

Standing Faculty

## Promotion to Associate Professor

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- Lisa Bellini, MD, Senior Vice Dean of Academic Affairs; Professor of Medicine

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# Topics for Review and Discussion

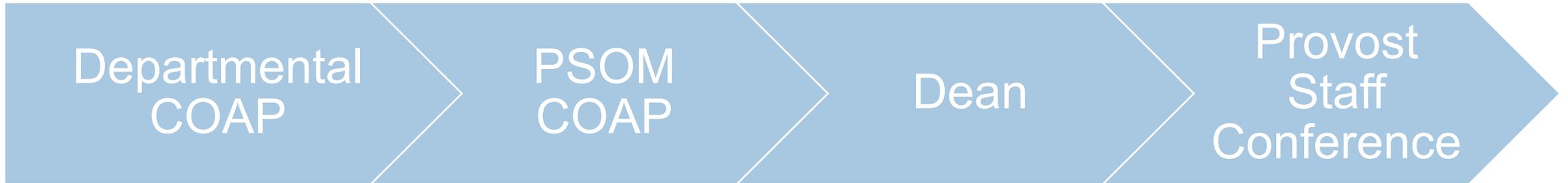
- Introductory Principles
- Probationary Period Timelines & Extensions
- COAP Guidelines for Promotion to Associate Professor, CE & Tenure
- Extramural Consultants
- Teaching
- Promotion Dossier & Process
- Resources & Support

# Promotion Guideline Revision Highlights

- ▶ Fundamental to promotion in all tracks:
  - evidence of continuously evolving academic productivity and a clear upward trajectory captured through an evaluation of the totality of the impact of a candidates' body of work.
- ▶ Tenure, Clinician Educator and Research track faculty must demonstrate continuous scholarly productivity but can explicitly include other significant achievements in their case for promotion.

