



**CAMPUS COUNCIL ON** *Faculty Life*  
**Faculty Development Day**  
**September 10, 2015**

# Faculty Review Process: *Appointment, Promotion and Tenure*

Brian Alldredge, Sheila Brear, Paul Garcia,  
Thomas Kearney, Judy Yee

9/11/2015

# First Stop – Academic Affairs Website

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

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## 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**

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# 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**

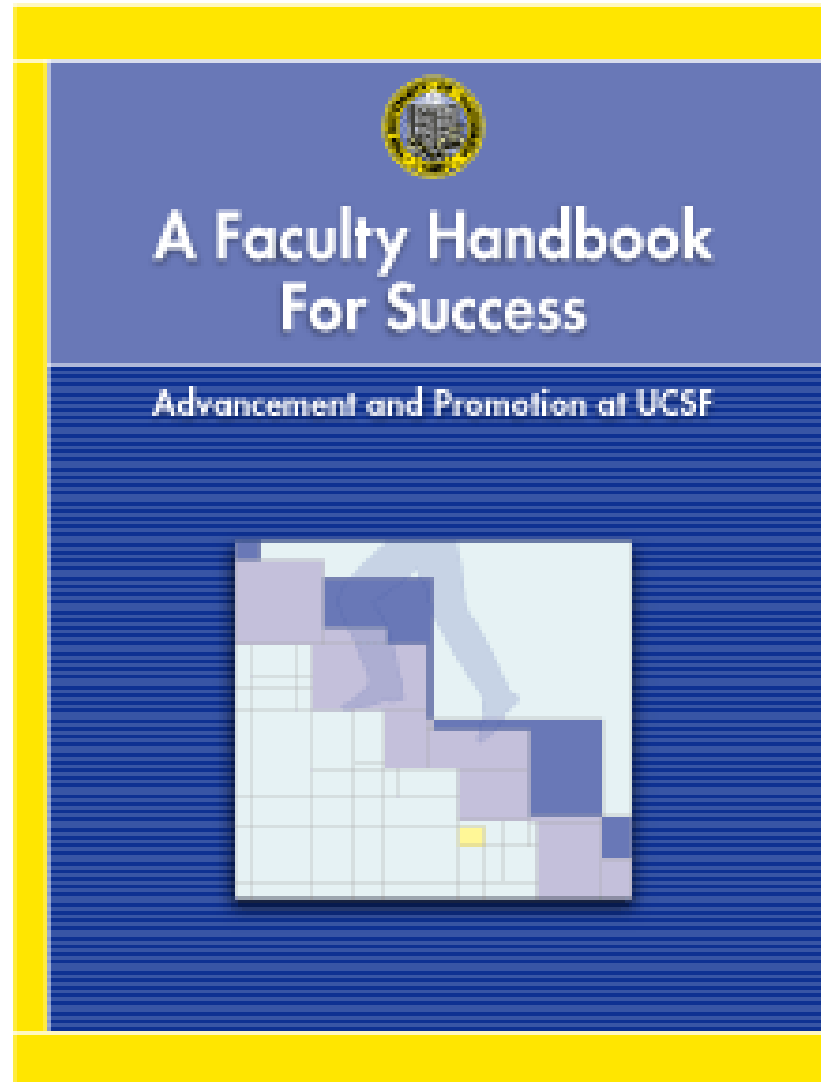
Policies

<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	<p>Vice/Associate Dean for Academic Affairs</p> <ul style="list-style-type: none"><li>• Dentistry – Sheila Brear</li><li>• Medicine – Elena Fuentes-Afflick, Renee Binder, Paul Garcia</li><li>• Nursing – Shari Dworkin</li><li>• Pharmacy – Thomas Kearney</li></ul>
Campus	<p>Vice Provost, Academic Affairs – Brian Alldredge</p> <p>Asst Vice Provost – Cynthia Lynch Leathers</p>

# 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 <sup>#</sup>	No <sup>#</sup>
% 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

# Evaluating Teaching & Mentoring

- **Direct Teaching**
  - Professional students
  - Graduate students
  - Residents, fellows
- **Course / Program Administration**
- **Advising and mentoring (including other faculty)**
- **Data sources**
  - CV (quantity of teaching; type of mentoring)
  - Structured evaluations of teaching
  - Letters from students, trainees, mentees

