

FOR FACULTY IN THE ACADEMIC CLINICIAN TRACK

PREPARING YOUR PROMOTION DOSSIER

A STEP-BY-STEP GUIDE



FACULTY AFFAIRS &
PROFESSIONAL DEVELOPMENT

 UNIVERSITY OF
PENNSYLVANIA
SCHOOL OF MEDICINE

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Overview of Promotion on the AC Tracks

According to the *“Resolution to Establish the Position of Academic Clinician as a New Track in the Associated Faculty;”*

“The School of Medicine found it desirable to make long-term, full-time appointments to individuals whose responsibilities are in patient care and in the instructional programs of the University and not in the research activities engaged in by members of the Standing Faculty or the Standing Faculty-Clinician Educator (CE) Faculty. Such a group is essential for assuring program stability and continuing excellence of patient care.”

Academic Clinicians (ACs) are expected to excel in clinical care and teaching. The majority of effort for AC faculty is in clinical care or in clinical care plus clinical administration (e.g., as a clinical chief or in a clinical quality improvement role). Academic Clinicians perform work that is critical to the mission of academic medical centers.

In exceptional cases, AC faculty’s predominant effort may be in teaching and/or educational administration. Published scholarship is not a criterion for promotion in the AC track; in fact, a significant research effort may detract from acquiring the clinical practice and teaching expertise on which success in the AC track depends.

AC faculty earn promotion through high performance, demonstrated through activities such as those listed below:

1. Patient Care

- Excellence in clinical practice (including leadership in clinical administration)

- Innovation in delivery of care

- Quality improvement initiatives

- Area of special expertise
- Regional patient referral base is desirable

Means of evaluating clinical excellence for promotion:

- 6-8 letters of recommendation, no more than half of which may come from your home department. Professional references should be limited to those who are familiar with your performance as a clinician and teacher.
- RVUs or other measures of clinical productivity, including programmatic growth
- Responses given by respondents to the Clinical Evaluation Questionnaire: You will be asked to provide names and contact information for fifteen colleagues (may include up to five referring physicians from outside the Health System; at least six must be outside your division), five former trainees (may include fellows or house staff you worked with more than three years ago), five allied health professionals (which may include nurses, coordinators, medical support staff, technicians, etc.), and your Division Chief or Department Chair. These respondents will evaluate your clinical performance using the Clinical Evaluation Questionnaire.
- Statements about your clinical excellence in the Chair's Recommendation Letter

2. Education

- Excellence in teaching (including leadership positions such as Course Director)
- Curriculum development
- Use of innovative teaching materials and methods

- Lectures and courses given at regional and national venues
- Mentoring of junior faculty
- Teaching Statement from Education Advisor for the School of Medicine Committee on Appointments and Promotions (COAP).
The Education Officer for COAP will prepare a summary of the material found in your Educational Database, or teaching portfolio.
- Statements about teaching excellence in the Chair's Recommendation Letter

3. Additional credentials for promotion:

- Awards (including University of Pennsylvania or School of Medicine Awards of Excellence, Philadelphia Top Docs, Best Doctors in America, etc.)

It is important to remember that research and published scholarship are not criteria for promotion in the AC track. According to the previously quoted "Resolution," AC faculty may choose to participate in research through the recruitment of patients for research studies or publishing case reports or clinical experience.

Preparing Your Dossier

Take charge of the process.

Preparing your dossier for promotion is a time-consuming process, so give yourself plenty of time to compile all of the required information. One component of your dossier, the Educational Database (EDB), or teaching portfolio, is due before your complete dossier. You should work with your Faculty Coordinator to review due dates. After your EDB has been reviewed by an Education Advisor for COAP, your Faculty Coordinator will incorporate the EDB into the other materials that comprise your complete dossier.

To facilitate the process of assembling your dossier, you will need to work on

several fronts simultaneously - completing your Educational Database, working with your department to suggest people to write letters of recommendation for you, and polishing your CV.

A number of people are available to assist and advise you - your Department Chair, your Departmental Committee on Appointments and Promotions (COAP) Chair, your Departmental Education Officer, your Faculty Coordinator, and the staff of Faculty Affairs & Professional Development (FAPD).

It is in your best interest to take charge of this important process. The School of Medicine COAP and members of the Provost's Staff Conference Subcommittee (PSCS) will examine closely every document within your dossier. Your dossier represents you and gives you the opportunity to ensure that COAP and PSCS recognize the full range of your accomplishments to date. Additionally, by ensuring that the information is accurate and complete, you can avoid lengthy delays in processing your dossier.

This booklet provides a quick guide to the process. For more detailed information on individual documents that belong in the dossier, you may want to visit the FAPD web site at <www.med.upenn.edu/fapd> where you can find most of the items that are referred to in this guide. Click on <Search> in the left side of the website and type in the name of the item you are looking for, or click on the <Faculty> page where information is grouped by subject matter.

Chair's Recommendation and Academic Plan

Create a game plan.

