

To: Department Chairs, D-COAP Chairs, Vice Chairs for Faculty, Faculty Coordinators  
From: Arberetta W. Bowles, Executive Director, Office of Academic Affairs  
Date: October 10, 2024  
RE: Procedures and Schedule for Faculty Appointments, Reappointments, and Promotions  
AY 2025 and AY 2026

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This memo outlines essential updates to the policies, guidelines, and procedures for search and recruitment, appointment, reappointment, tenure decisions, and promotions for all full-time tracks at the Perelman School of Medicine (PSOM). Adhering to deadlines and procedural timelines is critical for ensuring timely effective dates. A reference chart of deadlines is provided near the end. Please review this memo thoroughly and share it with all leaders and administrators involved in the relevant processes. Thank you for your attention to these important updates.

## SEARCHES

The PSOM Plan for Diversity and Inclusion affirms our commitment to fostering an inclusive environment. Please ensure that your departmental Diversity Search Advisor (DSA) is working with you, your Vice Chairs, and the search committees from the initial stages of the search process through completion to “generate the broadest and strongest possible candidate pool” and to ensure that every qualified candidate is given equal effort and consideration. Develop a realistic timeline for recruiting and interviewing, working backwards from a target completion or start date.

For additional information, please refer to the [Diversity Search Advisor Resources](#).

- A [national search](#) is required for candidates in the tenure, clinician-educator and research tracks.
- A [limited search](#) is required for candidates in the academic clinician track.
- Search committee membership must be diverse and should include underrepresented minorities (URM) and women. Please refer to our [Search committee resources](#) for guidance.
  - A PSOM DSA must review and approve the search before submitting a recommendation for a faculty appointment to the PSOM COAP/PSC.
    - Collaborate with your DSA, search committee, and all involved to increase outreach activities, ensure compliance, and support diversity goals throughout the recruitment process.
    - Familiarize yourself with resources offered by the Office of Inclusion, Diversity, & Equity, including [PROF \(Project Retention of Faculty\)](#)
  - **If the search process or committee composition does not comply with University AA/EEO policies, the appointment recommendation will not be processed.**
- Once a preferred candidate is identified, complete the candidate management, document the search outreach, and submit for review and approval of search. **The search should be completed in the system before an RTR is submitted.**
- Information on the Provost’s **Faculty Opportunity Fund** is also available on our [Diversity Search Advisor webpage](#). The fund may provide [salary support](#) to hire or retain diverse faculty in the tenure and clinician-educator tracks. Should you have any questions, please contact Kimberly Haebel in the OAA at [khaebel@upenn.edu](mailto:khaebel@upenn.edu).

## RECRUITMENT and APPOINTMENT

All new, full-time positions (including track switches), require completion of the Request to Recruit (RTR) process. RTRs should be submitted as soon as a search is completed. Once a preferred candidate is identified, **preparation of required dossier components should begin immediately concurrent with the RTR process.** Tenure cases must have an approved CSO review, prior to dossier submission.

- Retroactive start dates will be rare and are not guaranteed.
- In truly exceptional cases, departments may submit a request to use the *temporary status, Faculty Pending* - such requests should be rare and are subject to Provost approval.
  - The temporary Faculty pending status should be **used only for those appointment types that require intensive processing** such as PIK appointments, joint appointments, or senior ranking appointments on the Tenure, CE, & Research tracks as needed for completion of the Extramural Consultant process.
  - Only in truly exceptional circumstances will appointments at the Assistant Professor rank (all tracks and categories) be permitted to request the Faculty Pending status.
  - Faculty Pending does not guarantee approval of the proposed track and rank.
  - Until approved by the Provost, faculty are not permitted to use their proposed academic title while in faculty pending status or until final authority for the appointment has been granted. Faculty are also not permitted to use Faculty Pending or modify their title in any way with Faculty Pending prior to University approval; i.e., Faculty Pending, Faculty Pending (title) or (title) Faculty Pending.
- **Standard processing times must be factored in when negotiating appointment start dates.**
  - Appointment dossiers should be submitted to OAA 2-4 months prior to the proposed effective date, depending on the track and rank proposed.

## TRACK CHANGE CONSIDERATIONS

**Track changes should be rare and require preliminary support from the Dean's office before submitting a dossier – see [preliminary review requirements](#).** Any switch will be processed as a new appointment. Track changes into the Standing Faculty require completion of a national search.

- Generally, track changes must be completed prior to the second (or first, if only\*) reappointment.
  - There must be documentation of a dCOAP vote for a change in track by June 30 of the year preceding the candidate's last year of their second (or first, if only\*) approved term.
  - For example, if a candidate is due for second reappointment effective 7/1/26, the dCOAP must vote on a proposed change in track no later than 6/30/2025, with an expected effective date of 7/1/26 for the new position.

**\*A change from the Research track (or CE track PhD candidate) to the Tenure track will result in a shortening of the probationary period from 10 years to 7 years, and thus, such decisions must be made before the end of the first appointment term.**

**Look ahead now to AY 2026** reappointments to identify any candidate who may be considered for a track change.

### PROMOTIONS EFFECTIVE 7/1/25

- Tenure, CE & Research track candidates - **dossiers should now be ready and waiting for a “notification to submit” from OAA.**
  - Extramural Consultant process deadlines for this cohort have passed and all solicitations are well underway.
- AC track candidates - dossiers may be submitted between 9/1/24 – 3/1/25.

