An Insider’s Guide: Advancement and Promotion at UCSF
Wednesday, May 15, 2013

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Associate Dean
Academic Affairs
School of Dentistry

Paul Garcia, MD
Professor Neurology
former CAP Chair

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

CHANCELLOR’S COUNCIL ON Faculty Life
Faculty Development Program
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
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

<table>
<thead>
<tr>
<th></th>
<th>Professor</th>
<th>In Residence</th>
<th>Clinical X</th>
<th>Adjunct</th>
<th>HS Clinical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching/mentoring</td>
<td>+++</td>
<td>+++</td>
<td>+++</td>
<td>+*</td>
<td>+++</td>
</tr>
<tr>
<td>Research/Creative work</td>
<td>+++</td>
<td>+++</td>
<td>++</td>
<td>+++*</td>
<td>+</td>
</tr>
<tr>
<td>Professional competence</td>
<td>+++</td>
<td>+++</td>
<td>+++</td>
<td>+*</td>
<td>+++</td>
</tr>
<tr>
<td>Service</td>
<td>+++</td>
<td>+++</td>
<td>+++</td>
<td>+*</td>
<td>++</td>
</tr>
</tbody>
</table>

* One or more components must be +++
## Rules and Privileges

<table>
<thead>
<tr>
<th></th>
<th>Professor</th>
<th>In Residence</th>
<th>Clinical X</th>
<th>Adjunct</th>
<th>HS Clinical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure/length of Appointment</td>
<td>Yes</td>
<td>Varies*</td>
<td>Yearly</td>
<td>Yearly</td>
<td>Yearly</td>
</tr>
<tr>
<td>Senate member</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Sabbatical/Professional leave</td>
<td>Yes</td>
<td>Yes**</td>
<td>Yes**</td>
<td>Campus exception**</td>
<td>Campus exception**</td>
</tr>
<tr>
<td>Appraisal</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>On request</td>
<td>On request</td>
</tr>
<tr>
<td>8 year rule</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No***</td>
<td>No***</td>
</tr>
<tr>
<td>% time</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>Any</td>
<td>Any</td>
</tr>
</tbody>
</table>

* 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
Click on Advance
Academic Personnel Review

Faculty → Department/Service Center

CV, names of letter writers

Faculty

Department/Service Center

ADVANCE

ref letters
teach eval
fac vote
Chair letter

Dean eval

Academic Affairs Assoc/Vice Dean

VPAA → CAP

Report, decision

CAP

Committee of Senior Faculty
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
Creative activity “encouraged”
See Departmental Guidelines

Outstanding
- Clinical competence
- Teaching
- Service
ADJUNCT SERIES

Teaching OR Research

Teaching OR Research

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
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CHANCELLOR’S COUNCIL ON Faculty Life
Faculty Development Program
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