

WORKSHOPS+ | CAREER DEVELOPMENT | TEACHING | RESEARCH & SCHOLARSHIP | LEADERSHIP |  
CLINICAL SKILLS | WELLNESS

# Strategies for Success

## *On the Research Track*

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- David Margolis, MD, PhD, Chair, COAP; Professor of Dermatology; Professor of Biostatistics, Epidemiology, & Informatics
  - Andrew Strasser, PhD, Research Professor of Psychiatry
  - Victoria Mulhern, Executive Director, FAPD

# Impact of COV +

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- **Recognition by the University and PSOM leadership that COVID has had an impact on faculty professional life, personal life, activities, and careers**
- Meet regularly with mentors to evaluate the impact and to determine if any changes to your academic plan need to be made
- Work with your department to ensure that documentation regarding reappointment includes information regarding the impact of COVID and any other disruptions

# Topics for Review and Discussion

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- Promotion Statement & COAP Guidelines
- Timeline
- Extension of the Probationary Period
- Extramural Consultants
- Promotion Dossier & Process
- Resources & Support

# Promotion Statement

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The goal of promotion is the recruitment and retention of a distinguished faculty by stressing intellectual leadership as the chief criterion. **Promotion is not a recognition of length of service, but rather of outstanding contributions.** Candidates for promotion must be mature scholars whose:

- achievements have won exceptional recognition, both by the candidate's faculty colleagues and by those outside the University.
- presence on the faculty enhances the prestige of the University.

# COAP Guidelines

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## **Research: COAP Guidelines: Promotion to Associate**

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.

# COAP Guidelines

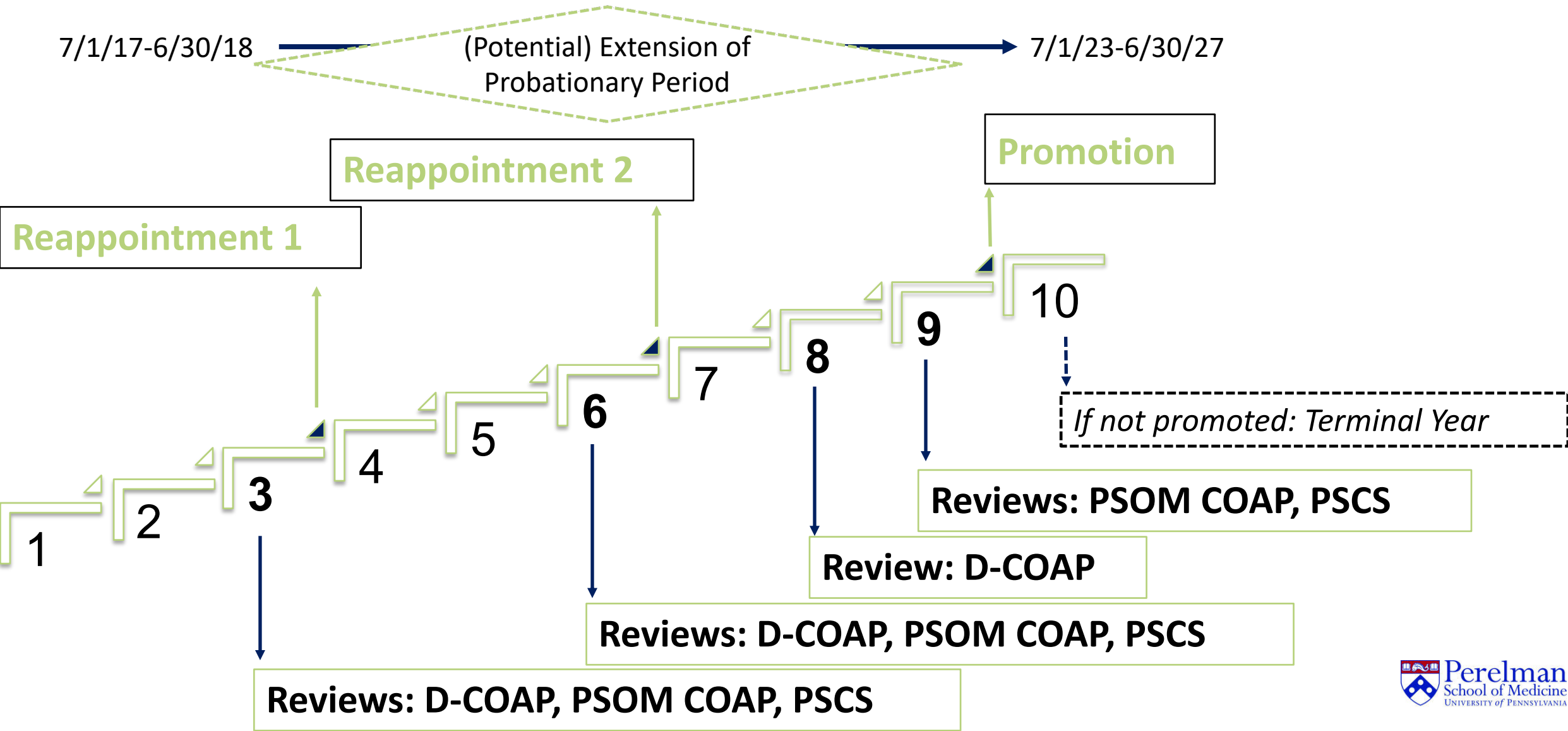
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## **Research: COAP Guidelines: Promotion to Full Professor**

