



CHANCELLOR'S COUNCIL ON *Faculty Life*

Faculty Development Day

September 11, 2012

Faculty Review Process: Appointment, Promotion and Tenure

Brian Alldredge, Renee Binder,
Elena Fuentes-Afflick, Peter Sargent,
Paul Garcia, **Sally Marshall**

First Stop – Academic Affairs Website

<http://academicaffairs.ucsf.edu/>

Serving the UCSF Academic Community

Popular topics: Advance, Appointment/Advancement, Benefits, Diversity, Faculty Mentoring, UC Benefits, Shared Governance, Handbooks, Problem Resolution, Recruitment

Urgent Issues: Improper Conduct, Office of the Ombuds, Suicide Prevention, Disability Management, Impairment & Addiction, Whistleblower

CCFL: FDD, Mentoring, Wellness Grand Rounds, Faculty Development, Leadership

Academic Information Systems: Advance, AP Recruit (soon)

Resources: Researchers, Educators, Clinicians, Leaders

Academic Personnel

Academic Personnel

Links to APM, all policies and forms

Recruitment/Retention, Retirement/Separations, Advancement/Reviews,
Leaves, Compensation/Benefits, Academic Employee Labor Relations,
Other – Policies, Reports

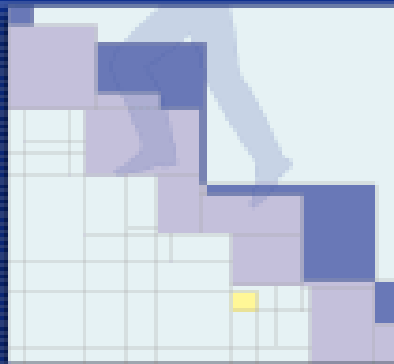
Official Policies

- UCSF
Policies
<http://academicaffairs.ucsf.edu/academic-personnel/>
- UC system
Academic Personnel Manual (APM)
<http://www.ucop.edu/acadpersonnel/apm/>



A Faculty Handbook For Success

Advancement and Promotion at UCSF



<http://www.ucsf.edu/senate/facultyhandbook/index.html>

People

Department

Mentor, Chair

Service Center

Academic Personnel Analyst

School

Vice/Associate Dean for Academic Affairs

Dentistry – Peter Sargent

Medicine – Elena Fuentes-Afflick, Renee Binder

Nursing – Christine Miaskowski

Pharmacy – Brian Alldredge

Campus

Vice Provost, Academic Affairs – Sally Marshall

Asst Vice Provost – Cynthia Lynch Leathers

Details all faculty should know

- Series, rank, step
- Salary, covered compensation, sources of \$, comp plan
- Responsibilities
 - % time research – protected time
 - % teaching, % clinical practice
 - Service required
- Support
 - Space
 - Mentoring
 - Equipment, facilities for research
 - Administrative/clerical support
 - Benefits, parking

UCSF Faculty Appointments

- **Series**
 - 5 - UC is different from most universities
- **Rank**
 - Assistant, Associate, Professor
- **Step**
 - Assistant I to VI
 - Associate I to V
 - Professor I to IX and Above Scale
 - 21 total levels

UCSF Faculty Series (paid)

- **Academic Senate members**
 - Professor – ladder rank – tenure track
 - Professor In Residence
 - Professor of Clinical X
- **Non-Senate**
 - Adjunct Professor
 - Health Sciences Clinical Professor
- (Non-faculty academic)
 - (Research Scientist)

Academic Senate Membership

- Shared governance is real at UCSF
 - Administration and faculty
- Serve on Academic Senate committees
 - APB, P&T, CAP, Research, Fac Welfare, etc
- Vote
- Home loans
- File grievance with P&T
- Professional development leaves

What is expected

	Professor	In Residence	Clinical X	Adjunct	HS Clinical
Teaching/ mentoring	+++	+++	+++	+*	+++
Research/ Creative work	+++	+++	++	+++*	+
Professional competence	+++	+++	+++	+*	+++
Service	+++	+++	+++	+*	++

