



# Promotion and Tenure

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**AAS**  
Association for  
Academic Surgery



# 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

# Expectations Vary by Track Appointment

## 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

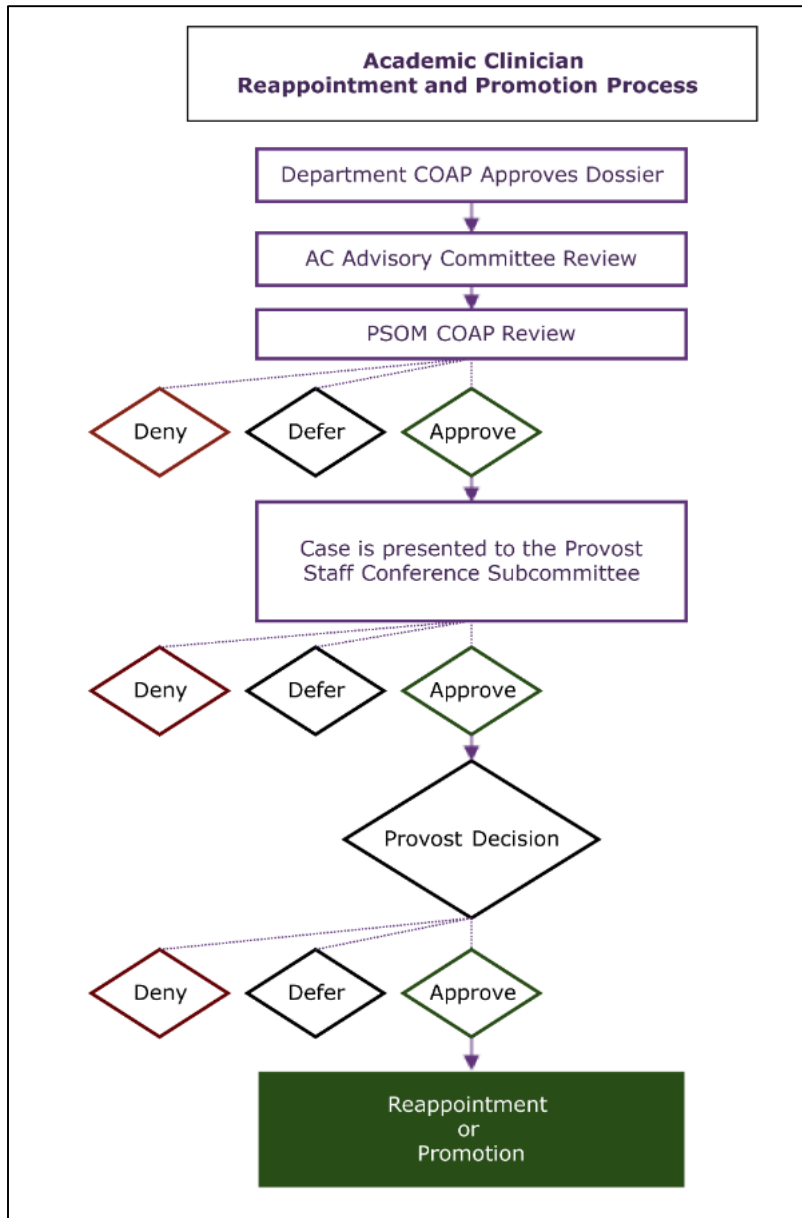
### AC

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

### Research

- Research
  - Basic
  - Translational
  - Bioinformatics
- Scholarship
  - Independent
  - Collaborative
- Funding
- Teaching

# Academic Clinician



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 2<sup>nd</sup> 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):

