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/94p5solc4412i5uhj4srynrm4qzrhc3mx
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: Program to Advance Clinician Educators*

- 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 and 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/oaa/wellness/
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/oaa/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, devises, 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.

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**Key Resource: COAP Guidelines**
med.upenn.edu/oaa/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

Reappointment 1

Reappointment 2

Promotion

7/1/17-6/30/18
(Potential) Extension of Probationary Period
7/1/23-6/30/27

1
2
3
4
5
6
7
8
9
10

Reviews: D-COAP, PSOM COAP, PSCS

Review: D-COAP

If not promoted: Terminal Year

Reviews: PSOM COAP, PSCS

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