

# UNRAVELING THE MYSTERY

## *ACADEMIC TRACKS*



**JUNIOR INVESTIGATORS SYMPOSIUM**  
**MARCH 21, 2017**

AKA... *“how to initiate and maintain a successful research career at CHOP and Penn”*

***Initiate:***

First step – know the path you’re on

***Maintain:***

A series of steps

***Succeed:***

Not just Promotion (ie, you get to stay at Penn) but ***career satisfaction***

“

Promotion

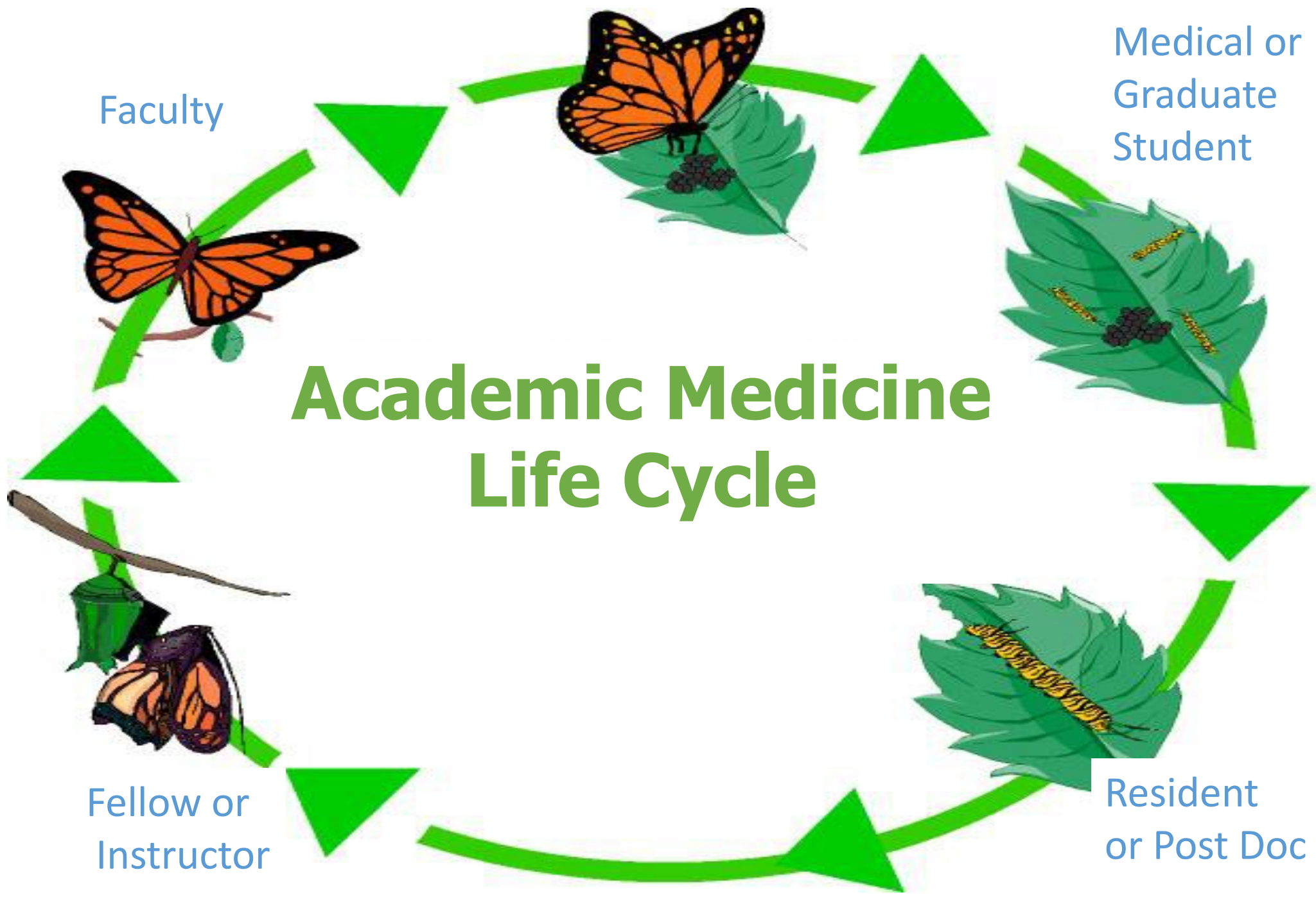
Medical or  
Graduate  
Student

Faculty

# Academic Medicine Life Cycle

Resident  
or Post Doc

Fellow or  
Instructor



# Focus Groups of Young Faculty

*Then and now want to know the path...*

**Penn Faculty Affairs** (from the website over a decade ago):

- *“they wanted to know how to focus their energy at any given stage of their careers so as to achieve long term goals...”*

