



Faculty Review Process: *Appointment, Promotion and Tenure*

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Paul Garcia, David Glidden

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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**

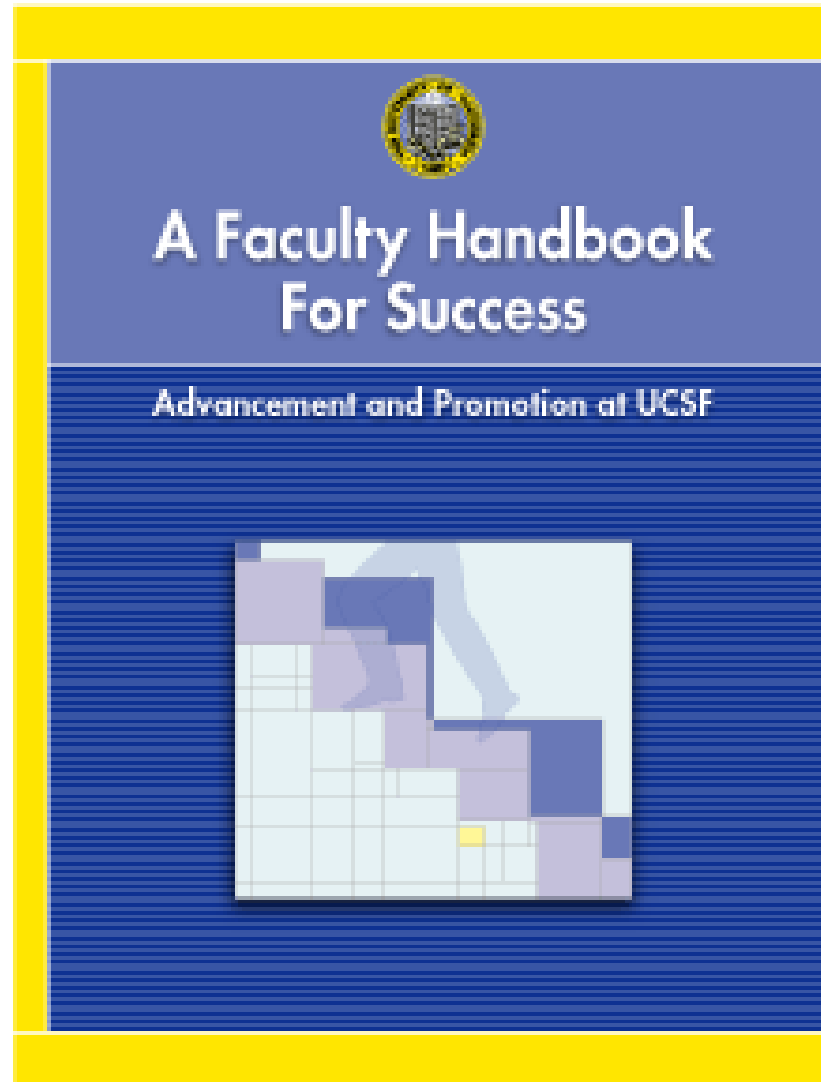
Policies

<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

Service Center	Academic HR Analyst
Department	Mentor; Chair
School	<p>Vice/Associate Dean for Academic Affairs</p> <ul style="list-style-type: none">• Dentistry – Sheila Brear• Medicine – Elena Fuentes-Afflick, Renee Binder, Paul Garcia• Nursing – Shari Dworkin• Pharmacy – Thomas Kearney
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 1 to 4 (5 and 6 are “special steps”)
 - Associate 1 to 3 (4 and 5 are “special steps”)
 - Professor I to IX and Above Scale

UCSF Faculty Series

- **Academic Senate**
 - Professor – ladder rank – tenure track
 - Professor In Residence
 - Professor of Clinical X
- **Non-Senate**
 - Adjunct Professor
 - Health Sciences Clinical Professor

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

Promotion expectations in clear terms:

- APM-210 “Review & Appraisal Committees”
- http://www.ucop.edu/academic-personnel-programs/_files/apm/apm-210.pdf

Evaluating Teaching & Mentoring

- **Direct Teaching & Mentoring**
 - 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 (e.g., E*value)
 - Letters from students, trainees, mentees

Evaluating Research / Creative Work

- **Productivity**
 - Original peer-reviewed publications
 - Creative work disseminated beyond UCSF (Clin X)
 - 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**

