



University of California
San Francisco

Moving Up at UCSF: A Discussion on Advancement & Promotion

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

CAMPUS COUNCIL ON *FacultyLife*

National Mentoring Month

Helpful Resources

<https://facultyacademicaffairs.ucsf.edu/>
(includes links to UCSF and UCOP official Policies)

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

Revised
2/28/2022

<https://senateserviceportal.ucsf.edu/pmap/all.php>

People

HR Shared Services	Academic HR Analyst
Department	Mentor; Chair; Vice Chair of Appointments & Promotions
School	Vice/Associate Dean for Academic Affairs <ul style="list-style-type: none">• Dentistry – Sunita Mutha• Medicine – Christina Mangurian, Renee Binder, Paul Garcia• Nursing – Catherine Waters• Pharmacy – Robin Corelli
Campus	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
- 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 +++

Scholarly/Creative Activity in the HS Clinical Series

- 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

Scholarly/Creative Activity in the HS Clinical 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

Rules and Privileges

	Ladder Rank	In Residence	Clinical X	HS Clinical	Adjunct
Tenure/length of Appointment	Yes	No/Varies ¹	No/Yearly	No/Yearly	No/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 eligible for professional development leave; ³ may be granted by exception to policy

⁴ available upon request at Department and/or School level

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

⁶ 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

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 9th 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
 - 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 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.



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CAMPUS COUNCIL ON *FacultyLife*
Faculty Development Day

Academic Review During COVID-19

Uploading a Candidate Personal Statement in Advance

Thomas Edison (UCSF ID: 022789004) Thomas Edison

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

Summary CV Referee List **Attachments** COVID-19 Personal Statement and CV Guidance

Thomas Edison *Promotion* Change Packet
Associate Professor → Professor, Step 1, Effective 07/01/20, On-time Action Temp Appointment

① Attach PDF Document ② Select Attachment Type

Select Attachment Type
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	<input type="button" value="Delete"/>
Other attachment – redacted	AN Course Syllabus.pdf (502 kb)	Betsy A Ross	06/17/2020	<input type="button" value="Delete"/>

Questions? Inaccuracies?

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

AdvanceTest@ucsf.edu - (415) 502-2871

Academic Review During COVID-19

Updated Guidance: August 2021

“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 self-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 COVID-19

Updated Guidance: August 2021

Guidance to reviewers:

- “Holistic review”
 - Faculty member’s accomplishments considered in context of other responsibilities (e.g., clinical work)
 - 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

Policy Changes for HS Clinical Series

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

Policy Changes for 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
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 - Contributions to quality improvement programs
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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

