



University of California
San Francisco

Moving Up at UCSF: A Discussion on Advancement & Promotion

Brian Alldredge
Vice Provost, Academic Affairs

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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

The screenshot shows the UCSF Academic Affairs website. At the top, it says 'UNIVERSITY OF CALIFORNIA, SAN FRANCISCO Office of Academic Affairs and Faculty Development and Advancement'. Below that is a navigation bar with 'Home' and 'Contact Us'. The main content area is divided into several sections: 'POPULAR TOPICS' with links like 'ADVANCE', 'Appointments/Advancement', 'Career & Family', 'Benefits (UCSF)', 'Benefits (UC)', 'Diversity', 'Shared Governance', 'Handbooks', 'Faculty Mentoring', 'Problem Resolution', 'Recruitment', and 'Open Academic Positions'; 'MISSION STATEMENT' with a paragraph about the office's role; 'BULLETIN BOARD' with a list of recent reports and updates; 'CAMPUS COUNCIL ON Faculty Life' with information about the council's mission; 'Academic Personnel' with a description of the office's mission; 'Academic Information Systems' with a list of online tools; and 'Resources' with links for researchers, educators, and leaders.

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

The cover of the 'A Faculty Handbook For Success: Advancement and Promotion at UCSF'. It features a blue background with a grid pattern and a central image of a person's silhouette. The title is in white and yellow text.

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

Revised
11/8/18

The screenshot shows the UCSF Senate Service Portal. At the top, there is a search bar and a navigation bar with links like 'Brian Alldredge | Clinical X | Full Professor | Step 8 | All PMAP Modules' and 'Your Next Personnel Action*: Clinical X | Full Professor | Step 9'. Below that is a menu with 'Criteria/Requirements' selected. The main content area is titled 'Committee on Academic Personnel: Personalized Mentoring Advancement Promotion Module (PMAP)'. Underneath, it says 'Criteria/Requirements:' and 'General:'. The text explains that CVs should be up-to-date and lists categories: Teaching, Professional competence and activity, Creative work and University and public service. It then lists two main responsibilities: 'Predominant responsibilities are in Teaching, Clinical Service and engagement of Creative Work and Scholarly Activities.' and 'Term of Service:' with two numbered points: '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.' and '2. With no specific ending date: Generally these appointments are made only when there is a reasonable expectation of long-term funding.' It also includes a link to 'Refer to Professor Step V - Options for Advancement | Advancement for Professor Steps VI to IX | Advancement Above Scale for more information.' and a final bullet point: 'Member of Academic Senate.'

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

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• Pharmacy – Thomas Kearney
Campus	Vice Provost, Academic Affairs – Brian Alldredge Asst 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 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	+++	+++	+++	+*	+++
Scholarly/ 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	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 to other campuses

⁶ exceptions possible for family needs

Academic Advancement

Criteria (APM)

- Teaching and mentoring
- Scholarly/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

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. At UCSF, we anticipate that most if not all existing HS Clinical faculty are already meeting expectations
- Current language does not require regional or national reputation

