

## Academic Clinician Track Criteria: Appointment, Reappointment and Promotion

The Academic Clinician track is intended for full time faculty members who demonstrate impactful contributions to clinical care and education and who develop an Area of Concentration (AoC) in which they become recognized.

For appointment to the rank of Assistant Professor, the department will assess the potential for a faculty candidate to achieve excellence as an educator and clinician and their likelihood of developing an AoC. Reappointment at this rank will involve demonstration of ongoing teaching and clinical excellence and a sustained record of professionalism. All AC faculty must earn a minimum of 100 credits of educational activities per year.

No later than their second reappointment as Assistant Professor, faculty must designate an Area of Concentration (AoC). Potential AoCs include a broad array of areas including and not limited to clinical expertise/niche, medical education domains, community service and engagement, inclusion and diversity efforts, health and healthcare equity, quality and safety, clinical operations, health policy and advocacy, and global health. Subsequent mentoring for the candidate should be targeted with focus on developing the faculty member's primary AoC. Throughout their career, some candidates may develop more than one concentration, but there should be one clear, primary AoC that will be the focus of peer assessments at the time of promotion.

Research is not a requirement of faculty on the AC track. The production of scholarly products may contribute to impact, which can be considered in promotion decisions (see other metrics defined below). While many AC faculty are engaged in clinical research and clinical trials, their roles in federally sponsored research are limited:

- AC Faculty may serve as PI/co-PI/sub-investigator and accept role specific support for non- federally sponsored clinical research and cooperative group trials.
- Generally, AC Faculty may not be PI or have a leadership role on federally sponsored research.
- Total research activity on NIH awards or their equivalent is limited to 10% effort unless serving in a support role for clinical research, clinical trials or informatics.

The decision to promote is based on the peer review of one's impact in their AoC. Time to promotion is unique to each candidate. Most commonly, promotion to Associate Professor

does not occur before the second reappointment. However, it is recognized that some faculty on a steep trajectory may be ready sooner, and therefore faculty are eligible for consideration following the first reappointment (thus, year 4). Time in rank at a previous peer institution may be considered when assessing a candidate's trajectory and engagement, thus candidates with at least two years in a faculty appointment prior to PSOM could be considered concomitantly with the first reappointment. Such proposals will be rare and should be pre-reviewed by the PSOM COAP ACC chair prior to initiating a request for promotion in the department.

If a promotion to Associate Professor is declined by COAP-ACC, the candidate may be brought forward again, but no sooner than 3 years following the date of the original submission. Promotion to Professor, may be considered a minimum of 3 years following appointment as or promotion to Associate Professor. If a promotion to Professor is declined by COAP-ACC, the candidate may be brought forward again, but no sooner than 3 years following the date of the original submission.

All PSOM faculty seeking promotion are expected to exhibit sustained professional behavior. Professionalism refers to exemplary behavior including the demonstration of honesty and integrity in all realms of work, respect for patients, colleagues, staff and learners at all levels, evidence of continuous learning and self-management toward a goal of personal betterment, and the encouragement of questions, debate, and acceptance of diverse viewpoints without prejudice or bias. Department chairs are expected to attest to the sustained professionalism of a faculty candidate in the chair recommendation. Persistent professionalism concerns will be carefully considered during the evaluation process.

### Assistant Professor

At initial appointment to Assistant Professor, candidates are evaluated for their potential to contribute to the educational and clinical missions of Penn Medicine/CHOP and of their likelihood of developing an AoC.

Successful reappointments at this rank will be based upon high-quality engagement in education, notable contributions to clinical care and once designated, developing a reputation in the AoC.

### Associate Professor

Promotion to Associate Professor requires the demonstration of high-quality engagement in education, clinical service, and the candidate's designated primary AoC. There must be

evidence that the candidate has attained recognition by peers outside of their division for engagement in their AoC. In addition, they shall demonstrate excellence in education and clinical work (either direct patient care or a role supporting patient care) and exhibit sustained professionalism. Candidates for initial appointment at this rank must have documented meritorious academic service on the faculty of a peer medical school and be recognized for contributions in a designated AoC to be considered favorably. Reappointment at this rank will involve demonstration of ongoing high-quality engagement and notable contributions in education, clinical service and their AoC as well as sustained professionalism.

## Education

Promotion to Associate Professor requires sustained high-quality engagement in the candidate's designated domain(s) of education (Teaching, Learner Assessment, Curriculum/Course Development, Mentoring and Advising, Educational Leadership and Administration, Education Scholarship). Teaching may be selected as the one and only domain of impact if there is sufficient, exemplary data from TED or other sources. If there is limited data or if it is less than exemplary, another category of impact in addition to Teaching must be identified. Not every education domain is formally evaluated. If the selected education domains are not evaluated, faculty must describe engagement in at least 2 domains.