Set up a meeting with your Department Chair or Division Chief and/or mentor(s) to obtain input on assembling your dossier. Discuss who will be the best people to write letters of recommendation for you. This meeting will give you the opportunity to review and update your Academic Plan to ensure that the plan accurately reflects how you spend your time (see the Academic Plan template at <<http://somapps.med.upenn.edu/fapd/documents/fmap.doc>>). Identify accomplishments that you believe should be highlighted in the Chair's Recommendation Letter. You may also use this meeting to identify revisions and additions to your CV. You will eventually need to submit a copy of your updated CV with your Educational Database. Another copy of your updated

Dossier checklist

Chair's Recommendation and Academic Plan

- Enter CV & Grants into Faculty Expertise Database (FEDS)
- Educational Database
- Recommendation letter
- Clinical Evaluation

Dossier checklist Chair's Recommendation and Academic Plan **Enter CV & Grants into Faculty Expertise Database (FEDS)** Educational Database Recommendation Letter Clinical Evaluation**Dossier checklist** Chair's Recommendation and Academic Plan CV & Grants entered into Faculty Expertise Database (FEDS) **Educational Database** Extramural Consultants Personal Statement Intramural References

CV will need to be submitted to the School of Medicine COAP.

Your Curriculum Vitae

Make it perfect.

Make sure your CV is perfect. It will function as the primary record of your background, activities, and accomplishments. As such, it will serve as an important instrument that reviewers such as COAP members, external and internal reviewers, the Dean and the Associate Provost will use to evaluate you.

In order for your department to submit your dossier, your CV must be entered into the Faculty Expertise Database (FEDS) <www.med.upenn.edu/apps/my/fapd>. To access your CV in FEDS, log on using your PennKey and password, then click on <Faculty Expertise>. To add or edit certain sections, click on the appropriate headings on the left side of the <Expertise Data Entry> page and insert, update or delete information as needed. Descriptions of the sections of the standard School of Medicine CV are available on the pertinent pages of the FEDS website.

Educational Database

Get the gears turning.

The Educational Database (EDB) serves to document your performance as a teacher. Despite the word "database" in its title, this document is largely paper-based rather than electronic. In effect, your EDB serves as a dossier within a dossier, for, eventually, your EDB will be incorporated into your larger dossier for COAP. Unlike other documentation you prepare for review, which is handled through Faculty Affairs & Professional Development, your EDB is processed through the Academic Programs Curriculum Office. Your EDB is reviewed by an Education Advisor for COAP.

Start assembling the materials that belong in your EDB. For a full list of these materials, visit the <Faculty> page on the FAPD website <www.med.upenn.edu/fapd> and click on <Educational Database>. In reviewing this list, notice that in addition to including teaching activities such as courses taught to medical students and supervision of residents, you will also need to provide

Dossier checklist

- Chair's Recommendation and Academic Plan
- CV & Grants entered into Faculty Expertise Database (FEDS)

 Educational Database

- Extramural Consultants
- Personal Statement
- Intramural References

information on school-wide committees relating to education on which you have served. You will be asked to provide a personal statement outlining your teaching focus, strengths and accomplishments. You may be asked to complete sections of the Education Officer's report. Your Departmental Education Officer will provide information that summarizes your teaching efforts, an analysis of your evaluation data and a final summary. As you gather materials for your EDB, submit them in a binder to your Faculty Coordinator.

Strong and extensive quantitative data on your teaching evaluations will serve you well. If you have taught in Curriculum 2000 and in graduate medical education this data has been stored for you in the Housestaff and Medical Student Evaluation Record (HAMSTER). You will need to collect evaluation data for Biomedical Studies and Continuing Medical Education. Please remind your Faculty Coordinator to solicit a letter from the Chair of the graduate group which you are primarily affiliated, describing your participation in graduate student training. You may also include letters from other peers who have had the opportunity to observe you teach and from trainees/students. Finally, remember to include a copy of your CV.

Dossier checklist

- Chair's Recommendation and Academic Plan
- Enter CV & Grants into Faculty Expertise Database (FEDS)
- Educational Database
- Recommendation Letters**
- Clinical Evaluation

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Recommendation Letters

The School of Medicine COAP requires evidence of your excellence in clinical care. You and your department Chair will select 6-8 professional references to write letters for you. When your department is soliciting these letters, they will attach your CV. These references should be familiar with your professional ability as related to patient care and teaching

Clinical Evaluation

The clinical evaluation questionnaires will be evaluated by a COAP Clinical Performance Evaluation Subcommittee. A summary of the responses will be prepared and included in your dossier.

Final meeting with Faculty Coordinator*Close the loop*

Meet with your Faculty Coordinator to close the loop and make sure that you are both on track toward completing your dossier. Be sure to update your CV in FEDS.

You're Done!

Once you and your Faculty Coordinator have double-checked to see that every item on the checklist is in your dossier, you are done. You will have completed your part of the promotion process. Your Faculty Coordinator will submit your complete dossier to Faculty Affairs & Professional Development.

After FAPD receives your dossier, confidentiality will be observed during the review process. Your department chair will be notified of the outcome.

Where will your dossier go from here?

If the School of Medicine COAP determines that you meet the SOM standards for promotion, your dossier will be forwarded to the University Associate Provost. The Associate Provost will approve, defer or deny the recommendation for your promotion.