



University of California  
San Francisco

CAMPUS COUNCIL ON *Faculty Life*

# Faculty Development Day 2023



## Faculty Review Process: *Appointment, Merit & Promotion*

Brian Alldredge, Pedram Aleshi (CAP), Robin Corelli  
(Pharmacy), Christina Mangurian (Medicine), Catherine  
Waters (Nursing), Torsten Wittman (Dentistry)

# Office of Faculty & Academic Affairs Website

Providing support and advocacy for faculty and academic personnel

## Academic Personnel

Ensuring academic excellence and equity by facilitating the recruitment, appointment, and advancement of faculty and academic appointees.

Academic Review and Advancement

Compensation

Recruitment

## Faculty Life

Providing programs to foster careers and support for faculty in balancing their personal and professional lives.

Mentoring

Leadership Training

Faculty Development

- **Leaves**
- **Retirement / Recall**
- **Salary Equity**
  
- **Family Friendly Policies**
- **Faculty Development Day**
- **Home Loan Programs**

## Announcements

[View All Announcements →](#)

**2024-25  
UCSF  
Presidential  
Chair Award**

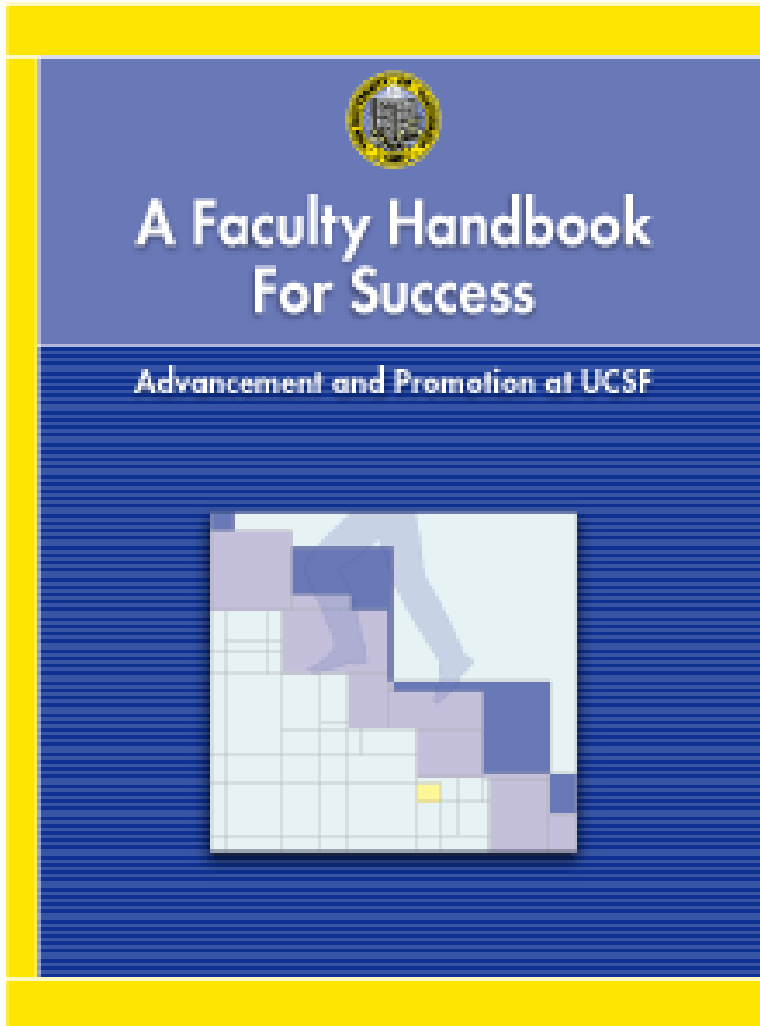
**UCSF**

**Faculty  
Salary  
Equity  
Review 2021-22**

**UCSF**

<https://facultyacademicaffairs.ucsf.edu/>

# Other Helpful Resources



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

Revised  
5/5/2023

Enter a search word or phrase

Brian Alldredge | [Clinical X](#) | [Full Professor](#) | [Step 8](#) | [All PMAP Modules](#)  
Your Next Personnel Action\*: [Clinical X](#) | [Full Professor](#) | [Step 9](#)

[Criteria/Requirements](#) | [Accelerations/Decelerations](#) | [Other Series/Change in Series](#) | [Resources for Mentors](#) | [Resources for Mentees](#) | [Creative Activity](#) | [Professional Competence](#) | [Advancement/Promotion Packet](#) | [FAQ](#)

