



Penn Medicine

# Appointment/Promotion Guideline and Process Update

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# Pandemic Opportunity

- ▶ Reinforce the holistic review of faculty candidates.
- ▶ Deliberately and intentionally state the importance of diverse achievements to our promotions process.
- ▶ Encourage the inclusion of a statement of mitigating circumstances, if applicable.

# Spectrum of Phenotypes

- ▶ Scientists with traditional metrics of peer reviewed publications, citations, grant funding.
- ▶ Clinical scholars with some traditional metrics and development of high impact programs/initiatives that have changed care delivery, the health of a population etc. (particularly those that impact community health)
- ▶ Clinicians with diverse areas of concentration.

# Promotion Guideline Revision Highlights

- ▶ Fundamental to promotion in all tracks:
  - evidence of continuously evolving academic productivity and a clear upward trajectory captured through an evaluation of the totality of the impact of a candidates' body of work.
- ▶ Tenure, Clinician Educator and Research track faculty must demonstrate continuous scholarly productivity but can explicitly include other significant achievements in their case for promotion.

# Promotion Guideline Revision: Key Terms

- ▶ Impact - direct effect of one's work on science, medicine, health care, patient care and/or our community; assessed by a variety of metrics.
- ▶ Trajectory - momentum in pursuit of one's career path.
  - Promotion anticipates continued upward trajectory and impact.
  - Trajectory will be interpreted within the context of mitigating life circumstances.

# Promotion Guideline Revision: Key Terms

- ▶ Collaborative research- distinctive contributions to a team of contributing investigators that results in publication and is recognizable by extramural consultants and others.
  - Individual investigators should be able to identify the unique, original, and expert skills and ideas contributed to a project.
- ▶ Community engagement- institutional, local, national, and international community contributions that are closely aligned with and complementary to a candidates' academic work.
  - Activities reflect innovations in science/medicine/healthcare that lead to demonstrable improvements in knowledge, health, health care/delivery.

# Promotion Guideline Revision: Key Terms

- ▶ Institutional citizenship- participation in service relevant to faculty member's academic activities and missions of PSOM/University.
  - encompasses efforts related to mentoring, professionalism, inclusion, diversity and health equity.
- ▶ Professionalism- 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.

# Assessment of Impact

- ▶ Fundamental to promotion for CE, TT, RT faculty is evidence of continuous scholarly productivity and an evaluation of the totality of the impact of a candidates' body of work.
- ▶ Any area of research consistent with mission of the PSOM is acceptable as long as impact/upward trajectory of achievements over time is demonstrated.
- ▶ Community engagement will be carefully considered and refers to institutional, local, national, and international contributions that are closely aligned with and complementary to a candidates' academic work.
- ▶ Contributions to the development of innovative approaches to diagnosis, treatment or prevention of disease, applications of technologies and/or models of care delivery that improves care.

# Scholarly Activity Impact

- ▶ Demonstration of impact requires evidence of successful translation of new knowledge into new approaches, techniques, devices, programs etc. and may include:
  - Peer reviewed research papers (citations, contribution to work, authorship)
  - Grant funding
  - Academic awards
  - Participation in study sections, organizing committees, etc.
  - Editorial leadership roles
  - External lectures and invited talks
  - Patents and commercialization aligned with primary research program
  - Identifiable contributions to team science

# Education Impact

- ▶ Promotion in the AC, CE and TT tracks requires evidence of high quality engagement and excellence in education:
  - Direct teaching
  - Innovation in teaching methods or novel application of existing methods
  - Development of educational products or tools
  - Leadership roles or substantive participation in education programs/committees
  - Involvement in local mentoring programs, particularly IDE outreach programs
  - Participation in CME, research and inter-professional meetings
  - Invited lectures
  - Internal and external evaluations
  - Track record of successful mentorship
  - Awards for local teaching or mentoring

# Clinical Impact

- ▶ Contribution to the development of innovative approaches to diagnosis, treatment or prevention of disease, applications of technologies and/or models of care delivery that improve clinical care
- ▶ Service on committees in area of clinical expertise
- ▶ Leadership roles related to clinical expertise
- ▶ Invitations to share expertise through invited talks, book chapters, clinical reviews
- ▶ Awards for contributions and/or innovation in the area of clinical expertise
- ▶ Regional, national and international patient referrals
- ▶ Engagement/collaboration in clinical trials
- ▶ Clinical awards

# Holistic Review



# Personal Statement Revisions

- ▶ The purpose of this statement is to help others understand your career path and your most significant achievements.
- ▶ Information provided in the Personal Statement should complement but not repeat the CV.
- ▶ It is your personal academic narrative.

# Personal Statement Revisions

- ▶ Opening paragraph characterizes your career path; describes what led to your focus.
  - If applicable, CE's should consider using a prototypical pathway to describe their focus.
- ▶ Describe 3-5 of your most significant accomplishments since your appointment or last promotion and specify how your efforts have advanced the PSOM's academic mission.
  - If accomplishments involve publications, cite and describe clearly your specific roles in the work.
  - If part of team science, describe unique and critical contributions to the effort.
- ▶ If not already described, all faculty who teach need a paragraph on teaching.
- ▶ All clinicians may describe clinical expertise/activities.
- ▶ The final paragraph should describe future directions/areas of planned expansion and growth in area of expertise.



# Statement of Mitigating Circumstances

- ▶ PSOM recognizes that significant events (pandemic, personal or family issues, etc.) may impact academic trajectory.
- ▶ Some candidates will choose to incorporate such mitigating factors into their personal statements so they are available for review by extramural consultants, COAP and the Dean's office.
- ▶ Others will prefer mitigating factors not be presented to external consultants but would like them considered by our internal processes.
  - Candidates preferring this option can provide a brief addendum to the personal statement for internal purposes only.