Policy Changes for HS Clinical Series

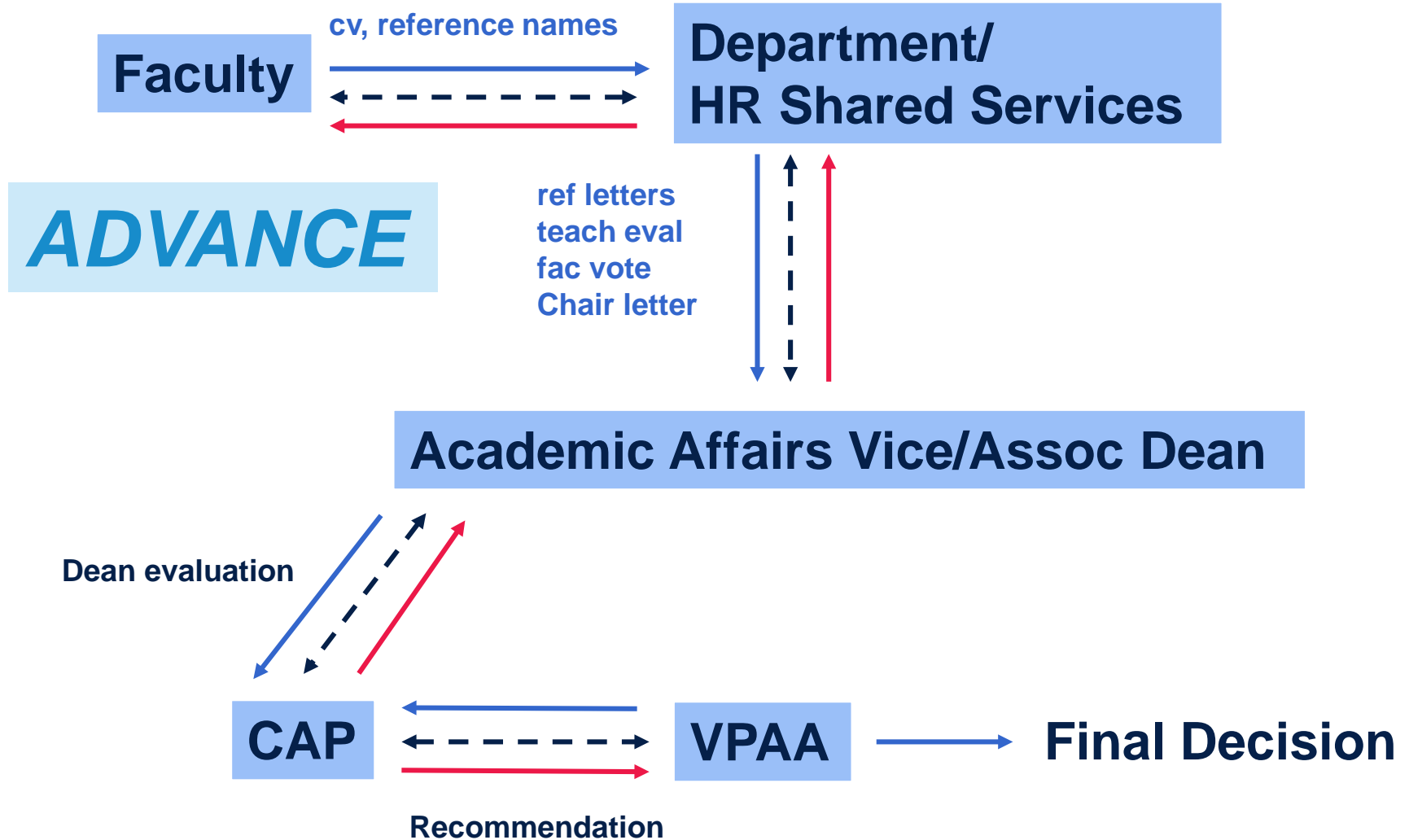
What types of activities are considered “scholarly or creative” in this series?

- 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
 - Contributions to clinical guidelines
 - Contributions to quality improvement programs
 - Contributions to medical or other disciplinary information systems
 - Development of novel mentoring programs

Guidelines for Accelerated Advancement

- **Exceptional performance in one area (examples)**
 - 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 - 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

Brian K Alldredge (UCSF ID: 020097820)

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? ?

Packets in process.

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
- Team science / collaborative research – emphasize unique/creative contributions

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

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
- Use the CV and provide input to you Chair (for Chair's letter) so that 'special circumstances' are made clear in your dossier
- Be successful!



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Possible Discussion Questions

- *What are the pros/cons of changing faculty series (e.g., from HS Clinical to Clinical X)?*
- *How important are publications to my advancement in the HS Clinical series?*
- *I feel that I might be a good candidate for accelerated advancement. How should I proceed?*
- *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?*