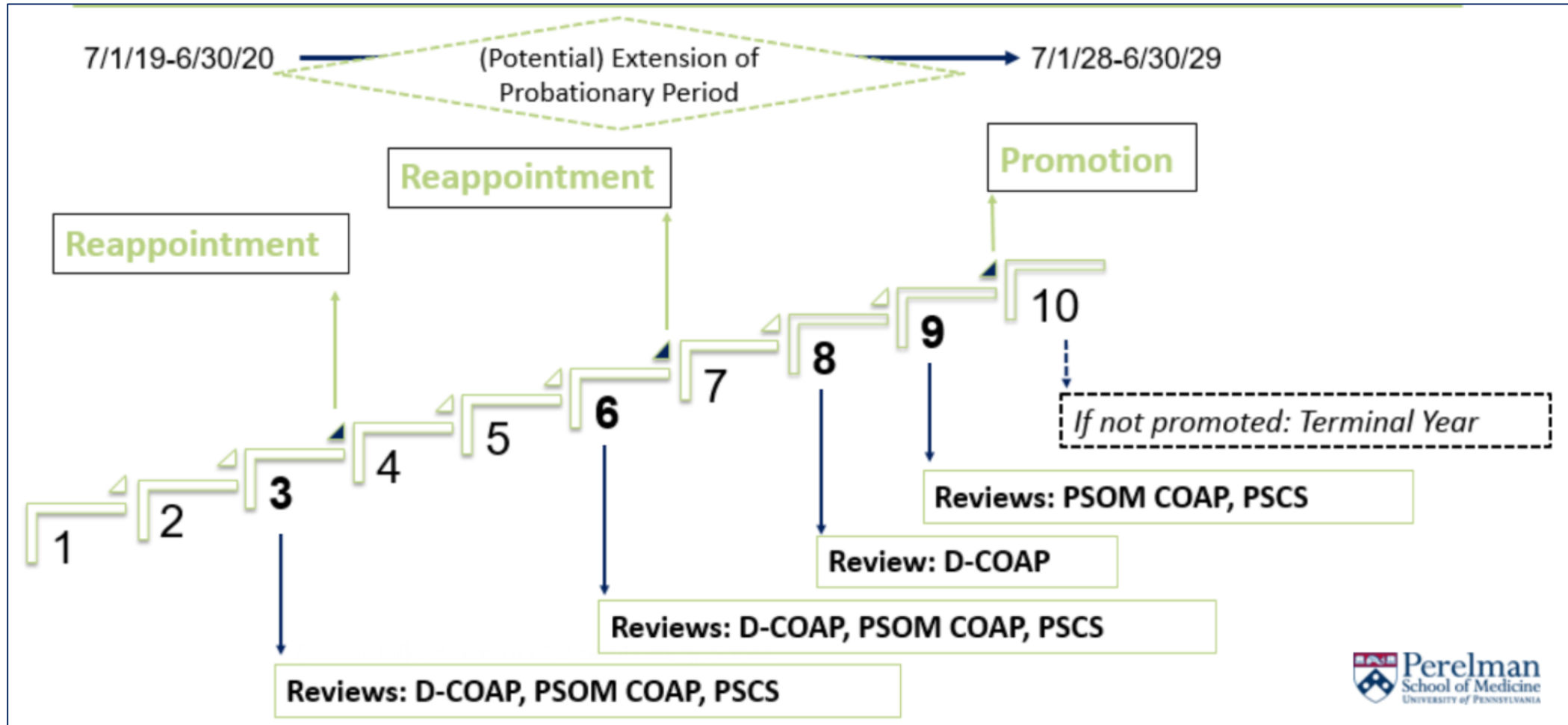
**Administrative Role:** (Include title of funded administrative/leadership position)

**Research:** (clearly indicate funded role. See conditions above.)

# Educational Database

PSOM Teaching Activities Workbook					
Annual Report of Teaching Activities - For promotion purposes, please supply a separate report for each of the last 3 years.					
Name :		Title:		Department/Division:	
Reporting Year:					
<b>Directions:</b> Please refer to Tracking Tool for Teaching Effort for definitions and additional information: <a href="http://www.med.upenn.edu/fapd/assets/user-">http://www.med.upenn.edu/fapd/assets/user-</a> 1. Insert rows under appropriate heading below. 2. Enter Title, Type of Student, and # of Teaching Events in the appropriate columns. 3. # of Teaching Events x Credits Allotted = Total Credits 4. Total credits needed per reporting year should be 100 (for AC, CE, and Tenure faculty)					
Teaching Activity	Title/Location	Type of Student	# of Teaching Events	Credits Allotted	Total Credits
<b>Facilitated Learning Activity</b>			# of Hours		
Event(s)				4	0
<b>Lecture</b>			# of Hours		
Event(s)				4	0
<b>Clinical</b>			# of Instances		
Half days/sessions (clinic, procedure, diagnostic, weekend inpt day)				1	0
Full Days (inpatient weekday, ER shifts)				2	0
18 hour clinical shifts				3	0
24 hour clinical shifts				4	0
<b>Supervised Scholarship</b>			# of Products		
Accepted abstracts, posters, oral presentations				5	0
First submission of manuscripts				10	0
Grant proposal to an external funding agency				10	0

# 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





2004

Assistant Professor  
of Clinical Surgery

2014

Assistant  
Professor of  
Surgery

2018

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."