## Committee on Academic Personnel: Personalized Mentoring Advancement Promotion Module (PMAP)

### 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>

# People

<b>HR Shared Services</b>	Academic HR Analyst
<b>Department</b>	Mentor; Chair; Vice Chair of Appointments & Promotions
<b>School</b>	Vice/Associate Dean for Academic Affairs <ul style="list-style-type: none"><li>• Dentistry – Sunita Mutha, Torsten Wittman</li><li>• Medicine – Christina Mangurian, Renee Binder, Paul Garcia</li><li>• Nursing – Catherine Waters</li><li>• Pharmacy – Robin Corelli</li></ul>
<b>Campus</b>	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
  - Remote work opportunities or constraints
- 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 1 to 9 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
Emeritus upon retirement	“Automatic”	Requires packet & approval



# 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 <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 at other campuses

<sup>6</sup> exceptions possible for family needs; departmental approval required

# Academic Advancement

## Criteria (APM)

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

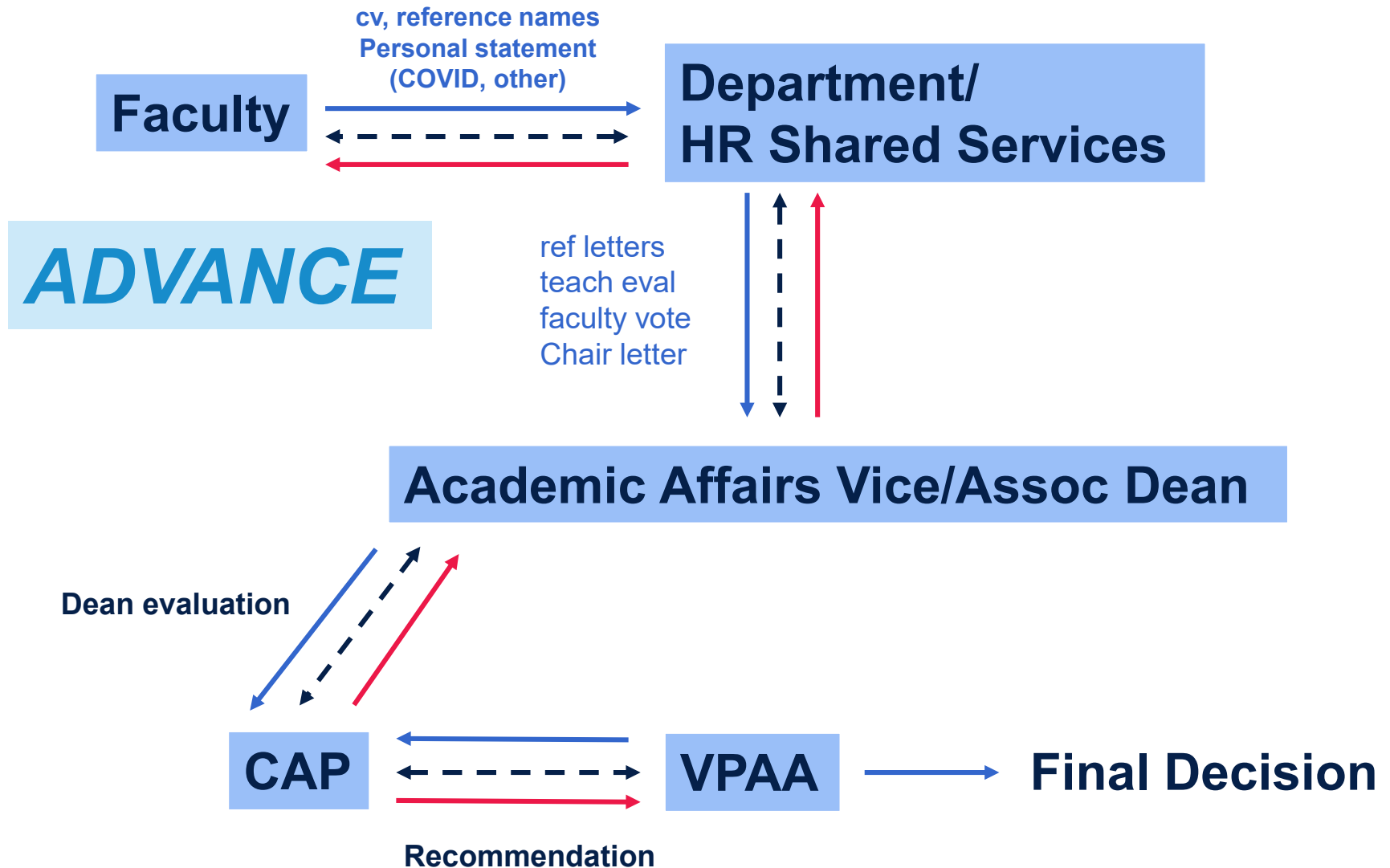
## Weighting of Criteria

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

# Academic Personnel Review - Promotions



# Academic Review During COVID-19

**Initial Guidance: June 2020**

## 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 9<sup>th</sup> year.

## 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

# Representing COVID-related Contributions and Challenges in your Academic Review File

- 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 **or other personal/professional challenges that have impacted your work and/or productivity**
  - 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/After 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.

# Academic Review During/After COVID-19

## Uploading a Candidate Personal Statement in Advance

Thomas Edison (UCSF ID: 022769004) Thomas Edison

Overview My CV **My Packet** Proxy For Review COVID-19 Personal Statement and CV Guidance

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  Browse 2 Select Attachment Type

3 4

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	Delete
Other attachment – redacted	AN Course Syllabus.pdf (502 kb)	Betsy A Ross	06/17/2020	Delete

### Questions? Inaccuracies?

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

[AdvanceTest@ucsf.edu](mailto:AdvanceTest@ucsf.edu) - (415) 502-2871



# Academic Review During/After COVID-19

## Current Guidance

*“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.”*

### Guidance to faculty:

- Do not defer academic review without first discussing with Chair and/or Dean’s Office
- Use COVID Personal Statement feature in Advance; detailed personal information need not be revealed

# Academic Review During/After COVID-19

## Current Guidance

Guidance to reviewers:

- “Holistic review”
  - Faculty member’s accomplishments considered in context of other (e.g., clinical) responsibilities
