Faculty of PENN Medicine
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 »
Two Faculty Categories

- **Standing**
  - Tenure* and CE*
    - Vote in University & Med School Faculty Senates
    - Retirement Benefits include Emeritus
    - Promotion to Associate rank – no more required reviews

- **Associated**
  - Research* and AC (full time)
  - Clinical, Adjunct, Wistar, Visiting (part-time)
    - No vote in University Senate but can vote in Med School Faculty Senate
    - Cyclical reviews to continue appointment at all ranks

*Tenure, CE, Research – up or out – mandatory reviews for promotion
Standing Faculty
Tenure track – Who?

- Novel, Independent, Investigator-driven scholarship
- Extramural-funded research
- Intellectual leadership of collaborative research
- Teach

**Two types**
- Basic Scientist – no patient care – 7 year probation
- Physician Scientist – direct patient care – 10 year probation
Tenure track – to hire

- National Search
- Approval by Chief Scientific Officer – Dr. Jon Epstein
  - CSO review (formerly RAC review)
  - Required to submit RTR
    [If CHOP recruit
    - CHOPPA RAC – Dr. St. Geme
    - Tenure obligation letter
    - Required to submit RTR]
- Dossier
Tenure track – Distribution of Effort

• **Typical Distribution**

  • Basic Scientist  
    - 90% Research  
    - 10% Teaching  

  • Physician Scientist  
    - 80% Research  
    - 15% Clinical  
    - 5% Teaching  

Some flexibility – but heavily weighted in Research
CE track – Who?

- Clinical practice – related activities
- Collaborative and investigator-driven clinical/translational research
- Not always direct patient care
  - essential contributions to clinical activities
  - Prototypical pathways include
    - Epidemiologists, Informaticians, etc.
- Extramural funding
  - not required, increasingly common
  - varies throughout career
- Teach
- 10 year probationary period
• National search

• Department must provide resources:
  • Funding
  • Lab & research support staff
    • Equipment
  • Research effort distribution 20-30%
• Candidate must have
  • focused research experience
  • focused trajectory of publications

• Dossier
CE track – Distribution of Effort

Typical Distribution

- 25 – 75% Research*
- 20 – 65% Clinical
- 5-10% Teaching
- 0% Admin

For non-procedure-based specialties

- 20-30% or greater if extramural funding for the protected scholarly time is available

For procedure-based specialties

- up to 20% of clinical time can count towards academic time, if used for scholarly contributions
Associated Faculty
Research Track – Who?

• Primarily collaborative, some independent, basic-science research
• No clinical duties
• No teaching requirement
  • Limited effort (*many involved in longitudinal mentoring; additional effort should be assessed*)
• “Contingent upon external funding”
• 10 year probationary period
Research track – to hire

• National search
• Department must make clear initial funding sources
• Appointment is contingent upon grant funding
  • Be clear with faculty about expectations
• Planned distribution must include effort for administration of grants
• Dossier
Research track – Distribution of Effort

Typical distribution

95% Research
5% Administration
(management of grants etc.)

Occasionally small percentage for teaching
Example
92% Research

3% Teaching

5% Administration
AC track – Who?

- Clinical practice-related activities
- Teach
- No requirement for research
  - *MAY SUPPORT* clinical research activities
    - PARTICIPATION in clinical trials
    - Primarily non-federally sponsored
    - No leadership roles in federally sponsored research.
  - NO Probationary period
AC track – to hire

• Limited search
• RTR
• Be clear on what you need
  • Must guarantee enough teaching opportunity (100 credit hours)
  • Clinical effort can not be more than 90%
  • Academic Time must be at least 10%
• Dossier
AC track - Distribution of Effort

- Clinical Service (CFTE should not exceed 90%)
- Academic Activities (Teaching + Other)
  - Teaching & Educational Leadership (minimum 5%)
  - Other (include unfunded research-related activities - referring patients for clinical trials; Registries, IRB Protocols, etc.; committee work & other assigned duties)
- Research effort is only for FUNDED roles
  - Total activity on NIH/federally funded limited to 10%
  - may not be PI (includes multiple-PD/PI) on NIH/federally sponsored research
  - May have leadership role/role-specific support on non-federally funded clinical research.
Part-Time Faculty
Part-time Associated Faculty

