PSOM COAP UPDATE
October, 2018

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 2018-2019

<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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<td>Meryl Sahn Cohen, M.D.</td>
<td>Pediatrics</td>
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<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>Roderic G. Eckenhoff, M.D., Senior 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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<tr>
<td>Arupa Ganguly, Ph.D.</td>
<td>Genetics</td>
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<td>Benjamin 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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<td>Struan F.A. Grant, Ph.D.</td>
<td>Pediatrics</td>
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<td>Scott D. Halpern, M.D., M.S.C.E., Ph.D.</td>
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<td>Steven Joffe, M.D., MPH</td>
<td>Medical Ethics and Health Policy</td>
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<td>Rachel Rapaport Kelz, M.D.</td>
<td>Surgery</td>
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<tr>
<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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<tr>
<td>David S. Mandell, Sc.D</td>
<td>Psychiatry</td>
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<tr>
<td>David A. Mankoff, M.D., Ph.D., Vice-Chair</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>
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<td>Patrick M. Reilly, M.D.</td>
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<td>Erle S. Robertson, Ph.D.</td>
<td>Otorhinolaryngology: Head and Neck Surgery</td>
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<td>Judy A. Shea, Ph.D., Vice-Chair</td>
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<td>Erica R. Thaler, M.D., Vice-Chair</td>
<td>Otorhinolaryngology: Head and Neck Surgery</td>
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<td>Sigrid C. Veasey, M.D.</td>
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<td>Douglas J. Wiebe, Ph.D.</td>
<td>Biostatistics, Epidemiology and Informatics</td>
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<td>Robert B. Wilson, M.D., Ph.D.</td>
<td>Pathology and Laboratory Medicine</td>
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<tr>
<td>Xiaolu Yang, Ph.D.</td>
<td>Cancer Biology</td>
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<tr>
<td>James M. Callahan, M.D., Chair, AC Advisory Committee</td>
<td>Pediatrics</td>
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Report of COAP Activities

Based on PSC/PSCS meetings – 7/1/17 through 6/30/18:

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<tr>
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<th>Full – Time Tracks</th>
<th>All Tracks</th>
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<tr>
<td>Number of Approved Appointments</td>
<td>236</td>
<td>322</td>
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<tr>
<td>Number of Approved Reappointments</td>
<td>242</td>
<td>384</td>
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<tr>
<td>Number of Approved Promotions</td>
<td>161</td>
<td>178</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 0

Number of Advisory Letters 30

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

- Ensure that all members know current policies
- 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 final dossier by Departmental COAP Chair or Vice Chair, Faculty Affairs/Development before submitting to FAPD
AC and Teaching Updates

Lisa Bellini, MD
Vice Dean for Academic Affairs
Appointment/Promotion Criteria

• The major criteria for appointment, reappointment and promotion is:
  • excellence in clinical care
  • excellence in teaching
  • excellence in the candidates selected area of concentration
    • Areas 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….so earliest is year 8.
- Requires declaration of an “area of concentration”.
- There must be evidence that the candidate has attained recognition **within their primary practice location** (HUP, PPMC, PH, CHOP, VA etc.) as a:
  - superior clinician and
  - superior teacher and
  - made contributions to their area of concentration and
  - exhibited sustained professionalism.
For promotion at this rank, there must be evidence that the candidate has attained recognition outside their primary practice site as a:

- superior clinician and
- superior teacher and
- made contributions to their area of concentration and
- 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.
Appointment/Promotion Criteria

The major criteria for appointment, reappointment and promotion is:

- excellence in clinical care
- excellence in teaching
- excellence in the candidates selected area of concentration
  - Areas of concentration can be clinical or nonclinical such as education, quality and safety, community service, diversity and inclusion etc.
- sustained professionalism
Recognition of Clinical Excellence

- There must be evidence that the candidate has attained clinical excellence at their primary practice site (associate) or beyond their primary practice site (professor).
Evaluating Clinical Excellence

❖ All ranks
  • Ongoing board certification or equivalent, if applicable
  • Generally, a minimum of 20% clinical effort
  • Minimal founded peer, patient and staff concerns.
  • Absence of active remediation plan for clinical skills.

