

For Faculty in Tenure, Clinician-Educator, and Research Tracks

Preparing Your Promotion Dossier

A Step-By-Step Guide



October 2021

What are important dates?

May 2, 2022

Educational Database (EDB) is due in Academic Programs

May 20, 2022

Extramural Consultant Information is due in Faculty Affairs & Professional Development (FAPD).

What belongs in my dossier?

Dossier checklist

- Chair's Recommendation and Academic Plan
- CV & Grants entered into Faculty Expertise Database (FEDS)
- Educational Database (for Tenure and CE tracks)
- Extramural Consultants
- Personal Statement
- Intramural Letters of Recommendation (if applicable)

Dossier checklist

Chair's Recommendation and Academic Plan

- CV & Grants entered into Faculty Expertise Database (FEDS)
- Educational Database (for Tenure and CE tracks)
- Extramural Consultants
- Personal Statement
- Intramural Letters of Recommendation (if applicable)

Preparing Your Promotion Dossier:

A Step-By-Step Guide

Take charge of the process.

Preparing your dossier for promotion is a large undertaking so the sooner you start the better.

To move the process forward as efficiently as possible, you will need to work on several fronts at once: completing your Educational Database, choosing consultants, perfecting your CV, and writing your personal statement. A number of people are available to advise you – your Department Chair, your Department Committee on Appointments and Promotions (COAP) Chair, your Education Officer, your mentor, your Faculty Coordinator, and the staff of FAPD.

Even so, it is in your interest to take charge of the process. The PSOM COAP and members of the Provost's Staff Conference (PSC) will look closely at every document within your dossier. Preparing your dossier represents your opportunity to ensure that COAP and PSC recognize the full range of your accomplishments thus far. In addition, by ensuring that information is accurate and complete, you can avoid processing delays. You can find descriptions of the expectations and criteria for promotion on each track in the [PSOM COAP Guidelines](#).

This booklet provides a quick guide to the process. For more detailed information on individual documents that comprise your dossier, you may want to visit the [Career Development Section](#) of the FLPD web site where you can find most of the items that are listed at the end of this guide. Click on your track and scroll down to Preparing for Promotion. Your department Faculty Coordinator will provide direct support.

Chair's Recommendation and Academic Plan

Create a game plan.

Set up a meeting with your Department Chair or Division Chief and/or mentor(s) to obtain input on assembling your dossier. Discuss the appropriateness of soliciting intramural letters (see Intramural Letters below). The meeting will also provide you with an opportunity to update your Academic Plan to ensure that the plan accurately reflects your day-to-day activities (click here to see an [Academic Plan template](#)) and to discuss the drafting of the Chair's Recommendation Letter. In addition, use the meeting to discuss additions and revisions to your CV.

Your Curriculum Vitae

Make it perfect.

Dossier checklist

Chair's Recommendation and Academic Plan

CV & Grants entered into Faculty

Expertise Database (FEDS)

Educational Database (for Tenure and CE tracks)

Extramural Consultants

Personal Statement

Intramural Letters of Recommendation (if applicable)

Make sure your CV & Grants documentation is perfect. It will function as the primary record of your background, activities, and accomplishments. As such, it will serve as an important instrument that reviewers such as COAP members, external and internal reviewers, the Dean and the Provost will use to evaluate you. Eventually, you will include one copy of your CV with your Educational Database (EDB), another copy will be submitted with your proposed list of extramural consultants, as well as the reference materials submitted to consultants, and another in your final dossier for school and Provost review.

In order for your department to submit your dossier, your CV and Grants must be entered into the PSOM's CV application, Faculty Expertise Database (FEDS). The FEDS application is accessed from MY.MED <www.med.upenn.edu/apps/my/fapd> (pennkey & password protected). Detailed instructions and descriptions of each section used in the standard PSOM CV are found in the [CV Checklist and Guidelines](#) and within the FEDS application.

Your list of publications and grants must be current and formatted correctly. Include only publications that are published, in press, or accepted for publication, but do not include manuscripts that you have submitted to journals for review. **Be sure the publications are categorized correctly by publication type and according to the [CV bibliography guidelines](#).** Consider using the notes field to briefly identify your key role in a multi-author paper.

Grants documentation completes your CV. Be sure to identify the category correctly and to identify the type as past, current, or pending based on the period of award dates. Use the Additional Comments field to provide status updates like application scores for pending grants and to explain points about your role in the grant. Think carefully about the "percent effort" you are claiming for funded research. For this purpose, your entire workload is considered 100% time. If you have clinical, administrative, or teaching responsibilities and receive a large amount of funding from grants, make sure you leave sufficient time to accurately account for clinical/teaching/administrative activities.