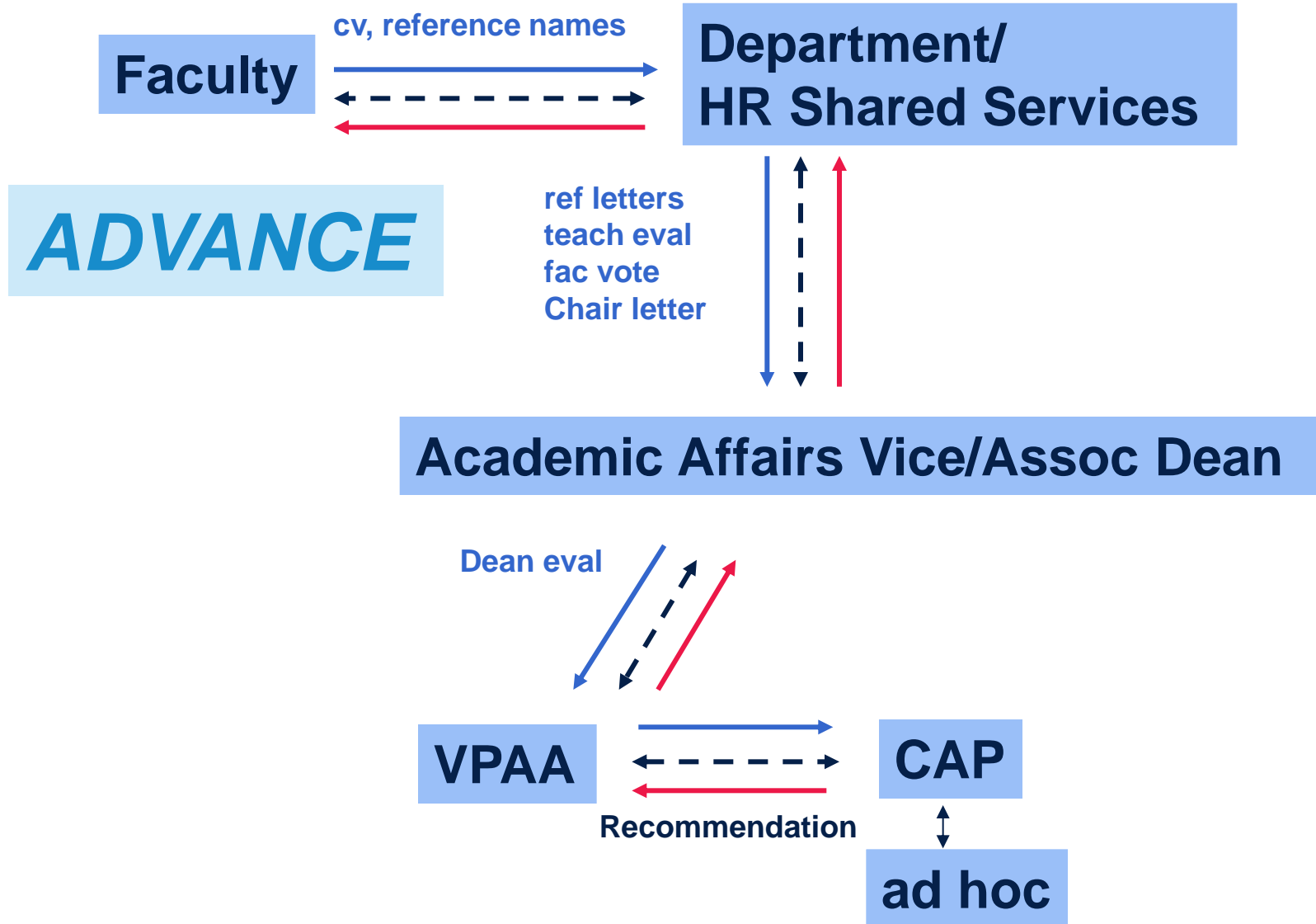
Evaluating Service

- **University Service**
 - Department / Programs
 - School
 - Academic Senate
 - System-wide
- **Professional Service**
 - Professional organization 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 the proposed advancement**

Academic Personnel Review



ADVANCE

Faculty Information System

- A resource for academic career information
- Online tool to facilitate the appointment, merit and promotion process
- Create custom CV's for other uses (release: Sept 2016)
- 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

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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 - (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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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

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Your Promotion Packet Contains:

- CV
- Student & peer teaching evaluations
- Letters of evaluation (≥ 3 internal and ≥ 3 external)
 - Not required for most merits
- Faculty vote
 - Not required for most merits
- Departmental recommendation letter

Your CV

- Develop a system for recordkeeping - ADVANCE
- Comply with all department deadlines
- Accuracy and clarity are your responsibility
- The importance of your accomplishments should be clear to those outside of your discipline
- Use descriptive summary text sections (e.g., teaching, clinical activities, research, service 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 group of senior faculty from Senate and non-Senate 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 above Assistant rank
 - 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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