Lisa Bellini, M.D., Professor of Medicine, Senior Vice-Dean, Academic Affairs
James Callahan, M.D., Professor of Clinical Pediatrics, Chair, PSOM AC Advisory Committee
Jody Foster, M.D., Clinical Professor of Psychiatry, Assistant Dean for Professionalism
David J. Margolis, M.D., Ph.D., Professor of Dermatology, Chair, PSOM COAP
Victoria Mulhern, Executive Director, FAPD
Stephanie Taitano, Director, Faculty Development
FAPD
PSOM COAP UPDATE
October, 2019

Victoria Mulhern,
Executive Director
Faculty Affairs and Professional Development
Interfolio and Workday Are Here

- **Penn’s Human Capital Management Initiative**
  - a technology replacement project

- **Workday@Penn**
  - System of record for Penn to replace legacy systems for payroll, payroll tax, compensation, benefits, compensation, recruiting, onboarding, time and absence
  - Faculty actions

- **Interfolio@Penn**
  - One of the companion projects to Workday
  - A faculty information system that tracks faculty lifecycle from appointment through retirement
  - Phase one: dossier, faculty search, and appointment, reappointment, and promotion
  - Future: Faculty 180.
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
    – DSA and diverse search committee

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

❖ Search committee resources
  https://www.med.upenn.edu/fapd/docurepo/list/category/search-committee-resources/
  • Provost’s Faculty Opportunity Fund—salary support
Procedures and Schedules

- CV must be in FEDS

- Recommendations for reappointments effective 7/1/20
  - Completed by departmental COAP by 12/31/19; submitted to FAPD by January 31, 2020
  - Assistant professors who teach must complete teaching requirements to be eligible for reappointment

- 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
    - A change from the research track to the tenure track results in a shorter probationary period—9 years to 6 years
Track Changes, continued

- Review and recommendation by the departmental COAP must be completed by June 30\textsuperscript{th} of the year before the final year of second 3-year appointment (year 5 if no extensions)

- A national search is required for a track switch to Tenure or CE
Procedures and Schedules

❖ Promotions effective 7/1/20
  • Should be in process
  • Provost deadlines for review for Tenure, Clinician-Educator, Research:
    – promotions to professor—2/13/20
      ○ associate professors should be reviewed by DCOAP
    – promotions to associate professor—4/30/20
  • Promotions in AC track – use same schedule

❖ 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 7/1/21**
  - Reviewed by departmental COAP by 1/8/20; candidates and FAPD notified by 2/3/20

- **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

Optimize Local Resources for Faculty Mentoring

• 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

• Implement mentoring committees
PSOM COAP UPDATE
October, 2019

David J. Margolis, M.D., Ph.D.
Professor of Dermatology, Chair, PSOM COAP
<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles S. Abrams, M.D.</td>
<td>Medicine</td>
</tr>
<tr>
<td>Frances K. Barg, Ph.D., M.Ed.</td>
<td>Family Medicine &amp; Community Health</td>
</tr>
<tr>
<td>Erfei Bi, Ph.D.</td>
<td>Cell &amp; Developmental Biology</td>
</tr>
<tr>
<td>Julie A. Blendy, Ph.D.</td>
<td>Systems Pharmacology &amp; Translational Therapeutics</td>
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<tr>
<td>Meryl Sahn Cohen, M.D.</td>
<td>Pediatrics</td>
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<tr>
<td>Christos Coutifaris, M.D., Ph.D.</td>
<td>Obstetrics &amp; Gynecology</td>
</tr>
<tr>
<td>Beverly L. Davidson, Ph.D.</td>
<td>Pathology &amp; Laboratory Medicine</td>
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<tr>
<td>Roderic G. Eckenhoff, M.D., Senior Vice Chair</td>
<td>Anesthesiology &amp; Critical Care</td>
</tr>
<tr>
<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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<tr>
<td>Benjamin Garcia, Ph.D.</td>
<td>Biochemistry &amp; Biophysics</td>
</tr>
<tr>
<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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<tr>
<td>Scott D. Halpern, M.D., M.S.C.E., Ph.D.</td>
<td>Medicine</td>
</tr>
<tr>
<td>Name</td>
<td>Department</td>
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<tr>
<td>Rachel Rappaport Kelz, M.D., M.B.A.</td>
<td>Surgery</td>
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<tr>
<td>Ellen J. Kim, M.D.</td>
<td>Dermatology</td>
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<tr>
<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>
</tr>
<tr>
<td>David J. Margolis, M.D., Ph.D., Chair</td>
<td>Dermatology</td>
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<tr>
<td>Robert L. Mauck, Ph.D.</td>
<td>Orthopaedic Surgery</td>
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<tr>
<td>Warren S. Pear, M.D., Ph.D.</td>
<td>Pathology &amp; Laboratory Medicine</td>
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<tr>
<td>Patrick M. Reilly, M.D.</td>
<td>Surgery</td>
</tr>
<tr>
<td>Erle S. Robertson, Ph.D.</td>
<td>Otorhinolaryngology: Head &amp; Neck Surgery</td>
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<tr>
<td>Judy A. Shea, Ph.D.</td>
<td>Medicine</td>
</tr>
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</table>
## PSOM COAP Members 2019 - 2020