### RECOMMENDATIONS FOR PROMOTION EFFECTIVE 7/1/26—DEADLINES

- **Departmental COAP reviews for all candidates must be completed no later than 4/1/25,** including mandatory reviews, early promotions to associate professor, or promotions to full Professor in the Tenure, CE, Research tracks and promotions in the AC track.
  - Completion of dCOAP reviews before this date are strongly encouraged.
  - OAA must be notified of dCOAP decisions.
- Candidates for promotion should be notified of dCOAP decision, preferably in writing, as soon as possible following the dCOAP meeting.
- Preparation of extramural consultant lists (T, CE, R) and peer reference lists (AC) should begin after positive dCOAP decision.

#### *Important Note on Timelines*

- The same deadlines apply to all tracks for recommendations for promotion.
- PSOM COAP-approved mandatory review cases will be submitted for Provost review as quickly as possible. However, when circumstances prevent a case from being reviewed prior to the end of the academic year, it will be forwarded for Provost consideration as soon as possible with a request for a retroactive effective date.
  - **Non-mandatory reviews not completed by PSOM-COAP in the current academic year, will be reviewed and sent to the Provost as quickly as possible. The effective date of non-mandatory promotions is determined by the Provost. Retroactive effective dates should not be expected.**
- Compliance with deadlines will increase the chances for completion of the promotion review process during the current academic year.

*The Provost will review recommendations for promotion to Associate Professor with tenure and promotion to Associate Professor in CE and Research Tracks one time only.*

*The Provost will not review candidates for promotion in their terminal year.*

#### *Helpful Reminders*

- You can access information on your faculty through <https://my.med.upenn.edu/>. To review the mandatory review list (for promotion to Associate Professor on the tenure, CE, and research tracks), click on the Department Dashboard and click on “Current Faculty Counts.”
- Faculty in the AC track, potential full Professor or faculty proposed for review prior to their mandatory review year are not included in the mandatory review list.
- *Promotions to Professor: Departmental COAPs are strongly encouraged to review the CVs of all associate professors on an annual basis for consideration for promotion.*

## Key Deadlines at a Glance

<b>2025 REAPPOINTMENTS</b>	
Dossier submission for All tracks, effective 7/1/2025	<b>January 15, 2025.</b> When possible, submit earlier - Fall 2024
<b>2025 PROMOTIONS</b> (mandatory, early, to full - FT tracks)	
DCOAP Review and OAA Notification of proposal	4/1/2024
Extramural Consultant List submission	5/24/2024
Extramural Consultant Reference Packet	Following List approval - No later than August 1, 2024
Dossier submission for actions effective 7/1/2025	<u>Ten/CE/Res track</u> - as soon as notified by OAA as "ready;" Dossier should be finalized by early Fall '24. <u>AC track</u> submitted by 3/1/2025 or earlier.
<b>2026 PROMOTIONS</b> (mandatory, early, to full - FT tracks)	
DCOAP Review and OAA Notification of proposal	<b>04/01/2025</b>
Extramural Consultant List submission	<b>05/30/2025</b>
Extramural Consultant Reference Packet	Following List approval, No later than August 1, 2025
Dossier submission for effective 7/1/2026	<u>Ten/CE/Res track</u> - as soon as notified by OAA as "ready;" Dossier should be finalized by early Fall '25. <u>AC track</u> submitted by 3/1/2026 or earlier.
<b>APPOINTMENTS</b>	
Assistant rank effective 7/1/25	No later than <b>4/1/2025</b>
Associate and full Professor effective 7/1/25	<b>3/1/2025</b> , or as soon as possible following completion of Extramural Consultant process.
All other start dates - Assistant rank, all tracks and - AC Senior ranks	<b>At least 2 months prior</b> to proposed effective date
All other start dates - Associate and full Professor rank, Ten / CE / Res	<b>At least 3-4 months prior</b> to proposed effective date, <b>or as soon as possible following completion of EC process.</b>

### TERMINAL YEAR APPOINTMENTS

If a mandatory review candidate is not approved by your dCOAP, a terminal year appointment effective July 1 of the last year of their probationary period, will be given.

- The letter should be sent to the faculty member for signature and emailed to Vivian Fisher in the OAA at [fisherv@upenn.edu](mailto:fisherv@upenn.edu) **as soon as it is signed and no later than 5/31 of the mandatory review year.**
- Templates for terminal year letters are provided by the Provost and must be used in their prescribed format. The Office of Academic Affairs will provide the appropriate template to departments as needed.
- For all other faculty who will be receiving a terminal year letter due to disapproval by PSOM COAP or PSC, the notification must comply with Provost policies and procedures regarding termination.

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## POLICIES

Select policies and guidelines can be found [here](#). The below policies or guidelines were recently revised. Please review and share with relevant leaders and administrators.

- [PSOM COAP Guidelines](#)
- [AC Track Guidelines](#)
- [CE Track Guidelines](#)
- [D-COAP Operational Guidelines](#)
- [VA Salary Principles for PSOM Departments](#)
- [CPUP Lactation Policy](#) (pdf)

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