



University of California  
San Francisco

# Moving Up at UCSF: A Discussion on Advancement & Promotion

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# Helpful Resources

**UCSF** UNIVERSITY OF CALIFORNIA, SAN FRANCISCO  
Office of Academic Affairs and Faculty Development and Advancement

Serving the UCSF Academic Community Home Contact Us

Academic Affairs Home

**POPULAR TOPICS**

- ADVANCE
- Appointment/Advancement
- Career & Family
- Benefits (UCSF)
- Benefits (UC)
- Diversity
- Shared Governance
- Handbooks
- Faculty Mentoring
- Problem Resolution
- Recruitment
- Open Academic Positions

**URGENT ISSUES**

- UCSF Crime & Safety
- Improper Conduct
- Office of the Ombuds
- Suicide Prevention
- Faculty & Staff Assistance Program
- Disability Management
- Impairment & Addiction
- Whistleblower

**MISSION STATEMENT**

The Office of the Vice Provost, Academic Affairs and Faculty Development facilitates the recruitment, development, mentoring and retention of the highest-caliber diverse faculty. We provide leadership, training, and guidance in the development and implementation of policies and procedures relating to academic personnel. We are committed to improving the work life and academic environment for faculty to support innovative and collaborative approaches for education, research and health care at UCSF.

**BULLETIN BOARD**

- The Faculty Climate Survey, August 2017 Report
- Faculty Salary Equity Review Report (FSER), April 2017 Report
- Faculty Pre- and Post-Retirement Planning Presentations, updated March 2017
- Important Information Regarding Non-Faculty Academics (DOL, FLSA) October 11, 2016

**CAMPUS COUNCIL ON FacultyLife**

The CCFL is charged with advising the Chancellor and developing initiatives to address the recommendations from the Task Force on Faculty Life, including furthering efforts and cooperation across the campus to improve all aspects of faculty life at UCSF.

Visit CCFL Site

**Academic Personnel**

The Office of Academic Personnel is a part of the Office of Academic Affairs. The mission of the Office of Academic Personnel is to facilitate the recruitment, advancement and development of a diversified academic workforce of the highest caliber. This section offers substantial information about the academic personnel process at UCSF.

Visit Academic Personnel Site

**Academic Information Systems**

Academic information systems support academics and staff across the campus by providing online personnel tools.

Advance  
AP Recruit  
MPM

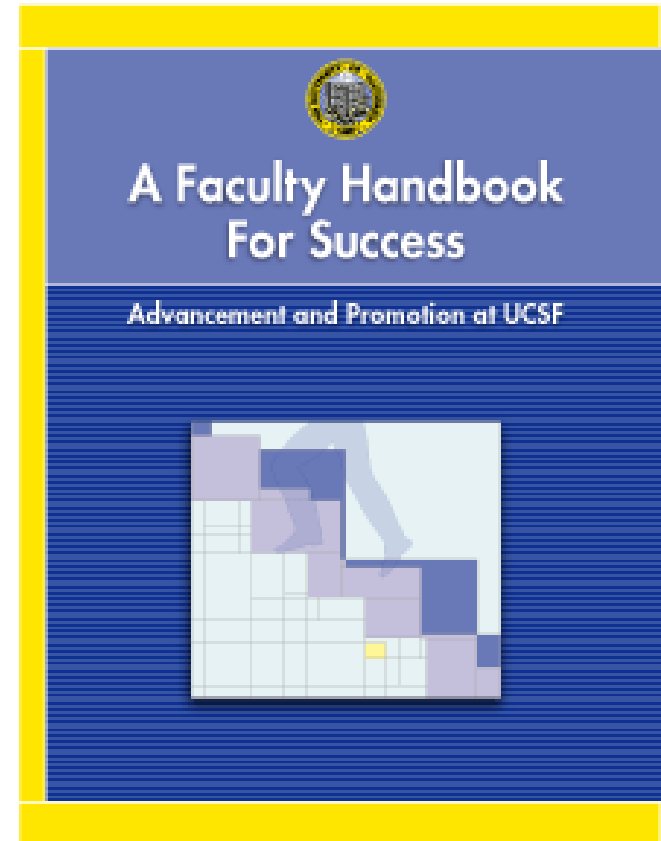
**Resources**

for Researchers, Educators, Clinicians, and Leaders

Important information including resources on policies, grants, compliance, academic calendars, curricula, electronic resources, staff resources, licensing, and leadership development.

