



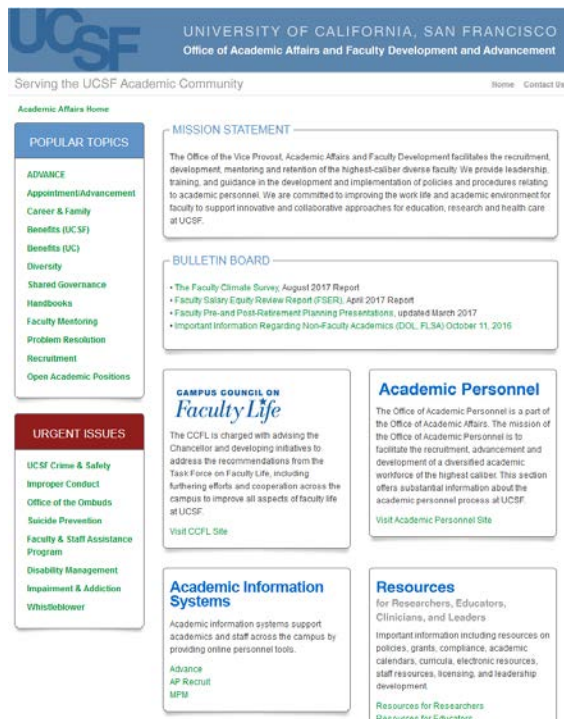
University of California
San Francisco

Moving Up at UCSF: A Discussion on Advancement & Promotion

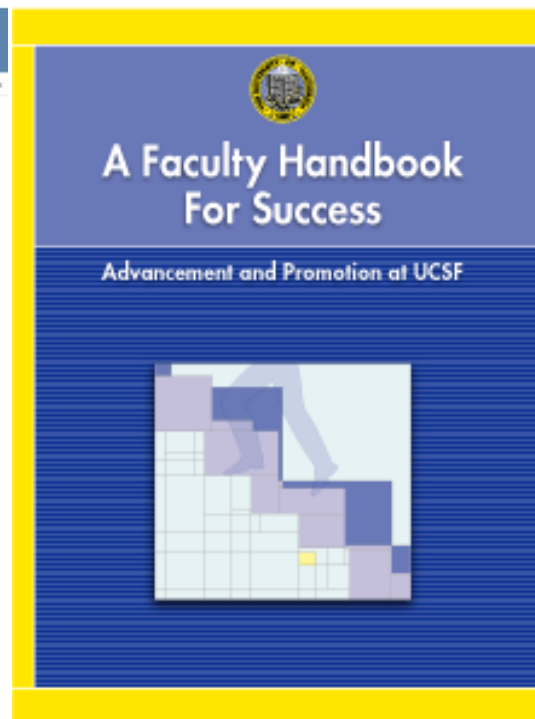
Brian Alldredge
Vice Provost, Academic Affairs

01/22/2020

Helpful Resources

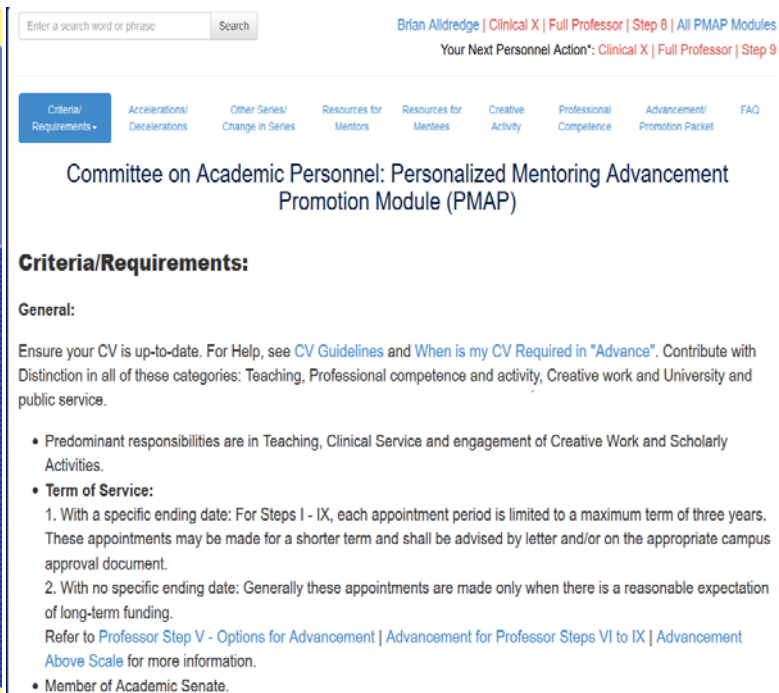


<http://academicaffairs.ucsf.edu>
(includes links to UCSF and UCOP official Policies)



