

# An Insider's Guide: Advancement and Promotion at UCSF

Wednesday, May 15, 2013

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**Peter Sargent, PhD**

Associate Dean  
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School of Dentistry

**Paul Garcia, MD**

Professor Neurology  
former CAP Chair

# Chancellor's Council on Faculty Life (CCFL)

**Leadership - Coro Center for Civic Leadership**

**Mentoring – all assistant professors – career mentors**

**Dr. Mitch Feldman, Assoc VP for Faculty Mentoring**

**Faculty Development – lectures, workshops on various topics**

**Faculty Wellness – lectures, workshops**

**Institutional Welcoming – Faculty Development Day**

**Faculty Development Day**

**Tuesday, September 10, 2013**

**For more information, visit <http://academicaffairs.ucsf.edu/>**

# First Stop – Advancement and Promotion Academic Affairs Website

<http://academicaffairs.ucsf.edu/>

Serving the UCSF Academic Community

Mission Statement

Bulletin Board

Popular Topics

Urgent Issues

CCFL

**Academic Personnel**

Academic Information Systems

Resources

Recruitment/Retention

Retirement/Separations

**Appointment/Advancement**

Leaves

Compensation/Benefits

Academic Labor Relations

# Official Policies

- UCSF

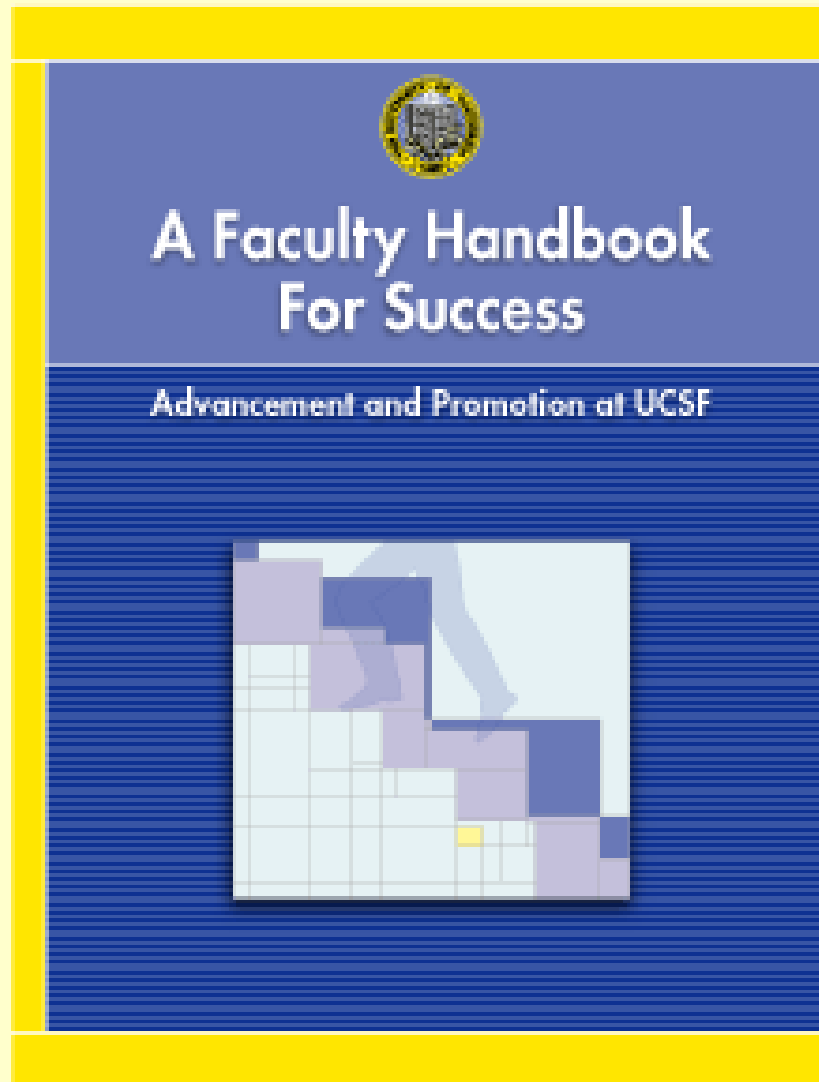
## Policies

<http://academicaffairs.ucsf.edu/acapers/policies.php>

- UC system

## Academic Personnel Manual (APM)

<http://www.ucop.edu/acadadv/acadpers/apm/welcome.html>



<http://www.ucsf.edu/senate/facultyhandbook/index.html>

# People

## Department

Mentor, Chair

## Service Center

Academic Personnel Analyst

## School

Vice/Associate Dean for Academic Affairs

Dentistry – Peter Sargent

Medicine – Elena Fuentes-Afflick, Renée Binder

Nursing – Christine Miaskowski

Pharmacy – Brian Alldredge

## Campus

Vice Provost, Academic Affairs – Sally Marshall

Asst Vice Provost – Cynthia Lynch Leathers

# Details all faculty should know

- Series, rank, step
- Salary, covered compensation, sources of \$, comp 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 I to VI
  - Associate I to V
  - Professor I to IX and Above Scale
  - 21 total levels