Resources for Researchers  
Resources for Educators

<http://academicaffairs.ucsf.edu>  
(includes links to UCSF and UCOP official Policies)



Revised 6/30/18

<https://senate.ucsf.edu/sites/default/files/2016-12/FacultyHandbook-UCSF.pdf>

# People

<b>HR Shared Services</b>	Academic HR Analyst
<b>Department</b>	Mentor; Chair
<b>School</b>	<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 – Catherine Waters</li><li>• Pharmacy – Thomas Kearney</li></ul>
<b>Campus</b>	<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 requirements
- 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

# Senate and Non-Senate Faculty at UCSF

	Senate Faculty	Non-Senate Faculty
Participation in shared governance	Yes	Yes
Service on campus Academic Senate committees	Yes	Yes (except P&T)
Vote on academic actions	Yes	Yes
Participate in UC-sponsored Mortgage Origination Home Loan Program	Yes	No
File grievance with Privilege & Tenure Committee	Yes	No (except dismissal)
Eligible for Professional Development Leave	Yes	Yes

# 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	No/Varies <sup>1</sup>	No/Yearly	No/Yearly	No/Yearly
Senate member	Yes	Yes	Yes	No	No
Sabbatical/ Professional leave	Yes	Yes <sup>2</sup>	Yes <sup>2</sup>	Yes <sup>3</sup>	Yes <sup>3</sup>
Appraisal	Yes	Yes	Yes	No <sup>4</sup>	No <sup>4</sup>
8 year rule	Yes	Yes	Yes	No <sup>5</sup>	No <sup>5</sup>
% time	100 <sup>6</sup>	100 <sup>6</sup>	100 <sup>6</sup>	Any	Any

<sup>1</sup> appointed without end date at Assoc/Prof level, no tenure

<sup>2</sup> eligible for professional development leave; <sup>3</sup> may be granted by exception to policy

<sup>4</sup> available upon request at Department and/or School level

<sup>5</sup> no 8 year rule at UCSF, but applies to other campuses

<sup>6</sup> exceptions possible for family needs

# 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](http://www.ucop.edu/academic-personnel-programs/_files/apm/apm-210.pdf)

# Policy Changes for HS Clinical Series

## What changed?

- Review criteria for appointment and advancement:
  - APM-278-4: “Health Sciences Clinical professor series faculty engage in scholarly or creative activities which derive from and support their primary responsibilities in clinical teaching and professional and service activities.”
  - The definition of scholarly/creative activities for the HS Clinical series is very broadly defined. At UCSF, we anticipate that most if not all existing HS Clinical faculty are already meeting expectations
- Current language does not require regional or national reputation

# Policy Changes for HS Clinical Series

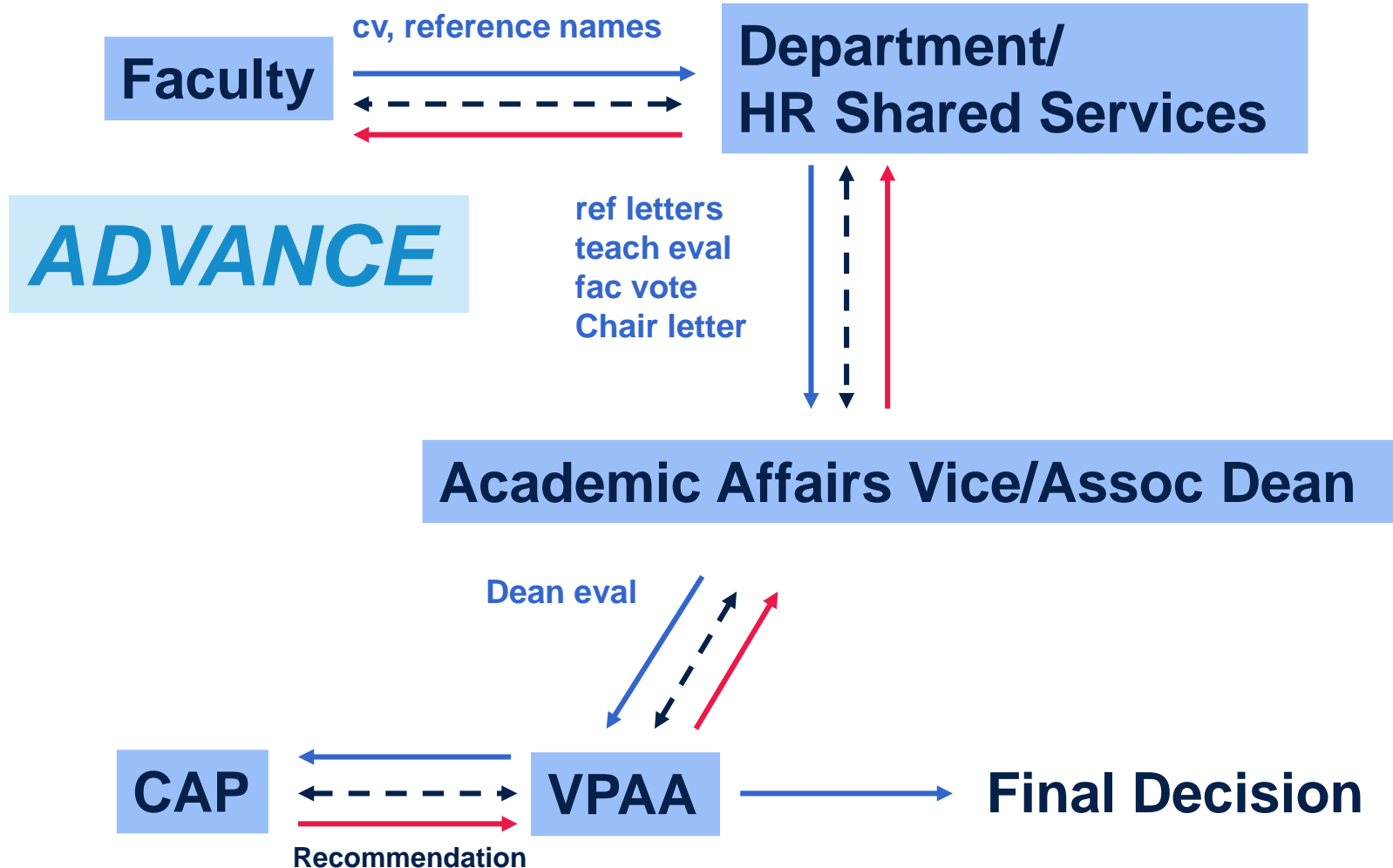
*What types of activities are considered “scholarly or creative” in this series?*

