

COAP GUIDELINES

OVERVIEW

The COAP and its Activities The Committee on Appointments and Promotions (COAP) represents the Perelman School of Medicine faculty and seeks to maintain and enhance the scholarly excellence of the medical faculty as a whole. The COAP works through the chairs to guide individual faculty members as they develop their academic careers. In addition, the COAP acts as an advisory committee to the dean on issues related to faculty development.

The members of the COAP are selected by the dean from among the full professors in the Standing Faculty. Terms of service are staggered so that on average one-third of the membership is new to the committee each year and two-thirds has at least one year of experience.

The COAP meets once or twice a month to review every faculty appointment, reappointment and promotion in the Perelman School of Medicine. The members evaluate each dossier and vote to recommend in favor or against the proposed action or to defer for additional information. Approved recommendations for tenure are sent to the dean. The dean presents the approved recommendations for appointments at or promotions to associate and full professor in the Standing Faculty (Tenure and Clinician-Educator) and Research Track to the Provost's Staff Conference (PSC) where the final decision is made by the Provost. The PSC members composed of deans and other senior-level university officials, who are advisory to the Provost, review the dossiers independently. In most but not all cases, the decision of the Provost agrees with the recommendations of the COAP. The Provost also may decline to approve a recommendation, or may defer decision until additional information is provided. Approved recommendations for appointments and reappointments at the level of assistant professor and promotions in the Academic Clinician track are presented to the Provost's Staff Conference Subcommittee.

All COAP business is confidential.

APPOINTMENTS AND PROMOTIONS

Initial Appointment and Reappointment of Assistant Professors The COAP recommends that candidates for appointment or promotion be encouraged early, well before their mandatory promotion review, to follow a career path that is consistent with their own interests and talents and the strategic goals of both their department and the Perelman School of Medicine. Initial appointments and reappointments should be made in a track that is appropriate for the individual and should be consistent with the goals and expectations of the track. Track selection and the professional development of the faculty member should be reviewed by the individual and the department chair at least once each year and in anticipation of each reappointment. A track switch may be justified when an individual has changed the portion of time spent in research, clinical endeavors or teaching. On occasion, the COAP may suggest consideration of a change in track at the time of appointment or reappointment based on its review of the candidate's dossier. Any change in track must be in compliance with Perelman School of Medicine and University policies and must support the strategic needs of the department. If the COAP identifies deficiencies in a candidate's dossier at the time of reappointment, the COAP chair will advise the department chair in writing. Any direct communication from the COAP chair to a department chair at the time of reappointment should be considered an advisory letter, highlighting one or more apparent deficiencies identified by the COAP's review of the dossier. An important purpose of an advisory letter is to help the candidate perform most effectively before the mandatory review. Thus, the language of such letters is designed to be informative and appropriate to share with a candidate. The COAP expects that the content of this letter be shared with the candidate and serve as a basis for appropriate career mentoring for each faculty member about whom an advisory letter is written. The Chair must certify in writing that the faculty member has been informed of the contents of the advisory letter.

Tracks Overview New faculty with clinical responsibilities who plan to spend the majority of their time in extramural-funded research, and who will teach, belong in the Standing Faculty (Tenure Track). The mandatory promotion review for this track takes place in or before the ninth year. New faculty without clinical responsibilities who plan to spend most of their time in research and teaching activities also belong in the Standing Faculty (Tenure Track), but with a mandatory review in or before the sixth year.

New faculty who plan to spend the majority of their time in clinical practice or practice related activities over the course of their careers but, will also participate in or conduct clinical/translational research, and teach, generally should be in the Standing Faculty - Clinician-Educator Track. The mandatory review for the Clinician-Educator Track comes in or before the ninth year. Further description of the activities of faculty in the Clinician-Educator track is contained in the 1996 statement 'Prototypical Pathways in Clinician-Educator Track, available at <http://somapps.med.upenn.edu/fapd/documents/fa00010.pdf>

Research scientists who will not teach or care for patients belong in the Research Track of the Associated Faculty. The mandatory review for promotion in the Research Track takes place in or before the ninth year.

New faculty who plan to spend most of their time in clinical practice or practice related activities and who will also teach belong in the Academic Clinician Track of the Associated Faculty. Appointment at the Assistant Professor level of the Academic Clinician Track will generally be for three years. Individuals, following review and approval by the COAP, may serve as Academic Clinicians at the Assistant Professor level without limit of time through successive three-year appointments.

Promotions

Overview

As indicated above, there is a mandatory promotion review for assistant professors (with the exception of the Academic Clinician Track) at six or nine years, depending on the faculty track. The promotion process is initiated at the department level, and faculty are evaluated in accordance with internal departmental procedures and Perelman School of Medicine policies and procedures. Promotion is not a recognition of length of service. Promotion may be proposed before the mandatory review year for faculty who have clearly satisfied all criteria for promotion.

