



PERELMAN SCHOOL OF MEDICINE (“PSOM”) GUIDELINES

Guidelines for Faculty Leaves to Accept Roles at For-Profit Companies

Effective July 1, 2025

PURPOSE

The purpose of these guidelines is to provide a clear framework for faculty members at the Perelman School of Medicine (PSOM) who intend to take roles at for-profit companies (such as executive management or board positions), either by taking leave of absence for employment elsewhere or following retirement as faculty emeritus. Any such leave for employment elsewhere or retirement must follow these guidelines and the then current version of the University of Pennsylvania (“Penn”) Faculty Handbook.

By outlining the permissible activities during such leaves, including the use of Penn resources and facilities, these guidelines seek to uphold the integrity of the academic, educational, and research missions of PSOM while allowing faculty to engage in professional opportunities outside the institution. This framework promotes responsible management of faculty responsibilities and affiliations, ensuring that any ongoing commitments to Penn are maintained without compromising ethical standards or institutional values.

These guidelines also aim to ensure that faculty transitions to for-profit company roles are managed consistently and transparently for all faculty, and to mitigate the risk of actual or perceived conflicts of interest on the part of PSOM and its faculty. This is particularly important if the faculty member will hold executive, board, and/or fiduciary positions at any for-profit companies. As such, the following requirements apply when faculty take leave of absence for opportunities elsewhere or faculty emeritus accept opportunities elsewhere after retirement in roles at for-profit companies:

Penn Activities: Faculty may continue performing certain types of Penn activities (“Penn Activities”) while in roles at for-profit companies. Penn Activities shall only include: (i) completion of Publications in Progress; (ii) performance of educational, mentoring/advising, and training roles if the faculty otherwise teach or lecture at Penn; (iii) continued participation in ongoing litigation or adversarial proceedings against Penn or PSOM, investigations, audits, and similar matters; (iv) exercising the right to vote in the medical faculty and Penn faculty senates, provided the faculty member’s engagement with a for-profit company does not give rise to a conflict of interest in light of the issue under consideration; and (v) development/philanthropic work of Penn (not to include fundraising at any for-profit company without further discussion and alignment in writing.)

Access to Penn Data and Systems: Faculty who accept opportunities at for profits may have continued access, at the discretion of PSOM, to Penn data, email, applications, etc. (“Penn Systems”). Faculty may only use such access to Penn Systems to further Penn Activities, and may not use or disclose any information or materials from Penn Systems or other information confidential to Penn for the benefit of any for-profit company. Any such access provided will not grant any special benefit to any for-profit company or to a faculty member in their role at a for-profit company. In some cases, it may be deemed appropriate to discontinue access to systems not required to continue approved Penn Activities, which is at PSOM’s discretion.

Trainees and Students: Faculty who, while on leave or while emeritus, accept opportunities at for-profit companies must make arrangements for their associated trainees and students to be supervised and supported while such faculty are engaged at such for-profit companies. Such students and trainees shall not be expected to perform activities at any applicable for-profit company and should be able to continue their work at PSOM uninterrupted.

Publications in Progress: Penn may make available to the faculty, in a manner to be determined by PSOM, the data and results necessary for the completion of publications in progress. Publications in progress are manuscripts which are currently under review, manuscripts currently being written, and for research projects near completion as to be transitioning to the stage of manuscript drafting.

Emails: Faculty may retain access to Penn email accounts while on leave for employment elsewhere and as retired or emeritus faculty. Such faculty may send emails from Penn email accounts only to engage in Penn Activities. If faculty receive emails on their Penn account pertaining to a for-profit company at which they've accepted a role (while on leave or as faculty emeritus employed after retirement), faculty will not use their Penn accounts to respond to these emails and will instead respond and conduct all related communication from their for-profit company account, as applicable.

Laptop: At the discretion of PSOM's leadership, faculty may receive access to a Penn laptop and Penn applications while on leave for employment elsewhere or as faculty emeritus employed after retirement. Such continued access would be provided only to engage in Penn Activities.

Facilities Access: Faculty will continue to be eligible for a Penn ID card to have access to PSOM facilities. Such continued access shall be provided only to engage in Penn Activities.

Grants and Research: Any research activities faculty perform at Penn shall be conducted to finalize scholarly works in progress or publications in progress. New research and development initiatives will be pursued at their for-profit company. To that end, faculty shall not apply for grants through Penn, nor shall they be listed as an investigator on Penn-submitted grants. Following completion of their for-profit role(s) and upon their planned/approved return to PSOM, faculty may apply for grants to fund their scholarly/academic work with the approval of the Dean or their designee. Depending on the applicable grant and the scope of the intended role, faculty may be able to consult on certain Penn grants, provided an effective conflict of interest ("COI") management plan can be put into place (according to Penn's sole discretion) and faculty declare their affiliation with the for-profit company. Faculty should declare their affiliation with any for-profit companies when engaging in scientific discussions with Penn faculty and students.

Return to PSOM. In order to uphold the integrity of the academic, educational, and research missions of PSOM, as part of a faculty member's re-entry process to PSOM (either by returning from leave for employment elsewhere or by accepting responsibilities at PSOM following retirement), PSOM may, in its sole discretion, require a COI review or the establishment of a COI management plan.

Related Documents

- Disposition of Documents, Data, & Access for Faculty and Staff who are Leaving Penn or Have Left Penn.