- See APM-210-6 – some examples below:
  - Contributions to educational curricula
  - Contributions to community-oriented programs
  - Contributions to administration/supervision of a clinical service or health care facility
  - Contributions to clinical guidelines
  - Contributions to quality improvement programs
  - Contributions to medical or other disciplinary information systems
  - Development of novel mentoring programs

# 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 / IRB / Admissions [varies by School])
- **Meet all other expectations for the proposed advancement**

# Academic Personnel Review - Promotions



# 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](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

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**Brian K Alldredge** (UCSF ID: )

Brian K Alldredge

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**My academic appointments** ?

**Professor of Clinical Pharmacy, Step 7**

Clinical Pharmacy

**HS Clinical Professor WOS** (Joint)

Neurology

**What is my next eligible action?** ?

*Packets in process.*

**Questions? Inaccuracies?**

Your contact is **Jessica Cheng**, HR Service Center B.

[Jessica.Cheng@ucsf.edu](mailto:Jessica.Cheng@ucsf.edu) - (415) 502-4529



UNIVERSITY OF CALIFORNIA, SAN FRANCISCO  
Office of Academic Affairs and Faculty Development and Advancement

**CAMPUS COUNCIL ON** *Faculty Life*

National Mentoring Month



# Packet tracking page



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## Where is my packet?



### Merit effective 07/01/17



Sent to Candidate for academic review materials (03/11/16)



Sent to HR Shared Services for processing (04/18/16)



Sent for Departmental Review (04/27/16)



Sent for Departmental Vote, if required



Sent to Candidate for review



Sent to AP Specialty Center (Pre-Dean review)



Sent to Dean for decision



Sent to AP Specialty Center (Post-Dean)

## My packet history



Action	Series	Rank	Step	Accel/ Decel	Effective Date	Status
Merit	Clinical X	Full	7		07/01/14	Approve
Merit	Clinical X	Full	6		07/01/11	Approve
Merit	Clinical X	Full	5		07/01/08	Approve
Merit	Clinical X	Full	4		07/01/05	Approve
Merit	Clinical X	Full	3		07/01/02	Approve

### Questions? Inaccuracies?

Your contact is **Jessica Cheng**, HR Service Center B.

[Jessica.Cheng@ucsf.edu](mailto:Jessica.Cheng@ucsf.edu) - (415) 502-4529

# Your Promotion Packet Contains:

- CV
- Student/peer teaching evaluations; mentee evaluations
- Letters of evaluation ( $\geq 3$  internal and  $\geq 3$  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 wisely (e.g., teaching, clinical activities, research, service summaries; contributions to diversity)
- The “Significant Publications” section provides an opportunity to describe your independent contributions
- Report percentile scores for grants not funded

# Letters of Evaluation

- Required for appointment, appraisal, promotion, merit to Prof. Step 6 and Above Scale
- 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

## 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

*PMAP – Personalized Mentoring Advancement Promotion Module*

# 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
- Seek expert advice in special circumstances
- Be successful!



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# Possible Discussion Questions

- *I wonder if I'm a good candidate for accelerated advancement. How should I proceed?*
- *What are some of the common problem areas that arise during promotion review?*
- *I'm concerned that my Chair and/or peers are not supportive of my promotion. What are some considerations?*
- *Should I defer my promotion so that my Nature paper will be accepted or in press by the time of my review?*