- Part-time
- Unsalariied (w/ rare exceptions) academic affiliates
- NO search, NO AA
- NO RTR

* Only a dossier *

- No probationary period
Clinical track

• Physicians in
  • private practice
  • CCA
  • PMC

• Contribute to department teaching mission
  • 50-100 credit hours/year

• Evidence of credit/hours is needed for reappointment & promotion

• 3-5 year reappointment cycles depending on rank
Adjunct track

- Physicians or Scientists from...
  - industry (Pharma, NIH, Fox Chase etc.)
  - another academic institution
  - full-time staff employment here w/ academic qualifications (like an SRI)
- Enhance/broaden the scope of research areas for department
- Support training/teaching mission of department
- 3-5 year reappointment cycle depending on rank

*Must receive written approval from home institution*
Wistar track

• Same as Adjunct, specifically for Wistar Institute faculty
• 3-5 year reappointment cycle depending on rank
• Mutually beneficial, often shared learners
• Written permission from Wistar is needed
Visiting track

• Person with **Faculty** appointment in another institution

• Approved leave of absence to gain experience in new area

• Home institution must provide
  • Written approval
  • Confirmation of appointment to return to upon end of visiting appointment

• Limited to 3 years – 1 year at a time

*If NOT faculty, then Visiting Scholar (no dossier)*
Academic Support Staff
Academic Support Staff – full time

• NOT a faculty appointment
• For additional professional training such as:
  • Career Development Awards (ex. K99 Award)
  • further development of research credentials, including independence in scholarship
  • further training in clinical and/or basic science research in specific area
  • development of expertise in teaching, administration, clinical research.
  • enrollment in Masters programs

• Limited time – up to 3 years – 1 year appointments
• NO Dossier! Search and RTR only
Academic Support Staff – to hire Instructors, Clinical Associates, Research Associates

• Search
  • Ad posted on FAPD website for 1 month, Publication in a journal not required

• RTR

• No dossier!

• Three, consecutive 1-year appointments

• Extension is possible in certain circumstances
Penn Medicine Clinician
Penn Medicine Clinician (PMC) – who?

- NOT a faculty appointment,
- Clinical **staff** position
  - provides health care services in an owned or affiliated health care entity of Penn Medicine or CHOP (FT & PT)
- PMCs have only clinical responsibilities
- PMC is itself not a teaching position
  - PMCs who provide 50-100 hours of teaching for a department can be proposed for a faculty appointment on the Clinical track

- Staff search
- RTR (w/ WorkDay requisition attached)
Faculty Appointments
Processes and Timelines for Full-Time Faculty
(Tenure, CE, Research, & AC)
New appointments - Start to Finish

• CE, Tenure, Research
  • Assistant rank new hire = 7 months
  • Associate or Full rank new hire = 9 months – 1 year

• AC
  • Assistant rank new hire = 5 months
  • Associate or Full rank new hire = 7 months
Appointment of FT Faculty

• 3 Related Processes
  • Search
  • Recruitment – RTR, Offer letter, Comp Statement
  • Appointment - dossier

• Academic Review Process
Concurrent Processes

- Appointment
- AA Form
- RTR
- Offer Letter
- Dossier
- Recruitment
- Search
• National Search – Tenure, CE, Research
  • Minimum of 3 month posting
• Limited Search – AC
  • Minimum 1 month posting

• Add text is templated
  • Must be approved before posting – Ad Generator application
• All applicants are tracked - Interfolio Faculty Search (FS)
• Identification of Preferred Candidate
Recruitment

• Start as soon as preferred candidate is identified
• All funding channels identified
• Distribution of effort must be in alignment with expectations of track
  • CE - 30% is the most appropriate amount of "protected" time. The typical range is between 20-30, but variable
  • AC – no more than 90% clinical effort, at least 10% protected for academic
• Predominant time spent in department & negotiations with candidate
• CSO Review (RAC)
• RTR online
• Start to end variable
CSO Review – all Tenure track