# Review Process

*Promotion begins in the department*



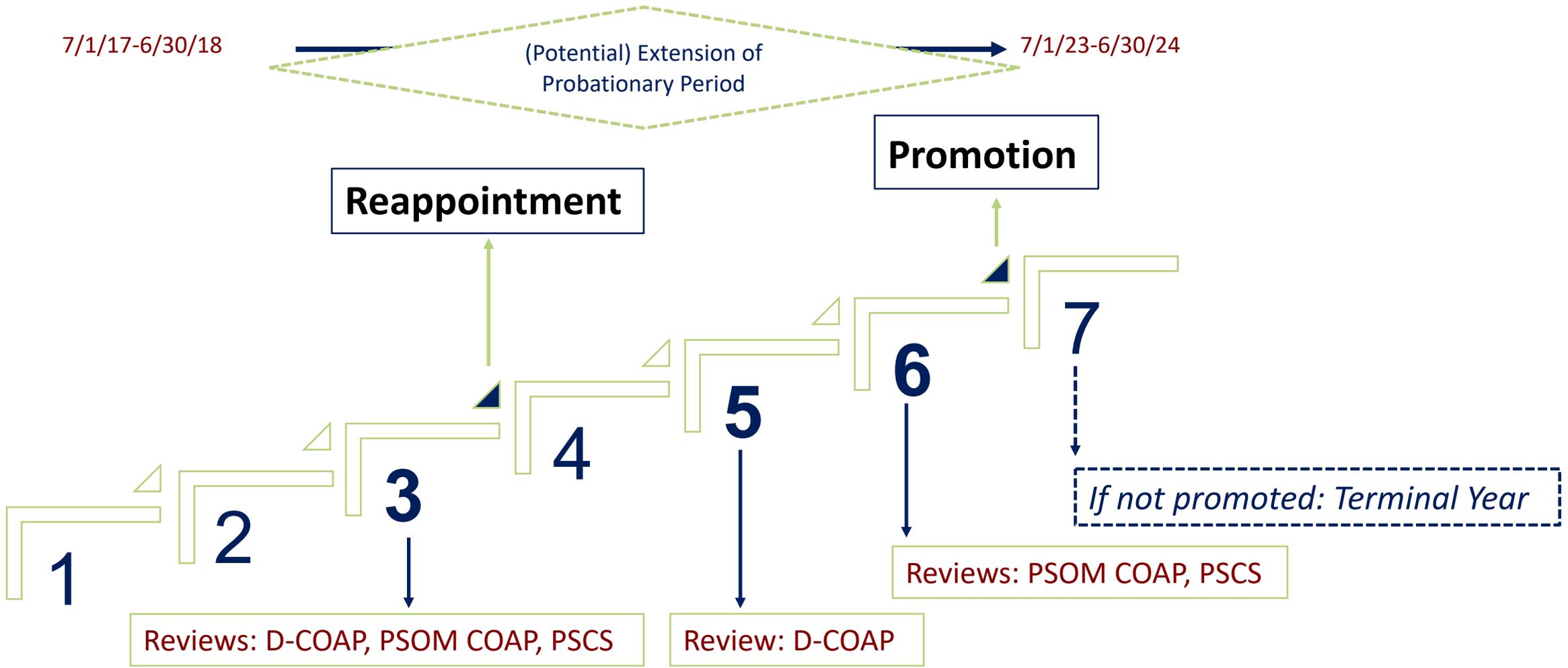
# Probationary Timelines & Extensions



**What is your probationary period  
timeline, and how might it be  
affected by an Extension?**

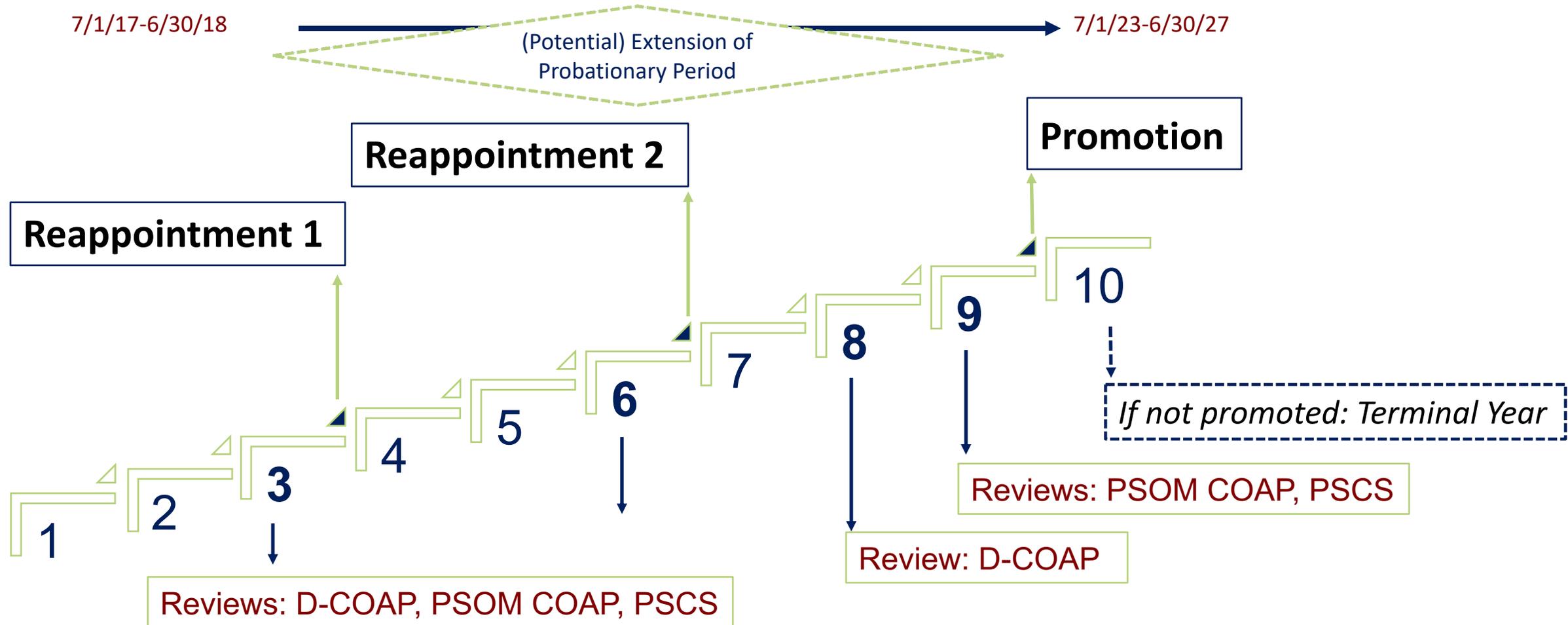
# Assistant to Associate Professor

Tenure-Basic Scientist: 7 years



# Assistant to Associate Professor

CE, Tenure Physician-Scientist: 10 Years



# 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**

# FAQs About Extensions

- ▶ If I am eligible for an extension, should I apply for one?
  - ▶ How many extensions can I take?
  - ▶ How long is an extension?
  - ▶ If I am granted an extension, and I decide not to take it, can I still be proposed in my original mandatory review year?
  - ▶ Where does the extension get inserted into my timeline?
    - At the end? (e.g., year 9?)
    - In the current three-year review cycle?
- 

## Key Resource: Extensions

[med.upenn.edu/oaa/faculty-affairs/extensions.html](http://med.upenn.edu/oaa/faculty-affairs/extensions.html)

# COAP Guidelines



**What is COAP looking for?**

# Promotion Guideline Revision: Key Terms

- ▶ Impact - direct effect of one's work on science, medicine, health care, patient care and/or our community; assessed by a variety of metrics.
- ▶ Trajectory - momentum in pursuit of one's career path.
  - Promotion anticipates continued upward trajectory and impact.
  - Trajectory will be interpreted within the context of mitigating life circumstances.

# Promotion Guideline Revision: Key Terms

- ▶ Collaborative research- distinctive contributions to a team of contributing investigators that results in publication and is recognizable by extramural consultants and others.
  - Individual investigators should be able to identify the unique, original, and expert skills and ideas contributed to a project.
- ▶ Community engagement- institutional, local, national, and international community contributions that are closely aligned with and complementary to a candidates' academic work.
  - Activities reflect innovations in science/medicine/healthcare that lead to demonstrable improvements in knowledge, health, health care/delivery.

