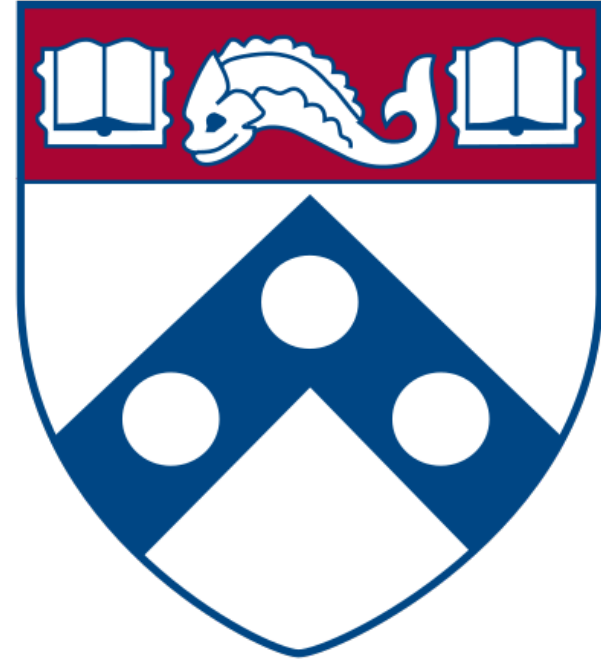


Faculty of PENN
Medicine



Perelman
School of Medicine
UNIVERSITY *of* PENNSYLVANIA



Faculty Affairs & Professional Development

[Open Faculty Positions](#)[Professional Development](#)[Research](#)[Inclusion & Diversity](#)[Worklife](#)

Frequently Requested Information

- » [FAPD A to Z](#)
- » [Committee on Appointments and Promotions](#)
- » [Conflict of Interest](#)
- » [Dossier Checklists](#)
- » [Faculty Handbook](#)
- » [Faculty Track Descriptions](#) 

Mission Statement

Faculty Affairs and Professional Development (FAPD) works with the leadership, faculty and administrators of the Perelman School of Medicine and the Health System to support an overarching goal of PENN Medicine - the implementation of the highest standards of excellence in academic medicine. The mission of FAPD is to support this goal by facilitating the recruitment and appointment, promotion, and retention of distinguished faculty. [Read more](#) »



Two Faculty Categories

- **Standing**
 - Tenure* and CE*
 - Vote in University & Med School Faculty Senates
 - Retirement Benefits include Emeritus
 - Promotion to Associate rank – no more required reviews
- **Associated**
 - Research* and AC (full time)
 - Clinical, Adjunct, Wistar, Visiting (part-time)
 - No vote in University Senate but can vote in Med School Faculty Senate
 - Cyclical reviews to continue appointment at all ranks

*Tenure, CE, Research – up or out – mandatory reviews for promotion



Standing Faculty

Tenure track – Who?

- Novel, Independent, Investigator-driven scholarship
- Extramural-funded research
- Intellectual leadership of collaborative research
- Teach
- Two types
 - Basic Scientist – no patient care – 7 year probation
 - Physician Scientist – direct patient care – 10 year probation

Tenure track – to hire

- National Search
- Approval by Chief Scientific Officer – Dr. Jon Epstein
 - CSO review (formerly RAC review)
 - Required to submit RTR[If CHOP recruit
 - CHOPPA RAC – Dr. St. Geme
 - Tenure obligation letter
 - Required to submit RTR]
- Dossier

Tenure track – Distribution of Effort

- *Typical* Distribution

- Basic Scientist 90% Research
 10% Teaching
- Physician Scientist 80% Research
 15% Clinical
 5% Teaching

Some flexibility – but heavily
weighted in Research

CE track – Who?

- Clinical practice – related activities
- Collaborative and investigator-driven clinical/translational research
- Not always direct patient care
 - essential contributions to clinical activities
 - Prototypical pathways include
 - Epidemiologists, Informaticians, etc.
- Extramural funding
 - not required, increasingly common
 - varies throughout career
- Teach
- 10 year probationary period

CE track – to hire

- National search
- Department must provide resources:
 - Funding
 - Lab & research support staff
 - Equipment
 - Research effort distribution 20-30%
+
- Candidate must have
 - focused research experience
 - focused trajectory of publications
- Dossier

CE track – Distribution of Effort

- *Typical* Distribution
 - 25 – 75% Research*
 - 20 – 65% Clinical
 - 5-10% Teaching
 - 0% Admin
- For non-procedure-based specialties
 - **20-30% or greater** if extramural funding for the protected scholarly time is available
- For procedure-based specialties
 - up to 20% of clinical time can count towards academic time, if used for scholarly contributions



Associated Faculty

Research Track – Who?