# Evaluating Research / Creative Work

- **Productivity**

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

- **Independent Contributions**

- Authorship (first or senior author)
- Principal investigator
- Collaborative (team science) 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
  - Expansion or administration of a clinical program
- **Invited Presentations / Publications**
- **Editorial / Reviewer Activities**
- **Grant Reviewer**
- **Professional Organization Activities**
- **Honors and Awards**

# Evaluating Service

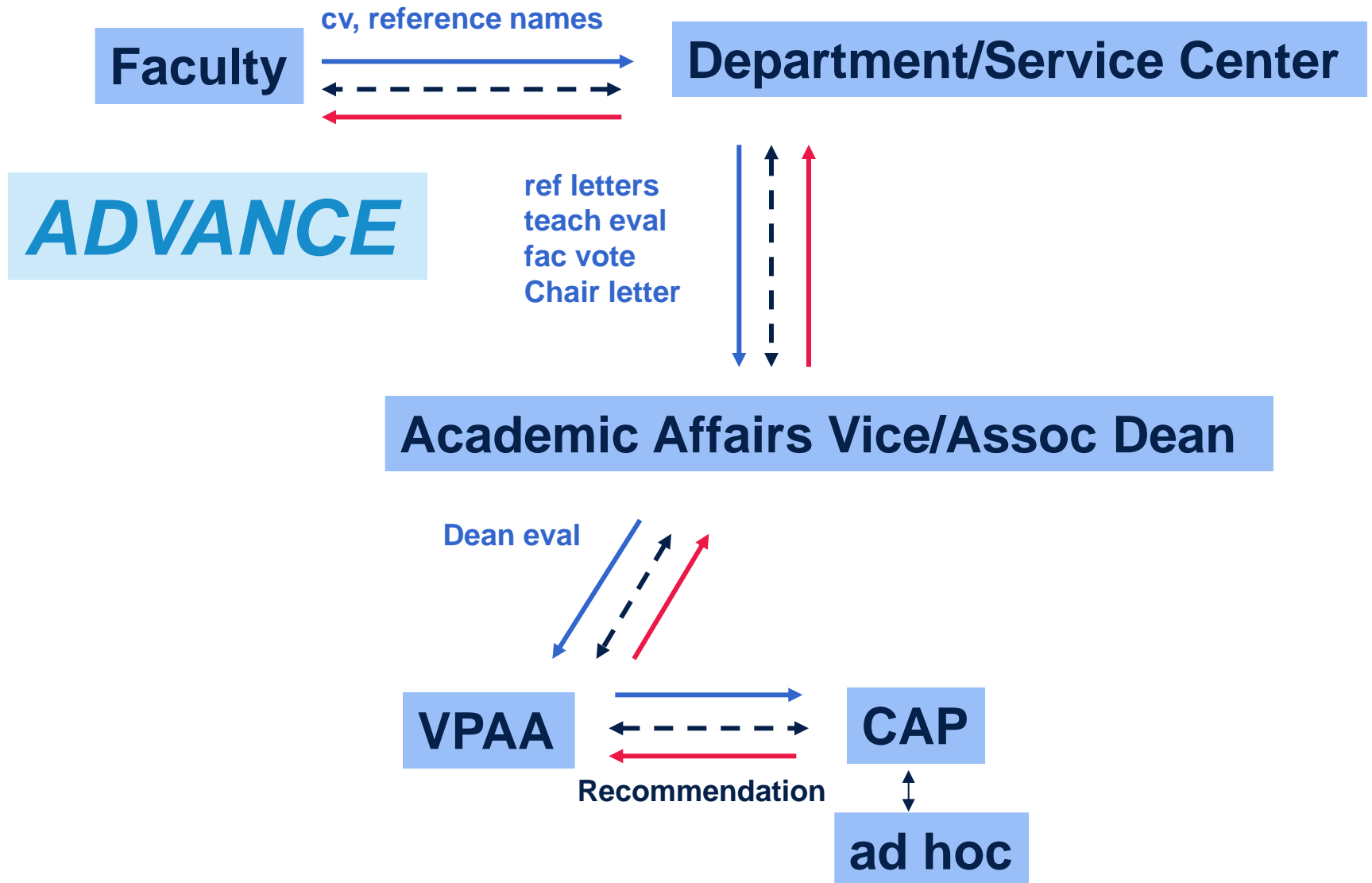
- **University Service**
  - Department / Programs
  - School
  - Academic Senate
  - System-wide
- **Professional Service**
  - Professional society or publication service
- **Community / Public Service**
- **Diversity / Equal Opportunity**



