



Penn Medicine

Appointment/Promotion Guideline and Process Update

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Pandemic Opportunity

- ▶ Reinforce the holistic review of faculty candidates.
- ▶ Deliberately and intentionally state the importance of diverse achievements to our promotions process.
- ▶ Encourage the inclusion of a statement of mitigating circumstances, if applicable.

Spectrum of Phenotypes

- ▶ Scientists with traditional metrics of peer reviewed publications, citations, grant funding.
- ▶ Clinical scholars with some traditional metrics and development of high impact programs/initiatives that have changed care delivery, the health of a population etc. (particularly those that impact community health)
- ▶ Clinicians with diverse areas of concentration.

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.

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



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

- ▶ **Background:** Include a brief observation on the impact of COVID-19 and/or other mitigating circumstances that have disrupted a candidate's career trajectory.
- ▶ **Other Distinguishing Contributions:** Include impactful contributions to inclusion, diversity, equity, community-based health or wellbeing program locally, nationally and internationally.

Changes to CV

- ▶ In light of the transition to *Faculty180*, no major changes will be made to FEDS.
- ▶ Change we can accommodate:
 - Including a short personal statement at the beginning of the CV which highlights aspects of the faculty member's overall interests and impact. This statement should not summarize details of the CV and will be limited to 250 words.

Operational Guidelines for DCOAPs



DCOAP Chair

- ▶ Is appointed by the Department Chair/cannot be the Department Chair
- ▶ Whenever possible, should be a Professor with tenure in PSOM.
- ▶ Should have a 3-year term that can be renewable.
- ▶ Generally should not hold a leadership role such as Vice Chair, Division Chief, etc.
 - In departments with fewer than 10 standing faculty professors, Departmental Vice Chairs can serve as the dCOAP chair.

DCOAP Members

- ▶ Appointed by the Dept Chair in consultation with the dCOAP Chair.
- ▶ The Dept Chair is an Ex-Officio member.
- ▶ Shall comprise at least three faculty members in addition to the chair qualified to vote on the faculty candidate under consideration.
- ▶ EO shall provide reports of teaching for candidates with teaching responsibilities; may have formal review and voting responsibilities.
- ▶ The VCF shall be ex officio members, unless serving as dCOAP chair.
- ▶ If the dept has AC's, there shall be a senior AC member appointed.
- ▶ If the dept has RT faculty, consider senior representation.

DCOAP Members

- ▶ Shall have 3 year terms with the option to renew.
- ▶ By July 1 annually, the Dept Chair will submit a list of the Dept COAP members (including rank and track) to the Office of AA.
- ▶ All members must sign a confidentiality agreement at the beginning of their terms.
- ▶ All members must participate annually in development programs offered by Academic Affairs to remain current on policies and procedures.

Functions of DCOAPs

- ▶ COAP reviews and votes on all faculty appointments, reappointments, voting secondary appointments, and all promotions.
- ▶ The following material shall be included in a dossier for review:
 - Personal statement
 - Up-to-date CV
 - Grants pages, if applicable
 - Education Officer report
 - Academic Plan
 - DRAFT Chair's Recommendation without the summary paragraph. Following the dCOAP discussion, chairs or chairs designees shall complete the Chair's Recommendation based on the case discussion.

Functions of dCOAPs

- ▶ dCOAP members with a self-perceived conflict of interest for a given candidate should recuse themselves during discussion and voting.
- ▶ dCOAP members should help inform the departmental mentoring program by reviewing the outcomes for reappointment (advisory letters, track changes, etc.) and promotion each year to see if their review processes are working.
- ▶ All elements in a dossier are confidential.
- ▶ Official note taking, if necessary, shall be performed only by the dCOAP chair.

Voting Procedures

- ▶ The following individuals may not vote: Dept Chair, EO, VCF, and anyone with the potential for a conflict of interest.
 - dCOAP chair only votes if there is a tie.
- ▶ dCOAP members in the standing faculty are eligible to vote on faculty actions at similar rank or lower.
 - Tenured faculty can vote on decisions involving the granting of tenure and all other faculty actions.
 - CE faculty may vote on all faculty actions except votes granting tenure.
 - AC and Res track faculty may present cases for their tracks and participate in the discussion of any case on the agenda but may not formally vote.

Voting Procedures

- ▶ A majority favorable vote of the dCOAP is required for a dossier to be transmitted to the PSOM COAP.
- ▶ A minimum of 3 faculty members, appropriate for the vote, are required to vote regarding any recommendation.
- ▶ In order to vote, committee members must participate in the discussion of the case under review.
- ▶ All votes must be anonymous and occur in written/electronic format with 2 options: approve or decline. Any votes that decline must provide a brief explanation for exclusive use by the dCOAP Chair and the Dept Chair.