  - Broader view of scholarly/creative work
  - Avoid applying “absolute” requirements (teaching scores, # committees, # publications, etc.)
- “Achievement relative to opportunity”
  - Considers the disclosed circumstances, working arrangements or career history and the effect they can have on faculty achievement
  - Quality and impact of performance/achievements are more important than quantity or rate of productivity

# Academic Advancement in the HS Clinical Series

## 2018 policy revision - 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

# Academic Advancement in the 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>**

# Change In Series

- May be appropriate when there are changes in role and responsibilities
- Can be undertaken at any time
- Process:
  - Discussion with Chief and/or Chair
  - Academic packet (Advance)

# 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](http://MyAccess.ucsf.edu), Click on *Advance*

▪ **For training:**

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



# Overview page

**NEW!** See [Contributions to Diversity, Equity and Inclusion Guidance](#) for guidelines to assist faculty in preparation of DEI statements.

A link to COVID-19 Guidance is available on the My Packet tab.

Brian K Aldredge (UCSF ID: 020097820)

Brian K Aldredge

Overview My CV My Packet Proxy For Review

General Salary Packet tracking Academic Leave

## My academic appointments ?

**Professor of Clinical Pharmacy, Step 9** (Primary 0%)

Clinical Pharmacy

**HS Clinical Professor WOS** (Joint)

Neurology

## What is my next eligible action? ?

**Merit**, effective 07/01/24

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

### Questions? Inaccuracies?

Your contact is **Jessica Cheng**, HR Academic.

[jessica.cheng@ucsf.edu](mailto:jessica.cheng@ucsf.edu) - (415) 502-4529

# Packet tracking page

Brian K Aldredge (UCSF ID: 020097820)

Brian K Aldredge

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

General | Salary | **Packet tracking** | Academic Leave

## Where is my packet?

**Merit effective 07/01/24**

**Packet Materials Due 04/25/23**

- Sent to Candidate for academic review materials (03/14/23)
- Sent to HR Shared Services for processing (04/10/23)
- Sent for Departmental Review (04/25/23)
- Sent to Chair for departmental recommendation (09/01/23)
- Sent to HR Shared Services for review
- Sent to Candidate for review
- Sent to AP Specialty Center (Pre-Dean review)
- Sent to Dean for school recommendation
- Sent to AP Specialty Center (Post-Dean)
- Sent to CAP
- Sent to AP Specialty Center (Pre-VPAA)
- Sent to VPAA for decision
- Sent to AP Specialty Center (Post-VPAA)

## My packet history

Action	Series	Rank	Step	Accel/ Decel	Effective Date	Status
Merit	Clinical X	Full	9		07/01/20	Approve
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 ( $\geq 3$  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

# 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 your 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
- We want you to be successful!

UCSF

University of California  
San Francisco