# Guidelines for Accelerated Advancement

- **Exceptional performance in one area**
  - Prestigious competitive grant beyond expectations
  - Competitive professional service award for national/international service
  - Sustained level of outstanding achievement
  - Unusual productivity
  - Extraordinary service – administrative, innovative program, 3 year service on major committee (e.g. IACUC/CHR/Admissions [varies by School])
- **Meet all other expectations for action**

# 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](http://MyAccess.ucsf.edu), *Click on Advance*

▪ **For training:**

<http://AcademicAffairs.ucsf.edu/Advance/GuidesFaculty.php>

# Overview page

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**Advance** Faculty Information System John H. Smith [Home](#) [Search](#) [Proxy Access](#) [Reports](#) [Prefs](#) [Help](#) [Logout](#)

## Li Chen

(UCSF ID: 023334455)

[Overview](#) [My CV](#) [My Packet](#) [Proxy](#) [For Review](#)

[General](#) [Salary](#) [Packet tracking](#) [Academic Leave](#)

### 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](mailto: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

UCSF

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

Advance

Faculty Information System

John H. Smith

HomeSearchProxy AccessReports

PrefsHelpLogout

Li Chen

UCSF ID: 023334455)

Overview

My CV

My Packet

Proxy

For Review

General

Salary

Packet tracking

Academic Leave

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?


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

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# The Packet CV

[Overview](#) [My CV](#) [My Packet](#)

[Summary](#) [CV](#) [Referee List](#) [Attachments](#)

 **Li Chen** *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: **Li Chen**

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

Address: Box 1705  
University of California, San Francisco  
Voice: 415-476-5555  
Fax: 415-476-0000  
Email [li.chen@ucsf.edu](mailto:li.chen@ucsf.edu)


**EDUCATION**

[\[Next\]](#)[\[Bottom\]](#)

# The Referee List

[Overview](#) [My CV](#) [My Packet](#)

[Summary](#) | [CV](#) [Referee List](#) | [Attachments](#)

 **Li Chen** *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"/>	<a href="#">Delete</a>
Aaron	Burr	MD	Professor	UCSF	Aaron.burr@ucsf.edu		<div>Intramural</div>	<input type="checkbox"/>	<a href="#">Delete</a>
							<div>Intramural</div>	<input type="checkbox"/>	<a href="#">Add</a>

Save



# Your Promotion Packet Contains:

- CV
- Student & peer teaching evaluations
- Letters of evaluation ( $\geq 3$  internal;  $\geq 3$  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

# Committee on Academic Personnel

## Very mysterious... who are they?

CAP is a multidisciplinary and hard-working group of senior faculty from Senate, Adjunct and Health Science Clinical series

- 9 members from different Academic Senate series and up to 2 faculty members from Adjunct or Health Sciences Clinical series
- Appointed by Academic Senate Committee on Committees for 3 year terms
- Representing different schools, departments and disciplines

# Committee on Academic Personnel

## When does CAP get involved?

- CAP reviews faculty at major events:
  - Appointments
  - Appraisals
  - Promotion to Associate or Full Professor
  - Change in Series
  - Accelerations (>1 yr and/or consecutive accelerations)
  - Merit advancement to Professor Step VI and to Above Scale

# CAP's Responsibility

- CAP provides a thorough review of the entire faculty packet, including but not limited to CV, letters, and teaching evaluations
  - CAP may request additional information
  - CAP may seek review by an ad hoc committee if an action is controversial or more specific expertise is needed
- CAP provides a recommendation to the VPAA on whether to approve, disapprove or modify the action

# 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!



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