- Primarily collaborative, some independent, basic-science research
- No clinical duties
- No teaching requirement
 - Limited effort (*many involved in longitudinal mentoring; additional effort should be assessed*)
- “Contingent upon external funding”
- 10 year probationary period

Research track – to hire

- National search
- Department must make clear initial funding sources
- Appointment is contingent upon grant funding
 - Be clear with faculty about expectations
- Planned distribution must include effort for administration of grants
- Dossier

Research track
– Distribution
of Effort

Typical distribution

95 %

Research

5 %

Administration

(management of grants etc.)

Occasionally *small* percentage for
teaching

Example

92% Research

3% Teaching

5% Administration

AC track – Who?

- Clinical practice-related activities
- Teach
- No requirement for research
 - *MAY SUPPORT* clinical research activities
 - PARTICIPATION in clinical trials
 - Primarily non-federally sponsored
 - No leadership roles in federally sponsored research.
 - NO Probationary period

AC track – to hire

- Limited search
- RTR
- Be clear on what you need
 - Must guarantee enough teaching opportunity (100 credit hours)
 - Clinical effort can not be more than 90%
 - Academic Time must be at least 10%
- Dossier

AC track - Distribution of Effort

- Clinical Service (CFTE should not exceed 90%)
- Academic Activities (Teaching + Other)
 - Teaching & Educational Leadership (**minimum 5%**)
 - Other (include **unfunded research-related activities** - referring patients for clinical trials; Registries, IRB Protocols, etc.; committee work & other assigned duties)
- Research effort is only for FUNDED roles
 - Total activity on NIH/federally funded limited to 10%
 - may not be PI (includes multiple-PD/PI) on NIH/federally sponsored research
 - May have leadership role/role-specific support on **non**-federally funded clinical research.



Part-Time Faculty

Part-time Associated Faculty

- Part-time
- Unsalaries (w/ rare exceptions) academic affiliates
- NO search, NO AA
- NO RTR

* Only a dossier *

- No probationary period

Clinical track

- Physicians in
 - private practice
 - CCA
 - PMC
- Contribute to department teaching mission
 - 50-100 credit hours/year
- Evidence of credit/hours is needed for reappointment & promotion
- 3-5 year reappointment cycles depending on rank

Adjunct track

- Physicians or Scientists from...
 - industry (Pharma, NIH, Fox Chase etc.)
 - another academic institution
 - full-time staff employment here w/ academic qualifications (like an SRI)
- Enhance/broaden the scope of research areas for department
- Support training/teaching mission of department
- 3-5 year reappointment cycle depending on rank

Must receive written approval from home institution

Wistar track

- Same as Adjunct, specifically for Wistar Institute faculty
- 3-5 year reappointment cycle depending on rank
- Mutually beneficial, often shared learners
- Written permission from Wistar is needed

Visiting track

- Person with ***Faculty*** appointment in another institution
- Approved leave of absence to gain experience in new area
- Home institution must provide
 - Written approval
 - Confirmation of appointment to return to upon end of visiting appointment
- Limited to 3 years – 1 year at a time

If NOT faculty, then Visiting Scholar (no dossier)



Academic
Support Staff

Academic
Support Staff
– full time

- NOT a faculty appointment
- For additional professional training such as:
 - Career Development Awards (ex. K99 Award)
 - further development of research credentials, including independence in scholarship
 - further training in clinical and/or basic science research in specific area
 - development of expertise in teaching, administration, clinical research. enrollment in Masters programs
- Limited time – up to 3 years – 1 year appointments
- NO Dossier! Search and RTR only

Academic Support
Staff – to hire
Instructors, Clinical
Associates,
Research
Associates

- Search
 - Ad posted on FAPD website for 1 month, Publication in a journal not required
- RTR
- No dossier!
- Three, consecutive 1-year appointments
- Extension is possible in certain circumstances

Penn
Medicine
Clinician

Penn
Medicine
Clinician
(PMC) – who?