**Career Pathways @ CHOP (2016)**

- Promotions criteria referred to as *“lure”* or *“mystery”*
- Need to know how to stay on track - *“this is what you need to do at this time”*/prescriptive pathway to success

# Step 1: Getting to Know your Path...



## Faculty Affairs & Professional Development



Open Faculty Positions

Professional Development

Research

Inclusion & Diversity

Education

### Frequently Requested Information

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

### 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 >](#)

### Recently Promoted Faculty



# Shaping a Career in Academic Medicine:

Guidelines for mentor/mentee Conversations

## Table of Contents

### *Introduction*

### **Guidelines for conversations with clinician-educator faculty**

*Begin with the end in mind*

*COAP guidelines for promotion*

*C-E's Years One through Three*

*Establishing a research focus*

*C-E's Years Four through Six*

*Increasing scholarly productivity*

*C-E's Years Seven through Nine*

*Gaining additional exposure*

### **Guidelines for conversations with tenure-track faculty**

*Begin with the end in mind*

*COAP guidelines for promotion*

Basic scientists

*Years One through Three*

*Establishing reputation as an independent investigator*

*Years Four through Six*

*Writing senior-authored papers*

# Career Roadmap Review Group



## CHOP

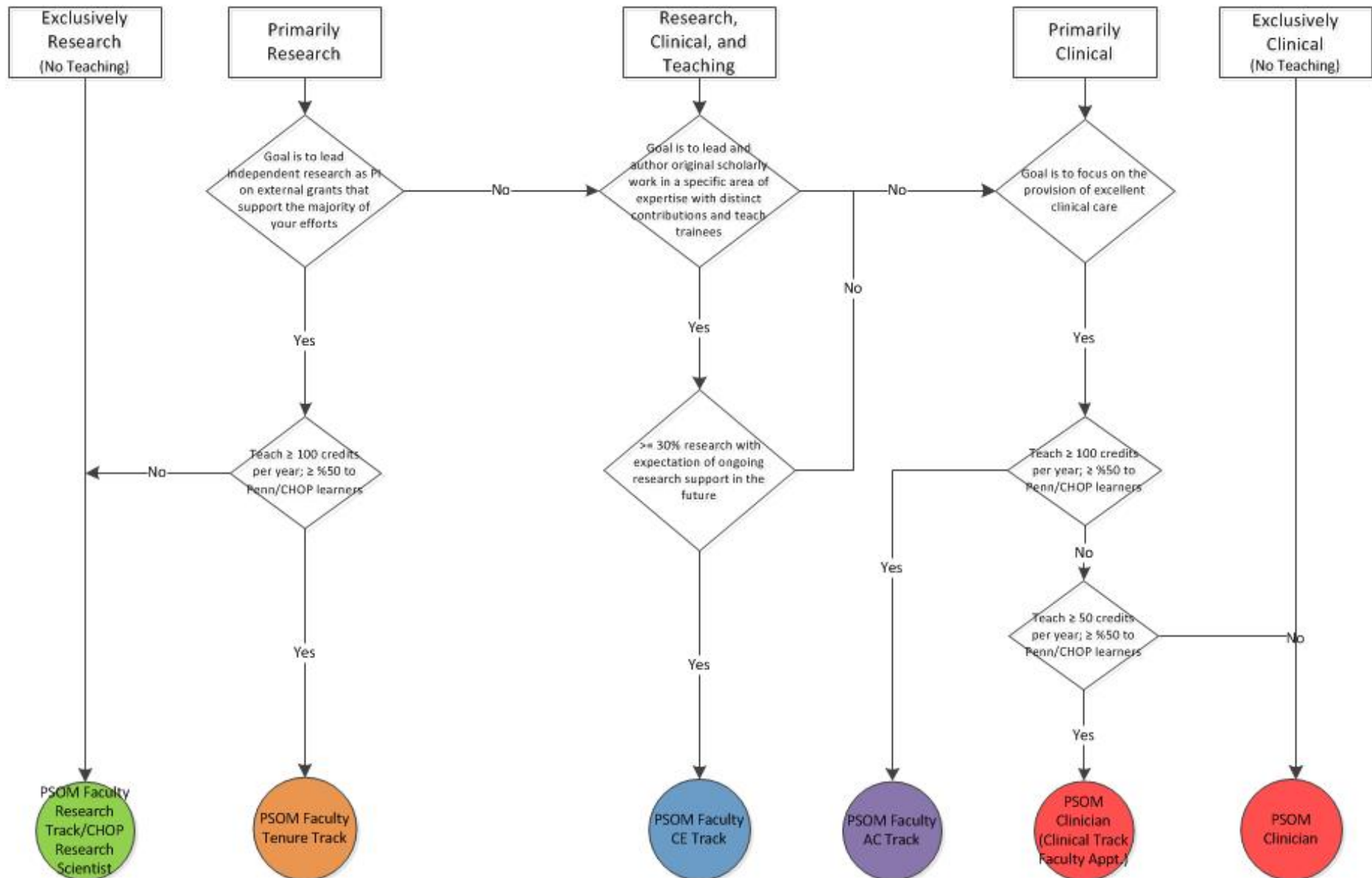
- Department of Pediatrics Executive Committee
- Associate Chairs  
(Drs. **Sue Furth**, Anne Reilly, Bob Shaddy, Kathy Shaw, Gail Slap)
- Department of Pediatrics Management Team  
(Eileen Drames, Kristi Ettien, Elaine Gallagher, Jamie Hoffman, Alison Marx, April Taylor)

