

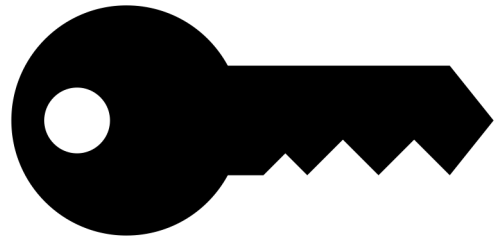
The Clinician Educator Track

Strategies for Success

Co-Chairs of the PSOM Committee on Appointments and Promotions

- Erica Thaler, MD, Professor of Otorhinolaryngology
- Roderic Eckenhoff, MD, Austin Lamont Professor of Anesthesia

February 2023



Strategy

**Know and
utilize your
support
system**

Connect to academic resources and support

Department

- Faculty Coordinators*
- Education Officers
- Vice Chairs of Faculty Affairs
- Vice Chairs of Faculty Development
- Vice Chairs of Inclusion, Diversity, & Equity
- Professionalism Representatives

School

- Office of Academic Affairs (OAA)
- OAA CE Home Page
- Assistant Deans of Faculty Affairs
- Associate Dean of Faculty Professional Development
- Centers and Institutes
- Biomedical Research Cores
- Biomedical Graduate Groups

**Your faculty coordinator will usher you through the reappointment and promotion processes. Find them here: <https://upenn.app.box.com/s/94p5solc4412i5uhj4srynm4qzrhc3mx>*

Advocate for yourself

- ▶ Annual department reviews, which includes a review of your Academic Plan
- ▶ Mentor(s) assigned or chosen at appointment
- ▶ Mentoring Center website
 - Type of mentor
 - Maximize the mentor/mentee relationship
- ▶ Join the Anna T Meadows Society for CE faculty

Mentoring Center:

<https://www.med.upenn.edu/oaa/faculty-career-development/mentoring-center/>

Download the Colleague Mentee Toolkit:

<https://upenn.box.com/s/guiw1qvavn6myjrou03t6tb8j02p864j>

Apply to participate in PACE

Academic Foundations: **P**rogram to **A**dvance **C**linician **E**ducators*

- ▶ Director: Mike Rickels, MD, Professor of Medicine
- ▶ Senior Facilitator: Fran Berg, PhD, Professor, DBEI
- Provides core competencies of successful academicians
- Build skills for scholarship & reputation development
- Supports creation of strategic career plans laid on foundations of team building & program development
- Fosters mentoring & sponsorship relationships
- Orients participants in attitudinal domains toward resilience & self-care within the context of advanced approaches to time-management

*Contact PSOM-OAA@upenn.edu for more information

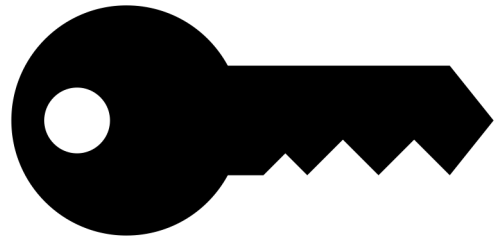
Understand your track rights and privileges

- ▶ Part of the Penn Standing Faculty
- ▶ Members of the Medical Senate
- ▶ Option for extension(s) to the probationary period
 - Child care/parental care
 - Personal illness
 - Catastrophic event
- ▶ Accrue sabbatical credits each semester

Practice Self Care

- ▶ Free Care.com subscription for personal, concierge, and home help, dependent care and back up care options: <https://penn.care.com/>
- ▶ FOCUS –Health and Leadership for Women
- ▶ Office of Inclusion Diversity and Equity
- ▶ COBALT –Digital mental health platform to connect you with appropriate support quickly
- ▶ Health Advocate: 1-866-799-2329 for you an immediate family members: billing issues, finding the right health solutions quickly

See the Wellness section of the Office of Academic Affairs website for literally hundreds of programs and opportunities: <https://www.med.upenn.edu/oa/wellness/>



Strategy

Understand PSOM COAP's Criteria for CEs

COAP Guidelines

Promotion to Associate Professor, CE Track

- **Evidence of continuous scholarly productivity reflecting a defined focus**
 - **Regional/national impact since appointment to Assistant Prof.**
- Impact for this rank will include an assessment of scholarly productivity
- Productivity will be assessed by extramural consultants
- Grant funding is not required but may be used as evidence to support an evolving reputation and scholarly impact.
- Excellence in teaching, professionalism, clinical care (if pertinent) and institutional citizenship

Key Resource: COAP Guidelines

med.upenn.edu/oaa/assets/user-content/documents/career-development/tracks/coapguidelines.pdf

COAP Guidelines

Promotion to Professor, CE Track

- Evidence of continuous and upward trajectory of scholarly productivity since promotion as associate professor
 - National /international impact of a candidate's body of work.
- Impact for this rank will include an assessment of scholarly productivity
- Productivity will be assessed by extramural consultants
- Grant funding is not required but may be used as evidence to support an evolving reputation and scholarly impact.
- Excellence in teaching, professionalism, clinical care (if pertinent) and institutional citizenship

