



University of California  
San Francisco



CAMPUS COUNCIL ON *Faculty Life*  
**Faculty Development Day**

# Enhancing Your Success as a Health Sciences Clinical Faculty

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# Agenda

- Introductions (10 min)
- Advancement in HS Clinical Series (15 min)
- Creative Activity in HS Clinical Series (15 min)
- Managing clinical, administrative and academic expectations (15 min)
- Questions (20 min)

# Introduction

- Name
- Title
- Position
- My original role at UCSF
- My current role at UCSF



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# Merits and Promotions in HS Clinical Series

# Advancement

## Teaching, Mentoring, Course / Program Administration

- Rely on evaluation from trainees



# Advancement

## Research / Creative Work:

- Lectures and Presentation
- Curriculum Development
- Case reports
- Workshops
- Development of clinical guidelines
- Quality Improvement
- Book Chapters



# Advancement

## Professional Competence

- **Capability:** peer evaluations, trainee assessments, board certification, expansion of clinical program
- **Invited presentations** (Not UCSF teaching).
- **Honors and Awards**
- Continuing Education courses (NOT in-house)
- Review activities
- Professional organization activities (committees)





# Advancement

## Service

**University Service**: Associate level and above  
System, Campus, School, Department. Significant:

- School: Chair student admissions, scholarship committee, faculty council
- Campus: committee work

## **Professional Service**

- Society, publication service

## **Community and Public Service**

- Related to your expertise

## **Diversity**

- Needs to be more than just being from a diverse background. E.g. serving on or setting up a diversity/inclusion/equity committee.



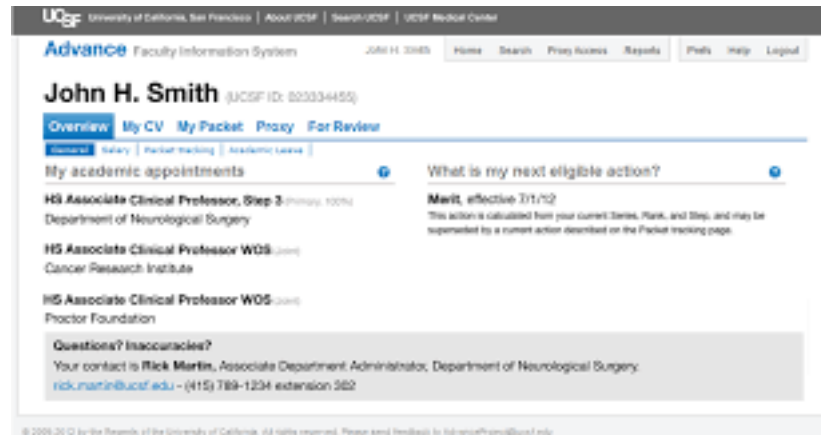
# Your Promotion Packet Contains:

- 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
- Don't use acronyms
- Accuracy, clarity, entering dates (early to later)
- Narratives!



# 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 in academia as well as private practitioners who can speak to your clinical excellence
- Contact prospective letter writers to gauge their willingness to write a supportive letter
- Tell your letter writers NOT to copy information in the CV: they should fill in the voids (discuss impact of your work)!

# Accelerated Advancement

## Sustained Excellence in one area, meet all expectations in all other areas

- Teaching: Excellent teaching evaluations on a continued basis
- Service: Three years of significant committee work (EG Chair Student Admissions, Scholarship, Academic senate)
- Needs to be more than just being from a diverse background. (EG serving on or setting up a diversity/inclusion/equity committee)



