



University of California
San Francisco

CAMPUS COUNCIL ON *Faculty Life*

**Faculty
Development
Day 2021**

TUESDAY, SEPTEMBER 14

Faculty Review Process: *Appointment, Merit & Promotion*

Brian Alldredge, Renee Binder, Sandy Feng, Tom Kearney,
Sunita Mutha, Catherine Waters

9/17/2021



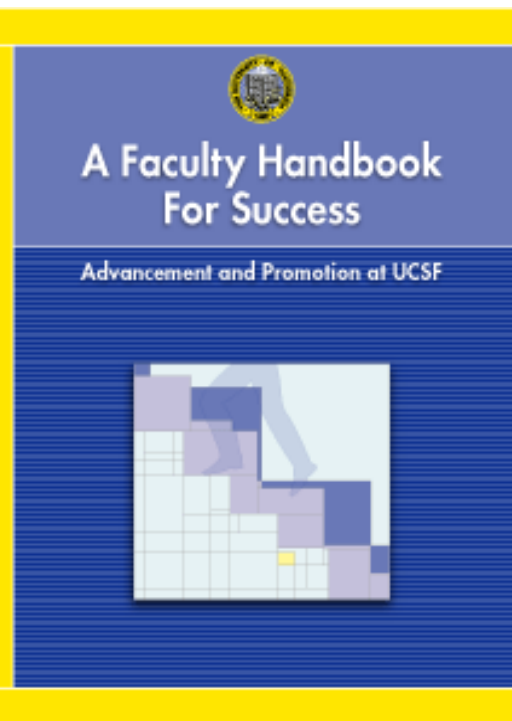
UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
Office of Academic Affairs and Faculty Development and Advancement

CAMPUS COUNCIL ON *Faculty Life*

Faculty Development Day

Helpful Resources

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



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

Revised
11/10/2020

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

People

HR Shared Services	Academic HR Analyst
Department	Mentor; Chair; Vice Chair of Appointments & Promotions
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**
 - Health Sciences Clinical Professor
 - Adjunct 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	HS Clinical	Adjunct
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	HS Clinical	Adjunct
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; departmental approval required

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.

Fourth-year Appraisals

- May be delayed on request; not automatically deferred

Academic Review During COVID-19

- *Those who are newly-appointed or have demonstrated satisfactory academic productivity during pre-pandemic periods will continue on a similar trajectory during the pandemic and for a subsequent period, approximately 2 to 3 years.*
- Use the CV to document positive contributions related to COVID
- Use the “Candidate Personal Statement” in Advance to address professional and/or personal challenges and/or positive contributions related to COVID
 - Impact of personal illness or caregiving responsibilities
 - Transition to distance instruction
 - Impact of shelter in place or reduced lab/office occupancy on scholarly/creative activity
 - Increased student mentoring/advising
 - Highlight additional clinical, service, teaching or leadership responsibilities for the institution or community taken on as a result of the pandemic.

Academic Review During COVID-19

Advance Faculty Information System

Home Search Proxy Access Admin Reports Dashboard

Prefs Help Logout

ATTENTION: A link to COVID-19 Guidance is available on the My Packet tab for faculty who wish to address any negative impacts or report additional accomplishments related to COVID-19 in their packet.

Brian K Alldredge (UCSF ID: 020097820)

Brian K Alldredge

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?



Merit, effective 07/01/23

This action is calculated from your current Series, Rank, and Step.



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Academic Review During COVID-19

Uploading a Candidate Personal Statement in Advance

Thomas Edison (UCSF ID: 022789004) Thomas Edison

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

Summary CV Referee List **Attachments** COVID-19 Personal Statement and CV Guidance

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

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
 - Development or oversight of a lecture/seminar series