## Perelman School of Medicine (PSOM)

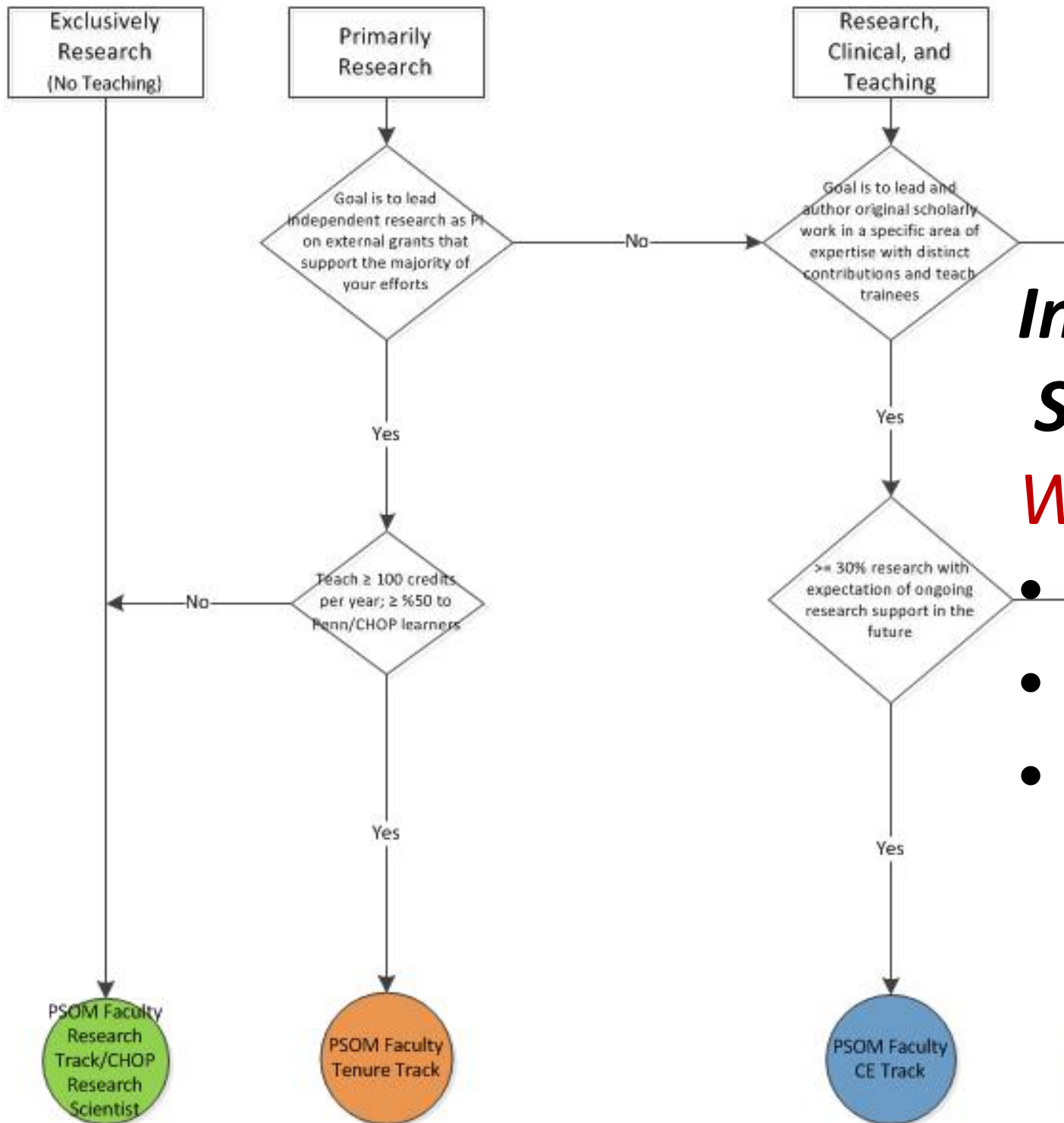
- Chair, Committee on Appointments and Promotions
- Vice Dean for Faculty Affairs
- Executive Director, Office of Faculty Affairs