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

Revised
11/8/18



Enter a search word or phrase Search

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

HR Shared Services

Academic HR Analyst

Department

Mentor; Chair

School

Vice/Associate Dean for Academic Affairs

- 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

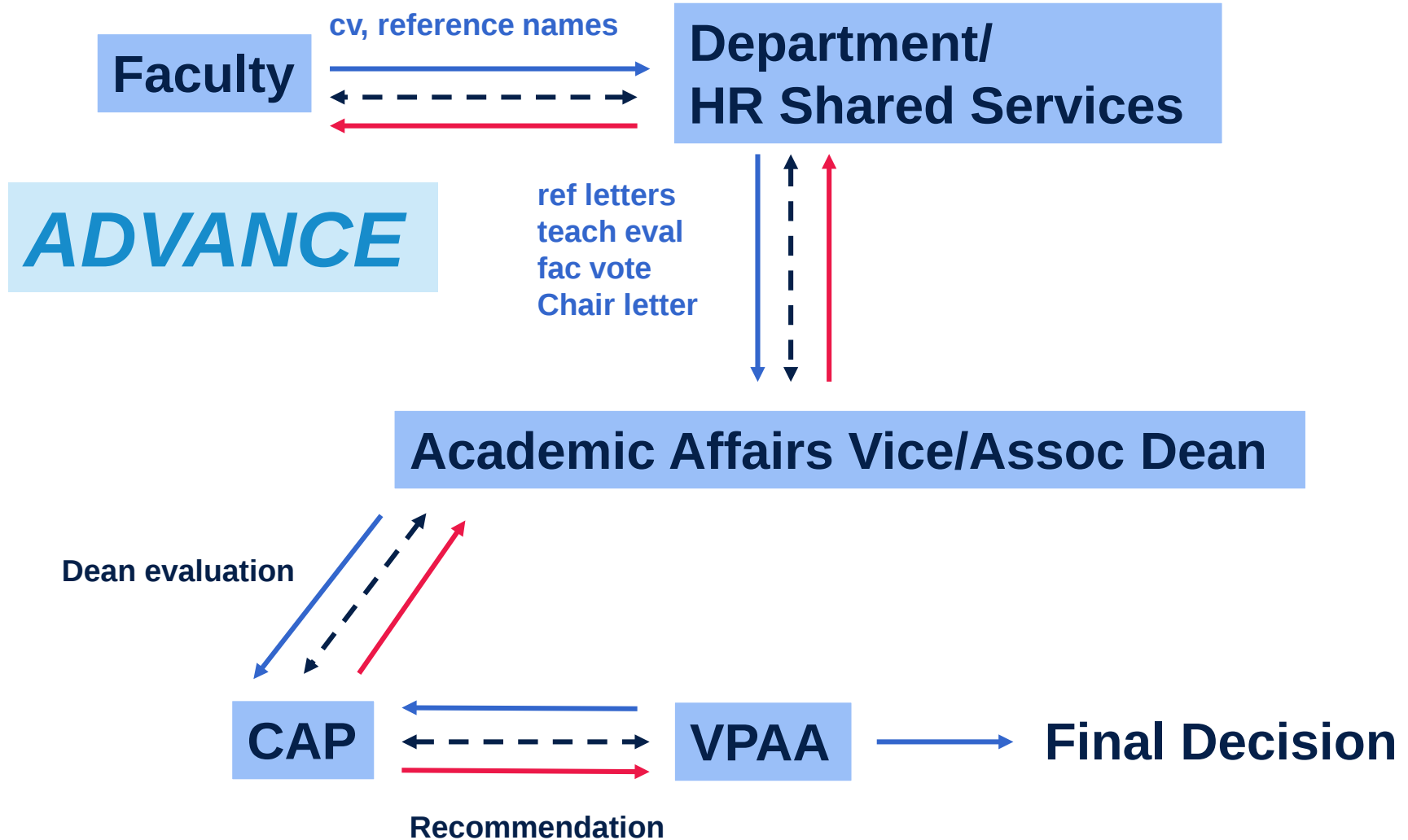
What types of activities are considered “scholarly or creative” in this series?

- 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)

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?



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!



University of California
San Francisco

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?*