



## Faculty Review Process: Appointment, Promotion and Tenure

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Elena Fuentes-Afflick, Paul Garcia,  
Renee Navarro, Peter Sargent

## 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

**Resources:** Researchers, Educators, Clinicians, Leaders

**Academic Personnel**

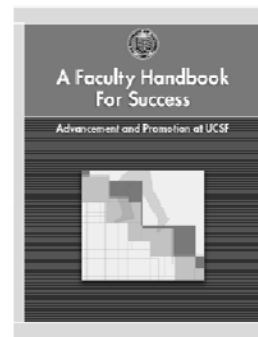
## Academic Personnel

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/>



<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

Interim Vice Provost, Academic Affairs – Renee Navarro

Asst Vice Provost – Cynthia Lynch Leathers

## Details all faculty should know

- Series, rank, step
- Salary, covered compensation, sources of \$, compensation 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

## 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

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

\* One or more components must be +++

## Rules and Privileges

	Ladder-rank	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

## 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 / Creative Work

### 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

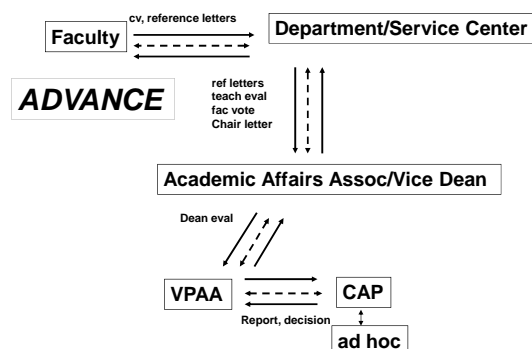
### Community / Public Service

### Diversity/Equal Opportunity

## Guidelines for accelerated advancement

- 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/Admissions)
- Meet all other expectations for action
- Retention strategy

## 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 search of faculty data

### How?

Myaccess.ucsf.edu, Click on Advance

### For training

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

## Overview page

UCSF University of California, San Francisco | About UCSF | Search UCSF | UCSF Medical Center

Advance Faculty Information System

Li Chen (UCSF ID: 023334450)

Overview My CV My Packet Proxy For Review

My academic appointments

HS Associate Clinical Professor, Step 3 (Primary, 100%) MeritPromotion, effective 7/1/12

Department of Neurological Surgery

HS Associate Clinical Professor WOS (100%) Cancer Research Institute

HS Associate Clinical Professor WOS (100%) Procter Foundation

Questions? Inaccuracies?

Your contact is Rick Martin, Associate Department Administrator, Department of Neurological Surgery. rick.martin@ucsf.edu • (415) 786-1234 extension 302

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## Packet tracking page

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Li Chen (UCSF ID: 023334450)

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Where is my packet?

Promotion effective 07/01/12

Packet created in Department (07/01/2011)

Go to Dean's Office (11/07/2011)

My packet history

Action	Series	Rank	Step	Accel	Effective Date	Status
Merit	HS Clinical	Associate	3		07/01/12	Approved
Merit	HS Clinical	Associate	2		07/01/12	Approved
Promotion	HS Clinical	Associate	1		07/01/12	Approved

Questions? Inaccuracies?

Your contact is Rick Martin, Associate Department Administrator, Department of Neurological Surgery. rick.martin@ucsf.edu • (415) 786-1234 extension 302

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## The Packet CV

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My Packet

Promotion

From HS Associate Clinical Professor, Step 2 → HS Full Clinical Professor, Step 1, Effective 07/01/12, On-line Action

Created on Jan 20, 2011 11:38:32 PM

GENERAL INFORMATION

Name: Li Chen

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

Address: Box 1705  
University of California, San Francisco  
Voice: 415-476-0555  
Fax: 415-476-0600  
Email: l.chen@ucsf.edu

EDUCATION

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## The Referee List

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My Packet

Promotion

From HS Associate Clinical Professor, Step 2 → HS Full Clinical Professor, Step 1, Effective 07/01/12, On-line Action

First Name	Last Name	Department	Title	Institution	Email	Phone	Referee Type	Do I Contact
Alexander	Upton	PhD	Associate Professor	Stanford University	Alexander.Upton@stanford.edu		Internal External External (Outside)	<input type="checkbox"/>
Jason	Rui	MD	Professor	UCSF	jason.rui@ucsf.edu		Internal External External (Outside)	<input type="checkbox"/>
							Internal External External (Outside)	<input type="checkbox"/>

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## Your Promotion Packet Contains:

### CV

- Student & peer teaching evaluations
- Letters of evaluation ( $\geq 3$  internal;  $\geq 5$  external)
- Faculty vote or concurrence
- Departmental recommendation letter

## Your CV

- Develop a system for recordkeeping - ADVANCE
- Comply with all department deadlines
- Accuracy and clarity are your responsibility
- Use paragraphs (e.g., teaching/research summaries) 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

## 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!