Educational Database (for Tenure and CE Tracks)

Get the gears turning.

The Educational Database (EDB) or teaching portfolio serves to document your performance as a teacher. Despite the word "database" in its title, this document is largely paper-based rather than electronic. In effect, your EDB serves as a dossier within a dossier, for, eventually, your EDB will be incorporated into your larger dossier for COAP. Unlike other documentation you prepare for review, which is

Dossier checklist

Chair's Recommendation and
Academic Plan

CV & Grants entered into Faculty
Expertise Database (FEDS)

**Educational Database (for Tenure and
CE tracks)**

Extramural Consultants

Personal Statement

Intramural Letters of Recommendation (if
applicable)

handled through FAPD, your EDB is processed through the Academic Programs Office. Your EDB is reviewed by an Education Advisor and sub-committee for COAP. You will need to submit your EDB to Academic Programs no later than **May 2, 2022**.

Start assembling the materials that belong in your EDB as soon as possible. As you gather materials for your EDB, submit them to your Faculty Coordinator. For a full list of these materials, visit the [Preparing the Educational Database](#) section of the FLPD website. Notice that the Teaching Activities Charts include not only courses taught to medical students and supervision of residents, but also thesis committees you have chaired, research projects you have supervised, and school-wide committees relating to education on which you have served. The EDB also includes your personal statement which, among other topics, should also outline your teaching focus, philosophy, strengths and accomplishments. An Education Officer report will provide information that summarizes your teaching efforts, an analysis of your evaluation data and a final summary of the impact of your teaching. You may be asked to complete sections of the Education Officer's report. If you are a member of a Graduate Group in BGS, please remind your Faculty Coordinator to solicit a letter from the Chair of the Graduate Group in which you are primarily affiliated, describing your participation in graduate student training.

Strong and extensive quantitative data on your teaching evaluations will serve you well. Data for any teaching that is formally evaluated can be accessed via the Teaching Evaluation Database (TED). The TED application is accessed from MY.MED <www.med.upenn.edu/apps/my/fapd> (pennkey & password protected). If you have taught in undergraduate medical education, graduate medical education, Biomedical Graduate Studies and in some of the Master's programs, you will find most data there. Please note that not all teaching in UME, GME, or BGS is evaluated by students, so you are encouraged to track your own teaching and, where needed, collect evaluation data yourself.

Finally, remember to include a copy of your CV.

Extramural Consultants

Make sure they meet the guidelines.

The PSOM COAP will be looking for evidence of your scholarship, reputation, and standing within your field. In addition to the information provided by you and your department, they will seek this information from the assessments your extramural consultants provide. The purpose of using consultants is to obtain an objective and unbiased professional assessment, not a personal reference. The consultants must be experts in your specific area of biomedical

Dossier checklist

- Chair's Recommendation and Academic Plan
- CV & Grants entered into Faculty Expertise Database (FEDS)
- Educational Database (for Tenure and CE tracks)
- Extramural Consultants**
- Personal Statement
- Intramural Letters of Recommendation (if applicable)

expertise, and they should belong to peer institutions. Past and current collaborators must be kept to a minimum. If a prospective consultant does not belong to a peer institution, he or she may be included with supporting documentation describing their credentials and expertise.

Your department will select eleven consultants with no input from you. You will select three more. The list of proposed consultants is submitted for review and approval by PSOM COAP, the Dean and Provost's Office. Be sure you and others developing this list are aware of the [Selection Guidelines for Consultants](#). Your Faculty Coordinator will submit the list. Your Extramural Consultant List will need to be submitted no later than **May 20, 2022**.

The PSOM COAP will contact the approved consultants. Requests to Consultants will include a Reference Packet: your CV, Personal Statement, and 3-4 article reprints you have selected.

What will consultants be asked to assess?

In choosing extramural consultants, keep in mind the kind of information they will be asked to provide about you. This information varies from track to track and from rank to rank. [Review sample letters of request for extramural consultants](#) and other related information on the Extramural Consultants page of the FAPD website.

NOTE: The Provost's guidelines state that **consultants may not be contacted in advance** to see whether they are willing or able to assess your work, whether they already know you in some other capacity, or whether they are willing to provide a positive evaluation of your work.

Personal Statement

Your Personal Statement will be included in your:

- EDB
- Reference Packet for Extramural Consultants
- Final Dossier for PSOM COAP, Dean, and Provost review.