# Promotion Guideline Revision: Key Terms

- ▶ Institutional citizenship- participation in service relevant to faculty member's academic activities and missions of PSOM/University.
  - encompasses 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, and the encouragement of questions, debate and acceptance of diverse viewpoints without prejudice or bias.

# Assessment of Impact

- ▶ Fundamental to promotion for CE, TT, RT faculty is evidence of continuous scholarly productivity and an evaluation of the totality of the impact of a candidates' body of work.
- ▶ Any area of research consistent with mission of the PSOM is acceptable as long as impact/upward trajectory of achievements over time is demonstrated.
- ▶ Community engagement will be carefully considered and refers to institutional, local, national, and international contributions that are closely aligned with and complementary to a candidates' academic work.
- ▶ Contributions to the development of innovative approaches to diagnosis, treatment or prevention of disease, applications of technologies and/or models of care delivery that improves care.

# Scholarly Activity Impact

- ▶ 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 (citations, contribution to work, authorship)
  - 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

# Education Impact

- ▶ Promotion in the AC, CE and TT tracks requires evidence of high quality engagement and excellence in education:
  - Direct teaching
  - Innovation in teaching methods or novel application of existing methods
  - Development of educational products or tools
  - Leadership roles or substantive participation in education programs/committees
  - Involvement in local mentoring programs, particularly IDE outreach programs
  - Participation in CME, research and inter-professional meetings
  - Invited lectures
  - Internal and external evaluations
  - Track record of successful mentorship
  - Awards for local teaching or mentoring

# 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 expertise
- ▶ Invitations to share expertise through invited talks, book chapters, clinical reviews
- ▶ Awards for contributions and/or innovation in the area of clinical expertise
- ▶ Regional, national and international patient referrals
- ▶ Engagement/collaboration in clinical trials
- ▶ Clinical awards