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Erica R. Thaler, M.D., Vice-Chair</td>
<td>Otorhinolaryngology: Head &amp; Neck Surgery</td>
</tr>
<tr>
<td>Sigrid C. Veasey, M.D.</td>
<td>Medicine</td>
</tr>
<tr>
<td>Douglas J. Wiebe, Ph.D.</td>
<td>Biostatistics, Epidemiology, &amp; Informatics</td>
</tr>
<tr>
<td>Robert B. Wilson, M.D., Ph.D.</td>
<td>Pathology &amp; Laboratory Medicine</td>
</tr>
<tr>
<td>James M. Callahan, M.D., Chair, Academic Clinician Advisory Committee</td>
<td>Pediatrics</td>
</tr>
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</table>
# Report of COAP Activities

Based on PSC/PSCS meetings – 7/1/18 through 6/30/19:

<table>
<thead>
<tr>
<th></th>
<th>Full – Time Tracks</th>
<th>All Tracks</th>
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<tbody>
<tr>
<td>Number of Approved Appointments</td>
<td>238</td>
<td>341</td>
</tr>
<tr>
<td>Number of Approved Reappointments</td>
<td>288</td>
<td>423</td>
</tr>
<tr>
<td>Number of Approved Promotions</td>
<td>143</td>
<td>165</td>
</tr>
</tbody>
</table>
## 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 | 26

Reasons for Advisory Letters:
- Lack of publications
- Lack of invited lectures
- Lack of funding
- Lack of independence
- Quality of teaching
- Research focus unclear
COAP Guidelines
Updated March, 2016

- 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
• 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
• Include EO as a member to provide updates at reappointment and promotion
  – All assistant professors must complete teaching programs requirements to be eligible for reappointment
• Include AC as a member
• 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
Mission Statement

Faculty Affairs and Professional Development (FAPD) works with the leadership, faculty and administrators of the Perelman School of Medicine and the Health System to support an overarching goal of PENN Medicine - the implementation of the highest standards of excellence in academic medicine. The mission of FAPD is to support this goal by facilitating the recruitment and appointment, promotion, and retention of distinguished faculty. Read more »
PSOM COAP UPDATE
October, 2019

James Callahan, M.D.
Professor of Clinical Pediatrics,
Chair, PSOM Academic Clinician Advisory Committee
<table>
<thead>
<tr>
<th>Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>James Callahan, MD, Chair</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>Sharon L. Kolasinski, MD, Vice Chair</td>
<td>Medicine</td>
</tr>
<tr>
<td>Franklin Caldera, DO, MBA</td>
<td>PM&amp;R</td>
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<tr>
<td>Carolyn Cambor, MD</td>
<td>P&amp;LM</td>
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<td>Laurel R. Fisher, MD</td>
<td>Medicine</td>
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<tr>
<td>John C. Flamma, MD</td>
<td>Emergency Medicine</td>
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<tr>
<td>Emily K.B. Gordon, MD, MSEd</td>
<td>Anes &amp; CC</td>
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<tr>
<td>Sean Harbison, MD</td>
<td>Surgery</td>
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<tr>
<td>John H. Keogh, MD</td>
<td>Anes &amp; CC</td>
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<td>Patrick K. Kim, MD</td>
<td>Surgery</td>
</tr>
<tr>
<td>Justin L. Lockman, MD, MSEd</td>
<td>Anes &amp; CC</td>
</tr>
<tr>
<td>Janet Lioy, MD</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>Avram H. Mack, MD</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Eydie Miller-Ellis, MD</td>
<td>Ophthalmology</td>
</tr>
</tbody>
</table>
AC Advisory Committee