- NOT a faculty appointment,
- Clinical **staff** position
 - provides health care services in an owned or affiliated health care entity of Penn Medicine or CHOP (FT & PT)
- PMCs have only clinical responsibilities
- PMC is itself not a teaching position
 - PMCs who provide 50-100 hours of teaching for a department can be proposed for a faculty appointment on the Clinical track
- Staff search
- RTR (w/ WorkDay requisition attached)

Faculty Appointments

Processes and Timelines for Full-Time Faculty
(Tenure, CE, Research, & AC)

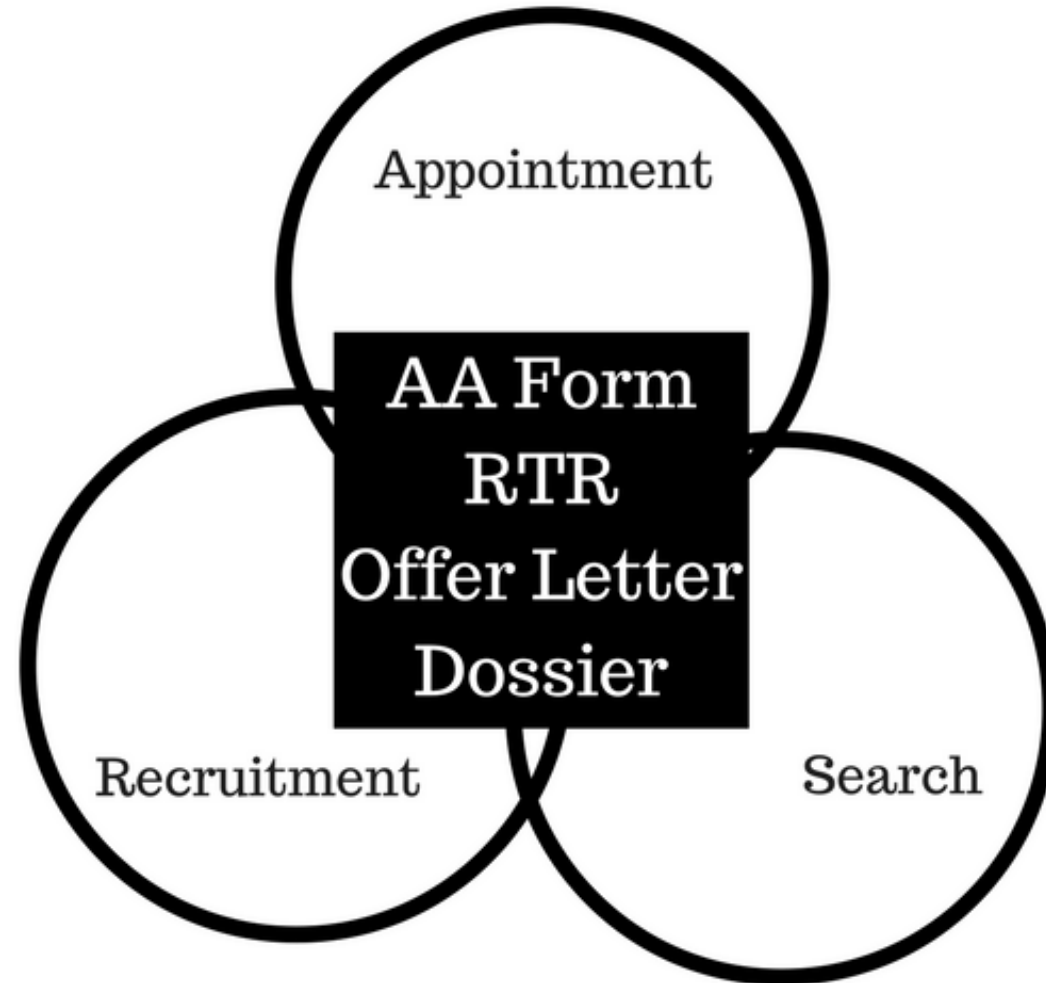
New appointments - Start to Finish

- CE, Tenure, Research
 - Assistant rank new hire = 7 months
 - Associate or Full rank new hire = 9 months – 1 year
- AC
 - Assistant rank new hire = 5 months
 - Associate or Full rank new hire = 7 months

