



University of California
San Francisco



CAMPUS COUNCIL ON *Faculty Life*
Faculty Development Day

An essential guide to building and enhancing your faculty life.

Wednesday, September 16, 2020

Faculty Review Process: *Appointment, Merit & Promotion*

Brian Alldredge, Renee Binder, Jeffrey Critchfield, Tom Kearney, Sunita Mutha, Catherine Waters

9/18/2020



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

CAMPUS COUNCIL ON *Faculty Life*
Faculty Development Day

Helpful Resources

The screenshot shows the UCSF Academic Affairs website. At the top, it says 'UNIVERSITY OF CALIFORNIA, SAN FRANCISCO Office of Academic Affairs and Faculty Development and Advancement'. Below that, there are navigation links for 'Home' and 'Contact Us'. The main content area is divided into several sections: 'POPULAR TOPICS' with links like 'ADVANCE', 'Appointments/Advancement', 'Career & Family', 'Benefits (UCSF)', 'Benefits (UC)', 'Diversity', 'Shared Governance', 'Handbooks', 'Faculty Mentoring', 'Problem Resolution', 'Recruitment', and 'Open Academic Positions'; 'MISSION STATEMENT' describing the office's role; 'BULLETIN BOARD' with recent reports; 'CAMPUS COUNCIL ON Faculty Life' (CCFL) information; 'Academic Personnel' details; 'Academic Information Systems' for online tools; and 'Resources' for researchers, educators, clinicians, and leaders.

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

The image shows the cover of a handbook titled 'A Faculty Handbook For Success: Advancement and Promotion at UCSF'. The cover features the UCSF seal at the top, the title in large white letters on a blue background, and a grid pattern at the bottom.

<https://senate.ucsf.edu/faculty-handbook>

The screenshot shows the UCSF Senate Service Portal for the 'Committee on Academic Personnel: Personalized Mentoring Advancement Promotion Module (PMAP)'. It includes a search bar, navigation tabs for 'Criteria/Requirements', 'Accelerations/Decelerations', 'Other Series/Change in Series', 'Resources for Mentors', 'Resources for Mentees', 'Creative Activity', 'Professional Competence', 'Advancement/Promotion Packet', and 'FAQ'. The main heading is 'Committee on Academic Personnel: Personalized Mentoring Advancement Promotion Module (PMAP)'. Below this, it lists 'Criteria/Requirements:' and 'General:' information, followed by a list of requirements for appointments.

Criteria/Requirements:

General:

Ensure your CV is up-to-date. For Help, see [CV Guidelines](#) and [When is my CV Required in "Advance"](#). Contribute with Distinction in all of these categories: Teaching, Professional competence and activity, Creative work and University and public service.

- Predominant responsibilities are in Teaching, Clinical Service and engagement of Creative Work and Scholarly Activities.
- **Term of Service:**
 1. With a specific ending date: For Steps I - IX, each appointment period is limited to a maximum term of three years. These appointments may be made for a shorter term and shall be advised by letter and/or on the appropriate campus approval document.
 2. With no specific ending date: Generally these appointments are made only when there is a reasonable expectation of long-term funding.Refer to [Professor Step V - Options for Advancement](#) | [Advancement for Professor Steps VI to IX](#) | [Advancement Above Scale](#) for more information.
- Member of Academic Senate.

<https://senateserviceportal.ucsf.edu/pmap/all.php>

Revised
09/06/2019

People

HR Shared Services	Academic HR Analyst
Department	Mentor; Chair
School	Vice/Associate Dean for Academic Affairs <ul style="list-style-type: none">• Dentistry – Sunita Mutha• Medicine – Elena Fuentes-Afflick, Renee Binder, Paul Garcia• Nursing – Catherine Waters• Pharmacy – Thomas Kearney
Campus	Vice Provost, Academic Affairs – Brian Alldredge Assistant Vice Provost – Emerald Light

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 areas of review must be +++

Rules and Privileges

	Ladder Rank	In Residence	Clinical X	Adjunct	HS Clinical
Tenure/length of Appointment	Yes	No/Varies ¹	No/Yearly	No/Yearly	No/Yearly
Senate member	Yes	Yes	Yes	No	No
Sabbatical/ Professional leave	Yes	Yes ²	Yes ²	Yes ³	Yes ³
Appraisal	Yes	Yes	Yes	No ⁴	No ⁴
8 year rule	Yes	Yes	Yes	No ⁵	No ⁵
% time	100 ⁶	100 ⁶	100 ⁶	Any	Any