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.

Assistant **→** Associate Professor  
CE, **Research**, Tenure (Physician-Scientist): 10 Years



# Track Timeline

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## Key Take-Aways

- Promotional decisions are made prior to, not during, the Terminal Year.
- The Provost will not consider candidates for promotion in their Terminal Year.
- The Provost will consider candidates for promotion to the rank of Associate Professor once



# Advisory Letters

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## At Reappointment

In some cases, the Perelman School of Medicine COAP (S-COAP) may approve a reappointment, but do so with an Advisory Letter.

- Advisory Letters are not warning letters or in any way punitive.
- Advisory Letters are a method for the S-COAP to provide feedback for faculty who are not progressing along an expected trajectory in one or more areas.

If you receive one, do not be alarmed, but do seek advice from your mentors on how you can adjust your efforts and apply the S-COAP's recommendations.

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# Extensions

- The COVID extension does NOT count as one of the 3 allowable extensions.

# Extension of Probationary Period

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Clinician Educator, **Research**, Tenure Tracks

## Eligible Events

- Birth and adoption of a child
- Serious medical condition of faculty member or family member/domestic partner
- Catastrophic event

## Conditions

- One year at a time, maximum 3 years
- Applies to current appointment cycle
- **Requires *timely* written notification to Chair, Dean, Provost**

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# **Extramural Consultants**

## **(CE, Research, Tenure)**

# Extramural Consultants

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## Extramural Consultants

Extramural Consultants provide an **unbiased** and **impartial** assessment of a candidate's scholarship, reputation and standing in their specific areas of expertise. The Provost's Office provides university guidelines for Extramural Consultant qualifications.

# External Consultants

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## Extramural Consultants are Asked to

1. Evaluate the scope and significance of the candidate's scholarly achievements and their importance within the general discipline.
2. Comment upon the degree of recognition achieved in the candidate's discipline, noting his/her most distinctive contributions.
3. Rank the candidate relative to the leading scholars in the same field of study and at a comparable level of professional development.
4. Evaluate the candidate's likelihood of achieving a similar faculty position and rank at the leading institutions in this discipline.

# External Consultants

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## Extramural Consultants are Asked to

5. Provide any information or insight on the candidate's skill and effectiveness:

- as a teacher and communicator (for Tenure)
- as a clinician, teacher and communicator (for CE)
- **as a researcher and communicator (for Research)**

# External Consultants

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## Extramural Consultants Receive

- CV in the PSOM format
- Grants Pages
- Personal Statement
- Selected reprints (3-4 max)



# External Consultants

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## Extramural Consultant List Review

- List of 14 must be reviewed and approved by PSOM COAP, Dean, and Provost
  - 3 selected by candidate
  - 11 selected by department with no input from the candidate
- Extramural Consultants must be
  - from peer institutions or institutions known for excellent achievement in the specific field.
  - at candidates proposed rank or higher
    - (even for those being proposed for Associate Professor, no more than two Extramural Consultants should be Associate Professors.)

# External Consultants

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## Extramural Consultant Confidentiality

- No contact in advance to determine
  - if the consultant has prior knowledge of the candidate
  - if the consultant is willing to provide a positive evaluation of the candidate

# External Consultants

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- NIH Investigators may believe writing is a conflict of interest.
- If the candidate is part of multi-site studies and large research projects with a field colleague, and there is no actual collaboration, this field colleague **may** be proposed as a potential Extramural Consultant.
- One collaborator is allowed in each list (the department's and the candidate's).

