

## **Faculty Appointment and Promotion Guideline at Penn Dental Medicine**

**Approved by the Committee of Professors (April 19, 2022)**

The diversity of contributions by our faculty and academic support staff is critical to providing excellent dental education to our students and supporting outstanding scholarship. Teaching, scholarship and citizenship/service are critical for reappointment and promotion of our faculty. This document first describes these requirements for our full-time standing and associated faculty **(A-E)** and then provides an overview of the appointment and promotion process for all faculty and academic support staff at PDM **(F-H)**. Please consult the Faculty Handbook (Faculty Policies and Procedures) for more detail <https://catalog.upenn.edu/faculty-handbook/ii/>.

### **(A): Teaching:**

Teaching contributions at PDM are divided into 4 categories:

**Didactic:** Lectures presented in-person or electronically that are intended to teach course materials, with designated course numbers, to predoctoral and postdoctoral students at PDM.

**Seminars:** Small group teaching in conjunction with predoctoral didactic courses conducted in person or electronically in which the faculty engages students through discussion, case presentation, etc.

**Pre-Clinical and Clinical Teaching:** Supervision and teaching of one or more pre-doctoral, or post-doctoral PDM trainees in clinical settings including outpatient practices, primary care units, diagnostic sessions, case conferences, simulation etc.

**Educational Leadership:** In addition to direct teaching, time spent in serving as course/module director, group leader/program director are academic in nature and count towards faculty member's teaching hours.

All teaching assignments are made by the Department Chair in consultation with the director of the appropriate course. Teaching expectations at PDM differ greatly depending on faculty track. The percent of time faculty members dedicate to teaching reflects the breakdown of their duties as indicated in their appointment/reappointment letters, which may be modified by the department chair, as needed.

Tenure and CE track faculty must participate in predoctoral and postdoctoral classroom teaching, which are required to fulfill PDM's teaching requirements for promotion and to satisfy the responsibilities as academics. PDM expects tenure track junior faculty to teach a minimum of 8-10 didactic lecture hours (4-5 lectures) per year. However, this may vary as newly appointed faculty may need additional protected time for scholarship and developing new lectures may take longer to prepare than repeat lectures. As tenured members of PDM's standing faculty, it is anticipated that once promoted to Associate Professor they will increase their commitment to teaching to approach 10 lectures per year in preparation for promotion to Full Professor. Faculty members should review their teaching portfolio, including lecture preparation time with their Department Chair to ensure that they satisfy the teaching commitment outlined in their appointment or reappointment letter and in any subsequent modifications. Faculty in Tenure, CE and AC tracks must complete an "Education Chronicle" annually, which includes both teaching and educational activities (Appendix 1). For example, if a tenure track faculty has a 10% time commitment to

teaching, he/she should be able to account for 192 hours of teaching and educational leadership per year (Appendix 1).

**(B): Scholarship:**

Metrics of scholarship include research leading to peer reviewed publications, citations, grant funding, academic awards, participation in conference organizing committees, editorial leadership roles, external lectures/invited talks and patent commercialization aligned with primary research program. Collaborative research is distinctive contributions to a team of investigators that results in publications and is recognizable by extramural consultants and others. Individual investigators should be able to identify the unique, original, and expert skills and ideas contributed to a project. Faculty in tenure, clinician educator and research tracks all require continuous and incremental scholarly productivity, through individual or identifiable contribution from collaborative endeavor for success.

**(C): Citizenship/Service:**

**Citizenship-** participation in service relevant to faculty member's academic activities and to the missions of the school and University. It encompasses efforts related to mentoring, professionalism, inclusion, diversity and health equity.

- Professionalism refers to exemplary behavior including the demonstration of honesty and integrity in all realms of work, respect for patients, colleagues, staff and learners at all levels, evidence of continuous learning and self-management toward a goal of personal betterment, and the encouragement of questions, debate and acceptance of diverse viewpoints without prejudice or bias. Department chairs are expected to attest to the sustained professionalism of faculty candidate in the chair recommendation.

**Service:** Institutional, local, national, and international community contributions that are closely aligned with and complementary to a candidates' academic work. Examples, include participation in graduate groups, thesis committees, mentoring predoctoral students, graduate students (MSoB, DScD, PhD) postdoctoral researchers and clinical fellows, serving in School and University committees. Involvement in National and International professional organizations and scientific societies. Serving on editorial review boards of scientific journals and reviewing manuscripts for peer-reviewed journals. Serving on NIH study sections and other grant review committees.