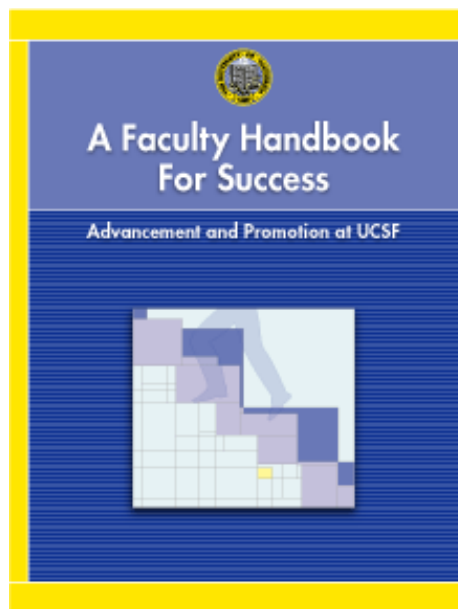
# Official Policies

## UCSF: Policies

<http://AcademicAffairs.ucsf.edu/Academic-Personnel/>

## UC system: Academic Personnel Manual (APM)

<http://www.ucop.edu/AcadPersonnel/apm/>

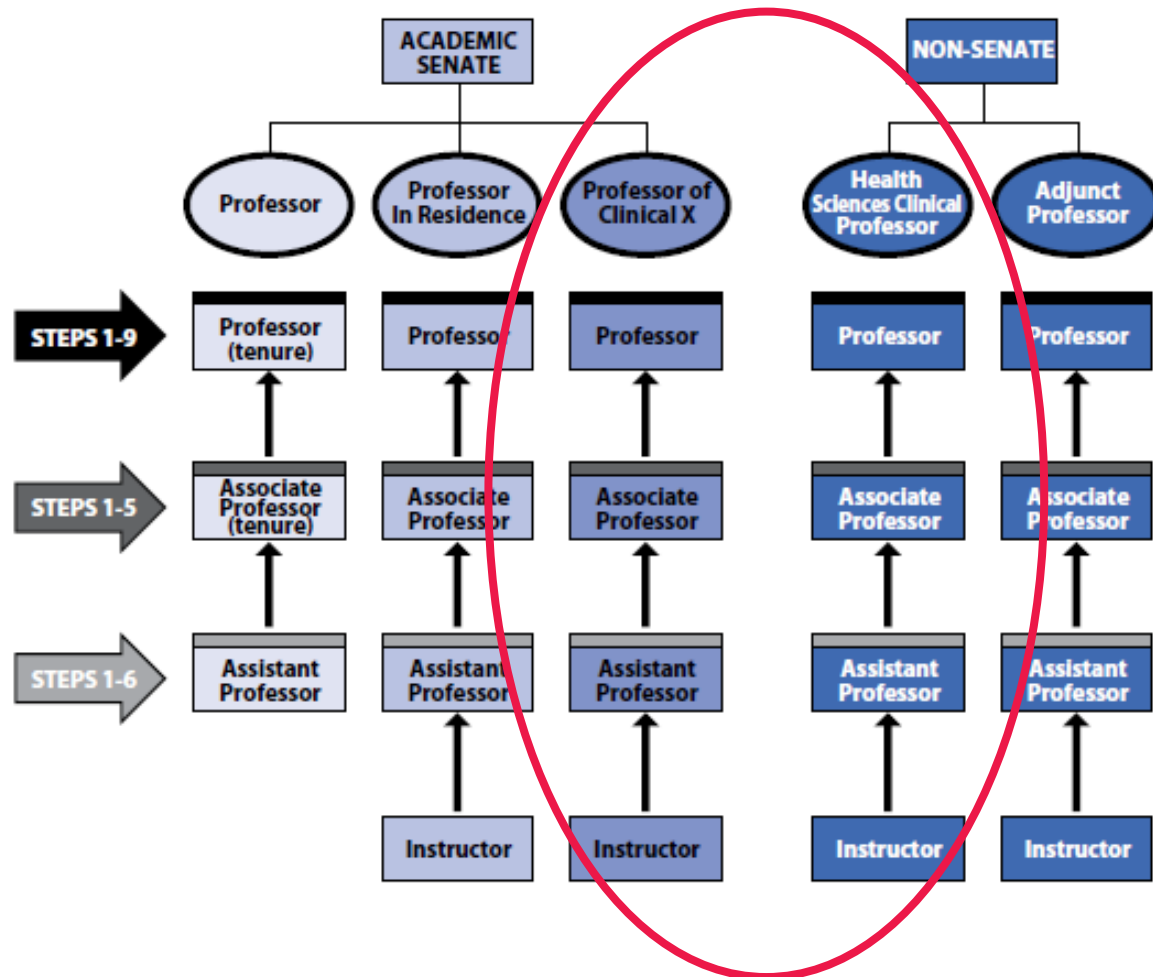


# Getting Creative in the HS Clinical Professor Series



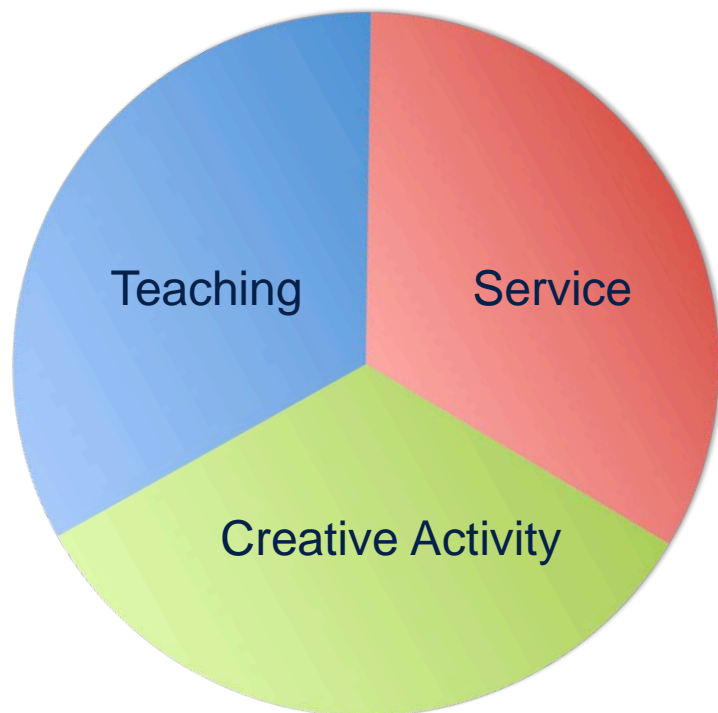
# Faculty Series

FIGURE 1: PATHWAYS OF THE SERIES AT UCSF

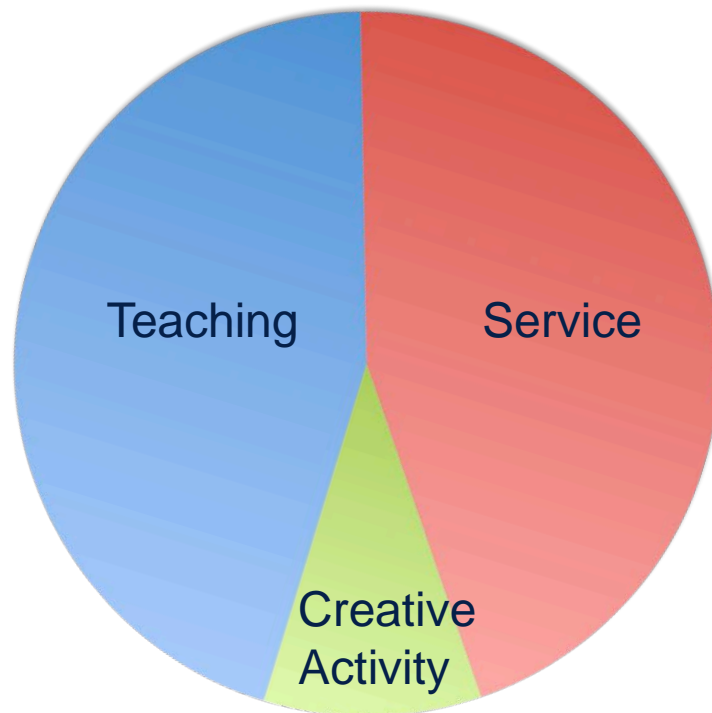




# Roles and Responsibilities



Professor/Clin X



HS Clinical

# What are my expectations?

	PROFESSOR	IN RESIDENCE	CLINICAL X	HEALTH SCIENCES CLINICAL <sup>1</sup>	ADJUNCT
Teaching/Mentoring	Essential	Essential	Essential	Essential	See Note <sup>2</sup>
Research/Creative Work	Essential	Essential	Essential <sup>3</sup>	Important	See Note <sup>2</sup>
Professional Competence & Activity	Essential	Essential	Essential	Essential	See Note <sup>2</sup>
University/Public Service	Essential	Essential	Essential	Important	See Note <sup>2</sup>
Appraisal of Achievement & Promise				No	No
Eligible for Tenure				No	No
Senate Membership	Yes	Yes	Yes	No	No
Sabbatical Leave	Yes	Other <sup>5</sup>	Other <sup>5</sup>	No	No
Limitations on Years of Service	8 Years at Assistant	8 Years at Assistant	8 Years at Assistant	None	None <sup>6</sup>
Percent Time	100% <sup>7</sup>	100% <sup>7</sup>	100% <sup>7</sup>	0-100%	0-100%
Primary Compensation Source	Extramural grants + State FTE	Extramural grants of Affiliate Sources	Clinical income + extramural grants	Clinical income	Non-state intramural funds & extramural grants
Appointment Length	Open-ended	Open-ended <sup>8</sup>	Open-ended or termed <sup>9</sup>	Termed	Termed

"Variation exists between schools and departments in the weighting of criteria"

A Faculty Handbook for Success <http://senate.ucsf.edu/facultyhandbook/index.html>