# Holistic Review

# COAP Guidelines

## **Promotion to Associate Professor, CE Track [1/2]**

The main criteria for promotion is evidence of continuous scholarly productivity reflecting a defined focus resulting in national impact of a candidate's body of work since their appointment. Impact for this rank will include an assessment of scholarly productivity (defined as original peer reviewed publications, editorials, chapters, and reviews). (Additional metrics of impact can be found in Appendix A, see below) Collaborative and interdisciplinary research, and team science is expected and encouraged and will be strongly considered but the candidate's role must be clearly described in the dossier.

# COAP Guidelines

## Promotion to Associate Professor, CE Track [2/2]

Successful candidates will have scholarly pursuits, as acknowledged by the extramural consultants, that have advanced an aspect of the PSOM's mission with respect to science, medicine, healthcare, education, community engagement, etc. Grant funding is not required but may be used as evidence to support an evolving reputation and scholarly impact. In addition, there should be records of participation and excellence in teaching excellence, professionalism, and institutional citizenship as well as clinical excellence for those involved in clinical care. Details regarding metrics of impact can be found in Appendix A, see below.

### Key Resource: COAP Guidelines

[med.upenn.edu/oaa/assets/user-content/documents/career-development/tracks/coapguidelines.pdf](https://med.upenn.edu/oaa/assets/user-content/documents/career-development/tracks/coapguidelines.pdf)

# COAP Guidelines

## Promotion to Associate Professor, Tenure Track [1/2]

The main criteria for promotion is evidence of continuous scholarly productivity since the initial appointment to the Standing Faculty and the national impact of a candidate's body of work. Impact refers to the direct effect of one's work on science, medicine, healthcare, and/or our community. The assessment of impact for this rank will focus on the review of one's independent research program that has produced a series of peer reviewed original research articles. The candidate is generally funded by highly competitive peer reviewed government and foundation-based awards for which the candidate serves as principal investigator. The impact of the candidate's work within their field of expertise and within team science is expected to have continuously evolved and/or expanded in a clear upward trajectory since their appointment and must be clearly described in the candidate's dossier.

# COAP Guidelines

## Promotion to Associate Professor, Tenure Track [2/2]

Collaborative and interdisciplinary research will also be considered especially when the faculty member's contributions were important to the success of the project.

Successful candidates will have had impact in their area of expertise such that their achievements will be acknowledged by extramural consultants. (Additional metrics of impact can be found in Appendix A, see below.) In addition, there should be records of teaching excellence, professionalism and institutional citizenship as well as clinical excellence for those involved in clinical care.

### **Key Resource: COAP Guidelines**

[med.upenn.edu/oaa/assets/user-content/documents/career-development/tracks/coapguidelines.pdf](http://med.upenn.edu/oaa/assets/user-content/documents/career-development/tracks/coapguidelines.pdf)

- Academic Plan
- Extramural Consultant Letters
- Intramural Letters (optional)
- EDB
- FEDS CV & Grant Pages
- Chair's Rec
- Personal Statement



## What documents will COAP review? *[What's in a Dossier?]*

# Your Academic Plan

The Academic Plan, which is part of the candidate's offer letter ***and should be reviewed and updated each year***, is a break-down 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)

**ACADEMIC PLAN FOR** \_\_\_\_\_

**Proposed Title:** \_\_\_\_\_

(New Appointment/Reappointment/Promotion)

**Proposed Track:** \_\_\_\_\_

**Proposed Start Date:** \_\_\_\_\_

**Mentor:** \_\_\_\_\_

**Breakdown of duties:** \_\_\_\_\_ % Research  
\_\_\_\_\_ % Clinical Service  
\_\_\_\_\_ % Teaching  
\_\_\_\_\_ % Administration

**Research:**

# Extramural Consultant Reviews

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. 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
5. 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 Receive

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

# Extramural Consultant Selection

- **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
- 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)
- 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

# 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
- 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)

# FAQs About Extramural Consultants

- ▶ Can a former mentor from a different institution be on my list?
- ▶ What if I've worked with everyone in my area?/I have a very small specialty area?
- ▶ What if the best possible extramural consultant reviewers for my specialty area are faculty at non-peer institutions?
- ▶ What if a reviewer does not respond to the request? Does that reflect poorly on me?
- ▶ What do they receive?
- ▶ How long do they have to complete their review?