**(D): Statement of Mitigating Circumstances**

PDM recognizes that significant events (pandemic, personal or family issues, etc.) may impact academic trajectory. Some candidates may choose to incorporate such mitigating factors into their personal statements so they are available for review by extramural consultants, Committee of Full Professors and the Dean's office. Others may prefer mitigating factors not be presented to external consultants but would like them considered by our internal processes. Candidates preferring this option can provide a brief addendum to the personal statement for internal purposes only.

## **(E). Guidelines to Distinguish the Academic Tracks at Penn Dental Medicine**

For additional information please visit: <https://catalog.upenn.edu/faculty-handbook/ii>

Activity	Tenure	Clin. Educator (CE)	Acad. Clin. (AC)	Research
<b>Scholarly Activity</b>				
Type	Basic, Clinical, Translational	Basic, Clinical, Community, Translational	Encouraged; Clinical community or Translational	Basic, Translational
Dedicated Time	+++	++	-	+++
Role	Leader	Leader or collaborator	Leader or collaborator	Leader or collaborator
Type of Funding	Federal, Foundation, Industry	Federal, Foundation, Industry	Encouraged	Federal, Foundation, Industry
Requirement	Required	Highly encouraged	Encouraged	Required
<b>Outcome of Scholarly Activity</b>				
Type of Publications	Original papers, invited reviews, high impact journals	Original papers, invited reviews, case reports, chapters	Case reports or retrospective studies	Original papers, invited reviews, high impact journals
Number	+++	++	-	++
First/Last author	+++	++	-	++
Level of citation	+++	++	-	++
Presentation at meetings	+++	+++	-	++
<b>Clinical Activity</b> (For DMD/DDS Faculty)	+	++/+++ (depending on time assigned)	+++	-
<b>Class, Lab, Clinical Teaching</b>	++	+++	+++	+
<b>Administration/Service</b>	Determined by Department Chair in consultation with Mentoring Committee	Determined by Department Chair in consultation with Mentoring Committee	Determined by Department Chair in consultation with Mentoring Committee	-
<b>*Probationary period for promotion to Associate Professor</b>	7 years or 10 years (with clinical duties)	10 years	Can be promoted after 6 years (no mandatory probationary period)	10 years
<b>Promotion to Full Professor</b>	5+ years	5+ years	5+ years	5+ years

- None; + Minimal; ++ Somewhat/Moderate; +++Significant

### **\*Extension of Probationary Periods for Standing and Research Faculty**

A non-tenured member of the standing faculty shall be eligible for an extension of the tenure probationary period, and a standing faculty-clinician-educator or member of the research faculty shall be eligible for an extension of the promotion review period corresponding to the semester or year during which any of the following events occurred: (1) new child in home, (2) caregiver, (3) serious health condition, (4) catastrophic event (personal or professional) or (5) military service. The length of each extension shall be one year and up to 3 extensions may be granted. A faculty member may waive an approved extension and revert to an earlier mandatory review year but written request must be made before July 1 of the desired mandatory review year. The policy of the University of Pennsylvania is to evaluate the productivity of each candidate who has been granted an extension as if he or she had been in probationary status for the normal duration, so that the candidate is not penalized for having received the extension. The policy

regarding extensions is governed by the Office of the Provost and is outlined in the Faculty Handbook (<https://catalog.upenn.edu/faculty-handbook/ii/ii-e/>).

## **TENURE TRACK (STANDING FACULTY)**

### **Appointment or Reappointment to Assistant Professor**

#### Scholarship

- The successful candidate possesses evidence of superior potential for development in academic stature in a focused area of scholarly inquiry.
- The candidate shows promise of academic productivity such as previously published manuscripts.
- On reappointment, substantial progress in publications and funding should be illustrated, as well as attendance and presentations at major professional organizations.

#### Teaching

- The candidate must show potential for contributing to the educational mission of the department or school.
- At reappointment the candidate should demonstrate satisfactory teaching skills, as determined by peer and student evaluations.

#### Clinical Activity (If Relevant)

- The candidate must be qualified to practice in his/her area of expertise.

#### Service to the Community/Citizenship

- Active participation in a professional organization is expected at the time of appointment.
- At the time of reappointment, active participation in one or more committees at Penn Dental Medicine is also expected.
- The individual should take a role in mentoring.

