

To: Department Chairs, D-COAP Chairs, Vice Chairs for Faculty, Diversity Search Advisors, Faculty Coordinators

From: Arberetta W. Bowles, Executive Director, Office of Academic Affairs

Date: October 5, 2023

RE: Procedures and Schedule for Faculty Appointments, Reappointments, and Promotions AY 2024 and AY 2025

This memo reviews selected current and updated policies, guidelines and procedures for search and recruitment, appointment, reappointment, tenure decisions, and promotion in all full-time tracks at the Perelman School of Medicine (PSOM). Awareness of deadlines and adherence to procedural timelines will result in timely effective dates. There are impactful adjustments in this year's memo, therefore, please review this memo carefully and share with all leadership and administrators involved in your faculty affairs processes. A reference chart of deadlines can be found at the end of this memo.

SEARCHES

The PSOM Plan for Diversity and Inclusion affirms our commitment to inclusion. Please ensure that your departmental Diversity Search Advisors (DSA) are working with you, your Vice Chairs, and the search committees from the initial stages of the search process through completion to “generate the broadest and strongest possible candidate pool” and to ensure that every qualified candidate is given equal effort and consideration. Develop a realistic timeline for recruiting and interviewing, working backwards from a target completion or start date.

Please see the [Diversity Search Advisor Resources](#).

- A **national** search is **required** for candidates in the tenure, clinician-educator and research tracks.
- A **limited** search is required for candidates in the academic clinician track.
- The search committee membership must be diverse and should include underrepresented minorities (URM) and women. Search committee resources are available [here](#).
 - A PSOM DSA must review and approve the search before the recommendation of a faculty appointment is submitted to the PSOM COAP/PSC.
 - It is important that you collaborate with and support your departmental DSA in their efforts to increase outreach activities and work with search committees and others during the recruitment process to promote diversity goals and ensure compliance.
 - Familiarize yourself with resources offered by the Office of Inclusion, Diversity, & Equity, including [PROF \(Project Retention of Faculty\)](#)
 - If the search process, including the composition of the search committee, is determined to be non-compliant with University AA/EEO policies, the recommendation for appointment will not be processed.

- **The search should be completed before an RTR is submitted.** As soon as a search has identified a preferred candidate, complete the candidate management, document search outreach, and submit for review and approval of search.
- Information on the Provost's **Faculty Opportunity Fund** is also available on our [Diversity Search Advisor webpage](#). The fund may provide salary support to hire or retain diverse faculty in the tenure and clinician-educator tracks. Should you have any questions, please contact Kimberly Haebel in the OAA at khaebel@upenn.edu.

RECRUITMENT and APPOINTMENT

All new, full-time positions (including track switches), require completion of the Request to Recruit (RTR) process. RTRs should be submitted as soon as a search is completed. Once a preferred candidate is identified, **preparation of required dossier components should begin immediately concurrent with the RTR process.** Tenure cases must have an approved CSO review, prior to dossier submission.

- Retroactive start dates will be rare and should not be expected.
- In truly exceptional cases, departments may submit a request to use the temporary Faculty Pending status - such requests are subject to Provost approval and should be rare.
 - The temporary Faculty pending status should be used only for those appointment types that require intensive processing such as PIK appointments, joint appointments, or senior ranking appointments on the Tenure, CE, & Research tracks as needed for completion of the Extramural Consultant process.
 - Faculty Pending is NOT an approved faculty appointment and does not guarantee approval of proposed track and rank.
 - Until approved by the Provost, faculty are not permitted to use their academic title while in faculty pending status or until final authority for the appointment has been granted. Faculty are also not permitted to use Faculty Pending or modify their title in any way with Faculty Pending prior to University approval; i.e., Faculty Pending, Faculty Pending (title) or (title) Faculty Pending.
- Only in truly exceptional circumstances will appointments at the Assistant Professor rank (all tracks and categories) be permitted to request the Faculty Pending status.
- **Standard processing times must be kept in mind when negotiating appointment start dates.**

TRACK CHANGE CONSIDERATIONS

Track changes should be rare and require preliminary notification of OAA for review and support from the Dean's office (before submitting a dossier). Any switch will be processed as a new appointment. Track changes into the Standing Faculty require completion of a national search.

- In general, changes in track must be completed by the year prior to the second (or final) reappointment.
 - There must be documentation of a D-COAP vote for a change in track by June 30th of the year preceding the candidate's last year of their final approved term.
 - For example, if a candidate is due for second reappointment effective 7/1/25, the D-COAP must vote on a proposed change in track no later than 6/30/2024, with an expected effective date of 7/1/25 for the new position.
- **A change from the Research track (or CE track PhD candidate) to the Tenure track will result in a shortening of the probationary period from 10 years to 7 years, and thus, such decisions must be made before the end of the first appointment term.**

Look ahead now to AY 2025 reappointments to identify any candidate who should be considered for a track change.

PROMOTIONS EFFECTIVE 7/1/24— *well under way*

For those candidates in the tenure, CE or research tracks whose mandatory review year is 2023-24, the deadline for submission of extramural consultant packets has passed. **These dossiers should be ready and waiting for a notification to submit by OAA.** AC dossiers should be submitted from now through March 1, 2024.