* One or more components must be +++

Rules and Privileges

	Professor	In Residence	Clinical X	Adjunct	HS Clinical
Tenure/length of Appointment	Yes	Varies*	Yearly	Yearly	Yearly
Senate member	Yes	Yes	Yes	No	No
Sabbatical/ Professional leave	Yes	Yes**	Yes**	Yes***	Yes***
Appraisal	Yes	Yes	Yes	On request	On request
8 year rule	Yes	Yes	Yes	No [#]	No [#]
% time	100	100	100	Any	Any

* appointed without end date at Assoc/Prof level, no tenure

** professional leave possible ; *** professional leave allowed by exception

no 8 year rule at UCSF, but applies to other campuses

Academic Advancement

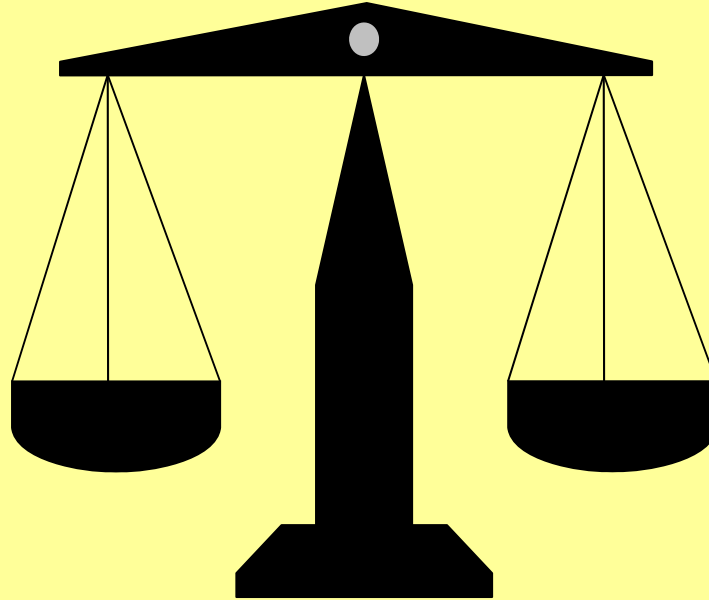
Criteria (APM)

- Teaching and mentoring
- Research & other creative activities
- Professional competence
- University & public service