### **Promotion or Appointment to Associate Professor with Tenure**

#### Scholarship

- The candidate must demonstrate evidence of continuous scholarly productivity since the initial appointment to the standing faculty.
- The candidate must have a national reputation for outstanding independent work in his/her area of scholarship.
- Peer-reviewed articles in respected journals should tell a coherent story about his/her focused areas of research.
- The successful candidate will have independent research grant support, most often from federal funding agencies such as the National Institutes of Health (NIH), the Department of Defense (DoD) or the National Science Foundation (NSF), although funding from non-federal sources with a peer review process will also be considered.
- Membership in research societies, regular presentations at national meetings, and invited lectureships indicate the importance of the individual's research and his/her national reputation.
- Leadership positions in national societies and editorial positions are an asset.

### Teaching

- The candidate should make an important contribution to the teaching mission of the Department or School.
- The candidate should have a record of excellence in teaching at PDM.

### Clinical Activity (If Relevant)

- The candidate should have a record of excellent, productive clinical practice.

### Service to the Community/Citizenship

- The successful candidate should serve on departmental, school or University committees or have taken on other leadership roles.
- The individual should display evidence of research training of dental and/or predoctoral students and/or postdoctoral fellows.
- The individual should take an active role in mentoring.

## **Promotion or Appointment to Professor with Tenure**

### Scholarship

- Candidates will be among the top scholars in the country in their area of expertise, with an international reputation for their accomplishments.
- The CV should reflect a substantial body of work and evidence of continuing productivity and excellence since the candidate's promotion to Associate Professor.
- The successful candidate should be a principal investigator of one or more grants from federal agencies or other appropriate funding sources.
- The individual will have a record of giving invited lectures at national and international meetings and of writing scholarly reviews.

### Teaching

- The candidate should make an important contribution to the teaching mission of the Department or School.
- The candidate should have a record of excellence in teaching at PDM.

### Clinical Activity

- Those involved in patient care are expected to be excellent clinicians.

### Service to the Community/Citizenship

- The successful candidate should serve on departmental, school and/or University committees or have taken on other leadership roles.
- The individual is expected to be a member of national research societies, study sections and national organizations. The strongest candidates will hold leadership positions in these organizations.
- The individual should display evidence of sustained research training of dental and/or predoctoral students and/or postdoctoral fellows.
- The individual should have significant experience in mentoring.

## **Time-Line for reappointment and promotion**

### **Without Clinical Responsibility (7-year probationary period).**

- The time to mandatory review and promotion is 6 years, with reappointment at year 3. The review process must be completed no later than the 6<sup>th</sup> year.

- The possibility of an early review for promotion exists, but is not recommended except for truly outstanding candidates. *If a faculty member is turned down by the Provost Staff Conference following an early review, he/she will not be considered for promotion again. However, he/she may remain on the faculty through the end of his/her appointment or reappointment. For example, if an individual on a seven-year clock came up in his/her 5<sup>th</sup> year and was turned down by the Provost, that person would have two more years at Penn (until the end of year 7).*
- In extenuating circumstances, the review can occur in year 7, the terminal year. However, the Dean and Provost must preapprove requests for terminal year review, and those requests should be made and resolved no later than July 1 of the mandatory review year (year 6).

**With Clinical Responsibility (10-year probationary period).**

- The time to mandatory review and tenure is 9 years, with reappointment at years 3 and 6. The review process must be completed no later than the 9<sup>th</sup> year.
- The possibility of an early review for promotion exists but is not recommended except for truly outstanding candidates.
- In extenuating circumstances, the review can occur in year 10, the terminal year. However, the Dean and Provost must preapprove requests for terminal year review, and those requests should be made and resolved no later than July 1 of the mandatory review year (year 9).
- Promotion to Full Professor can occur at any time but will generally not be earlier than 5 years at the Associate Professor level.

**Time-Line for track change**

- Tenure track Assistant Professors without clinical responsibilities may request transfer to the Research Track no later than the 3-year reappointment.
- Tenure track Assistant Professors with clinical responsibilities must make the decision to transfer to CE or AC track by the end of year 5. Thus the faculty action confirming the track change will be concurrent with the 6-year reappointment (which must be completed by the end of the 6<sup>th</sup> year).

## **CLINICIAN EDUCATOR TRACK (STANDING FACULTY)**

### **Appointment or Reappointment to Assistant Professor**

#### **Clinical Activity**

- The successful candidate possesses an emerging local reputation as an outstanding clinician in his/her area of expertise.
- State license eligibility will be required for candidates who have clinical responsibilities.
- Board certification as required.