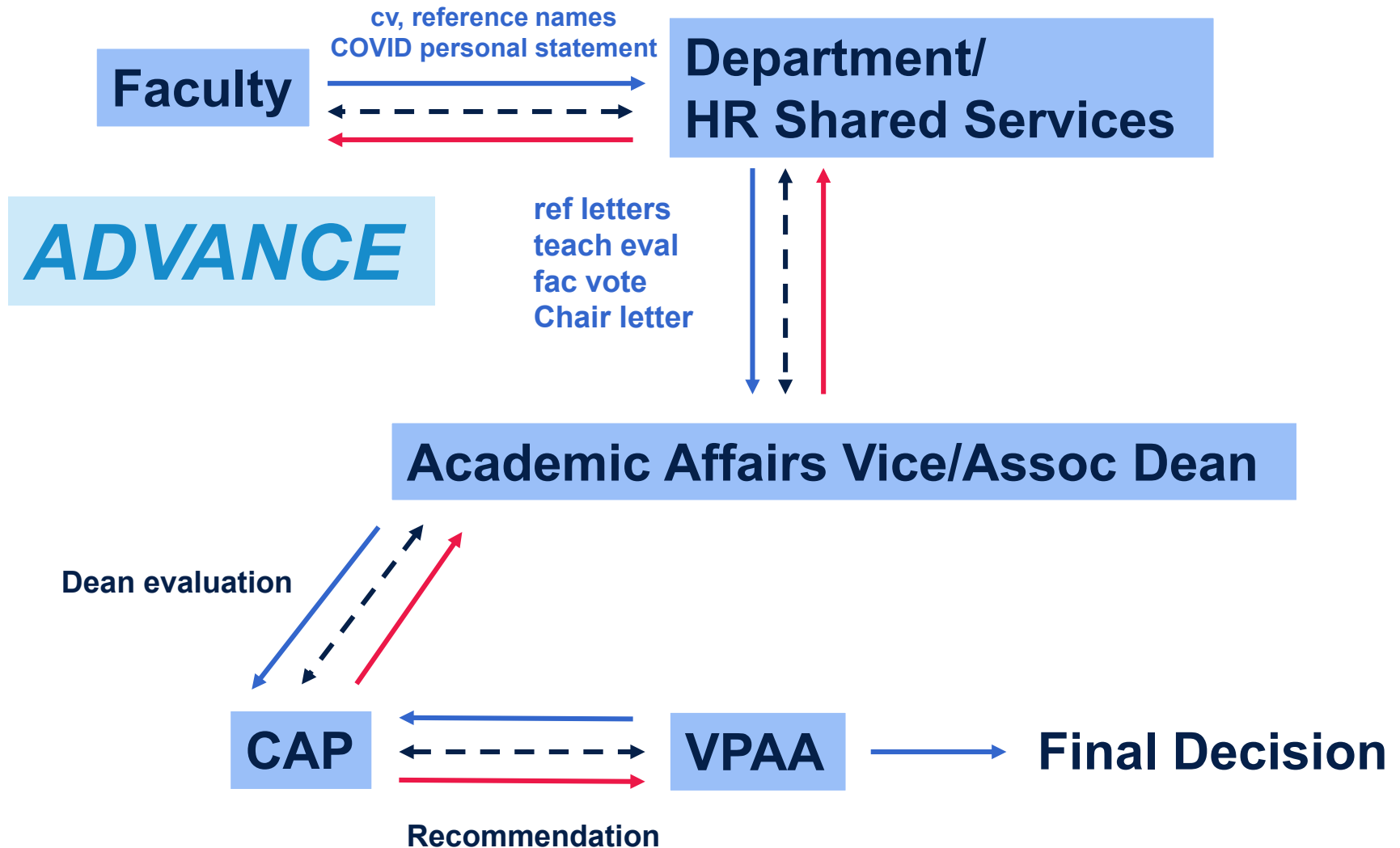
Guidelines for Accelerated Advancement

- **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)

Academic Personnel Review - Promotions



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, 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 - (415) 502-4529

Packet tracking page

Brian K Alldredge (UCSF ID: 020097820)

Brian K Alldredge

Overview My CV My Packet Proxy For Review

General | Salary | Packet tracking | Academic Leave

Where is my packet? ?

Merit effective 07/01/20

- Sent to Candidate for academic review materials (03/22/19)
- Sent to HR Shared Services for processing (04/19/19)
- Sent for Departmental Review (05/02/19)
- Sent to Chair for departmental recommendation (07/22/19)
- Sent to HR Shared Services for review
- 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	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 (≥ 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)
- 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 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
- Be successful!

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San Francisco

Pre-submitted Questions

- *Where are the actual criteria for promotion found?*
 - *Are there specific criteria at the level of your dept?*
 - *UCSF Faculty Handbook*
 - *APM (esp. APM-210)*
- *What are the elements of a promotion packet?*
 - *See prior slide*

Pre-submitted Questions

- *Examples of dissemination for Clinical X series faculty?*
 - *Publications including clinical case reports*
 - *Healthcare concepts, techniques, or improvements adopted elsewhere*
 - *Educational innovations or improvements adopted elsewhere*
 - *New ideas related to mission areas, shared outside the university, with a demonstrated impact*

Pre-submitted Questions

- *When is a career review appropriate and what is the process?*
 - *Purpose is to assess the individual's overall career in order to determine the appropriateness of the current series, rank, and/or step*
 - *Usually initiated by the faculty member via written request to Chair; rec'd to discuss with Dean's Office first*
 - *Full academic packet is required along with dept, Dean's Office, CAP, and VPAA review*
 - *The outcome of a career review cannot be contested*
 - *Such a review can only be performed once in an individual's career*

Pre-submitted Questions

- *Are there accomplishments beyond those already mentioned that might warrant accelerated advancement?*
 - *SOM-specific accelerated advancement examples:*
 - *UCSF Exceptional Physician Award*
 - *Election to Academy of Medical Educators*
 - *SOM Admissions Executive Committee*
 - *Exceptional accomplishments leading to a major leadership role*
- *The above examples are not guarantees of accelerated advancement*
- *Accomplishment other than those in campus/SOM guidelines may be considered; discuss with Dean's Office*