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

² eligible for professional development leave; ³ may be granted by exception to policy

⁴ available upon request at Department and/or School level

⁵ no 8 year rule at UCSF, but applies at other campuses

⁶ 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

Academic Review During COVID-19

Senate Faculty: Stop-the-Clock

- For Assistant Professors the 8-year clock has been extended to nine years by default (an automatic 1-year extension) **without the need to submit any formal request or justification.**
- Faculty need not use the additional year if they are ready for promotion prior to the 9th year.
- Up to 3 stop-the-clocks may be granted

Non-Senate Faculty: Deferment

- At UCSF, non-Senate faculty are not subject to the 8-yr limitation on service at Assistant rank. However, non-Senate faculty may request deferral of academic review.

Academic Review During COVID-19

- At UCSF, there is a long-standing campus practice to take context into account in all academic personnel reviews
- Faculty are encouraged to use CV to document positive contributions related to COVID
- Faculty are encouraged to use the “Candidate Personal Statement” in Advance to address professional and/or personal challenges and/or positive contributions related to COVID
- Examples:
 - Impact of personal illness or caregiving responsibilities
 - Transition to distance instruction (including prep and impact on teaching evaluations)
 - Impact of shelter in place or reduced lab/office occupancy on scholarly/creative activity
 - Conference presentations canceled due to COVID
 - Advocacy, media or social media contributions related to COVID-19

Uploading a Candidate Personal Statement in Advance

Thomas Edison (UCSF ID: 022769004) Thomas Edison

Overview My CV **My Packet** Proxy For Review

Summary | CV | Referee List **Attachments**

Thomas Edison *Promotion* Change Packet
Associate Professor → Professor, Step 1, Effective 07/01/20, On-time Action Temp Appointment

① Attach PDF Document ② Select Attachment Type

Candidate Personal Statement

Attachment Type	File Name	Attached By	Date	
Candidate Personal Statement	Personal-Statement-Impact of COVID-TEdison.pdf (310 kb)	Thomas Edison	06/17/2020	<input type="button" value="Delete"/>
Other attachment – redacted	AN Course Syllabus.pdf (502 kb)	Betsy A Ross	06/17/2020	<input type="button" value="Delete"/>

Questions? Inaccuracies?

Your contact is **Betsy Ross**, HR Academic.

AdvanceTest@ucsf.edu - (415) 502-2871

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.
- 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?