#### **Scholarship**

- Time for scholarship will be at least 20% or higher depending percent effort on grant support (if any).
- The candidate shows promise of academic productivity, as evidenced by prior research experience (for example, a clinical research certificate or an equivalent mentored research experience during residency). Academic promise may also be demonstrated by production of original papers, reviews and chapters.
- Grant support is highly encouraged and is likely to come from federal or privately funded sources for translational, clinical or other types of investigations. The candidate shows evidence of seeking such support at the time of reappointment.

#### **Teaching**

- Promise of teaching excellence is essential and significant progress should be demonstrated at reappointment, with good student and peer evaluations.

#### **Service to the Community/Citizenship**

- Active participation in a professional organization is expected at the time of appointment.
- At the time of reappointment, active participation in one or more committees at Penn Dental Medicine is also expected.
- The individual should take a role in mentoring.

### **Promotion or Appointment to Associate Professor**

#### **Clinical Service**

- The successful candidate possesses a local, regional and emerging national reputation as an outstanding clinician in his/her area of expertise, with impact on clinical practice.
- Invitations to share expertise through invited talks, book chapters, clinical reviews.
- Board certification, as required.

#### **Research and Scholarship**

- Time for scholarship will be at least 20% or higher depending percent effort on grant support (if any).
- The candidate has a record of academic productivity (including original papers, reviews, chapters) that is characterized by a recognizable, distinct contribution and focus.
- Grant support is highly encouraged and is likely to come from federal or privately funded sources for translational, clinical or other types of investigations.

#### **Teaching**

- Teaching excellence is documented by the department chair and is based on multiple sources, including student and peer evaluations and/or the receipt of teaching awards.

- Educational leadership roles such as course or module director.

#### Service to the Community/Citizenship

- The candidate should participate actively in the committees of a clinical specialty, professional organization, Penn Dental Medicine and/or the University, and should be recognized nationally as a consultant in his/her area of expertise.
- The individual should take an active role in mentoring.

#### **Promotion or Appointment to Professor**

##### Clinical Service

- The successful candidate possesses a national and international reputation as an authority in clinical scholarship in his/her area of expertise, with significant impact on clinical practice.
- Invitations to share expertise through invited talks, book chapters and clinical reviews.
- Leadership roles in professional organizations, courses or programs related to clinical expertise.
- Awards for contribution and/or innovation in the area of clinical expertise.
- Board certification, as required.

##### Scholarship

- The candidate must demonstrate a substantial period of continuing productivity since the last promotion, with a continuing record of academic achievement characterized by a recognizable, distinct contribution and focus.
- Grant support is highly encouraged and is likely to come from federal or privately funded sources for translational, clinical or other types of investigations.

##### Teaching

- Teaching excellence is documented by the department chair and is based on multiple sources, including student and peer evaluations, and/or the receipt of teaching awards.
- Educational leadership roles such as course or module directors.

#### Service to the Community/Citizenship

- The candidate will have leadership roles in committees at the state/national level of a clinical specialty or professional organization, Penn Dental Medicine and/or the University.
- The successful candidate is recognized nationally as a consultant in his/her area of expertise.
- The individual should take an active role in mentoring.

#### **Time-Line for reappointment and promotion**

- All CE faculty are on a 10-year probationary period and the time to mandatory review is 9 years, with reappointment at years 3 and 6. The review process must be completed no later than the 9<sup>th</sup> year.
- The possibility of an early review for promotion exists but is not recommended except for truly outstanding candidates.
- In extenuating circumstances, the review can occur in year 10, the terminal year. However, the Dean and Provost must preapprove requests for terminal year review, and those requests should be made and resolved no later than July 1 of the mandatory review year (year 9).
- Promotion to Full Professor can occur at any time but will generally not be earlier than 5 years at the Associate Professor level.



**Time-Line for track change**

- Decision to change to the tenure track with clinical responsibility or AC Track must be made by the end of year 5. Thus the faculty action confirming the track change will be concurrent with the 6-year reappointment (which must be completed by the end of the 6<sup>th</sup> year).
- Time accrued in the CE category will apply to promotion criteria for the AC or the tenure track category with clinical responsibility.

## **ACADEMIC CLINICIAN TRACK (ASSOCIATED FACULTY)**

### **Appointment or Reappointment as Assistant Professor**

#### Clinical Service

- The candidate should demonstrate superior potential for excellence in clinical care.
- State license eligibility will be required for candidates who have clinical responsibilities.

#### Teaching

- Promise of teaching excellence is essential and significant progress should be demonstrated at reappointment, with good student and peer evaluations.

