PSOM Office of Academic Affairs

Extramural Consultants Process Overview

Supplemental Guidance for Faculty Coordinators (to be reviewed in addition to watching the webinar)

Shelby Tulio and Lauren Ngo

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Purpose of Consultants

- Provide PSOM and University reviewers an unbiased, impartial assessment of your candidate's contributions to and reputation within their field

- Not recommendation letters from individuals with whom they have directly worked or collaborated

- Consultants should know of candidate because of the impact they are making in the field

- Consultants should be national leaders, preferably from peer-academic institutions whose assessment will carry appropriate weight

"More than anything else, consultants help us to understand the impact of what you have done."
~Chair, PSOM COAP, speaking to candidates

Developing the List

- Confidentiality:
  - This is a highly confidential process. Neither the candidate nor the department should reach out to consultants.

  - Any indication that contact has been made could result in the entire list being dismissed

  - OAA will not provide an update on where the letters stand, nor who has replied

Developing the List

- What is involved?

  - <u>List</u> of proposed consultants
    - Some suggested by candidate, many suggested by department
    - Must meet criteria and selection guidelines for consideration
    - Submitted and approved by PSOM with final approval by Provost Office
      - Establish why the consultant's assessment should be highly valued
    - Approved list, with electronic signatures is included in final dossier

  - <u>Reference Packet</u> of materials to be shared with consultants

  - <u>Pre-contact</u> "heads-up" message from Dept. Chair

  - Request with questionnaire sent by School, not department

  - Letter request and receipt managed by COAP

  - Minimum of 6 letters required

How to Get the List

- Up to 18 individuals can be submitted on the initial list
  - 11 primary consultants proposed by department
  - 4 alternates proposed by department (contacted only if necessary)
  - Up to 3 proposed by candidate (encouraged to include a minimum of 1)

- Candidate and department faculty propose names
  - Chair / Chief
  - Vice Chair for Faculty Affairs
  - Mentor
  - Make sure the candidate's chosen consultants are clearly identified

- Department leadership makes final decision
  - Faculty Coordinator will vet the list against guidelines and provide useful information to help with decision making

How to Get the List

- Request more than 18 names – get extra

  - Not all proposed consultants will satisfy the guidelines

- Share the blank excel template to capture the following:

  - Proposed name

  - Academic institution, faculty title, name of specialty field

  - URL for position verification

    - Must be a link to the academic institution awarding their faculty appointment (unless it is a non-academic consultant) and must reflect the title reported in the consultant list

  - Qualifications – At least 3 statements that identify contributions and reputation of proposed consultant

    - Be prepared to find supplementary information

  - Relationship notes – explanation of past work together (colleagues, co-authors etc.)

    - This information must be disclosed in the application

How to *Vet* the List

- Identify if International (outside U.S. not considered peer) – 3 maximum

- Identify if industry/non-academic – 2 maximum

- Review proposed qualifications. Should identify:
  - What consultant is known for + facts that establish national or international reputation:
    - leadership roles in societies…
    - significant & recent awards…
    - seminal studies/discoveries…
  - A bio of education or home institution awards is not enough

- For Associate Professors make sure no more than 2 consultants are at Associate rank

- Make sure no more that 2 consultants from same institution are proposed
  - This excludes institutions with separate campuses (such as the University of California) in which different campuses are treated like different institutions

- Do a "search & find" on the CV to identify any co-authorships – 2 maximum
  - Co-authorship that does not represent direct collaboration must be disclosed

How to Complete Qualifications

- Start with Google

- Look for:

  – Faculty Profile page on University website

  – Lab or P.I. page on University website

  – Center or Institute leadership page "who we are"

  – Invited Speaker bio

  – Recent press articles

  – Scientific Society leadership or Journal editorship bios

- Know when to stop – if you can't find anything after 15 minutes ask members of the department involved in creating the list for help in researching consultants

How to Complete Qualifications

- **What not to include:**

  - Lengthy descriptions of how the research is conducted

  - Lengthy descriptions of the problem being studied

  - Ineffective information such as:

    – "Dr. X is interested in…"

    – Naming an award without context

    – Identifying a leadership role in a center without context

How to Give Feedback on the List

- Your responsibility is to help develop a list that meets the selection guidelines so that it will be easily approved by PSOM and Provost

- The candidate and participating department leader's responsibility is to think strategically about who they propose

- You must identify when the composition of the list does not stay within the criteria. For example:

  - Too many Associate rank, too many from same institution, too many co-authors, etc.