Key Resource: COAP Guidelines

med.upenn.edu/oa/assets/user-content/documents/career-development/tracks/coapguidelines.pdf

Scholarly Productivity

Demonstration of impact requires evidence of successful translation of new knowledge into new approaches, techniques, devices, programs etc. and may include:

- ▶ *Peer reviewed research papers*
- ▶ *Review articles/Book chapters/Editorials*
- ▶ *Grant funding*
- ▶ *Academic awards*
- ▶ *Participation in study sections, organizing committees, etc.*
- ▶ *Editorial leadership roles*
- ▶ *External lectures and invited talks*
- ▶ *Patents and commercialization aligned with primary research program*
- ▶ *Identifiable contributions to team science*

Institutional Citizenship and Professionalism

▶ *Institutional Citizenship*

- Efforts related to mentoring, professionalism, inclusion, diversity and health equity.

▶ *Professionalism*

- Exemplary behavior including the demonstration of honesty and integrity in all realms of work, respect for patients, colleagues, staff and learners at all levels,
- Evidence of continuous learning and self-management toward a goal of personal betterment,
- Encouragement of questions, debate and acceptance of diverse viewpoints without prejudice or bias.
- Persistent professionalism concerns will be carefully considered during the evaluation process

Key Resource: COAP Guidelines

med.upenn.edu/aaa/assets/user-content/documents/career-development/tracks/coapguidelines.pdf

Clinical Impact

Contribution to the development of innovative approaches to diagnosis, treatment or prevention of disease, applications of technologies and/or models of care delivery that improve clinical care

- ▶ Service on committees in area of clinical expertise
- ▶ Leadership roles related to clinical discipline
- ▶ Invitations to share expertise through invited talks, book chapters, clinical reviews
- ▶ Awards for contributions and/or innovation in the area of clinical care
- ▶ Regional, national and international patient referrals
- ▶ Engagement/collaboration in clinical trials
- ▶ Clinical awards

Education Impact

Promotion requires evidence of high-quality engagement and excellence in education that may be demonstrated as follows:

- Teaching in courses, clinical skills programs, professional development programs, seminars, tutorials, grand rounds
- Innovation in teaching methods or novel application of existing teaching methods
- Development of educational products such as curriculum, assessment tools or programs, policy statements, technologies such as simulation
- Leading or substantive participation in committees related to education
- Involvement in local mentoring programs
- Participation in CME, research and inter-professional meetings
- Invited lectures

Key Resource: Honing your skills as an educator

<https://www.med.upenn.edu/oaa/faculty-career-development/effectiveness/>

Support for you in Education Impact

Know your Education Officer

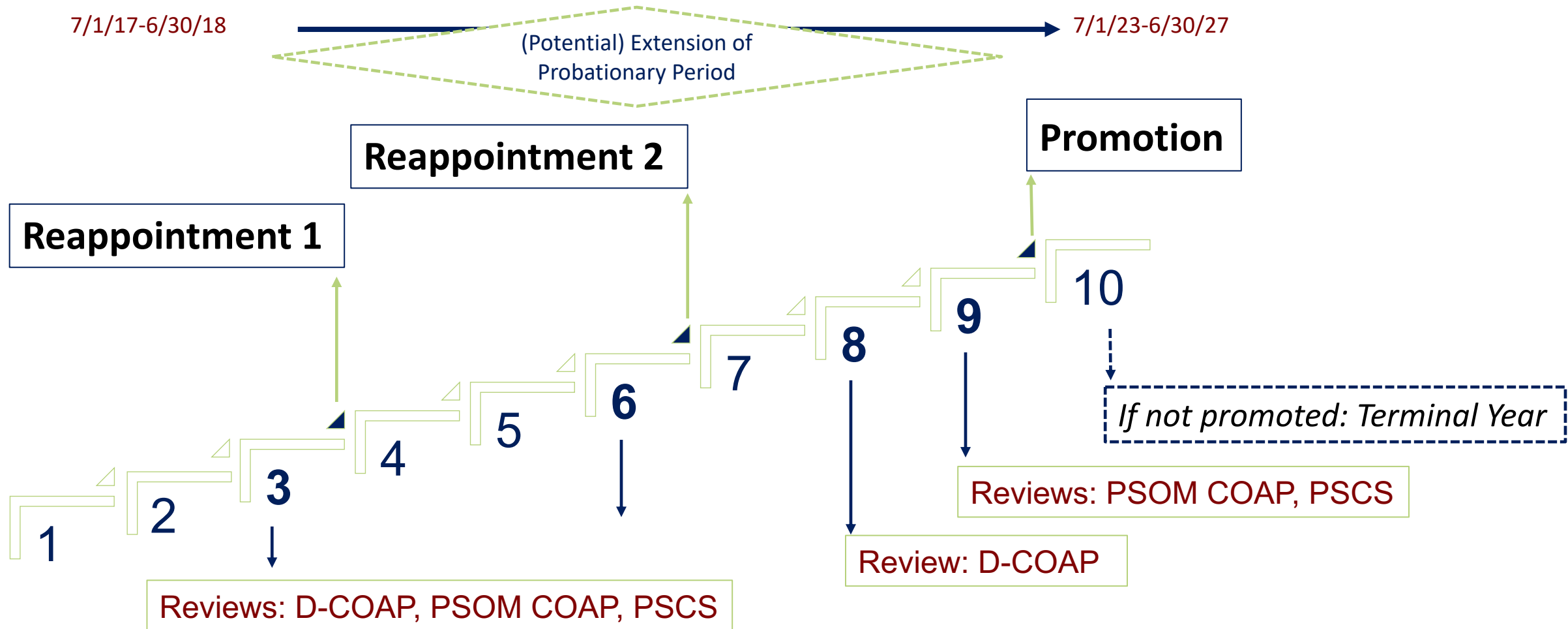
- Keep your Teaching Activities Workbook handy and update it as you go
- Check your teaching evaluations when they are released, twice a year
 - No TED data? Reach out to your **Faculty Coordinator** to ensure you are in the “systems” accurately and your learners are being prompted to evaluate you
 - If anything looks incorrect, reach out to Academic Programs
- Collect and save evaluations you receive from talks, CME, courses