❖ Assessment of clinical performance:
  • Patient evaluations using Penn Medicine or CHOP Provider satisfaction tool results must be reviewed, if available
  • Clinical Evaluations using revised PSOM Clinical Performance Evaluation tool collected electronically.
The major criteria for appointment, reappointment and promotion is:

- excellence in clinical care
- **excellence in teaching**
- excellence in the candidates selected area of concentration
  - Areas of concentration can be clinical or nonclinical such as education, quality and safety, community service, diversity and inclusion etc.
- sustained professionalism
Evaluating Teaching Excellence

- All ranks:
  - No evaluated domain (Lectures/Facilitated Learning Activities, Clinical teaching) with mean ratings of 0 or 1 and
  - Meets the minimum 100 credits of teaching/year as defined by PSOM and
  - 50% of the teaching occurs within the Penn Medicine Community
Evaluating Teaching Excellence

**Associate:**
- *High quality engagement* in primary teaching domain (Lectures/Facilitated Learning Activities, Clinical teaching, Supervised Scholarship, Longitudinal Mentorship, Educational Service and Leadership)

**Professor**
- *High quality engagement* and *demonstrated excellence* in primary teaching domain
  - *examples include exceeding expectations in centrally collected data, robust and sustained list of mentees and/or scholarship, and/or longstanding commitment to education and leadership.*
Appointment/Promotion Criteria

• The major criteria for appointment, reappointment and promotion is:
  • excellence in clinical care
  • excellence in teaching
  • **excellence in the candidates selected area of concentration**
    • Areas of concentration can be *clinical* or *nonclinical* such as education, quality and safety, community service, diversity and inclusion etc.
  • sustained professionalism
Evaluating Excellence in AOC

- All ranks:
  - Invitations to share expertise through invited talks, book chapters, clinical reviews.
  - Leadership roles
  - Service on committees that develop guidelines or evaluate programs
  - Awards for teaching or mentoring
  - Engagement in clinical trials
Evaluating Excellence in AOC

Professor:

- Development of innovative approaches to AOC including the application of technologies and/or models of delivery that influence that area beyond one's primary practice site.
- Awards for contributions and/or innovation.
- Contributions to scholarly products recognized as authoritative.
- Contributions to clinical research efforts or clinical trials.
- Leads faculty development in AOC.
Appointment/Promotion Criteria

• The major criteria for appointment, reappointment and promotion is:
  • excellence in clinical care
  • excellence in teaching
  • excellence in the candidates selected area of concentration
    • Areas of concentration can be clinical or nonclinical such as education, quality and safety, community service, diversity and inclusion etc.
  • sustained professionalism
Professionalism

- Department attestation of sustained professionalism including:
  - 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, etc
  - Absence of active remediation plan for professionalism

- Departments may wish to add other items
Required Documents

- Chairs recommendation must include a statement attesting:
  - clinical excellence
  - professionalism with provider satisfaction tool results, if available

- PSOM Clinical Performance Evaluations
  - List of evaluators may be generated through the EPIC Clinical Care Network Analysis or identify peers independently
  - The EPIC CCNA will generate a list of 50 names with whom the candidate has interacted most often.
    - The candidate can delete up to 5 names leaving 45 on the list.
    - The candidate can select up to 3 additional names if they feel the list is not representative.
    - The FA Coordinator will select 15 from the list to receive an evaluation form.
Required Documents

- Peer references using standardized electronic PSOM tool
  - 7 total letters from peer faculty at higher rank than candidate's current rank that are able to comment specifically on teaching, area of concentration and overall reputation.
    - Up to 2 letters may be submitted from distinguished non-faculty.
    - Up to 2 may overlap with Clinical Evaluations.
    - For promotion to Professor, at least 3 must come from faculty outside the candidates primary practice site.
  - References from outside primary practice site encouraged.
  - May be selected by faculty member
Teaching Update
Teaching Definition Changes