# What am I passionate about? What job is available?







## *Investigator's Symposium: Which Path?*

- Research,
- Tenure,
- CE

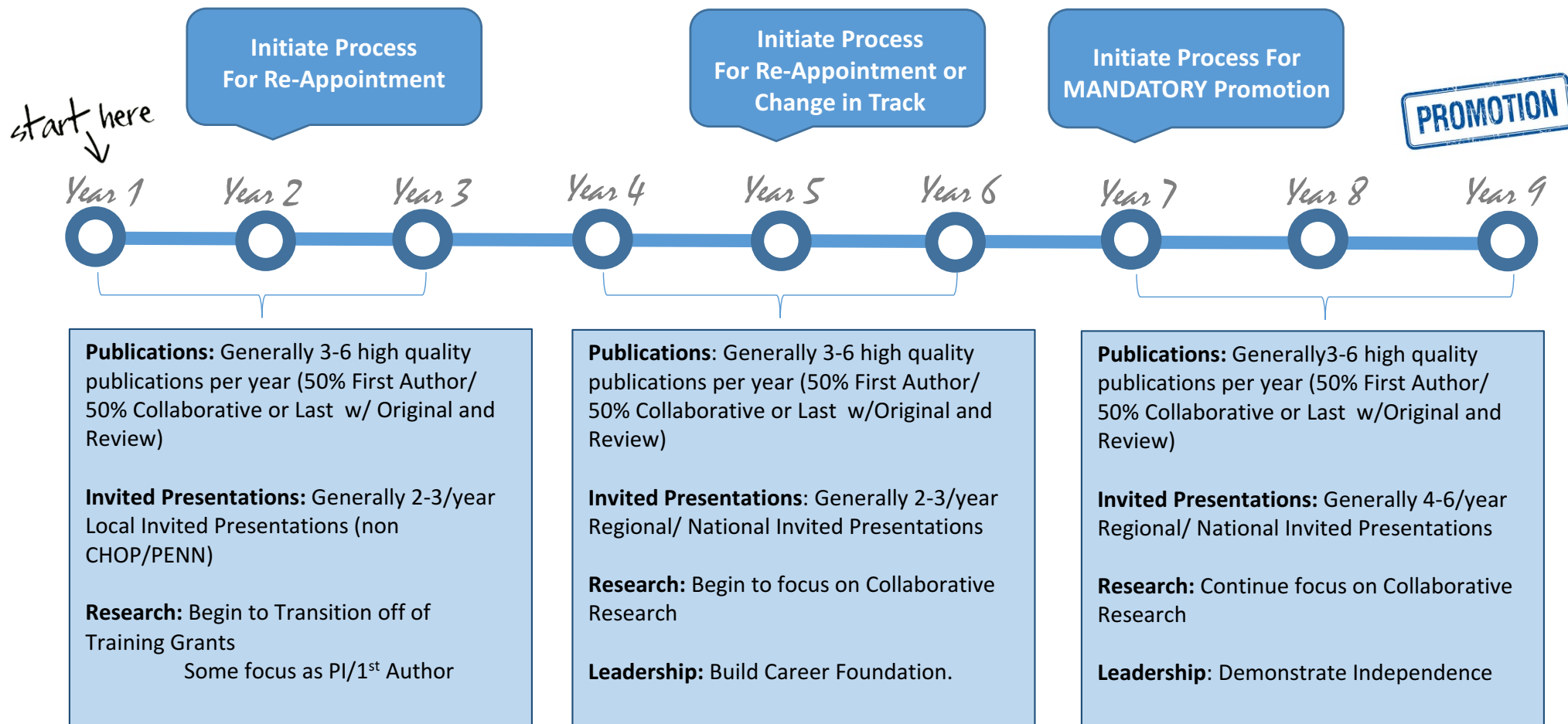
## **Step 2: A Series of Steps**

### **How to Use this Guide – Career Roadmaps – Disclosure!**

*“These tools are designed as discussion guides and advising documents. It should be noted that there is substantial variability in the milestones that different faculty members achieve on their career trajectory on the way to promotion. It is a very individual process, and assessment of success also includes an external evaluation by peers, that is not captured in this document.”*