Appointment of FT Faculty

- 3 Related Processes
 - Search
 - Recruitment – RTR, Offer letter, Comp Statement
 - Appointment - dossier
- Academic Review Process

Concurrent Processes



Search

- National Search – Tenure, CE, Research
 - Minimum of 3 month posting
- Limited Search – AC
 - Minimum 1 month posting
- Add text is templated
 - Must be approved before posting – Ad Generator application
- All applicants are tracked - Interfolio Faculty Search (FS)
- Identification of Preferred Candidate

Recruitment

- Start as soon as preferred candidate is identified
- All funding channels identified
- Distribution of effort must be in alignment with expectations of track
 - CE - 30% is the most appropriate amount of "protected" time. The typical range is between 20-30, but variable
 - AC – no more than 90% clinical effort, at least 10% protected for academic
- Predominant time spent in department & negotiations with candidate
- CSO Review (RAC)
- RTR online
- Start to end variable

CSO Review – all Tenure track

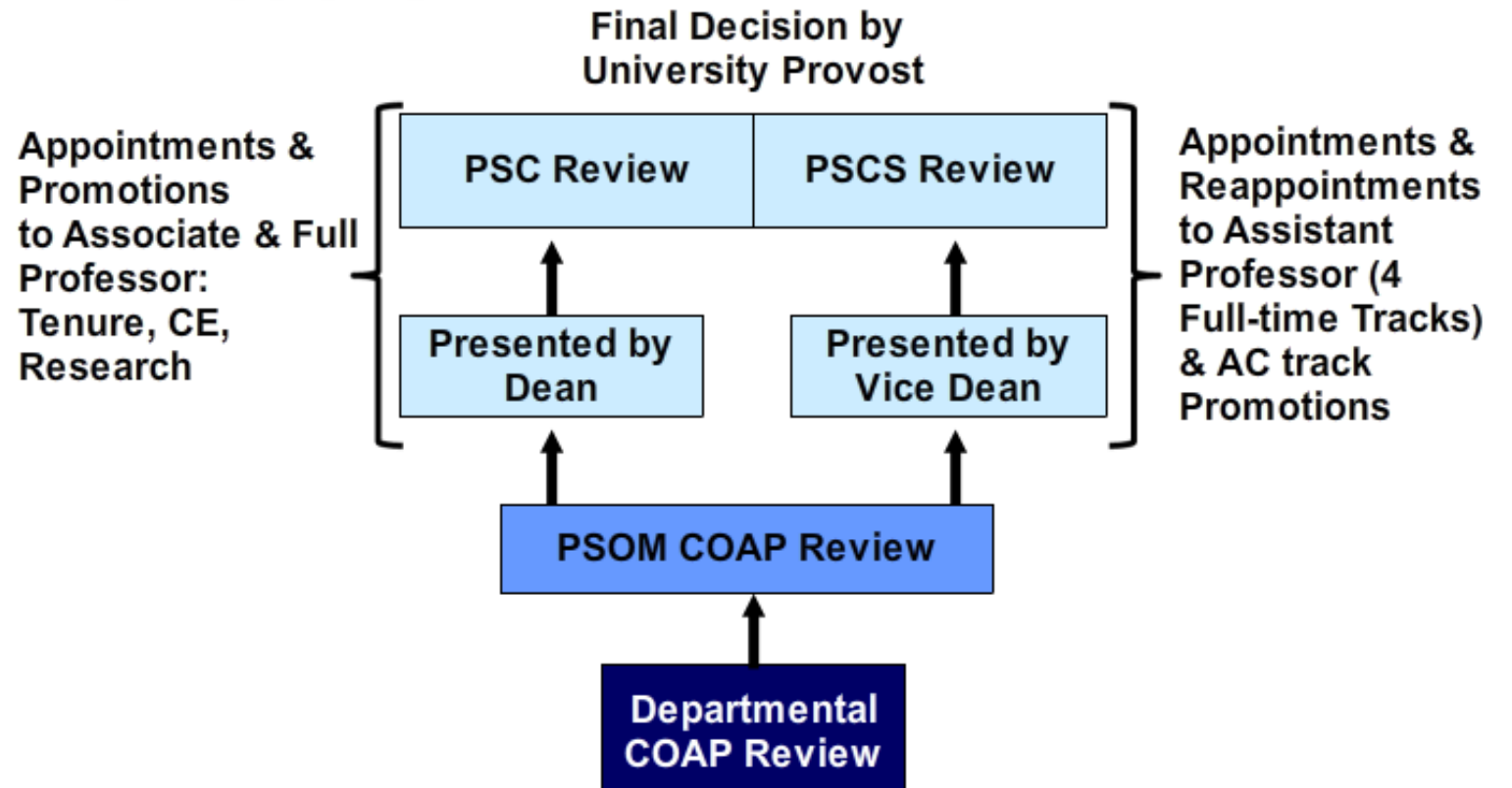
- Terms of Recruitment Request Form
- Completed recommendation by department chair
- Candidate's curriculum vitae and grant support
- Candidate's statement of research plan and/or program
- Letters of recommendation
- Summary of the search process
 - interview itineraries
 - Evaluations
 - chalk talk/seminar flyers
- Summary of the start-up package including space and dollars/sources
- Expectations and metrics for assessment of success