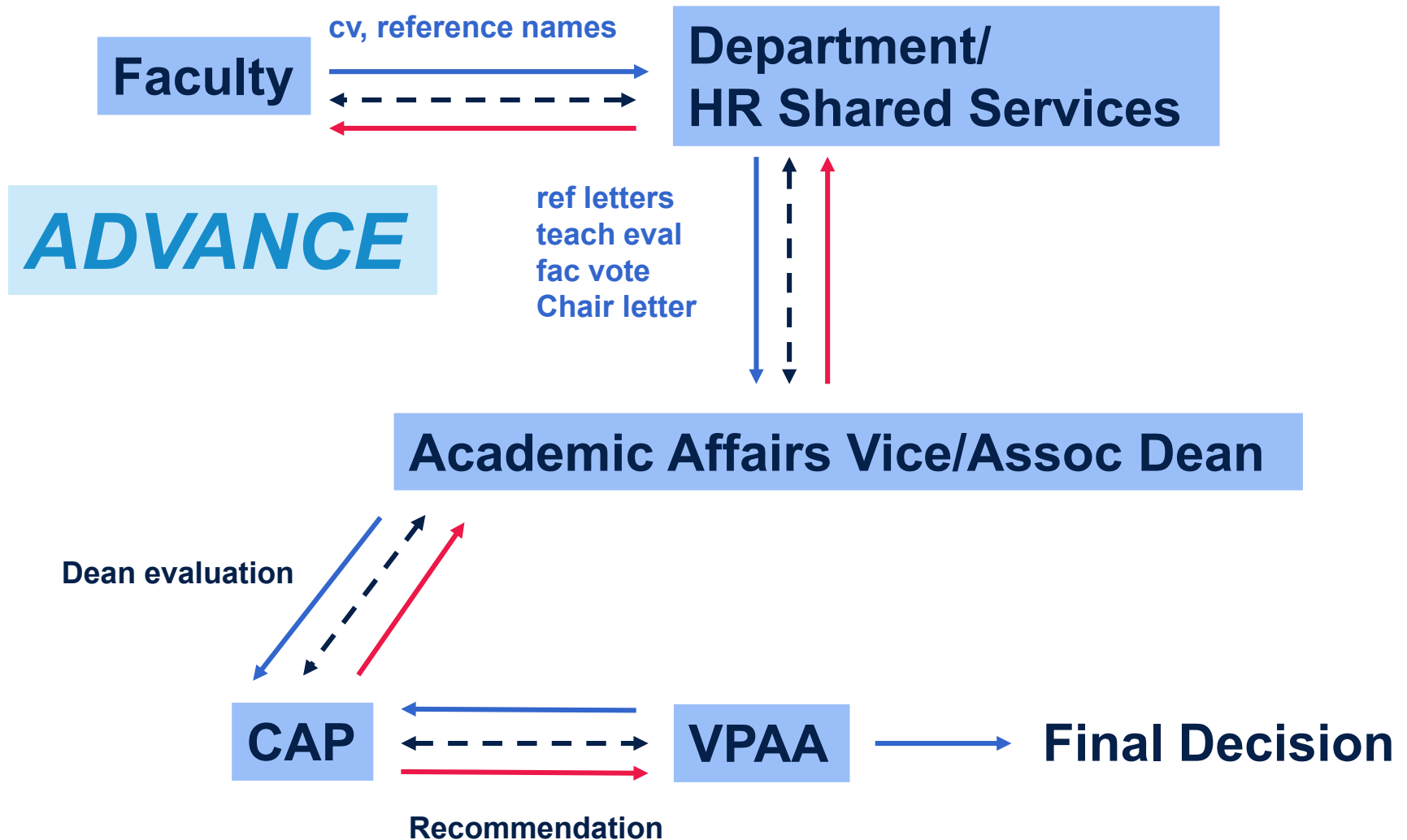
Contributions to Diversity, Equity & Inclusion

- APM-210-1-d: “...contributions in all areas of faculty achievement that promote equal opportunity and diversity should be given due recognition in the academic personnel process, and they should be evaluated and credited in the same way as other faculty achievements.” (2015 revision)
- EQOP has developed guidance for inclusion of DEI efforts and for writing “Contributions to Diversity” statements; many examples provided
 - This guidance is imbedded into Advance
- Inclusion of Contributions to Diversity statements is highly encouraged; presently, there is no campus-wide requirement
 - Schools of Nursing and Pharmacy require these statements

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**
- **See: <https://facultyacademicaffairs.ucsf.edu/academic-personnel/academic-review-and-advancement/Criteria-for-Advancement-for-Faculty.pdf>**

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

Letters of Reference

- 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 the academic rank you're going to, or above
- You may wish to 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
- Meet annually with Division Chief or Chair to review progress
- 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

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Possible Discussion Questions

- *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)?*
- *What are possible ways for Adjunct series faculty to move to the Ladder rank series?*
- *How important are publications to my advancement in the HS Clinical series?*
- *How important is clinical productivity 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?*
- *Can I add additional publications or achievements to my packet after it is submitted?*
- *I'm concerned that my Chair and/or peers are not supportive of my promotion. What are some considerations?*