- Terms of Recruitment Request Form
- Completed recommendation by department chair
- Candidate’s curriculum vitae and grant support
- Candidate's statement of research plan and/or program
- Letters of recommendation
- Summary of the search process
  - interview itineraries
  - Evaluations
  - chalk talk/seminar flyers
- Summary of the start-up package including space and dollars/sources
- Expectations and metrics for assessment of success
• Team
  • Chair
  • Division Chief
  • Search Committee Chair
  • Business Administration
  • DCOAP Chair
  • Education Officer
• FC is project manager
Review Process for Appointments, Reappointments and Promotions

Final Decision by University Provost

Appointments & Promotions to Associate & Full Professor: Tenure, CE, Research

- PSC Review
- PSCS Review

Presented by Dean
Presented by Vice Dean

PSOM COAP Review

Departmental COAP Review

Appointments & Reappointments to Assistant Professor (4 Full-time Tracks) & AC track Promotions
# Appointment Dossier

## Assistant rank new appt. dossier
- Chair’s Rec. letter
- Academic Plan
- Letters of Recommendation
- FEDS CV & Grants
- Cover Letter

## Assoc. or Full new appt. dossier
- Chair’s Rec.
- Academic Plan
- Extramural &/or Peer References
- Teaching Documentation
- Personal Statement
- FEDS CV & Grants
• Assistant rank – submit 2 months before proposed start date
  3 months before for July 1
• Associate & Full – submit 4 months before proposed start date

• PSOM COAP – meets ~ 2x / month
• PSC – meets ~ 1-2x / month
• PSCS – meets ~ 2x / month
Life of a dossier

- Department → FAPD
  - AD Hoc committee reviews for senior ranks
    - AC Advisory
    - Tenure Ad Hoc
- FAPD → COAP
  - FAPD
- FAPD → Dean
  - FAPD
- FAPD → PSC/PSCS
# Appointment Timelines

<table>
<thead>
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<th>Search</th>
<th>Documentation</th>
<th>Review</th>
<th>Total Time</th>
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<td>RTR</td>
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<td>= 7 months</td>
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<tr>
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<td>3-4 months</td>
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<td>= 9 months</td>
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<td><strong>AC</strong></td>
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<td>2 months</td>
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<td>= 5 months</td>
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<tr>
<td>Full</td>
<td>1 month</td>
<td>2-3 months</td>
<td>3-4 months</td>
<td>= 7 months</td>
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# Backwards Planning — new Appointments, July 1

## Assistant Professor

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<th>April 1</th>
<th>July 1</th>
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<td>Finalize Search</td>
<td>Submit RTR</td>
<td>Submit Dossier</td>
<td>START</td>
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<tr>
<td>Begin RTR/Search/Dossier</td>
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## Associate & full Professor

<table>
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<th>December</th>
<th>January</th>
<th>March</th>
<th>July 1</th>
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<td>Identify candidate</td>
<td>Submit RTR</td>
<td>Finalize Search</td>
<td>Submit Dossier</td>
<td>START</td>
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<tr>
<td>Begin RTR/Extramural/CV</td>
<td>Submit Extramurals</td>
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Reappointment Quick Facts

Dossier Docs

Assistant Tenure, Assistant CE, Research track
- Chair’s Rec Letter
- Academic Plan (except Research Professors)
- Ed Officer Report (except all Research track)
- CV

Academic Clinicians
- Academic Plan/Ed Officer Report (now just one doc!)

Timeline

Typically takes 10-12 months

Reappointment Candidates contacted year prior to effective date (contact summer ‘19 for 7/1/20 reappointment)

Dossier reviewed by DCOAP in fall

Dossier submitted to FAPD for PSOM COAP & Provost review in January
# Promotion Quick Facts

## Dossier Docs (loosely defined)
- Chair’s Rec Letter
- Academic Plan
- CV (w/ grants page)
- EDB
- Extramural Consultant Letters
  - Clinical Evaluations (AC track)
- Personal Statement
- Intramural Letters

## Timeline
- Typically 18 months
- DCOAP vote no later than January of year PRIOR to effective date
  - For 7/1/21 promotions, DCOAP reviews in Fall of 2019
- February – Promotion workshops for candidates/Faculty Coordinators
- May – Deadline of submission for EDBs and extramural lists
- Summer – finalize dossier
- Fall of year prior to effective date – dossier finalized for PSOM COAP and Provost