vary among clinical specialties but is generally considered to be at their primary site of practice within the Penn Medicine community ie HUP, PPMC, CHOP, VA etc.
Professor

- For promotion at this rank, there must be evidence that the candidate has attained recognition beyond their definition of local as a superior clinician and teacher and made impactful contributions to their area of concentration and has exhibited sustained professionalism.

- Reappointment will involve demonstration of ongoing teaching and clinical excellence, sustained professionalism and ongoing engagement in their area of concentration or significant accomplishments in a new area of concentration reflecting new duties, responsibilities or leadership roles.
Recognition of Clinical Excellence

- There must be evidence that the candidate has attained either local (associate) or beyond local (professor) recognition as a superior clinician.
- The AC Advisory Committee to COAP will weigh the evidence.
Evaluating Clinical Excellence

- **All ranks**
  - Ongoing board certification or equivalent, if applicable and
  - Assessment of clinical performance through one of the following:
    - Provider satisfaction tool results
    - Department evaluation system that includes non-physician reviews
    - EPIC quality dashboards
    - Referral networks

- **Professor**
  - Peer evaluations (7x7 format) using a standardized workplace assessment tool driven by EPIC relationships.
  - Book chapters, clinical reviews related to clinical expertise
  - Peer reviewed recognition by specialty/subspecialty society at the master’s level or equivalent.
Additional Metrics of Clinical Excellence

- Invitations to speak locally related to area of clinical expertise
- Service on local committees in area of clinical expertise:
  - developing guidelines and policies for clinical management
  - evaluating clinical programs
  - developing educational products such as curriculum, assessment tools or programs, policy statements, technologies etc
- Leadership roles in professional organizations related to clinical expertise, including leadership roles in courses or programs
- Membership on editorial boards in area of clinical expertise
- Awards for contributions/innovation related to clinical expertise
- Contribution to the development of innovative approaches to diagnosis/treatment/prevention of disease, applications of technologies and/or models of care delivery that influence care
- Engagement/collaboration in clinical trials
- Local clinical leadership roles
Penn Medicine recognizes professionalism as a commitment to practicing humanistic values in the service of excellence in patient care, research, education, and civic engagement. At the individual, interpersonal, institutional, and societal levels, we express professionalism through our attitudes, behaviors, performance, and policies. Reflection, discussion, and teamwork amongst clinicians, educators, researchers, administrators, staff and students foster a collaborative culture devoted to advancing professionalism.

At the forefront of this mission is a commitment to the core humanitarian values of integrity, respect, responsibility, altruism, accountability, and empathy alongside a duty to realizing competence, scholarship and justice.
Professionalism Statement

- As leaders, we hope to inspire an ethical model ensuring patient experiences of autonomy, dignity, and access to nondiscriminatory, confidential, compassionate care; research that advances knowledge, protects privacy, and strives to be free from bias and conflict of interest; and an educational framework that encourages original thought, dynamic discourse, and creative discovery.

- At all levels, in all roles, and by all practices, we strive for the highest standards of patient care, biomedical innovation, education, and civic engagement.
Professionalism

- Department attestation of sustained professionalism as evidenced by:
  - Sustained compliance with chart closure
  - Timely completion of trainee evaluations
  - Timely completion of required compliance related training
  - Lack of state board sanctions
  - Minimal founded patient or staff complaints
  - Minimal concerns regarding professionalism that might be captured in learner evaluations, Penn Safety Net
  - Absence of active coaching/remediation plan for professionalism
  - Other
Faculty Affairs Update

- Teaching
- AC appointment/promotion revisions
- Top 10 time saving tips to share
10 WAYS PENN WORK-LIFE BENEFITS CAN SAVE YOU TIME AND ADD 90-MINUTES TO YOUR DAY

Karen Kille
Senior Work Life Consultant
karener@upenn.edu
215.898.7729
The Employee Assistance Program is:

- Confidential.
- Available 24/7.
- Flexible: meet in-person or by telephone.
- For you and your immediate family members.
- Offers up to 8 counseling sessions per fiscal year, per issue.