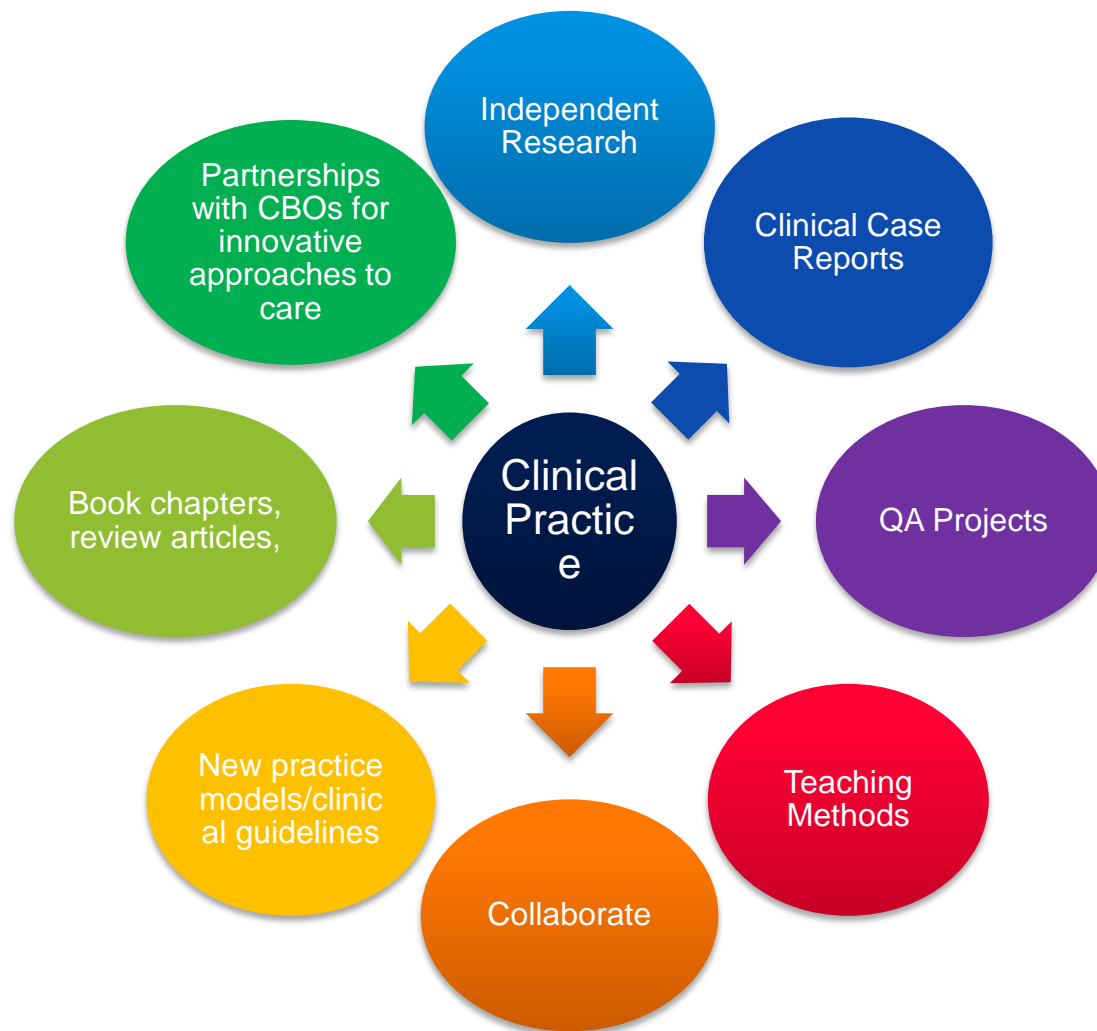
# How much is enough?

- “Some”
- Variable between Schools
- May be weighted differently based on each person’s appointed duties
  - Discuss with your Department Chair
- Overall, research/creative activities are derived from primary responsibilities (e.g., clinical, teaching).

# Make it seamless

- Integrate/align creative activity with your workflow
- Leverage your strengths and interests
- Find collaborators within your field
- Mentorship is key
- Document what you do
- Don't re-invent the wheel

# Leverage your clinical practice



# Tips for success

- Don't need an independent research program
- Look for opportunities
- Collaborate
- Integrate your creative activity into your primary responsibilities
  - Start small
  - Disseminate your teaching techniques, syllabi, etc.
  - Write up your new clinical practice guidelines
  - Maintain and leverage community-based relationships for opportunities to engage



KEEP  
CALM  
AND  
GET  
CREATIVE





# Managing Your Obligations

# What are your roles and apportioned time?

- Clinical care:
  - Inpatient vs. Ambulatory
  - Procedural
- Educational:
  - Supervising trainees
  - Formal educational roles
  - Mentoring
- Administrative:
  - Quality improvement
  - Medical Direction
  - Educational Direction

# Setting priorities

- Offer letter (Division or Departmental expectations)
  - Patient care (ensure safety)
  - RVU versus other clinical metrics
- Creative activities for promotion
- Opportunities for protected time

# Personal Mentoring

- Division Chief/Departmental Chair
- Clinic Director
- Faculty in your department, peer and senior
- Faculty in other departments
- Academic Affairs in Dean's Office for your professional school.
- Local or National meetings, committees, organizations





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