



CAMPUS COUNCIL ON *Faculty Life*
Faculty Development Day

An essential guide to building and enhancing your faculty life.

Tuesday September 12, 2017

Faculty Review Process: *Appointment, Promotion and Tenure*

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Tom Kearney

9/11/2017

UCSF

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

CAMPUS COUNCIL ON *Faculty Life*
Faculty Development Day

Helpful Resources

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

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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.

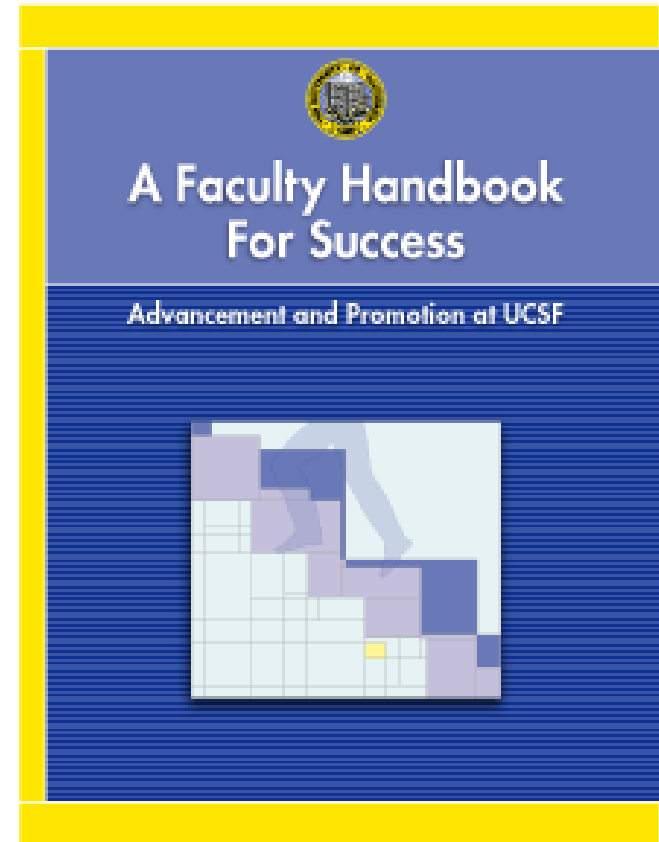
Advance
AP Recruit
MPM

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 6/28/17

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

People

| | |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HR Shared Services | Academic HR Analyst |
| Department | Mentor; Chair |
| School | Vice/Associate Dean for Academic Affairs <ul style="list-style-type: none">• Dentistry – Sheila Brear• Medicine – Elena Fuentes-Afflick, Renee Binder, Paul Garcia• Nursing – Catherine Waters (interim)• Pharmacy – Thomas Kearney |
| Campus | Vice Provost, Academic Affairs – Brian Alldredge Asst Vice Provost – Cynthia Lynch Leathers |

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 | Varies ¹ | Yearly | Yearly | 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 professional leave possible ; ³ professional leave allowed by exception

⁴ available upon request at Department and/or School level

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

⁶ exceptions possible for personal health or family reasons

Academic Advancement

Criteria (APM)