To get started, call 1-888-321-4433.
2. MINDFULNESS COURSE AND RESOURCES

Employee Assistance Program

• 4-session Mindfulness Course, offered quarterly; call to register at 888-321-4433
• Individual Mindfulness Sessions
• Mindfulness Hotline: 844-291-1128
• Visit https://www.pennbehavioralhealth.org/mindfulness/
  (username: upenn; password: eap)
• Mindfulness Apps

Staywell Wellness Portal

• Offers a wealth of useful health information and resources from an online mindfulness course to healthy living articles to personal health coaching.
• Visit https://penn.staywell.com/
3. FREE LEGAL SERVICES

Benefit from convenient access to qualified legal professionals. Receive 30 minutes of free legal consultation over the phone. The number of initial consultations per year on each new legal topic is limited.

Get professional help with:
• Estate planning
• Divorce
• Adoption
• Landlord/tenant matters
• State and federal tax issues
• Consumer law
• Referrals to local attorneys

Call 1-888-321-4433 and select the option for work-life services.
Take advantage of 30 minutes of over-the-phone access to financial guidance about everything from managing current debt to making decisions about future purchases.

The Employee Assistance Program can help you answer these questions and more:

- How can I improve my credit score?
- How can I better manage my debt?
- Do I need to adjust my payroll tax withholdings?
- Do I have the right amount of insurance?
- How can I stick to my budget?

Call 1-888-321-4433 and select the option for work-life services.
5. FREE PERSONAL ASSISTANCE AND FREE ACCESS TO A NETWORK OF PROVIDERS

The services offered by care providers on Care.com include:

- **For Children**: Babysitters, Nannies, Au Pairs, Special Needs Caregivers, Tutors, Daycare Centers and more
- **For Adults & Seniors**: Senior Caregivers, Home Health Aides, Special Needs Caregivers
- **For Home**: Housekeepers and Providers for errands, house sitting, and more

Access the digital self-directed platform to find, book and pay caregivers online at penn.care.com.

If you prefer not to conduct a self-directed search, you can call Care.com at 855-781-1303 ext. 4 for professional guided assistance with your search, screening and hiring of caregivers. The Care.com team will help to prescreen candidates, create a caregiver wish list and narrow the results.
6. 10 DAYS OF BACKUP CARE FOR CHILDREN AND ADULTS

Child Backup Care Home

Backup Care Summary

Co-Pay Information
In-Home Child Care: $8.00/hour
In-Center Child Care: $15.00/day

Days Allocated: 10
Days Used: 0
Days Remaining: 10

Get started

Sick kids. School closings. Summer vacation. Balancing work and family priorities can be challenging. Fortunately, you have a benefit that enables you to find the last-minute child care you need. Our backup care programs are vetted so you can rest easy knowing that your family is in good hands.
7. SENIOR CARE PLANNING

To help you navigate the current road or the road ahead, find expert guidance and personalized assistance through Penn’s Senior Care Planning benefit.

- Finding immediate care.
- Developing long-term care plans.
- Facilitating family meetings and discussions.

In-depth phone consultations are provided by Care.com’s national network of providers, you have access to:

- Home care agencies.
- Adult day care programs.
- Senior housing facilities.
- Transportation services.

To access these services, call our partners at Care.com at 855-781-1303 ext. 3, go to penn.care.com, or email seniorcareplanningteam@care.com and arrange a free, in-depth consultation with a Masters Level Geriatric Social Worker. Senior Care Advisors are available from 9:00 a.m. to 6:00 p.m. ET.
• Trained Personal Health Advocates will work with you and your immediate family members one-on-one to find the solutions you need. They’ll help you sort out billing concerns, get approval for covered services, locate the right treatment facilities, coordinate health care for your elderly parents and more.

How to Access

• Simply pick up the phone and call Health Advocate at 1-866-799-2329 (toll-free). For more information, click here or visit Health Advocate's website.
9. PET SERVICES

• **Ryan Hospital at Penn Vet** offers all Penn faculty and staff a 20% discount off hospital services and substantial discounts through the Ryan Hospital's Primary Care Service. They also offer a drop-off service for pets to minimize work-day interruptions.