Jill C. Posner, MD, MSCE  
Pediatrics

Christopher H. Rassekh, MD  
Oto: H&NS

Iris Reyes, MD  
Emergency Medicine

Prithvi Sankar, MD  
Ophthalmology

Philip Scribano, DO, MSCE  
Pediatrics

Deborah Sesok-Pizzini, MD, MBA  
P&LM

Corrie A. Stankiewicz, MD, MSEd  
Medicine

Joseph Teel, MD  
FM&CH

*Jayne R. Wilkinson, MD, MSCE  
Neurology

*will start January 2020
Revised Criteria for Reappointment and Promotion now being used for All AC Reviews

- **Promotion to Associate Professor**
  - Have completed 6 academic years in track (after 2\textsuperscript{nd} reappointment)
  - Sustained evidence of professionalism
  - Teaching Excellence (evaluations) – new Teaching Standards
  - Clinical Excellence – clinical performance evaluation by peers
  - Have developed area of concentration (broadly defined)

- **Promotion to Professor**
  - At least 5 years at the Associate level or equivalent (after reappointment)
  - Sustained evidence of professionalism
  - Teaching Excellence (evaluations) – new Teaching Standards
  - Clinical Excellence – clinical performance evaluation by peers
  - Accomplishment in area of concentration (broadly defined)
  - Reputation clinically/area of concentration beyond primary practice site

http://www.med.upenn.edu/flpd/metrics-for-promotion-(academic-clinician).html
Area of Concentration (AOC)

❖ Candidates will identify an area of concentration; AOC represents a depth and focus chosen by the individual

❖ May be clinical or nonclinical:
  • Clinical expertise or specialization and leadership, or
  • Education, community service, advocacy, quality and safety, health policy, global health, diversity and inclusion

❖ Required for all actions at Associate and Full Professor Ranks as well as reappointments from the 2nd reappointment on at the rank of Assistant Professor

❖ Contributions and excellence at the local level (Associate Professor) or beyond local practice site (Professor)
To be considered for promotion *on all tracks*, a faculty member *must not* have a mean teaching score of < 2.0 (meets expectations) in any teaching domain (UME Clinical, GME Clinical, Lecture or Facilitated Learning Activity[FLA])

A mean score of < 2.0 in any domain requires remediation and/or coaching. The remediation/coaching must be documented by the Education Officer and included in the Chair’s Recommendation Letter for Reappointment or Promotion

Departments may identify faculty with scores ≥ 2.0 for whom coaching or remediation may be offered or required
To be considered for promotion to Professor on the Academic Clinician Track, the faculty member must have a mean teaching score of $\geq 3.0$ (exceeds expectations) for any teaching domain in which they spend significant time.

For Clinical Teaching, Lectures or FLA: significant means $> 3$ events.

Scores of $\geq 3.0$ are required for promotion to Professor on the Academic Clinician Track but alone are not sufficient for promotion.
PSOM COAP UPDATE
October, 2019

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

- Professionalism campaign announced by the Dean in March 2018

- Jody Foster, M.D. named Assistant Dean for Professionalism in June 2018

- Professionalism program
  - Penn Medicine Professionalism
  - RISE Code of Conduct
  - Professionalism Advisory Group
  - Department Professionalism Representatives
  - Just Ask Jody Blog
  - Jody’s Professionalism Podcast Minis
Professionalism

- Expectation that faculty will comply with standards of conduct described in the Professionalism Statement and RISE Code of Conduct

  - Considerations in recommendations for reappointment and promotion

  - Attestation of lack of professionalism concerns included in new documentation for reappointment in the AC track and will be added to other tracks

  - Recommendation that DCOAP chairs review candidates for reappointment and promotion with department chairs in advance of DCOAP meetings to identify any areas of concerns
    - Issues of confidentiality
PSOM COAP UPDATE
October, 2019

Jody Foster, M.D.
Clinical Professor of Psychiatry,
Assistant Dean for Professionalism
Jody Foster, MD, MBA
Assistant Dean of Professionalism, Executive Clinical Director, Professionalism Program at Penn, Chair, Department of Psychiatry at Pennsylvania Hospital

I have always been committed to understanding the full spectrum of behavior and how that influences our culture and our relationships (read more)...

Our RISE Code of Conduct: Respect | Integrity | Self-Care | Etiquette

Print-and-Go RISE Code of Conduct: Penn's 10
Department Professionalism Representatives

Respect
Embrace the Penn community around us ...

View more

Integrity
Elevate and promote success in our community ...

View more

Self-Care
Take responsibility for our own well-being ...

View more

Etiquette
Personal accountability supports a safe, kind, and civil professional environment ...

View more
PSOM COAP UPDATE
October, 2019

Stephanie Taitano, Director, Faculty Development, FAPD