Use the personal statement as an opportunity to summarize your accomplishments but be brief (no longer than two pages). Focus on achievement, impact, and innovation. This is your opportunity to help guide your promotion review. Clearly describe and emphasize your accomplishments so that the COAP members, the Dean, Provost Staff Conference members, and extramural consultants understand **your career**. Click here for [Personal Statement Template](#) guidelines.

Dossier checklist

- Chair's Recommendation and Academic Plan
- CV & Grants entered into Faculty Expertise Database (FEDS)
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- Extramural Consultants
- Personal Statement**
- Intramural Letters of Recommendation (if applicable)

Dossier checklist

- Chair's Recommendation and Academic Plan
- CV & Grants entered into Faculty Expertise Database (FEDS)
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- Personal Statement
- Intramural Letters of Recommendation (if applicable)**

Statements must include:

- Introduction that characterizes your career path and describe what led to your particular focus.
- Description of 3-5 of your most significant accomplishments since your appointment or last promotion, relevant to your faculty track, and specifically how your efforts have advanced the School of Medicine's academic mission.
- All faculty who teach should include a paragraph on the impact of your teaching.
- All clinicians should describe clinical expertise/activities.
- Description of your future directions and areas of planned expansion and growth.

Optional Impact statement:

COAP recognizes that significant events (pandemic, personal or family issues, etc.) may impact one's academic trajectory. Candidates may choose to address such mitigating circumstances within the body of the personal statement so that it is available for consideration by all reviewers – internal and external. If you prefer such mitigating factors only be considered by internal reviewers, please provide a brief *addendum* to the personal statement before final dossier submission.

Select information that demonstrates your intellectual leadership in your area of biomedical expertise. Accomplishments of which you feel particularly proud on a personal level are also appropriate here. Perhaps a particular advocacy group has sought you out as a leader and spokesperson, or you have had a lasting impact on junior colleagues or fellows whom you have mentored.

NOTE: It can be helpful to show drafts to multiple people. Mentors as well as faculty in and out of your specialty can provide informative feedback.

Intramural Letters of Recommendation

This is an optional part of your dossier. When included, these letters should provide additional information about your qualifications, particularly in the areas of interdisciplinary, interdepartmental and inter-school activities. Departments should solicit intramural letters of recommendation if you have a secondary appointment in another school or department or if you are engaged in impactful scholarly collaborations with faculty in another department or school.

Additional letters

If you wish to obtain letters from individuals outside of UPENN other than those who will be contacted through the Extramural Consultant

Dossier Checklist

for the Promotion Process

Meetings

- Department Chair
- Division Chief
- Department Education Officer
- Department COAP Chair
- Mentor
- Faculty Coordinator
- Others

Items for Completion

- Chair's Recommendation Letter
- Academic Plan
- CV & Grants entered into Faculty Expertise Database (FEDS)
Must be in "John Doe" format
- Educational Database (EDB) (for Tenure and CE tracks)
- Extramural Consultants
- Four Reprints
- Intramural Letters of Recommendation (if applicable)
- Personal Statement
- Completed Dossier

process, you may ask that the letters be sent to your Department Chair to be included in this section of your dossier. However, bear in mind that COAP usually attaches greater weight to the extramural consultant letters, on the assumption that they represent a more impartial view of your accomplishments.

Final meeting with Faculty Coordinator

Close the loop.

Meet with your Faculty Coordinator again to close the loop and make sure that you are both on track toward finalizing your dossier. Be sure to update your CV in FEDS. Review your dossier with your department COAP chair and/or your mentor.

Once you and your Faculty Coordinator have double-checked to see that every item on the checklist is accurate, up to date and *in* your dossier, you will have completed your part of the promotion process.

You are done!

Your Faculty Coordinator will submit your complete dossier to FAPD. FAPD will review the dossier for accuracy, compliance with requirements and for "gaps" or unclear information. After FAPD moves your dossier forward, confidentiality will be observed during the review process.

Where will your dossier go after FAPD?

First stop is PSOM COAP review. If COAP determines that you meet the PSOM standards for promotion on your track, your dossier will move to the Dean. The Dean will forward COAP's recommendation to the University Provost. At the Provost's Staff Conference, deans from schools across the University serve as advisors to the Provost. The PSOM Dean will present his case for your promotion, and the Provost will solicit comments from the other deans. The Provost will approve, defer, or deny the recommendation for your promotion.

Final outcome

Your Department Chair will not be notified until the school and university reviews are completed. This is a time to be patient; it will take months – but keep in mind, this is a "no news is good news" situation.

Date and Notes
