

Academic Clinician Appointment, Reappointment and Promotion Criteria

The major criteria for appointment, reappointment and promotion for Academic Clinicians is excellence in clinical care, teaching in the candidate's selected area of concentration, as well as sustained professionalism.

For appointment to the rank of Assistant Professor, the department will assess the potential for a faculty candidate to achieve excellence as a teacher and clinician. Reappointment at this rank will involve demonstration of ongoing teaching and clinical excellence and a sustained record of professionalism.

Faculty are eligible to be recommended for promotion to the rank of Associate Professor after 2 successful reappointment cycles and thus promotion will typically occur between years 7 and 10. "Areas of concentration" will be required and may be clinical, education service and leadership, community service, quality and safety, health policy, global health, etc. Subsequent mentoring for the candidate should focus on developing the faculty member's area of concentration. There must be evidence that the candidate has attained recognition at their personal primary site of practice within the Penn Medicine Community (HUP, PPMC, CHOP, VA etc.) as a superior clinician and teacher and made contributions to their area of concentration. Candidates for initial appointment at this rank must have documented meritorious academic service on the faculty of a comparable medical school to be considered favorably.

For promotion to the rank of Professor, there must be evidence that the candidate has attained recognition beyond their personal primary practice location as a superior clinician and teacher, made impactful contributions to their area of concentration and has exhibited sustained professionalism. Candidates for initial appointment at this rank must have documented meritorious academic service on the faculty of a comparable medical school to be considered favorably. Reappointment at this rank will involve demonstration of ongoing teaching and clinical excellence, sustained professionalism and ongoing engagement in their area of concentration or significant accomplishments in a new area of concentration or focus based on new duties, responsibilities or leadership roles.

Assistant/Associate Professor

At initial appointment to Assistant Professor, faculty members are evaluated for potential in attaining these metrics. For promotion to Associate professor, the following are expected:

Professionalism:

- Professionalism is defined as exhibiting professional behavior in all aspects of one's work. This includes showing respect for patients, colleagues, staff and learners of all levels without belittlement or public humiliation; evidence of continuous learning; the encouragement of questions and debate as well as tolerance of diverse viewpoints; and, the recognition and management of personal biases and prejudices.

- Department attestation is required in the Chairs recommendation
 - Required elements:
 - Lack of state board sanctions
 - Minimal founded patient and staff complaints
 - Minimal professionalism concerns captured in learner evaluations, Penn Safety Net, etc.
 - Absence of active remediation plan for professionalism
 - Additional areas for consideration at departmental discretion:
 - Sustained compliance with chart closure
 - Timely completion of trainee evaluations
 - Timely completion of required compliance related training

Demonstrated Teaching Excellence:

Local reputation as an outstanding teacher as evidenced by:

- High quality engagement in one’s primary teaching domain as well as other domains as applicable (Lectures/Facilitated Learning Activities, Clinical teaching, Supervised Scholarship, Longitudinal Mentorship, Educational Service and Leadership) and
- No evaluated domain (Lectures/Facilitated Learning Activities, Clinical teaching) with 0 or 1 ratings and
- Meets the minimum of 100 credits of teaching per year as defined by PSOM

Possible metrics to evaluate high quality engagement

Lectures/Facilitated Learning Activities

- Teaching in courses, professional development programs, seminars, tutorials, grand rounds etc.
- Innovation in local classroom teaching methods or novel application of existing teaching methods
- Trainee evaluations
- External evaluations

Clinical teaching

- Teaching in local clinical skills courses
- Evaluation and success of local courses for which the candidate was a leader
- Trainee evaluations

Longitudinal Mentorship

- Number of trainees upon whom the candidate has had a major influence
- Supervised scholarship with trainees
- Involvement in local mentoring programs

General

- Awards for local teaching or mentoring

Demonstrated Clinical Excellence

Required metrics

- Ongoing board certification or equivalent, if applicable.
- A minimum of 20% clinical effort.
- Minimal founded peer, patient and staff concerns about clinical skills.
- Absence of active remediation plan for clinical skills.
- Assessment of clinical performance will reflect the following:
 - Patient evaluations using Penn Medicine or CHOP Provider satisfaction tool results must be included, if available
 - Peer references (self-selected) using revised PSOM Clinical Performance Evaluation tool collected electronically and anonymously and then presented in aggregate.