- Definition now includes faculty who teach peers on behalf of PSOM Advance Faculty development programs
- Credit for new, revised, old FLAs/ Lectures now 4 credits/hour
- Clinical teaching was expanded to explicitly include mental health conferences
- Additional credit for masters course requiring individual meetings was eliminated
- Supervised scholarship was revised to:
  - Accepted abstracts, posters, oral presentations (internal or external): 5 credits each/year
  - First submission of a manuscript: 10 credits.
  - Trainee must be an author.
Education Service and Leadership

- **Education service**
  - Certain educational committees are eligible for 5 credits per activity per year:
    - Curriculum committees
    - PSOM, BGS, Masters programs admissions committees
    - Residency and fellowship selection committees
    - Program level evaluation, graduate group reviews and clinical competency committees

- **Education Leadership activities**
  - Year-long courses/programs (program/clerkship director, BGS director, grad grp chair)
    - Directors: 50 credits
    - Co-Directors: 50 credits
    - Associate Directors: 25 credits
  - Non yearlong courses (ex-course in module 1, 2, elective directors (when trainees have been enrolled in the elective during the AY), master’s directors, T32 program directors)
    - Directors: 25 credits
    - Co-Directors: 12 credits
    - Associate Directors: 12 credits
  - Clinical electives: 25 credits
PSOM COAP UPDATE
October, 2018

Victoria Mulhern,
Executive Director
Faculty Affairs and Professional Development
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 7/1/19
  – Completed by departmental COAP by 12/31/18; submitted to FAPD in January, 2019

• 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 7/1/19
  - Should be in process
  - Provost deadlines for review for Tenure, Clinician-Educator, Research:
    - promotions to professor—2/14/19
    - promotions to associate professor—4/11/19
      - 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 **7/1/20**
  – Reviewed by departmental COAP by 1/8/19; candidates and FAPD notified by 2/1/19

• 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
Updates

DOL OFCCP Compliance Review of the University’s AA/EEO programs

• Conciliation Agreement for Technical Violations: Record retention and training requirements

  – Record retention:
    • For all new hires of faculty and staff:
      – resumes, applications, interview notes/questionnaires, evaluations, job descriptions, ads, names of search committee members, names of candidates selected for interviews, reason candidate selected for hire, notes from reference checks, etc.

  – Search committee training:
    • Current online resources will be expanded and training will be implemented
Updates

Optimize Local Resources for Faculty Mentoring

– Create faculty affairs teams in each department:
  • Departmental COAP Chair
  • Vice Chair, Faculty Affairs/Development
  • Diversity Search Advisor
  • Education Officer
  • Faculty Coordinator

– Increase the effectiveness of mentoring among senior faculty by increasing the level of knowledge of current policies and processes through online and in-person resources.

– Presentations by PSOM COAP Chair to departmental COAP members, other senior faculty, general faculty meetings

– Develop and implement a departmental mentoring program
Updates

Human Capital Management (HCM)

• Workday

• Interfolio
Faculty Life & Professional Development Website

Average Month Stats

- 824 Website Sessions / 629 Unique Users
- #1: Onboarding for Teaching (September)
- #2-#9: Teaching Effectiveness, Teaching Evaluations, & Career Tracks (Typical Month)
- #10: Life (Wellness) (Usually at the Top)
- Average Time: 3 Minutes
- Average Pages Per Session: 3
Faculty Life & Professional Development

A Few Projects to Look For

1. Mentorship
   - Mentee Toolbox
   - Best Practices Grant Writing / Editing Groups
   - Guides for Model Programs

2. Junior Faculty as Mentor to Trainees
   - Selecting/Hiring, Managing, . . .

3. Career Track “Reminds”