How to Give Feedback on the List

- Only two of the consultants from all lists (initial and any additional lists requested) can appear as a co-author on the CV

  - If you find more than two, ask about the nature of the collaborations. If the candidate and consultant contributed separately, it may be possible to state that "co-authorship does not represent direct collaboration" and **keep** them on the list

  - Identify names that must be replaced versus which can stay

- If you did not receive strong qualifications with the proposed name and your research via Google has not been productive, get help:

  - *"The list approval process requires that we provide strong "qualification" sentences describing and showing evidence of the Consultant's contributions to and reputation within the field. I did a lengthy Google search on this person and I have not come up with much supporting information. If you want this person to remain on the list, I need help."*

How to Give Feedback on the List

- Department leadership may need to remove someone and propose a new name. Ease their decisions by pointing out other factors, such as:

  - *"Remember co-authorship on large consortium papers does not represent direct collaboration"*

  - *"Perhaps a new name should be proposed, little information can be found to draft a strong qualifications section"*

  - *"Roles such as journal editorial board member or chair of a national committee are two strong examples of national reputation"*

Before You Submit

- Proofread the data

  - Check name spelling (make sure first and last name fields are accurate)

  - Check email address carefully

  - Check Institution and Academic Title fields

    NOTE: Above information populates the request letter

- If you forgot to do a search and find for co-authors earlier, do it now. They must be disclosed in the relationship notes section.

- Does your faculty member's cv indicate a past or current relationship with any of the consultants' institutions? If so, is it addressed in relationship notes?

After the List is Approved

- Send the "Pre-contact email"
  - DO NOT send this until you are ready to submit the Reference Packet
  - This is a templated heads-up message from department Chair to the Consultants
  - Don't forget it – only contact your department has with Consultant

After the List is Approved

- Submit the Reference Packet materials to OAA

After the List is Approved

- Download the <u>approved list</u> for inclusion in final dossier

  NOTE: go to Extramural Consultants application and click on the "approved candidate's tab" to download

After the List is Approved

- WAIT… and wait… and wait
  - It typically takes many months for COAP to receive enough returned letters
  - After a couple months, if the letters are not coming in at an acceptable pace, they will let OAA know and you will be contacted to submit an Additional List
  - Sometimes you will be encouraged to send a templated "Reminder Message"
  - You cannot submit the final dossier to OAA until you have been contacted that they are ready to receive the dossier

Reference Packet

- All consultants receive a description of the criteria for promotion on the candidate's specific track and reference materials to assist in their assessment

- You will submit the candidate's reference packet materials via the application

  o CV & Grants documentation

  ▪ For promotion, candidates must submit the FEDS CV & Grants pages

  ▪ For external appointment candidates, submit applicant's personal CV* or FEDS formatted CV & Grants pages. *Personal CVs must include past, current, & pending grants information.

  o Personal Statement – uploaded by you

  o 3-4 Article "reprints" in pdf – chosen by the candidate, uploaded by you

- Go to the "approved candidate's tab" and click on "Reference Packet" next to your candidate's name

- Be sure the data in FEDS is perfect – accurate and up to date

  - Carefully review the CV & Grants and provide any necessary comments to the candidate to ensure the Consultants receive a CV in which all information is categorized accurately and completely

Additional Lists

- You will be contacted by OAA if an Additional List has been requested

- You will be told how many additional consultants must be proposed

- The process for Additional Lists is the same as it is for an initial list. When vetting the list be sure to review any previous lists, as any limitations and maximums apply to the <u>entirety of the lists</u>.

- To create an Additional List, in the application, go to the "approved candidate's tab" and click on "add additional consultants" next to your candidate's name

  - DO NOT create a NEW list

Resources

- The Extramural Consultant Page

  - (OAA website) - includes guidelines on the process.

- Managing Promotions Guide - includes extra tips * *How to argue no direct collaboration*

- Extramural Consultant Webinar – a detailed review of guidelines, list creation, and vetting.

- Former PSOM COAP Chair, Dr. David J. Margolis, shares important information about the extramural consultant process in this short video.

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