Weighting of Criteria

- Series-dependent
- Department-defined

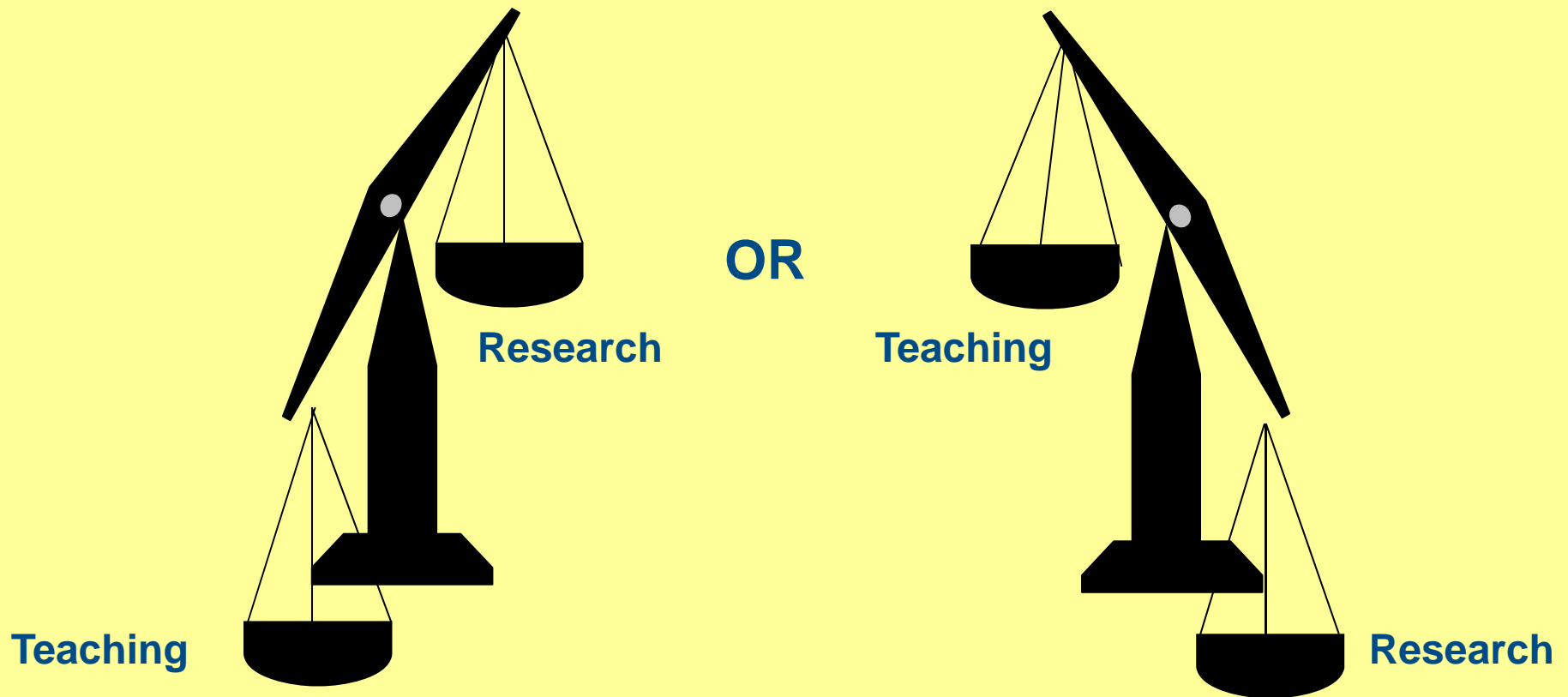
LADDER RANK and IN-RESIDENCE SERIES



Contribute with distinction in

- Teaching**
- Research**
- Professional competence (clinical if applicable)**
- Service (University, professional, public)**

ADJUNCT SERIES

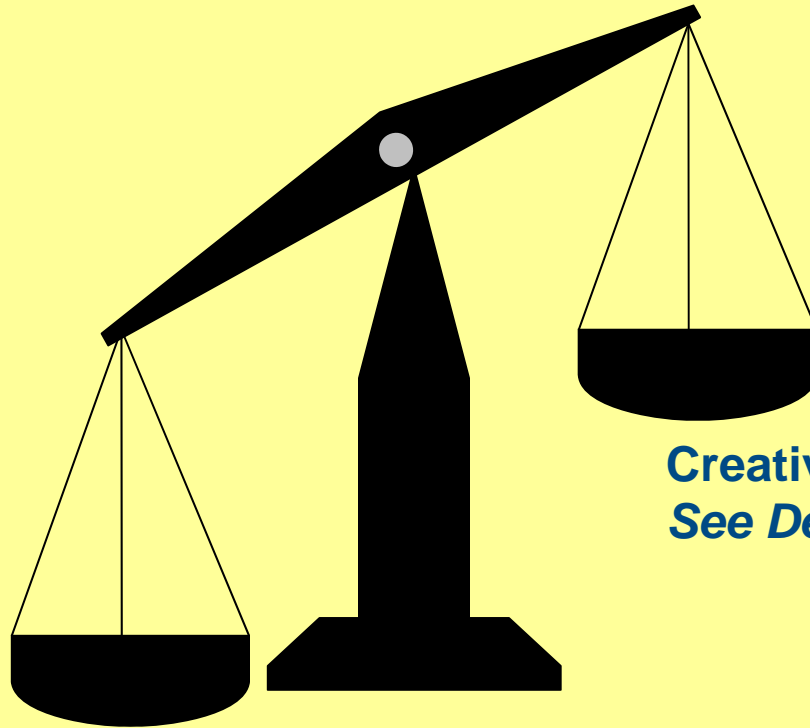


CLINICAL X SERIES



Dissemination of creative work essential

HEALTH SCIENCES CLINICAL SERIES



Outstanding

- Clinical competence
- Teaching
- Service

Creative activity “encouraged”
See Departmental Guidelines

Evaluation of Teaching

Direct Teaching

- Professional students
- Graduate students
- Residents, fellows

Course / Program Administration

Advising and mentoring (including other faculty)

