Faculty Review Process: Appointment, Promotion and Tenure

Brian Aldredge, Renee Binder, Elena Fuentes-Afflick, Paul Garcia, Renee Navarro, Peter Sargent

First Stop – Academic Affairs Website
http://academicaffairs.ucsf.edu/
Serving the UCSF Academic Community

Popular topics: Advance, Appointment/Advancement, Benefits, Diversity, Faculty Mentoring, UC Benefits, Shared Governance, Handbooks, Problem Resolution, Recruitment

Urgent Issues: Improper Conduct, Office of the Ombuds, Suicide Prevention, Disability Management, Impairment & Addiction, Whistleblower

CCFL: FDD, Mentoring, Wellness Grand Rounds, Faculty Development, Leadership

Academic Information Systems: Advance, AP Recruit

Resources: Researchers, Educators, Clinicians, Leaders

Academic Personnel

Details all faculty should know

• Series, rank, step
• Salary, covered compensation, sources of $, compensation plan
• Responsibilities
  – % time research – protected time
  – % teaching, % clinical practice
  – Service required
• Support
  – Space
  – Mentoring
  – Equipment, facilities for research
  – Administrative/clerical support
  – Benefits, parking

People

Department
Mentor, Chair

Service Center
Academic Personnel Analyst

School
Vice/Associate Dean for Academic Affairs
  Dentistry – Peter Sargent
  Medicine – Elena Fuentes-Afflick, Renee Binder
  Nursing – Christine Miaskowski
  Pharmacy – Brian Aldredge

Campus
Interim Vice Provost, Academic Affairs – Renee Navarro
  Asst Vice Provost – Cynthia Lynch Leathers

Links to APM, all policies and forms

Recruitment/Retention, Retirement/Separations, Advancement/Reviews, Leaves, Compensation/Benefits, Academic Employee Labor Relations, Other – Policies, Reports

Official Policies

• UCSF Policies
  http://academicaffairs.ucsf.edu/academic-personnel/
• UC system
  Academic Personnel Manual (APM)
  http://www.ucop.edu/acadpersonnel/apm/

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

A Faculty Handbook for Success
Achievement and Promotion at UCSF

Resources for Researchers, Educators, Clinicians, Leaders
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

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

- 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**
- File grievance with P&T
- Professional development leaves

What is expected

<table>
<thead>
<tr>
<th>Ladder/rank</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>
</tr>
<tr>
<td>Research/ Creative work</td>
<td>+++</td>
<td>+++</td>
<td>++</td>
<td>+++*</td>
</tr>
<tr>
<td>Professional competence</td>
<td>+++</td>
<td>+++</td>
<td>+++</td>
<td>*</td>
</tr>
<tr>
<td>Service</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>Tenure/length of Appointment</th>
<th>Ladder-rank</th>
<th>In Residence</th>
<th>Clinical X</th>
<th>Adjunct</th>
<th>HS Clinical</th>
</tr>
</thead>
<tbody>
<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>Yes***</td>
<td>Yes***</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>If 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; *** professional leave allowed by exception
# no 8 year rule at UCSF, but applies to other campuses

Academic Advancement

**Criteria (APM)**

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

**Weighting of Criteria**

- Series-dependent
- Department-defined
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)
- Structured evaluations of teaching
- Letters

Evaluating Research / Creative Work

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)

Evaluating Professional Competence

Professional Capabilities
- Peer evaluations
- Trainee assessments
- Board certification / recertification

Invited Presentations / Publications

Editorial / Reviewer Activities
Grant Reviewer
Professional Organization Activities
Honors and Awards

Evaluating Service

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

Professional Service
- Professional society or publication service

Community / Public Service
Diversity/Equal Opportunity

Guidelines for accelerated advancement

• 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/Admissions)
• Meet all other expectations for action
• Retention strategy

Academic Personnel Review

Faculty
department/reference letters
Chair letter

ADVANCE

ref letters
teach eval

Academic Affairs Assoc/Vice Dean

VPAA

CAP

ad hoc

Report, decision
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 search of faculty data
How?
Myaccess.ucsf.edu, Click on Advance
For training
http://academicaffairs.ucsf.edu/advance/guidesfaculty.php
Your CV

• Develop a system for recordkeeping - ADVANCE
• Comply with all department deadlines
• Accuracy and clarity are your responsibility
• Use paragraphs (e.g., teaching/research summaries) wisely
• Report percentile scores for grants not funded

Letters of Evaluation

• 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

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!