# CE Promotion to Associate Professor

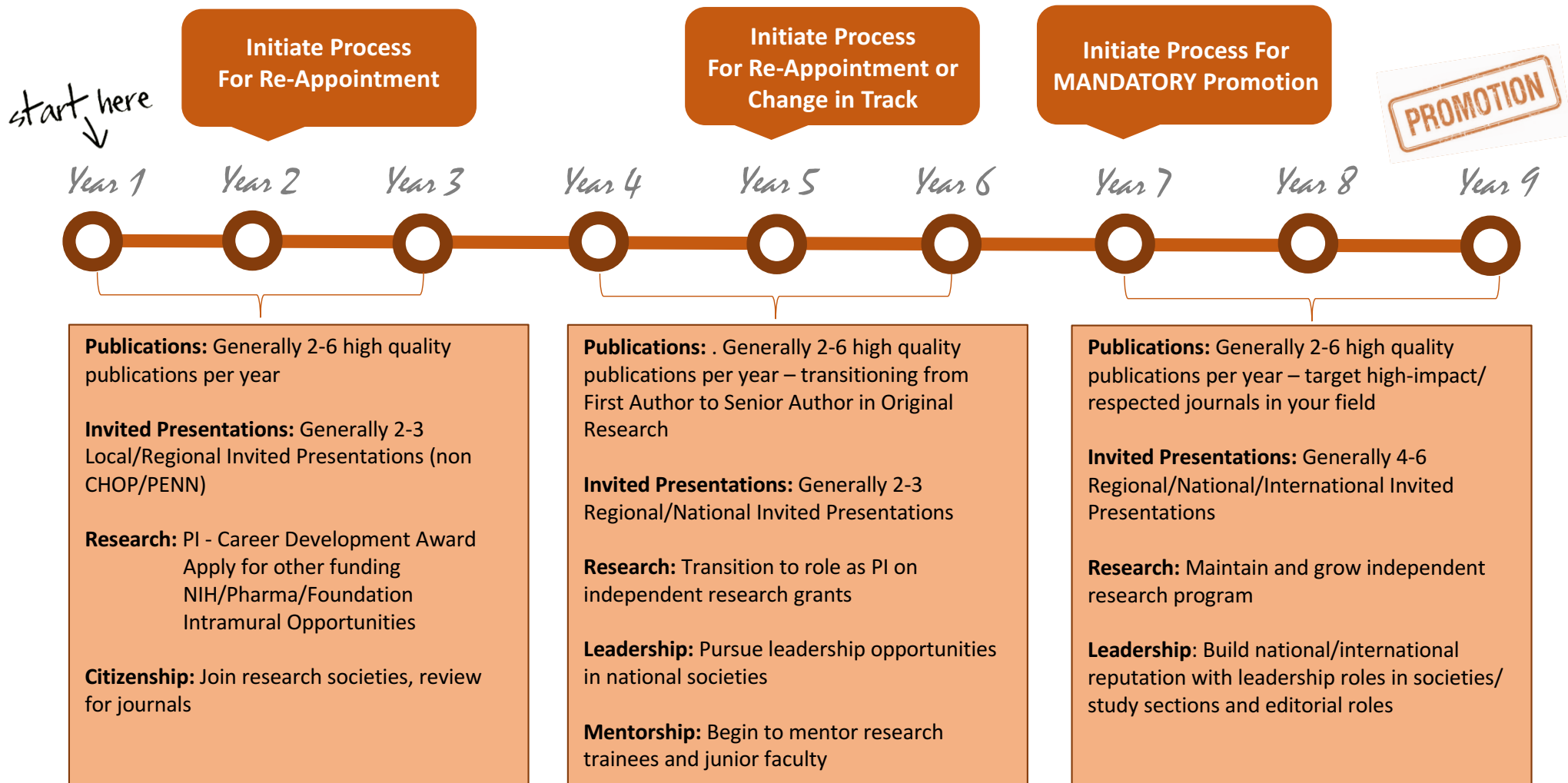
## Important Guidelines



Complete a minimum of 100 hours of Annual Teaching Effort  
 Maintain Hamster Scores of "Meets Expectations"  
 Maintain Clinical Excellence  
 Get Involved in Committees, Meetings, Departmental Initiatives

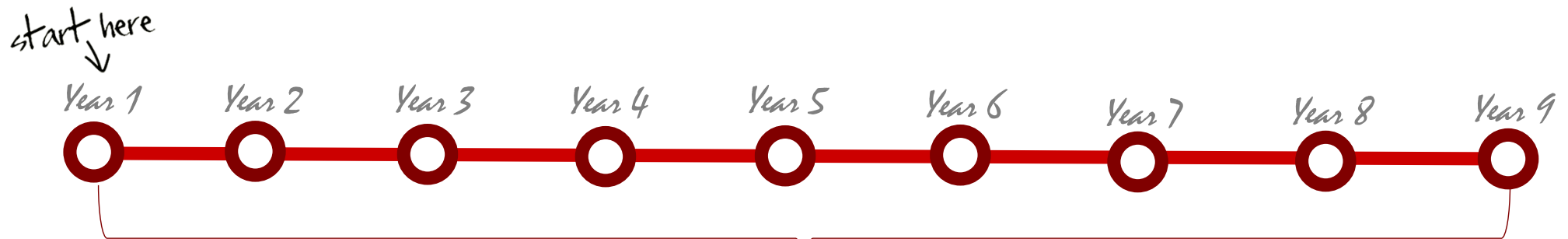
# Tenure Promotion to Associate Professor

## Important Guidelines



Complete a minimum of 100 hours of Annual Teaching Effort  
Maintain Hamster Scores of "Meets Expectations"

# Summary: A Series of Steps on a Path... CE and (Tenure)



**Establishing research focus (& independence):** Off Training grants and onto Funding/ Career Development Awards; Starting to present your work

**Increasing Scholarly Activity** (Senior author Papers); Collaborative Research; Funding (PI on independent grants); Presenting your work regionally and nationally;

**Gaining Exposure**  
Publications in Quality Journals (high Impact); Grow and maintain research collaborations (independent program); Regional/National Leadership/Invitations

Clinical Excellence (competence if MD), Citizenship, Teaching 100 hours, Mentorship