RECOMMENDATIONS FOR PROMOTION EFFECTIVE 7/1/25—DEADLINES

- **Departmental COAP reviews for all candidates must be completed no later than 4/1/24.** This includes: mandatory review, promotion to associate professor, or promotion to full Professor in the Tenure, CE, and Research tracks as well as any promotion in the AC track.
 - Completion of D-COAP reviews before this date are strongly encouraged.
- OAA must be notified of all D-COAP approved candidates by 4/1/24.
- Candidates for promotion should be notified of D-COAP decision, preferably in writing, as soon as possible following the D-COAP meeting.
 - Preparation of the extramural consultant list (T, CE, R); and clinical evaluation and peer reference lists (AC) should begin as soon as possible after positive D-COAP decision.

Important Note on Timelines

- The same deadlines apply for recommendations for promotion candidates in all tracks.
- All PSOM COAP-approved mandatory review cases will be moved forward to Provost review as quickly as possible; however when circumstances prevent a case from being reviewed prior to the end of the academic year, PSOM will submit such cases to the Provost as soon as possible and with a request for a retroactive effective date.
- **All non-mandatory reviews not completed by PSOM COAP in the current academic year will be reviewed and sent to the Provost as quickly as possible, but retroactive effective dates should not be expected. Except in rare circumstances, such cases, when approved by PSC, will be effective July 1 of the following year.**
- Compliance with the deadlines will increase the chances for completion of the promotion review process during the current academic year.

The Provost will review recommendations for promotion to Associate Professor with tenure and promotion to Associate Professor in CE and Research Tracks one time only.

The Provost will not review candidates for promotion in their terminal year.

Helpful Reminders

- You can access information on your faculty through <https://my.med.upenn.edu/>. To review the mandatory review list (for promotion to Associate Professor on the tenure, CE, and research tracks), click on the Department Dashboard and click on “Current Faculty Counts.”
- Faculty in the AC track and potential full Professor or “early” considerations are not included in the mandatory review list.

- Your faculty coordinator will work with you to keep you informed of all deadlines.
- *Promotions to Professor: Departmental COAPs are strongly encouraged to review the CVs of all current associate professors on an annual basis for consideration for promotion.*

Key Deadlines at a Glance

2024 REAPPOINTMENTS	
Dossier submission for All tracks, effective 7/1/2024	January 15, 2024. When possible, submit earlier - Fall 2023
2024 PROMOTIONS (mandatory, early, to full - FT tracks)	
D-COAP Review and OAA Notification of proposal	4/1/2023
Extramural Consultant List submission	5/26/2023
Extramural Consultant Reference Packet	Following List approval; No later than August 1, 2023
Dossier submission for effective 7/1/2024	<u>Ten/CE/Res track</u> - as soon as notified by OAA as "ready;" Dossier should be finalized by early Fall '23. <u>AC track</u> submitted by 3/1/2024 or earlier.
2025 PROMOTIONS (mandatory, early, to full - FT tracks)	
D-COAP Review and OAA Notification of proposal	04/01/2024
Extramural Consultant List submission	05/24/2024
Extramural Consultant Reference Packet	Following List approval, No later than August 1, 2024
Dossier submission for effective 7/1/2025	<u>Ten/CE/Res track</u> - as soon as notified by OAA as "ready;" Dossier should be finalized by early Fall '24. <u>AC track</u> submitted by 3/1/2025 or earlier.
APPOINTMENTS	
Assistant rank effective 7/1/24	No later than 4/1/2024
Associate and full Professor effective 7/1/24	3/1/2024 , or as soon as possible following completion of Extramural Consultant process.
All other start dates - Assistant rank, all tracks and - AC Senior ranks	At least 2 months prior to proposed effective date
All other start dates - Associate and full Professor rank, Ten / CE / Res	At least 3-4 months prior to proposed effective date, or as soon as possible following completion of EC process.

TERMINAL YEAR APPOINTMENTS

In the event that a mandatory review candidate is not approved by your D-COAP, a terminal year appointment effective July 1st of the last year of their probationary period, will be given.

- The letter should be sent to the faculty member for their signature no later than May 31 of the mandatory review year.

- Templates for terminal year letters are provided by the Provost and must be used in their prescribed format. The [Office of Academic Affairs](#) (OAA) will provide the appropriate template for this purpose to departments as needed.
- The signed letter must be emailed to Vivian Fisher in the OAA at fisherv@upenn.edu **as soon as it is signed and no later than 5/31 of the mandatory review year.**
- For all other faculty who will be receiving a terminal year letter because of being turned down by PSOM COAP or PSC, the notification must comply with Provost policies and procedures regarding termination.

POLICIES / FORMS

Select policies and guidelines can be found [here](#). PSOM recently revised or implemented the below policies and e-forms. Please take some time to familiarize yourself with each and share with relevant leadership/administrators. We will continue our efforts to convert existing forms to fillable e-documents and help streamline workflows and heighten efficiencies where possible.

Policies

- [Penn Medicine Policy: Conflict of Interest and Commitment](#)
- [Extramural Activity Reporting Process FAQs CPUP Members Paid Time Off and Leave](#)
- [Faculty Media Policy](#)
- [Managing Faculty Family Relationships](#)

e-Forms

- [Leave of Absence Application](#)
- [Reduction in Duties Request Form](#)
- [Reduction in Duties \(in Anticipation of Retirement\)](#)

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