#### Service to the Community/Citizenship

- Service to the community, such as serving on academic committees, is encouraged at the time of reappointment, but these efforts must be consistent with the primary mission of the track.

### **Promotion or Appointment to Associate Professor**

#### Clinical Service

- The candidate should have a record of superior performance and productivity as a clinician in his/her area of expertise. Regional reputation or recognition are desirable, but are not an absolute requirement for promotion.

#### Teaching

- The candidate should make an important contribution to the teaching mission of the department, with a record of superior performance.

#### Service to the Community/Citizenship

- The candidate should serve on department, school or University committees. Any other leadership roles will be an asset.
- The candidate should play a role in mentoring students at Penn Dental Medicine.

### **Promotion or Appointment to Professor**

#### Clinical Service

- The candidate should have a record of superior performance and productivity as a clinician in his/her area of expertise.
- Emerging leadership roles in professional organizations, courses, or programs related to clinical expertise.
- A national reputation is desirable, but is not an absolute requirement for promotion.

#### Teaching

- The candidate should make an important contribution to the teaching mission of the department, with a record of superior performance.

#### Service to the Community/Citizenship

- The candidate should serve on department, school or University committees. Any other leadership roles will be an asset.
- The candidate should play a role in mentoring students at Penn Dental Medicine.

**Timeline for reappointment and promotion**

- Faculty may serve as Academic Clinicians at the Assistant Professor rank without limit of time through successive 3-year appointments.
- Assistant Professors in the AC Track shall be eligible for promotion to Associate Professor after 6 years (dossier to be prepared during the 6<sup>th</sup> year), although outstanding performance may be recognized by earlier promotion.
- There will be no “up or out” decision at the end of this 6-year period. Faculty who are not promoted to Associate Professor may continue to serve at the rank of Assistant Professor and may apply for promotion in any subsequent year.
- Promotion to Full Professor can occur at any time but will generally not be earlier than 5 years at the Associate Professor level.

**Timeline for track change:**

- Assistant Professors in the AC track may convert to the CE track at any time with support from the Department and the Committee of Professors.
- Probationary period will commence at the time of transfer into the CE track. A national search will be required.

## **RESEARCH TRACK (ASSOCIATED FACULTY)**

### **Appointment or Reappointment as Assistant Professor**

#### Scholarship

- The successful candidate possesses evidence of superior potential for development in academic stature in a focused area of scholarly inquiry.
- The candidate shows promise of academic productivity such as previously published manuscripts.
- On reappointment, substantial progress in publications should be illustrated, as well as attendance and presentations at major professional organizations.
- These candidates are primarily supported by external funding as detailed in the Faculty Handbook.

#### Teaching

- Appointees in this track are not part of the teaching faculty but may hold limited teaching assignments. Course and seminar teaching by a Research Faculty may not exceed 10% of expected seminar and teaching load a member of the Standing Faculty in any one year and no more than 10% of the teaching in a department may be done by a Research Faculty.

### **Promotion or Appointment to Associate Professor**

#### Scholarship

- Successful candidates will have a national reputation for outstanding collaborative and/or independent scientific investigation.
- The faculty member will also demonstrate steady professional growth through the development and submission of either independent or collaborative applications for research funding.
- These candidates are primarily supported by external funding as detailed in the Faculty Handbook.

#### Teaching

- See above

#### Service to the Community/Citizenship

- He/she will also demonstrate progressive professional involvement and leadership in the Penn Dental Medicine community, the University and/or national scientific organizations.

### **Promotion or Appointment to Professor**

#### Scholarship

- Promotion to professorial rank requires independent or collaborative research of high quality. The candidate will display sustained leadership in a program of research, which may include intra- or extramural funding as a principal investigator or co-investigator.
- The individual will have a record of giving invited lectures at the national level and of writing scholarly reviews.
- These candidates are primarily supported by external funding as detailed in the Faculty Handbook.

#### Teaching

- See above.

### Service to the Community/Citizenship

- Research Professors are expected to be members of national research societies, study sections and national organizations. The strongest candidates will hold leadership positions in those organizations.

### **Timeline for reappointment and promotion:**

- The time to mandatory review is 9 years, with reappointments at years 3 and 6. The review process must be completed no later than the 9<sup>th</sup> year.
- The possibility of an early promotion for review exists but is not recommended except for truly outstanding candidates.
- Failure to secure promotion to Research Associate Professor by the end of 9-year probationary period shall result in a one-year terminal reappointment provided external funding is available.
- In extenuating circumstances, the review can occur in year 10, the terminal year. However, the Dean and Provost must preapprove requests for terminal year review, and those requests should be made and resolved no later than July 1 of the mandatory review year (year 9).
- Research Associate or Research Professors may be appointed for terms of up to five years and may serve without limit of time through successive reappointments.