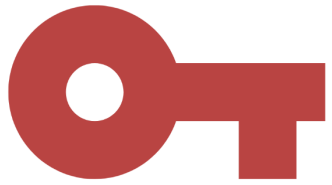
Key Resource: Expectations and Evals

<https://www.med.upenn.edu/oaa/faculty-career-development/education-expectations/>

Timeline for Assistant to Associate Professor

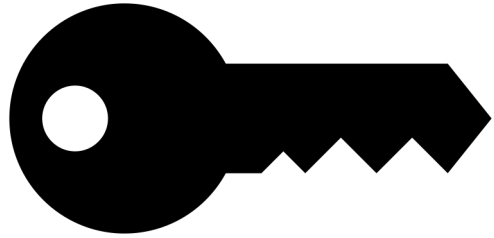
CE, Tenure Physician-Scientist: 10 Years





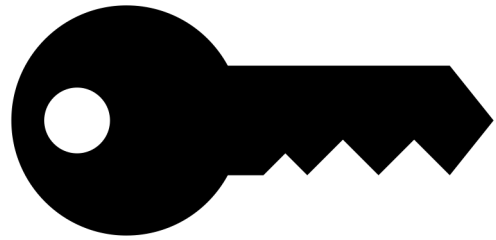
Utilize your timeline support team

- ▶ Your **Mentor(s)** can help you think through priorities, timing, and publication strategies
- ▶ **Department D-COAP Chairs** and **Department Vice Chairs of Faculty Affairs / Faculty Development** can help you understand department-level process
- ▶ **Department Faculty Coordinators** can help you with Extension applications and process
- ▶ **PSOM COAP Chairs**
- ▶ **Associate Dean for Faculty Development**
- ▶ Peers who have been promoted recently



Strategy

Think of how your clinical, scholarly, and educational efforts intertwine to tell a story –that’s your Personal Statement for COAP



Strategy

**Create a timeline
and plan for
developing your
impact**

Extramural Consultant Letters

Provide an **unbiased** and **impartial** assessment of a candidate's scholarship, reputation and standing in their specific areas of expertise.

- Evaluate the scope and significance of the candidate's scholarly achievements and their importance within the general discipline
- Comment on the degree of recognition achieved in the candidate's discipline, noting distinctive contributions
- Rank the candidate relative to the leading scholars in the same field of study and at a comparable level of professional development
- Evaluate the candidate's likelihood of achieving a similar faculty position and rank at the leading institutions in this discipline
- Provide any information or insight on the candidate's skill and effectiveness
 - As a teacher and communicator (Tenure)
 - As a clinician, teacher and communicator (CE)

Extramural Consultants List Review

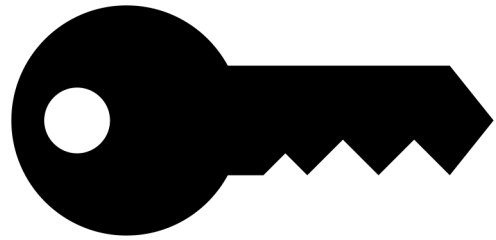
- List of 14 must be reviewed and approved by PSOM COAP, Dean, and Provost
 - 3 selected by candidate
 - 11 selected by department with no input from the candidate
 - No contact in advance
 - Extramural Consultants must be:
 - From peer institutions or institutions known for excellent achievement in 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)
 - Emeritus faculty consultants who are no longer be active and/or current in the field may not be interested in writing
-

Key Resource: Extramural Consultants

med.upenn.edu/oaa/faculty-affairs/extramural-consultants.html

Extramural Consultants receive:

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



Strategy

If you are eligible for an Extension, consider applying for one.

Extension of Probationary Period

➤ 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**

Key Resource: Extensions

med.upenn.edu/oaa/faculty-affairs/extensions.html