• Care.com care specialists assist with finding and hiring dog walkers, pet sitters, and pet trainers by calling 855-781-1303 ext. Self-directed search for these providers is also available through penn.care.com.

• Pet insurance options are available through the YouDecide portal. https://www.youdecide.com/pfs/content/search/search1.html?clientId=PENN834&CachelD=0543545909&v=i&q=pet+insurance&x=0&y=0
10. SHARE A RIDE: EMERGENCY RIDE HOME

This service provides a "safety net" for commuters working in Southeastern Pennsylvania who carpool, vanpool, or use public transportation on a regular basis. In the event of an unexpected personal or family emergency or illness, unscheduled overtime, or if the regular ride home is not available for certain reasons, registered commuters are provided with an emergency ride to home, their car, or to the place of the emergency.

For more information, visit http://cms.business-services.upenn.edu/transportation/carpooling/emergency-ride-home.html
Procedures and Schedules

• Recruitments/Appointments
  – *Perelman School of Medicine Plan for Diversity and Inclusion: commitment to diverse faculty*

• Searches
  – national for tenure, CE, research; limited for AC
  – goal: generate the broadest and strongest candidate pool and assure every qualified candidate is given equal effort and consideration
    • diverse search committee
    • departmental Diversity Search Advisor
  – training for search committees is under development

• Compliance with AA/EEO processes required for approval of candidate for appointment

• Provost’s Faculty Opportunity Fund
Procedures and Schedules

- CV must be in FEDS
- Recommendations for reappointments effective 7/1/18
  - Completed by departmental COAP by 12/31/17; submitted to FAPD in January, 2018
- Track changes
  - Review the status of all assistant professors in second 3-year appointment (except Research Track)
  - Research Track changes must be completed by end of year 3.
Track Changes, continued

• Must be completed by the year prior to the second reappointment

• Must be documentation of a departmental COAP vote by June 30th of the year before the final year of second 3-year appointment

• A national search is required for a track switch to Tenure or CE

• A change from the research track to the tenure track results in a shorter probationary period
Procedures and Schedules

- Promotions effective 7/1/18
  - Should be in process
  - Provost deadlines for review for Tenure, Clinician-Educator, Research:
    - promotions to professor—2/22/18
    - promotions to associate professor—4/12/18
      - associate professors should be reviewed by DCOAP
      - Promotions in AC track submitted when approved by PSOM COAP
  - There is only **one** review for promotion to Associate Professor by the Provost.
  - The Provost will not review a promotion in the terminal year.
Procedures and Schedules

• Promotions effective **7/1/19**
  – Reviewed by departmental COAP by 1/8/18; candidates and FAPD notified by 2/1/18

• Written notification of denial of promotion to associate professor is 5/31 of the mandatory review year
  – Always discuss with FAPD in advance of notification
Extension of Probationary Period

- **Eligibility:** Tenure, Clinician Educator, Research

- **Events**
  - Birth and adoption of a child
  - Serious medical condition of faculty member or family member/domestic partner
  - Catastrophic event
  - One year at a time, maximum 3 years

- Requires *timely* written notification to Chair, Dean, Provost

- For PSOM COAP:
  - always encouraged
  - no effect on evaluation
  - candidate who requests an extension but does not use it will not be considered “early” promotion
Expertise@Penn -- Overview

• Expertise is a new Research Information Management System maintained and supported by the Penn Libraries

• Manages comprehensive faculty profiles in a user-friendly system with more automation

• In July, FAPD and Information Services received approval from the deans to replace FEDS with Expertise
Benefits to Faculty

• Helping to ease administrative burden
  – Review/update profiles and receive automated notices in one user interface
  – Add publications with one click from PubMed, Scopus, WoS, and more
  – Generate CVs and grants sheets
  – Ability to delegate profile management to administrative proxies
  – Find potential collaborators at Penn and visualize your network of Penn collaborators
  – Easily compile a variety of publication metrics
  – Modern system designed by researchers for researchers
www.med.upenn.edu/fapd
Faculty Life & Professional Development
Advance

A New Website Just for Faculty @Perelman School of Medicine