Process

A dossier consisting of a CV and other relevant materials is submitted by the chair to Faculty Affairs and Professional Development. For actions at the level of associate or full professor in the Tenure, Clinician-Educator and Research Tracks, letters are requested from external reviewers in the individual's field who are able to evaluate the candidate's academic contributions and, for clinicians, clinical abilities. For actions at the level of associate or full professor in the Academic Clinician Track, letters of recommendation are requested from the candidate's colleagues who are able to evaluate the candidate's clinical and teaching contributions. An Education Advisor for COAP obtains comprehensive teaching records and then provides a detailed teaching evaluation to the COAP. A formal teaching evaluation is not done for Research Track faculty because teaching is not a factor in Research Track promotion decisions. For recommendations in the Academic Clinician Track, an initial review is conducted by the Academic Clinician Advisory Committee. The Academic Clinician Advisory Committee reviews letters of recommendation, clinical performance evaluations, data on clinical productivity and programmatic development, teaching evaluations and other relevant information and then provides a recommendation to the COAP. Supplemental information may be requested by the COAP before a dossier is considered complete.

There is an additional step for tenure candidates. An ad hoc committee is formed that is chaired by a member of the COAP and includes faculty from within the Perelman School of Medicine and from at least one other school in the University. The ad hoc committee members are chosen for their familiarity with the candidate's area of research. The ad hoc committee may request additional letters from national and international experts in the candidate's field. The ad hoc committee reviews the dossier, votes, and submits a recommendation to the full COAP that the COAP considers in its deliberations.

PERELMAN SCHOOL OF MEDICINE STANDARDS FOR PROMOTION OR APPOINTMENT, AS INTERPRETED BY THE COAP

While the COAP considers administrative, service and clinical contributions, the main criteria for promotion are scholarly in the tenure, clinician-educator and research tracks. Research scholarship is not required for the academic clinician track and is not a criterion for promotion. Depending on track, quality and impact of scholarly contributions, teaching excellence, grants and clinical excellence are major elements underlying the COAP's recommendation. Letters from external reviewers are considered carefully. The COAP recognizes the highly individualized nature of faculty careers and seeks to identify the specific contributions of each faculty member it reviews.

For candidates who are being proposed for appointment to the rank of Professor or Associate Professor in the Standing Faculty and have achieved the rank or equivalent at a peer institution, the COAP will consider the totality of the candidate's previous scholarly contributions, accomplishments, reputation and how the candidate will enhance the prestige and mission of the Perelman School of Medicine and the University of Pennsylvania.

Standing Faculty – Tenure Track

Associate Professor The successful candidate must have a national reputation for outstanding scholarship that includes a body of work that demonstrates intellectual independence. A series of peer-reviewed articles in respected journals should tell a coherent story about his/her research. Collaborative and interdisciplinary research is encouraged and will be considered along with a candidate's independent scholarship.* These collaborative contributions will be considered for their distinctive substantive contributions along with a candidate's independent scholarship. The successful candidate is expected to have independent research grant support. This is most commonly from federal sources such as NIH, NSF, VA, NASA, DoD, etc., but funding from non-federal sources with a peer-review process such as States, foundations and non-profit institutes will also be considered. Membership in research societies, regular presentations at national meetings, and invited lectureships indicate the importance of the individual's research and his/her national reputation. The candidate should have a record of excellence in teaching students and trainees. Those who are involved in patient care are expected to be excellent clinicians.

*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.

Professor The successful candidate will be among the top scholars in the country in his/her area of expertise, with an international reputation for his/her accomplishments. The CV should reflect a substantial body of work and evidence of continuing productivity and excellence since his/her promotion to associate professor. The successful candidate should be a principal investigator of one or more federal grants. The candidate should have a record of teaching excellence, and when appropriate, of serving as a graduate student preceptor and thesis committee chair. The individual will have a record of giving invited lectures at national and international levels, and of writing scholarly reviews. The individual is expected to be a member of national research societies, study sections and national organizations. The strongest candidates will hold leadership positions in these organizations. Those involved in patient care are expected to be excellent clinicians.

Standing Faculty – Clinician-Educator

Associate Professor The successful candidate will have a local and regional reputation as an outstanding clinician in his/her area or expertise. The individual will have a record of academic productivity, including original papers, reviews, chapters, editorials, and letters, that is characterized by a recognizable, distinct contribution and focus. The COAP recognizes the broad range of scholarly activity that can be appropriate for faculty in the Clinician-Educator track. Grant support, when available, is likely to come from federal or privately funded translational/clinical/population science research studies in which the candidate is a participant. Teaching excellence is essential and is established from departmental records, course director's records and the receipt of teaching awards. Teaching also is demonstrated by invitations to lecture at other medical centers within the region, and by participation in courses at the local and regional levels.