Examples of possible supplemental metrics

- Service on local committees in area of clinical expertise such as:
 - developing guidelines and policies for clinical management
 - evaluating clinical programs
 - developing educational products such as curriculum, assessment tools or programs, policy statements, technologies such as simulation etc.
- Leadership roles in professional organizations related to clinical expertise, including leadership roles in courses or programs
- Invitations to share expertise through invited talks, book chapters, clinical reviews.
- Awards for contributions and/or innovation in the area of clinical expertise
- Contribution to the development of innovative approaches to diagnosis, treatment or prevention of disease, applications of technologies and/or models of care delivery that influence care locally such as a clinical care model, practice guidelines, an innovative application of an existing technology
- Engagement/collaboration in clinical trials

Demonstrated Excellence in Area of Concentration

Candidates for promotion will have identified an area of concentration that will be evaluated as part of the promotions process. AOC's represent a depth and focus chosen by the individual. It can be clinical or nonclinical such as education service and leadership, community service, quality and safety, health equity, health policy, global health, diversity and inclusion etc.

The following metrics can be applied to any concentration:

- Invitations to speak
- Leadership roles
- Service on committees:
 - developing guidelines and policies
 - evaluating programs

- Development of innovative approaches to area of concentration including the application of technologies, models of delivery that influence that area at least beyond the primary practice site such as a clinical care models, practice guidelines, an innovative application of an existing technology, education innovation etc.
- Service on editorial boards
- Awards for teaching or mentoring
- Engagement in clinical trials

Professor

At initial appointment or promotion to Professor, faculty members are evaluated as follows:

Professionalism:

- Same as the Associate level

Demonstrated Teaching Excellence:

Supplemental metrics in addition to those listed for the Associate Rank:

- Documented excellence in primary teaching domain as well as other domains as applicable (Lectures/Facilitated Learning Activities, Clinical teaching, Supervised Scholarship, Longitudinal Mentorship, Educational Service and Leadership)
 - Examples of documented excellence include exceeding expectations in centrally collected data where standards exist, robust and sustained list of mentees and/or scholarship, and/or longstanding commitment to education and leadership.

Demonstrated Clinical Excellence

Supplemental metrics in addition to those listed for the Associate Rank:

- There must be evidence that the candidate has attained recognition outside their primary practice location as a superior clinician.
- Book chapters, clinical reviews related to area of clinical expertise.
- Peer reviewed recognition by specialty/subspecialty society at the master's level or equivalent.

Demonstrated Excellence in Area of Concentration

Candidates for promotion will have declared an area of concentration that will be evaluated as part of the promotions process. It can be clinical or non-clinical, such as education, quality and safety, community service etc. There must be evidence that the candidate has attained recognition at least outside their primary practice site in their area of concentration.

Supplemental metrics in addition to those listed for the Associate rank:

- Development of innovative approaches to area of concentration including the application of technologies and/or models of delivery that influence that area at least regionally such as a clinical care models, practice guidelines, innovative application of an existing technology, education innovation etc.

- Awards for contributions and/or innovation.
- Contributions to scholarly products such as publications recognized as authoritative, editor of textbooks.
- Contributions to local clinical research efforts or clinical trials.
- Leads faculty development in area of expertise.

AC Appointment and Promotion Required Documents

1. Chairs recommendation must include a statement attesting to:
 - clinical excellence
 - professionalism with provider satisfaction tool results, if available
2. PSOM Clinical Performance Evaluations
 - At least 15 names must be submitted with goal to collect 7 evaluations. All evaluations will be collected electronically and anonymously and will only be presented in aggregate.
 - Candidates may:
 - select from list provided through the EPIC Clinical Care Network Analysis
 - identify peers independently
3. Peer references using standardized PSOM tool delivered electronically
 - 7 total letters from faculty at the candidate's rank or higher that are able to comment specifically on teaching, area of concentration and overall reputation.
 - Up to 2 letters may be submitted from non-faculty who are distinguished in their fields.
 - For promotion to Professor, at least 3 invitations must go to faculty outside the candidates primary practice site.
 - References from individuals outside one's primary practice site are strongly encouraged.
 - May be selected by faculty member
4. Academic plan
5. CV
6. EDB