Data sources

- CV (quantity of teaching)
- Structured evaluations of teaching
- Letters

Evaluating Research

Productivity

- Original peer-reviewed publications / dissemination
- Progression / trajectory

Independent Contributions

- Authorship (first or senior author)
- Principal investigator
- Collaborative research contributions – essential, creative and unique contributions

Significance

- Funding sources (competitive extramural support)
- Quality of journal publications
- Thematic focus
- Letters of support (credentials of evaluator)

Evaluating Professional Competence

Professional Capabilities

- Peer evaluations
- Trainee assessments
- Board certification / recertification

Invited Presentations / Publications

Editorial / Reviewer Activities

Grant Reviewer

Professional Organization Activities

Honors and Awards

Evaluating Service

University Service

- Department / Programs
- School
- Academic Senate
- System-wide

Professional Service

- Professional society or publication service

Community / Public Service

Diversity/Equal Opportunity

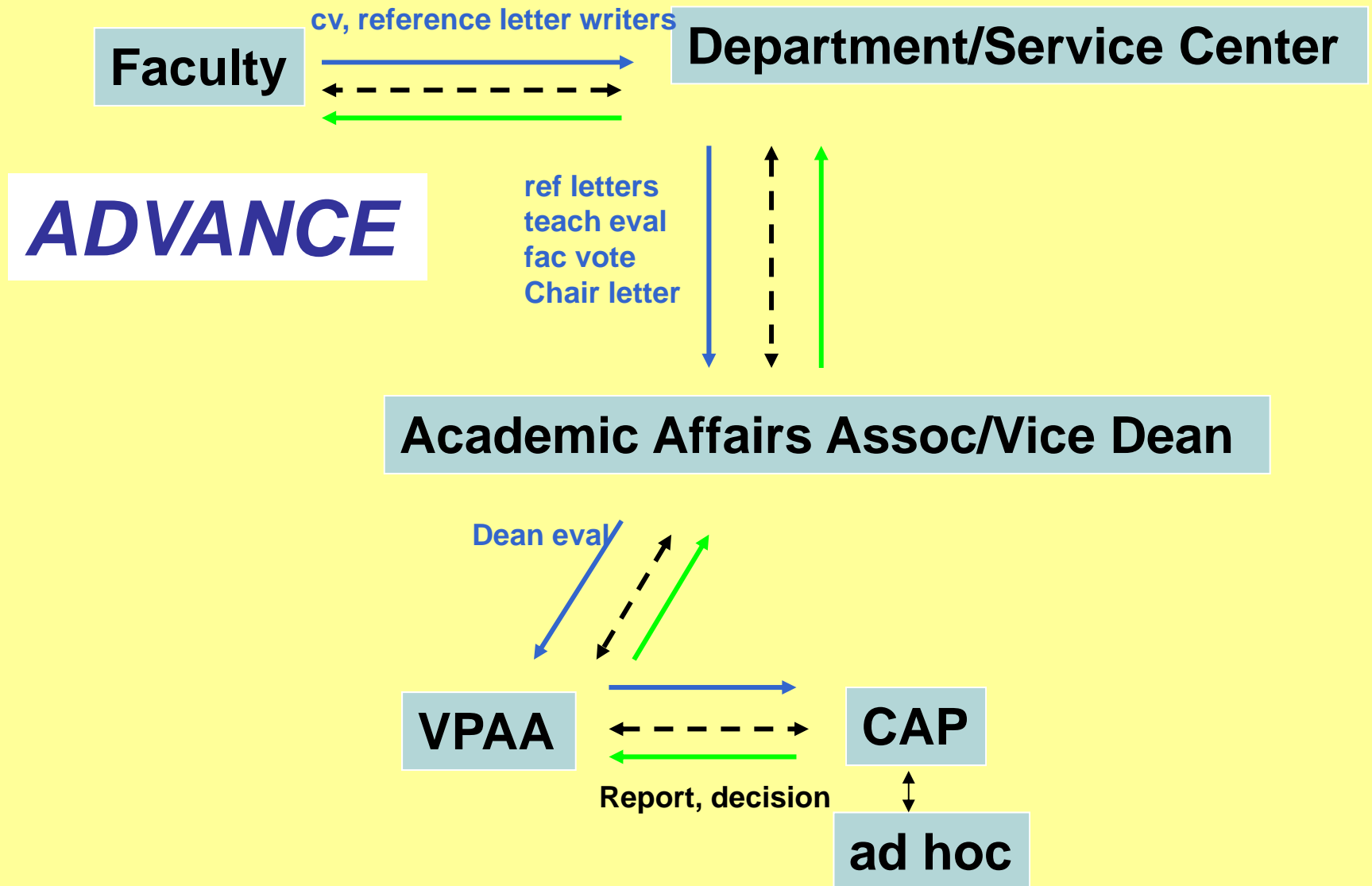
Guidelines for acceleration

- Exceptional performance in one area
 - Prestigious competitive grant
 - Professional service award
 - Sustained level of outstanding achievement
 - Unusual productivity
 - Extraordinary service – administrative, innovative program, 3 year service on major committee (e.g. IACUC/CHR)
- Meet all other expectations for action
- Retention strategy

Recognition for administrative work

- Department chair – APM 245
- “Academic leadership is... academic activity”
- Reduced time for teaching/research
- Must have some scholarly activity
- Up to Professor Step V

Academic Personnel Review



ADVANCE

Faculty Information System

- A resource for academic career information
- Online tool to facilitate the appointment, merit and promotion process
- NIH Biosketch

Goals

- Reduce the time for the review
- Increase transparency of the appointment/advancement process
- Enable a search of faculty data


How?

[Myaccess.ucsf.edu](http://myaccess.ucsf.edu), Click on Advance