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## Key Resource: Extramural Consultants

[med.upenn.edu/oaa/faculty-affairs/extramural-consultants.html](http://med.upenn.edu/oaa/faculty-affairs/extramural-consultants.html)

# Educational Database

- CV
- Personal Statement
- Teaching Activities Workbook
  - 100 Credits/Year
  - Show previous 3 years
- Evaluation Data
  - Formal Data from Internal Systems (TED)
  - Show previous 3 years
- Education Officer Letter
- Other Letters as applicable

# Best Practices in Teaching

- 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 any evaluations you receive from talks, CME, etc.

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## Key Resource: Teaching

[med.upenn.edu/oaa/faculty-career-development/teaching/](http://med.upenn.edu/oaa/faculty-career-development/teaching/)

# CV & Bib Requirements

- CVs should be submitted in the PSOM required format only
- CVs can be updated throughout the promotion process until PSOM COAP review
- Bib Categories
  - Must be categorized by publication type according to CV Guidelines and Bibliography definitions.
  - List only published or “in press”; not “submitted” or “in review”
  - List all authors, not “et al”

# Grants Pages

- Identify term of award as past, current, pending
- Provide % effort *as funded*
- Use the 'comments' to report important additional information:
  - Principal investigator (if not you)
  - Results of initial review—score, percentile
  - No cost extension
- Provide updates until the last possible moment

# Personal Statement Revisions

- ▶ The purpose of this statement is to help others understand your career path and your most significant achievements.
- ▶ Information provided in the Personal Statement should complement but not repeat the CV.
- ▶ It is your personal academic narrative.

# Personal Statement Revisions

- ▶ Opening paragraph characterizes your career path; describes what led to your focus.
  - If applicable, CE's should consider using a prototypical pathway to describe their focus.
- ▶ Describe 3-5 of your most significant accomplishments since your appointment or last promotion and specify how your efforts have advanced the PSOM's academic mission.
  - If accomplishments involve publications, cite and describe clearly your specific roles in the work.
  - If part of team science, describe unique and critical contributions to the effort.
- ▶ If not already described, all faculty who teach need a paragraph on teaching.
- ▶ All clinicians may describe clinical expertise/activities.
- ▶ The final paragraph should describe future directions/areas of planned expansion and growth in area of expertise.

# Statement of Mitigating Circumstances

- ▶ PSOM recognizes that significant events (pandemic, personal or family issues, etc.) may impact academic trajectory.
- ▶ Some candidates will choose to incorporate such mitigating factors into their personal statements so they are available for review by extramural consultants, COAP and the Dean's office.
- ▶ Others will prefer mitigating factors not be presented to external consultants but would like them considered by our internal processes.
  - Candidates preferring this option can provide a brief addendum to the personal statement for internal purposes only.

# Changes to Chair's Recommendation

## ▶ Additional Sections:

- Professionalism and Citizenship

- Includes attestation

- Mitigating Circumstances - optional:

- brief observation on the impact of COVID-19 and/or other mitigating circumstances that have disrupted a candidate's career trajectory.

## ▶ Clarification - Distinguishing Contributions :

- Include impactful contributions to inclusion, diversity, equity, community-based health or wellbeing program locally, nationally and internationally.

## ▶ Enhanced description of content expectations



## Resources

Everything is on the new,  
integrated Office of  
Academic Affairs Website

[med.upenn.edu/oaa/](https://med.upenn.edu/oaa/)

Academic Review  
Employment Status  
Career Development  
Wellness for You and Your  
Family

# Who Will Support Me in This?

## 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
- Assistant Dean of Faculty Affairs
- Associate Dean of Faculty Professional Development