# External Consultants

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- Consultant input should not be questionable (i.e., include information seems biased or partial) or questioning (i.e., question why he/she was selected, for example, consultants working in very different disciplines from candidate).
- It is not recommended that the same consultant be used for numerous candidates, especially in the same year.
- Emeritus faculty consultants who are no longer be active and/or current in the field may not be interested in writing.

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# **Your Promotion Dossier**

# Promotion Dossier

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## Academic Plan

The Academic Plan, which is part of the candidate's offer letter and should be reviewed and updated each year, is a breakdown of professional responsibilities by percent effort.

- Identifies an official mentor
- Is designed with input from the faculty member, the mentor, the division chief and the department chair
- Outlines activities related to administration, clinical services, research, and teaching (as relevant)

# Promotion Dossier

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## Personal Statement, Research

- One-Two Pages
- Top 3 – 5 publications since your appointment or promotion
- Your role in each of the publications
- Impact on the field
- Contributions and achievements in research, teaching, clinical activities, service and administration, as appropriate
- Projects in progress
- Overall goals
- Plans to remedy any shortfalls or problem areas

# Promotion Dossier

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## Curriculum Vitae

- CVs should be submitted in the PSOM required format only.
- CVs can be updated throughout the promotion process until PSOM COAP review.



# Promotion Dossier

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## Curriculum Vitae Bibliography

Categories: peer-reviewed, peer-reviewed reviews, editorials, chapters, book reviews; non-peer-reviewed, abstracts, books, etc.

- List chronologically, from the earliest
- List only published or “in press”; not “submitted” or “in review”
- List all authors, not “et al”
- Number references in each category

# Promotion Dossier

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## Grant Pages

Work with faculty coordinator to provide updates until the last possible moment

- List in order: past, current, pending
- % effort *as funded*
- Use the “comments” column to report information important to your review
  - Principal investigator (if not you)
  - Results of initial review—score, percentile (if known)

# Dossier Preparation

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## Role of Faculty Coordinator

- Assist in ensuring timely submission of materials
- Ensure final dossier is complete
- Ensure CVs are current

# Promotion Process

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- The Provost will review a candidate for promotion to Associate Professor once.
- If a candidate is turned down by the Provost for Promotion to Associate Professor, he or she will have their Terminal Year to seek new employment.
- Candidates need to be approved at each stage, and in the following order:



D-COAP → PSOM COAP → Dean → PSC

# Best Practices

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- Review your Academic Plan
- Keep your CV and grant information updated in the Faculty Expertise Database (FEDs), accessed via My.Med (with your Pennkey)
- Start strategizing about ways to increase your professional network / pool of potential extramural consultants
- Cultivate multiple mentor relationships

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# Resources and Support

# Mentoring

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## Mentee Considerations

- Consider multiple mentors and/or mentors with distinct roles
  - At least one mentor should have track expertise
  - At least one mentor should be a “sponsor” who helps you find networking and speaking opportunities
  - You should reach out to “near peers” for mentoring (1-3 years ahead)
- Reach out for help in finding mentors
  - Department Vice Chairs, D-COAP members
  - COAP members, FAPD
- Take the initiative
  - Discuss expectations

# The Mentoring Center

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FLPD Site: [med.upenn.edu/flpd/mentoring-center/](https://med.upenn.edu/flpd/mentoring-center/)

- Strategies for finding different kinds of mentors
- Templates for reaching out to request mentorship
- IDPs to help your mentor be specific with you about your progress, prescriptive action
- Guidelines and expectations for ***mentors and mentees***



# Process Support

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## PSOM

- PSOM COAP members
- Other faculty
- Vice Dean for Academic Affairs
- Assistant Dean for Faculty Affairs
- Office of Academic Programs
- Administrators
- FAPD: [med.upenn.edu/fapd](https://med.upenn.edu/fapd)
- *Advance*: PSOM Faculty Life & Professional Development  
[med.upenn.edu/flpd](https://med.upenn.edu/flpd)

## Department

- Chair
- Division Chief
- COAP Chair
- Vice Chairs of Faculty Affairs/Faculty Development (some departments)
- Faculty Coordinator
- Mentor(s)