### **Track change:**

- Members of the Research Faculty do not normally move to positions on the Standing Faculty, and they may do so only in conjunction with a national search.
- If a Research Assistant Professor moves to an untenured position on the Standing Faculty, time served in the rank of Research Assistant Professor shall be counted as part of the seven-year tenure probationary period for appointment as Assistant Professor in the Standing Faculty.

#### **(F): Appointment and Promotion Process for Full-Time Standing and Associated Faculty at PDM.**

At Penn Dental Medicine, all proposals for new faculty positions or for faculty promotion or tenure are initiated by the Department, and voted on by those full-time faculty within the Department at a rank equal to or above that of the candidate.

- Only faculty members with tenure may vote on appointment to or promotion in the tenure track.
- Academic Clinicians cannot vote on any faculty actions regarding standing faculty.
- Academic Clinicians can vote on appointments and promotions of Academic Clinicians of equal or lower rank at the Departmental level.
- In cases where there are insufficient numbers of faculty members with the appropriate track and rank, an *ad hoc* committee will be appointed by the Dean in consultation with the Chair of the Department to put the dossier forward.
- The Department Chair will be a member of the committee regardless of voting rights.

The committee of Professors (Full Professors, Standing Faculty) acts as the Personnel Committee of PDM and the Committee on Faculty Appointments and Promotions (CFAP) serves as its subcommittee. Proposals that are approved by the Department (or the *ad hoc* committee) are forwarded to CFAP. Its charge is the detailed review of the documentation submitted in support of appointments and promotions. The prime responsibility for documenting appointments and promotions rests with the Chair of the Department.

Appointments/Reappointments of Assistant Professors. Dossiers for appointments and reappointments in all tracks at the Assistant Professor rank are reviewed by the Committee of Professors. Actions approved by this Committee are presented by the Associate Dean of Faculty Diversity and Mentorship to the Provost Staff Conference Subcommittee (PSCS), which must approve these actions before they can be enacted by the Trustees of the University of Pennsylvania.

Appointments/Promotions to Associate and Full Professor. Dossiers for appointments or promotions to Associate and Full Professor in all tracks are reviewed by the Committee of Professors. Actions approved by this Committee for faculty in the AC track are presented to PSCS by the Associate Dean of Faculty Diversity and Mentorship and those for standing faculty are presented by the Dean to the Provost Staff Conference (PSC), which must approve these actions before they can be enacted by the Trustees.

**Note:** If the Committee of Professors identifies deficiencies in a candidate's dossier at the time of reappointment, the Committee Chair shall advise the Department Chair and the Mentoring Committee Chair in writing. This communication will be considered an advisory letter, highlighting deficiencies identified by the Committee's review of the dossier. Since an important purpose of the advisory letter is to help the candidate perform most efficiently before the mandatory review, the language of such letter should be both informative and appropriate for the Department Chair to share with the candidate. It is expected that the content of this letter will serve as a basis for appropriate career mentoring for the candidate.

#### **(G): Appointment and Promotion Process for Part-Time Associated Faculty (Clinical and Adjunct) at PDM.**

- Appointments/Reappointments of Assistant Professors and Appointments/Promotions to Associate and Full Professor. Dossiers for appointments/reappointments to the Part-Time Associated Faculty are reviewed and approved by CFAP subject to the following constraints.

- CFAP has approved the action with no negative votes; and
  - No member of the Committee of Professors requested reconsideration by the Full Committee.
- Actions approved by CFAP are transmitted via the university personnel platform, Workday, to the Office of the Provost, which must approve these actions before they can be enacted by the Trustees.

**(H): Appointment and Promotion Process for Academic Support Staff (Instructor, Research Associate and Lecturer) at PDM.**

- Dossiers for academic support staff are reviewed and approved by CFAP without notifying the Committee of Professors.

A description of University-wide regulations for promotion and tenure are presented in the “Handbook for Faculty and Administrators,” available at <http://provost.upenn.edu/policies/faculty-handbook/faculty-policies/ii-d> .

**Additional Resources:**

[PDM Search Committee Procedure](#) (Updated January 2022)

[PDM Mentoring and Professional Development Guideline](#) (Updated November 2019).