Promotion and Tenure

Rachel R. Kelz, MD MSCE MBA FACS
Vice Chair, Clinical Research
University of Pennsylvania
Philadelphia, PA
YOU CAN DO IT
Getting Promoted at [insert your institution name here]

• Identify Key Personnel
  • Chair of the Department
  • Vice Chair, Faculty Affairs
  • Division Chief
  • Assigned Mentor
  • Education Officer
  • Chair Dept COAP
  • Faculty Affairs Coordinator

• Know what’s expected of you
  • Scope of visibility
    • Local, national etc.
  • Domains of activity
    • Clinical
    • Research
    • Education
    • Quality & Safety
    • Administration
  • Level of Performance
  • Metrics used for Assessment
The different tracks: Different focus, different excellence

Tenure
- Scholarship
- Research
  - Basic
  - Translational
- Funding
- Teaching and mentorship
- Clinical

CE
- Clinical excellence
- Research
  - Clinical
  - Translational
  - Collaborative
- Scholarship
- Leadership
- Teaching

AC
- Clinical excellence
- Community service
- Clinical productivity
- Programmatic leadership
- Teaching

Research
- Research
- Basic
- Translational
- Bioinformatics
- Scholarship
- Independent
- Collaborative
- Funding
- Teaching
ACADEMIC PLAN FOR ____________, Degree____

Proposed Rank: __________________ Proposed Start Date: ________
Appointment/Reappointment/Promotion – choose one
Mentor(s): __________________

Designated Area of Concentration:
Required for all actions at Associate and Full Professor ranks as well as all reappointments on or after the 2nd reappointment at the Assistant rank. (May indicate at first reappointment). Not required for Assistant rank appointment.

Breakdown of duties:
___% Clinical Service (Minimum 20% FTE of direct clinical service; CFTE should not exceed 90%)
___% Academic Activities
  ___% Teaching & Educational Leadership (minimum 5%)
  ___% Other (include unfunded research-related activities including referring patients for clinical trials; Registries, IRB Protocols, etc.; committee work & other assigned duties per Chair)
___% Administrative Roles (funded; excludes education roles)
___% Research (funded roles; must satisfy the following conditions):
  • Total activity on NIH or other federally sponsored research is limited to 10%.
  • Generally, may not be PI (includes multiple PD/PI) on NIH or other federally sponsored research.
  • May serve in a leadership role and accept role specific support for non-federally sponsored clinical research.

Brief description of duties:
Clinical Service:
Academic Activities:
  Teaching (describe specific activities – UME, GME, CME, other. Include education leadership):

  Other Academic Activities (see description above):

Administrative Role: (Include title of funded administrative/leadership position)
Research: (clearly indicate funded role. See conditions above.)
## Educational Database

![PSOM Teaching Activities Workbook](image)

### PSOM Teaching Activities Workbook

**Annual Report of Teaching Activities - For promotion purposes, please supply a separate report for each of the last 3 years.**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Title:</th>
<th>Department/Division:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Reporting Year:

**Directions:**
- Please refer to Tracking Tool for Teaching Effort for definitions and additional information: [http://www.med.upenn.edu/bhp/assets/user-](http://www.med.upenn.edu/bhp/assets/user-)
- Insert rows under appropriate heading below:
  1. Enter Title, Type of Student, and # of Teaching Events in the appropriate columns.
  2. Total credits per reporting year should be 100 (for AC, CE, and Tenure faculty).

<table>
<thead>
<tr>
<th>Teaching Activity</th>
<th>Title/Location</th>
<th>Type of Student</th>
<th># of Teaching Events</th>
<th>Credits Allotted</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitated Learning Activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event(s)</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Lecture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event(s)</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Clinical</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half days/sessions</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>(face, procedure, didactic, weekend day)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Days (inpatient weekend day, ER shifts)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 hour clinical shifts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24 hour clinical shifts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervised Scholarship</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accepted abstracts, posters, oral presentations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First submission of manuscripts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant proposal to an external funding agency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Page 1**
Sample Timeline
Qualifying Events for an Extension

- Birth or adoption of child
- Serious medical condition of faculty member or spouse, partner, child, or parent
- Catastrophic event that affects research
- Non-medical significant events
Assistant Professor of Clinical Surgery

Assistant Professor of Surgery

Associate Professor of Surgery

Professor of Surgery

Member of COAP (2018-present)

Education Officer
The Dossier = Score Card

• Academic Plan
• Personal Statement (1-2 pages)
• Curriculum Vitae
• Grant Report
• Educational Database
  • Teaching Evaluations
• Letters of Support
Letters of Support (Extramural Consultants)

Build a Reputation

- Learn who “the players” are in your field
  - Not just the “top guns” but the “rising stars”
- Introduce yourself at meetings
  - Discuss common research
  - Give them your card
- Get scheduled to meet with visiting professors, lecturers
  - Tell them about your research, your clinical practice, your goals
- Get your chief/chair/mentor to get you invited to give talks in their stead
- Get on a society committee and participate!
  - Volunteer to participate or organize a project, program committee
  - Become the chair, show leadership
  - The people you meet in these committees may become your colleagues, collaborators, or boss

Keep a List

- Start local – become national
- Stay in touch
Advisory Letter (20%)

- Lack of publications
- Lack of invited lectures
- Lack of funding
- Lack of independence
- Quality of teaching
- Combination of reasons
Good Luck!

“You all deserve a personal pat on the back.”