### Demonstration of high-quality engagement might include but is not limited to:

- Teaching with evaluation data from TED or other source
- Innovation in teaching methods or novel application of existing teaching methods
- Substantive participation in committees related to education and/or mentoring
- Involvement in local mentoring/advising programs, including those related to inclusion and diversity such as outreach or pipeline programs
- Participation in the development of scholarly products related to education
- Awards for teaching, mentoring, contributions and/or innovation related to education
- Invited lectures to disseminate new knowledge related to successful education programs, interventions, curricula that have been generated by the candidate
- Participation in grants or scholarship specifically related to education
- Participation in the development and/or delivery of local/regional/national courses or CME programs

## Clinical Service

Promotion to Associate Professor requires high quality engagement in patient care, either providing direct patient care or performing in a role supporting patient care. Faculty are expected to maintain ongoing board certification or the equivalent, if applicable. Faculty shall

demonstrate impactful contributions to clinical care. If engaged in direct clinical care, faculty should practice at a level of clinical effort necessary to maintain clinical competence, generally not less than 20%. Candidates shall have minimal founded peer, patient, and staff concerns about clinical skills and the absence of an active remediation plan for clinical skills.

### Demonstration of high-quality engagement might include but is not limited to:

- Service on local/institutional committees in area of clinical expertise such as developing guidelines and policies for clinical management, evaluating clinical programs, etc.
- Active participation in professional organizations related to clinical expertise
- Invitations to share expertise through talks, book chapters, clinical reviews, etc.
- Awards for contributions and/or innovation in one's area of clinical expertise
- Contribution to the development of innovative approaches to diagnosis, treatment or prevention of disease, applications of technologies and/or models of care delivery that influence care locally, such as clinical care models, practice guidelines or pathways, or innovative application of an existing technology/therapy
- Engagement/collaboration in clinical trials
- Regional/national referral base
- Funding to support work in one's AOC

### Area of Concentration

Candidates for promotion to Associate Professor must have designated a primary AoC as outlined above on page 1. This AoC should reflect the career interests and unique contributions of the faculty member.

AoC contributions shall be assessed generally by Peer References from outside one's division\* for evidence of high-quality engagement. Referees will generally be from within Penn Medicine/CHOP (but may be external). At least two metrics demonstrating engagement in the designated AoC should be reflected in the dossier.

### Demonstration of high-quality engagement might include but is not limited to:

- Invitations to speak both within and outside of Penn
- Service on internal or external committees related to AoC
- Development of innovative patient care technologies, therapies, educational curricula, or models of improvement in healthcare delivery
- Active participation in professional organizations related to AoC
- Awards related to AoC

- Invitations to share expertise through invited talks, workshops, panels, book chapters, abstracts, etc.
- Patents
- Leadership or engagement with community-based organizations.

\*Up to 2 referees may be from within the same division as the candidate. This would most likely occur in situations where the department is very large and there are multiple sections/subdivisions in a single division and depending on the candidate's role.

## Professor

Achieving the rank of Professor on the AC track is not time-based, but rather an honor reflecting a candidate's continuous, upward trajectory and expanding impact in their field since the last promotion. Candidates for professor must be recognized as impactful clinicians and educators with sustained professionalism. The primary criteria for promotion to Professor is evidence that the candidate is broadly recognized as a leader in their primary designated AoC as assessed by Peer References external to and across the PennMedicine/CHOP systems. For most, the scope of reputation will be regional or national, but in smaller, niche fields, and depending on candidate's role, it may be more limited. A holistic review of each candidate will be performed by the COAP-ACC to assess reputation in the context of the candidate's primary AoC.

Candidates for initial appointment at this rank must have documented meritorious academic service on the faculty of a peer medical school and must have demonstrated regional/national impact in their AoC to be considered favorably. Reappointment at this rank will involve demonstration of ongoing education and clinical excellence, sustained professionalism, and ongoing engagement in their AoC or significant accomplishments in a new AoC based on new duties, responsibilities, or leadership roles.

## Area of Concentration

AoC contributions shall be assessed by Peer References generally external to and from across Penn Medicine/CHOP. At least two metrics of reputation and leadership in the designated primary AoC should be reflected in the dossier.

Demonstration of leadership and reputation might include but is not limited to:

- Leadership roles in regional/national/international societies, professional organizations, government, etc.

- Advisory roles for local/regional/national governmental agencies or non-profit organizations
- Mentorship of trainees that has led to scholarly products, regional/national presentations, faculty positions in academic medicine, leadership in private industry, etc.
- Regional/National/International awards
- Invited regional/national/international lectures
- Peer reviewed recognition by specialty/subspecialty society
- Invitations to share expertise through talks, workshops, panels, book chapters, abstracts, etc.
- Contributions to scholarly products commissioned by regional/national/international societies or professional organizations related to the AoC (i.e., position papers, symposia summaries)
- Development of innovative patient care technologies, therapies, educational curricula, or care models that influence the AoC
- Leadership in the development and/or delivery of regional, national, or international courses or CME programs
- Leadership in development of patents or other intellectual property
- Major role in clinical trials

## Education

Promotion to Professor requires sustained high-quality engagement and demonstrated evidence of excellence in the candidate's designated domain(s) of education.

## Clinical Service

Promotion to Professor requires sustained high-quality engagement and demonstrated impactful contributions to clinical care.

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