# UCSF Faculty Series (paid)

- **Academic Senate members**
  - Professor – ladder rank (“tenure track”)
  - Professor In Residence
  - Professor of Clinical X
- **Non-Senate**
  - Adjunct Professor
  - Health Sciences Clinical Professor
- (Non-faculty academic)
  - (Research Scientist)

# Academic Senate Membership

UCSF strives to treat all faculty equally

- 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
- Prestige

# What is expected

	Professor	In Residence	Clinical X	Adjunct	HS Clinical
Teaching/ mentoring	+++	+++	+++	+*	+++
Research/ Creative work	+++	+++	++	+++*	+
Professional competence	+++	+++	+++	+*	+++
Service	+++	+++	+++	+*	++

\* One or more components must be +++

# Rules and Privileges

	Professor	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**	Campus exception**	Campus exception**
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

\*\*\* no 8 year rule at UCSF, but applies to other campuses

# ADVANCE

## Faculty Information System

- A resource for academic career information
- Online tool to facilitate the appointment, merit and promotion process
- NIH Biosketch

## Goals

- Reduce the time for the review
- Increase transparency of the appointment/advancement process
- Enable a search of faculty data

How?

[Myaccess.ucsf.edu](http://myaccess.ucsf.edu)

Click on Advance



# Academic Advancement

## Criteria

- Teaching and mentoring
- Research & other creative activities
- Professional competence
- University & public service

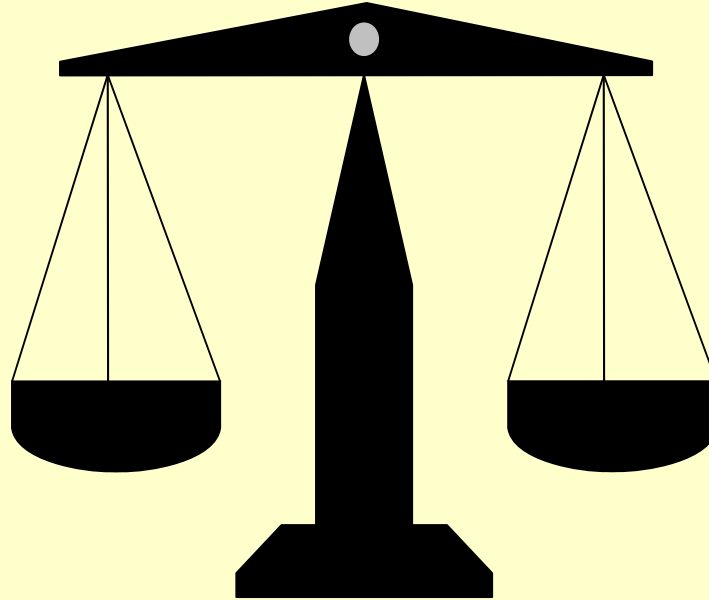
## Weighting of Criteria

- Series-dependent
- Department-defined

## Accelerations are possible

- Major grant or award
- Significant new duties

# LADDER RANK and IN-RESIDENCE SERIES

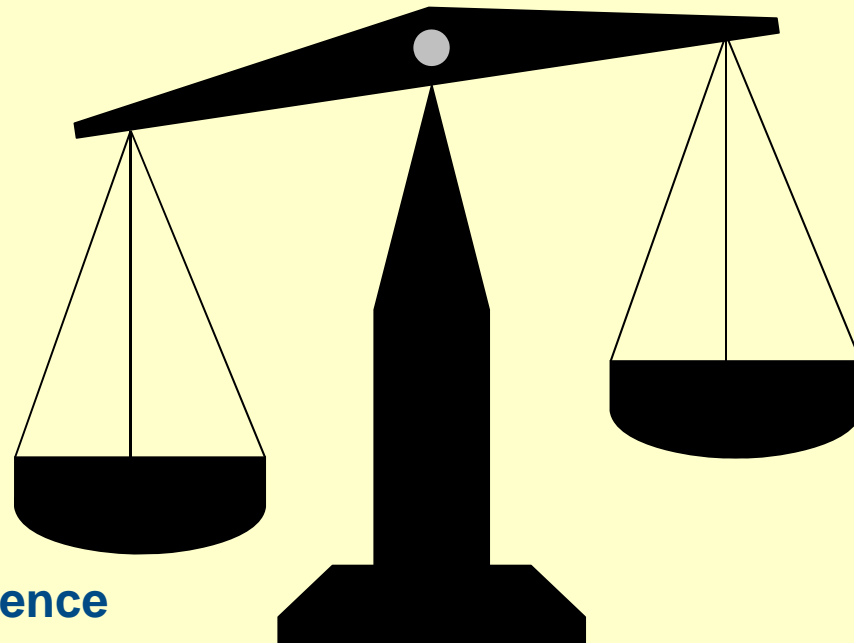


**Contribute with distinction in**

- Teaching
- Research
- Professional competence (clinical if applicable)
- Service (University, professional, public)