For training:

<http://academicaffairs.ucsf.edu/advance/guidesfaculty.php>

Overview page

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John H. Smith

(UCSF ID: 023334455)

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My academic appointments

HS Associate Clinical Professor, Step 3 (Primary, 100%)
Department of Neurological Surgery

HS Associate Clinical Professor WOS (Joint)
Cancer Research Institute

HS Associate Clinical Professor WOS (Joint)
Proctor Foundation

Questions? Inaccuracies?

Your contact is **Rick Martin**, Associate Department Administrator, Department of Neurological Surgery.
rick.martin@ucsf.edu - (415) 789-1234 extension 302


What is my next eligible action?

Merit/Promotion, effective 7/1/12

This action is calculated from your current Series, Rank, and Step.

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Packet tracking page

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Where is my packet?

Promotion effective 07/01/12

- ✓ Packet created in Department (04/13/2011)
- ✓ Sent to Dean's Office (11/07/2011)

My packet history

Action	Series	Rank	Step	Accel/Decel	Effective Date	Status
Merit	HS Clinical	Associate	3		07/01/10	Approve
Merit	HS Clinical	Associate	2		07/01/08	Approve
Promotion	HS Clinical	Associate	1		07/01/06	Approve

Questions? Inaccuracies?

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My Packet

Overview My CV **My Packet**

Summary CV Referee List Attachments



John H. Smith *Promotion*

from HS Associate Clinical Professor, Step 3 → HS Full Clinical Professor, Step 1, Effective 07/01/12, On-time Action

Years at Rank: 7 Years at Step: 3 Current % Time: 100% Proposed % Time: 100% Paid By Affiliate: none

History

Action	Series	Rank	Step	Accel/Decel	Effective Date	Status
Merit	HS Clinical	Associate	3		07/01/10	Approve
Merit	HS Clinical	Associate	2		07/01/08	Approve
Promotion	HS Clinical	Associate	1		07/01/06	Approve

Summary of Recommendations

Role	Name	Department	Date	Recommendation
Candidate	John H. Smith	Medicine	06/23/11	

Questions? Inaccuracies?