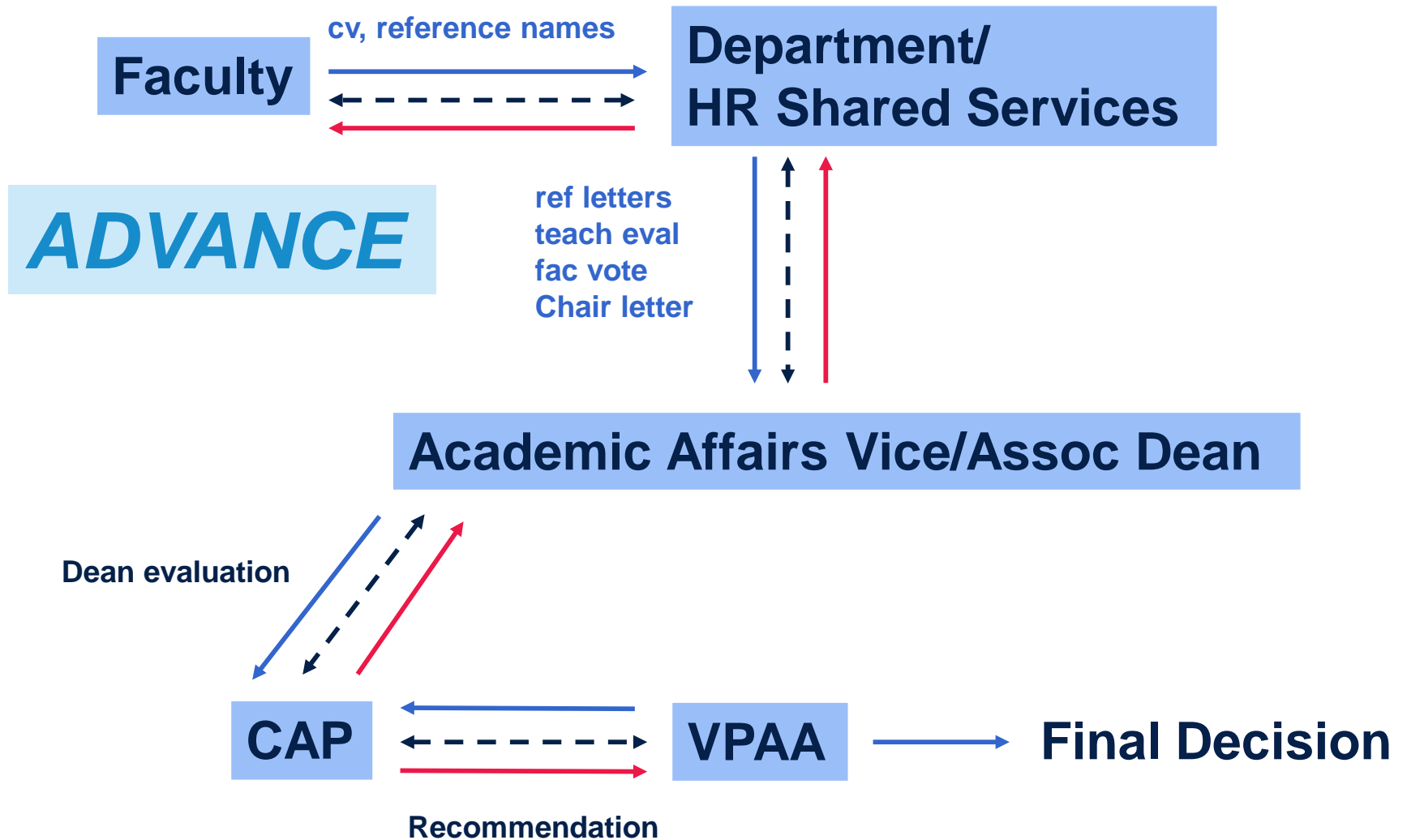
- See APM-210-6 – some examples below:
 - Contributions to educational curricula
 - Contributions to community-oriented programs
 - Contributions to administration/supervision of a clinical service or health care facility
 - Contributions to clinical guidelines
 - Contributions to quality improvement 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 (e.g., to a discipline, to education, or to diversity, equity and inclusion)
 - 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
- 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

Brian K Alldredge (UCSF ID: 020097820)

Overview My CV My Packet Proxy For Review

General Salary Packet tracking Academic Leave

My academic appointments ?

Professor of Clinical Pharmacy, Step 8 (Primary 0%)

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 Academic.

Jessica.Cheng@ucsf.edu - (415) 502-4529

Packet tracking page

Brian K Alldredge (UCSF ID: 020097820)

Brian K Alldredge

Overview My CV My Packet Proxy For Review

General Salary Packet tracking Academic Leave

Where is my packet? ?

Merit effective 07/01/20

- Sent to Candidate for academic review materials (03/22/19)
- Sent to HR Shared Services for processing (04/19/19)
- Sent for Departmental Review (05/02/19)
- Sent to Chair for departmental recommendation (07/22/19)
- Sent to HR Shared Services for review
- 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	8		07/01/17	Approve
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

Your Promotion Packet Contains:

- CV
- Student/peer teaching evaluations; mentee 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 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

Summary

- Know your series and what is required
- Seek out effective mentors and use them
- Seek collaborators and help when needed
- Be outstanding in teaching, research, professional competence, service
- Seek expert advice in special circumstances
- Use the CV, Candidate Personal Statement and provide input to your Chair (for the departmental letter) so that special circumstances are made clear in your dossier
- Be successful!

UCSF

University of California
San Francisco

Possible Discussion Questions

- *Is there a freeze on faculty merits and promotions this year?*
- *How will merits and promotions be affected because of COVID-19?*
- *What are the pros/cons of changing faculty tracks (e.g., from HS Clinical to Clinical X or Adjunct to In Residence)?*
- *How important are publications to my advancement in the HS Clinical series?*
- *I wonder if I'm a good candidate for accelerated advancement. How should I proceed?*

Possible Discussion Questions

- *Why does it seem that research productivity requirements vary across departments even when clinical effort is about the same?*
- *I have received feedback that continuing to publish with more senior colleagues may hinder my promotion because it does not demonstrate "independence." Isn't that idea outdated given the focus on collaborative science?*
- *I'm concerned that my Chair and/or peers are not supportive of my promotion. What are some considerations?*