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

Weighting of Criteria

- Series-dependent
- Department-defined

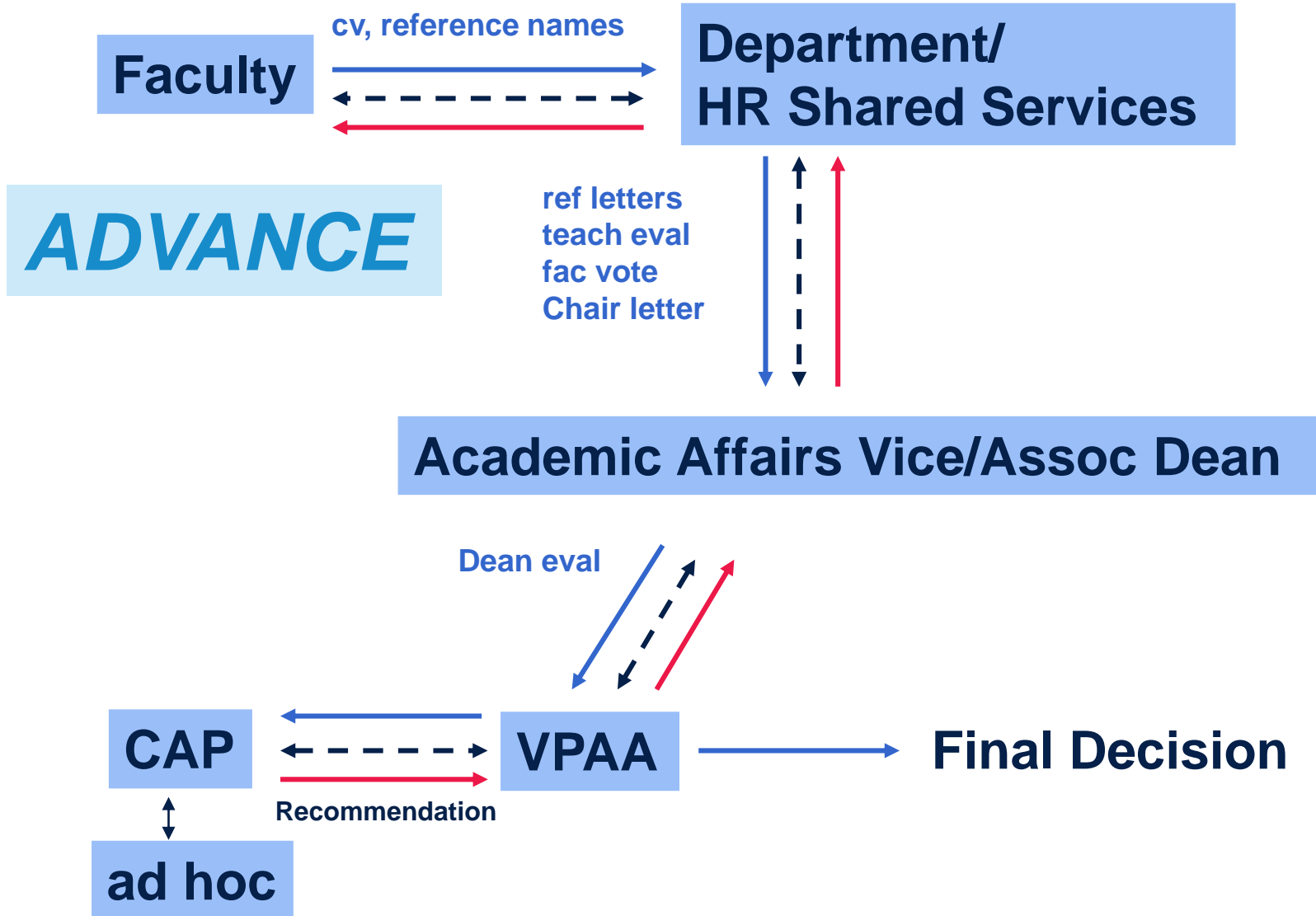
Promotion expectations in clear terms:

- APM-210 “Review & Appraisal Committees”
- http://www.ucop.edu/academic-personnel-programs/_files/apm/apm-210.pdf

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



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, Click on *Advance*

▪ **For training:**

<http://AcademicAffairs.ucsf.edu/Advance/GuidesFaculty.php>

Overview page

Brian K Alldredge (UCSF ID: _____)

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 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 - (415) 502-4529

Packet tracking page

Brian K Alldredge (UCSF ID: 1

Brian K Alldredge

Overview My CV My Packet Proxy For Review

General Salary Packet tracking Academic Leave

Where is my packet? ?

Merit effective 07/01/17

- 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?

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

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)
- 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?*