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rick.martin@ucsf.edu - (415) 789-1234 extension 302

The Packet CV

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 **John H. Smith** *Promotion*
from HS Associate Clinical Professor, Step 3 ➔ HS Full Clinical Professor, Step 1, Effective 07/01/12, On-time Action

CV copied on Jun 23, 2011 11:06:02 PM Filtered by [\[Last 1 Years\]](#) [\[Last 2 Years\]](#) [\[Last 3 Years\]](#) [\[Last 4 Years\]](#) [\[Last 5 Years\]](#) [\[All\]](#)

GENERAL INFORMATION

Name: John H. Smith

Position: HS Associate Clinical Professor, Step 3
Neurological Surgery
School of Medicine

Address: Box 1705
University of California, San Francisco
Voice: 415-476-5555
Fax: 415-476-0000
Email: john.smith@ucsf.edu


EDUCATION

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The Referee List

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 **John H. Smith** *Promotion*
from HS Associate Clinical Professor, Step 3 → HS Full Clinical Professor, Step 1, Effective 07/01/12, On-time Action

First Name	Last Name	Degree(s)	Title	Institution	Email	Phone	Referee Type	Don't Contact	
Alexander	Hamilton	PhD	Associate Professor	Stanford University	Ahamilton@stanford.edu		<div>Intramural Intramural Extramural Teaching/Mentoring</div>	<input type="checkbox"/>	Delete
Aaron	Burr	MD	Professor	UCSF	Aaron.burr@ucsf.edu		<div>Intramural</div>	<input type="checkbox"/>	Delete
							<div>Intramural</div>	<input type="checkbox"/>	Add

[Save](#)

Your Promotion Packet Contains:

CV

Student & peer teaching evaluations

Letters of evaluation (≥ 3 internal; ≥ 5 external)

Faculty vote or concurrence

Department Chair letter

Your CV

- Develop a system for recordkeeping - ADVANCE
- Comply with all department deadlines
- Accuracy and clarity are your responsibility
- Use paragraphs wisely
- Report percentile scores for grants not funded

Letters of Evaluation

- Begin cultivating professional relationships early
- Be strategic in your choices (discuss with mentors, department chair)
- Letters should come from individuals at higher academic rank
- Contact prospective letter writers to gauge their willingness to write a supportive letter
- Your department may request more internal and external letters than is required

**Perspective of the
Committee on Academic Personnel
(CAP)
on the Review Process:
Appointment, Promotion, Tenure**

**Paul Garcia
Professor of Clinical Neurology**

Committee on Academic Personnel

- Nine members – all senior faculty members
- Appointed by Academic Senate Committee on Committees
- Representative of schools, departments and disciplines
- 3 year term

When does CAP get involved?

Appointments

Asst Prof Step 3 or higher

Appraisals

Promotions

Professor Step V to VI

Above Scale

When does CAP get involved?

Accelerations >1 yr
Decelerations >1 yr
Change in Series

When does CAP get involved?

5 Year Reviews

Career Reviews

Merit Reviews

- where disagreement occurs

CAP's Responsibility

Final recommendation to approve or disapprove the advancement

- Integrates all input
- May request additional information
- Seeks review by an ad hoc committee if controversial or greater expertise needed

CAP sometimes recommends change in series or higher step than department requested

Important Issues

Referees

Pick letter writers who will write good letters
Include obvious collaborators

Teaching

Student evaluations and comments go into your packet

CV Summaries of Research, Teaching/Mentoring and Service

Use this opportunity wisely

Summary

- Know your series and what is required
- Have good mentors and use them
- Seek collaborators and help when needed
- Be outstanding in teaching, research, professional competence, service
- Be successful!