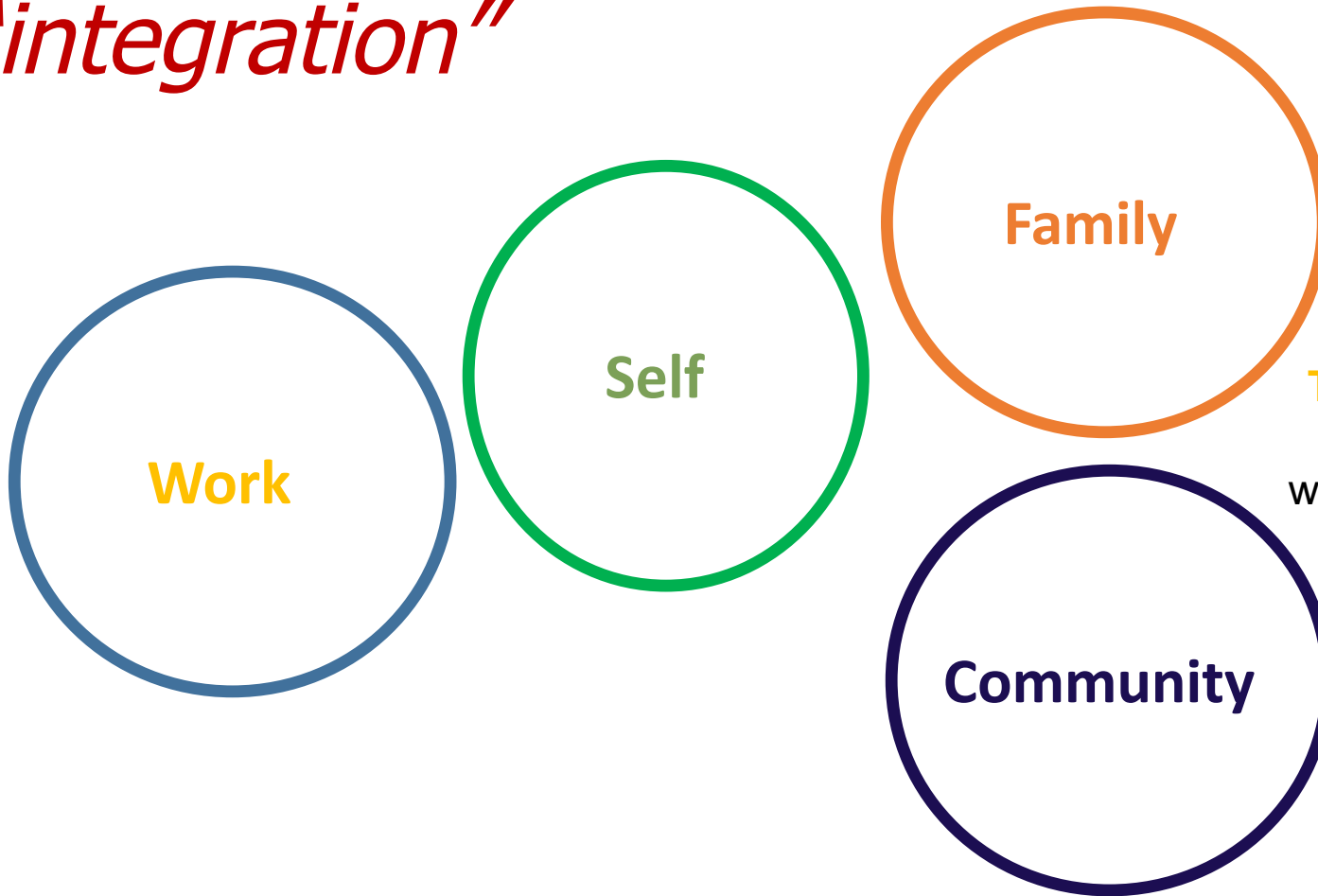
# Step 3: Success

## *Requires Assembling a Mentoring Team!*



# Step 3: Success – It's not just your career

*Not work/life "balance" but "integration"*



Stew Friedman  
The Wharton School

[www.totalleadership.org](http://www.totalleadership.org)

A background image showing Anakin Skywalker and Yoda. Anakin is on the left, looking slightly to the right with a serious expression. Yoda is on the right, looking towards Anakin. The image is semi-transparent, allowing the text to be overlaid.

# Building Effective Mentoring Relationships

Dennis R. Durbin, MD, MSCE and Emma Meagher, MD  
(Penn and Research Institute Workshops)

Ari Brooks, Kathy Shaw, and Judy Shea  
(Longitudinal Mentorship Workshop PSOM101/F2F)



Step 3: Succeed...

*Introducing your Panel:*



Angela Ellison, MD, MSc  
Erum Hartung, MD, MTR  
Eric Joyce, PhD  
Ben Voight, PhD