Professor The successful candidate will have a national reputation as a clinical authority in his/her area of expertise. The individual will have a record of academic achievement, including original papers, reviews, chapters, editorials and letters, that is characterized by a recognizable, distinct contribution and focus. The CV must demonstrate a substantial period of continuing productivity since the last promotion. Grant support, when available, is likely to come from federal or privately funded translational/clinical/population science research studies in which the candidate is a participant. The individual must have an established reputation as an educator, both locally and nationally, demonstrated by invitations to write review articles, chapters and editorials, and by serving as a visiting professor or a course faculty member outside of the region. The strongest candidates will hold leadership positions in regional and national-level professional societies and editorial boards.

Associated Faculty – Research Track

Associate Professor The successful candidate will have a national reputation for collaborative or independent research of high quality with a distinctive, original, and expert intellectual contribution that is recognized by external reviewers. A series of peer-reviewed articles in respected journals should present a coherent body of research accomplishments. The candidate may have independent research grant support, usually from NIH or NSF, in addition to support from participation in program project and other group grants. Membership in research societies, regular presentations at national meetings, and invited lectureships indicate the importance of the individual's research and his/her national reputation. Mentorship of graduate students or postdoctoral fellows, while not required, should be of high quality.

Professor The successful candidate will be among the top scholars in the country in their area of expertise, with an international reputation for their scientific accomplishments. The individual will be a principal investigator of one or more federal grants. The CV should reflect a substantial body of work and evidence of continuing productivity and excellence since appointment or promotion to associate professor. The individual will have a record of giving invited lectures at the national and international levels, and of writing scholarly reviews. Research professors are expected to be members of national research societies, study sections and national organizations. The strongest candidates will hold leadership positions in these organizations. Mentorship of graduate students or postdoctoral fellows, while not required, should be of high quality.

Associated Faculty – Academic Clinician Track

Associate Professor Faculty will be eligible for promotion on this track after six years; outstanding performance may be recognized by earlier promotion. The successful candidate will have a record of excellence in clinical practice and such accomplishments as innovation in delivery of care, clinical productivity, quality improvement initiatives, and area(s) of special expertise; a regional patient referral base is desirable. Excellence in teaching, including curriculum development, innovative teaching materials and methods, and mentoring of junior faculty, are also expected. Lectures and courses given at regional and national venues support teaching excellence. Community service including participation on Health System or University committees and administrative accomplishments will be supporting credentials for promotion.

Professor Faculty will be eligible for promotion typically no less than five years after promotion to the Associate Professor level, but could be earlier in outstanding cases. The successful candidate will have evidence of continuing excellence in clinical practice and such accomplishments as innovation in delivery of care, clinical productivity, quality improvement initiatives, and area(s) of special expertise; a regional referral base is desirable. Continued excellence in teaching, including curriculum development, innovative teaching materials and methods, and mentoring of junior faculty, is also expected. Lectures and courses given at regional and national venues support teaching excellence. Community service including participation on Health System or University committees and administrative accomplishments will be supporting credentials for promotion.

Further description of promotion standards for faculty in the Academic Clinician Track is available at <http://somapps.med.upenn.edu/fapd/documents/ext00207.pdf>

Associated Faculty – Clinical Track

Clinical faculty are excellent, highly qualified, respected physicians or other health care providers who serve as teachers of our students, residents and fellows. Clinical Track faculty may be employees of the University of Pennsylvania Health System who do not hold a Standing Faculty position, or they may be independently-funded clinicians who practice outside of the University of Pennsylvania Health System. These individuals may collaborate with members of the Standing Faculty in clinical and research endeavors. Members of the Clinical Faculty are required to teach our students and house staff for at least 50 hours each year. Contributions in the areas of academic scholarship, medical administration and community service are especially welcomed. Ordinarily for appointment as Clinical Assistant Professor, the candidate is expected to be board-certified in his or her specialty and to have at least one year of clinical teaching experience at an attending level at Penn or at a comparable institution.

Clinical Associate Professor The successful candidate will have a long-standing commitment to and excellence as a medical educator, demonstrated by participation in clinical teaching, lectures, and/or formal courses; and a local reputation for delivering very high quality clinical care. Contributions in other areas of academic scholarship, medical administration, and community service are especially welcome. Usually, after ten years of laudable service as Clinical Assistant Professor, promotion to Clinical Associate Professor can be considered. Exceptional achievements, such as scholarly contributions to the literature, national distinctions or unusual educational or administrative service, may justify accelerated promotion to Clinical Associate Professor.

Clinical Professor The position of Clinical Professor is reserved for regionally distinguished clinicians with a continuing and sustained high level of academic achievement and/or academically-oriented leadership. True excellence in teaching is required. National or international recognition for clinical, teaching or scholarly contributions will be supporting credentials for this position.

Other Categories

Colleagues may be proposed for appointment or promotion as Adjunct, Wistar, or Visiting Faculty. Criteria for these positions are available from Faculty Affairs and Professional Development.