Appointment Dossier

- Team
 - Chair
 - Division Chief
 - Search Committee Chair
 - Business Administration
 - DCOAP Chair
 - Education Officer
- FC is project manager

Appointment Dossier

Review Process for Appointments, Reappointments and Promotions



Appointment Dossier

Assistant rank new appt. dossier

Chair's Rec. letter

Academic Plan

Letters of Recommendation

FEDS CV & Grants

Cover Letter

Assoc. or Full new appt. dossier

Chair's Rec.

Academic Plan

Extramural &/or Peer References

Teaching Documentation

Personal Statement

FEDS CV & Grants

Appointment dossier

- Assistant rank – submit 2 months before proposed start date
3 months before for July 1
- Associate & Full – submit 4 months before proposed start date
- PSOM COAP – meets ~ 2x / month
- PSC – meets ~ 1-2x / month
- PSCS – meets ~ 2x / month

Appointment Dossier

Life of a dossier

- Department → FAPD
 - AD Hoc committee reviews for senior ranks
 - AC Advisory
 - Tenure Ad Hoc
- FAPD → COAP
FAPD
- FAPD → Dean
FAPD
- FAPD → PSC/PSCS

Appointment Timelines

	Search	Documentation	Review	Total Time
		Search		
		RTR		
		Dossier		
<u>CE/Ten/Res</u>				
Assistant	3 months	2 months	2 months	= 7 months
Assoc. or Full	3 months	3-4 months	3-4 months	= 9 months
<u>AC</u>				
Assistant	1 month	2 months	2 months	= 5 months
Full	1 month	2-3 months	3-4 months	= 7 months

Backwards Planning – new Appointments, July 1

- **Assistant Professor**

January

Identify candidate
Begin RTR/ Search / Dossier

February

Finalize Search

March

Submit RTR

April 1

Submit Dossier

July 1

START

- **Associate & full Professor**

November

Identify candidate
Begin RTR/Extramural/CV

December

Submit RTR

January

Finalize Search

March

Submit Dossier

July 1

START

Submit Extramurals

Reappointment Quick Facts

Dossier Docs

Assistant Tenure, Assistant CE, Research track

- Chair's Rec Letter
- Academic Plan (except Research Professors)
- Ed Officer Report (except all Research track)
- CV

Academic Clinicians

- Academic Plan/Ed Officer Report (now just one doc!)

Timeline

Typically takes 10-12 months

Reappointment Candidates contacted year prior to effective date (contact summer '19 for 7/1/20 reappointment)

Dossier reviewed by DCOAP in fall

Dossier submitted to FAPD for PSOM COAP & Provost review in January

Promotion Quick Facts

Dossier Docs (loosely defined)

Chair's Rec Letter

Academic Plan

CV (w/ grants page)

EDB

Extramural Consultant Letters

- Clinical Evaluations (AC track)

Personal Statement

Intramural Letters

Timeline

Typically 18 months

DCOAP vote no later than January of year PRIOR to effective date

- For 7/1/21 promotions, DCOAP reviews in Fall of 2019

February – Promotion workshops for candidates/Faculty Coordinators

May – Deadline of submission for EDBs and extramural lists

Summer – finalize dossier

Fall of year prior to effective date – dossier finalized for PSOM COAP and Provost