# CLINICAL X SERIES

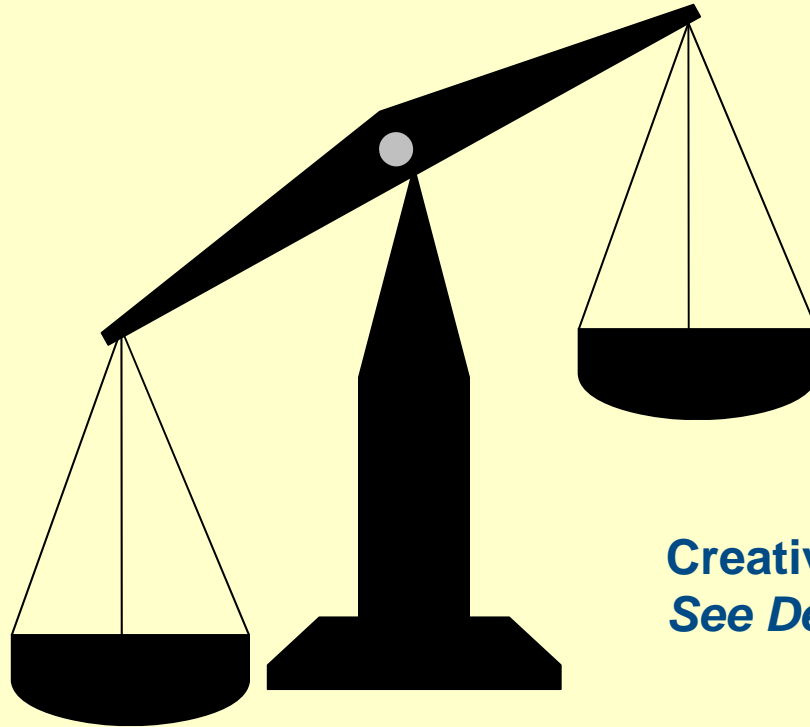


## Outstanding

- Clinical competence
- Teaching
- Service

Research /  
Creative Activity

# HEALTH SCIENCES CLINICAL SERIES



**Creative activity “encouraged”**  
***See Departmental Guidelines***

## **Outstanding**

- **Clinical competence**
- **Teaching**
- **Service**

# ADJUNCT SERIES



Research

Teaching

OR



Teaching

Research

# Evaluation of Teaching

## Direct Teaching

- Professional students
- Graduate students
- Residents, fellows

## Course / Program Administration

## Advising and mentoring (including other faculty)

## Data sources

- CV (quantity of teaching)
- Formal evaluations of teaching
- Letters

# Evaluation of Research

## Productivity

- Original peer-reviewed publications / dissemination
- Progression / trajectory

## Independent Contributions

- Authorship (first or senior author)
- Principal investigator
- Collaborative 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)

# Evaluation of Professional Competence

## Professional Capabilities

- Peer evaluations
- Trainee assessments
- Board certification / recertification

## Invited Presentations / Publications

## Editorial / Reviewer Activities

## Grants Review

## Professional Organization Activities

## Honors and Awards

# Evaluation of Service

## University Service

- Department / Programs
- School
- Academic Senate
- System-wide

## Professional Service

- Professional society or publication service

## Community / Public Service

## Diversity/Equal Opportunity

# Important Issues

## Referees

Pick letter writers who will write good letters  
(at or above rank)

Include obvious collaborators

## Teaching

Student evaluations and comments go into your packet

## CV Summaries of Research, Teaching/Mentoring and Service

Use this opportunity wisely



# Guidelines for acceleration

- Exceptional performance in one area
  - Prestigious competitive grant
  - Professional service award
  - Sustained level of outstanding achievement
  - Unusual productivity
  - Extraordinary service – administrative, innovative program, 3 year service on major committee (e.g. IACUC/CHR)
- Meet all other expectations for action
- Retention strategy

# Top Ten Myths about Advancement

1. **My CV does not have to be in Advance**
2. **Getting a merit means a salary increase**
3. **First merit is challenging**
4. **Teaching does not matter in some series**
5. **Number of publications is all that matters**
6. **Collaborative research does not count**
7. **Review articles are as good as research papers**
8. **Only Academic Senate members can serve on Senate committees**
9. **All faculty can have tenure and earn sabbatical credits**
10. **A department chair must support an action for it to be moved forward**

# 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!

# Questions?

# Recognition for administrative work

- Department chair – APM 245
- “Academic leadership is... academic activity”
- Reduced time for teaching/research
- Must have some scholarly activity
- Up to Professor Step V