Academic Progress & Promotion

Richard H. Gold  
Emeritus Professor, Radiological Sciences  
Assistant Dean for Academic Affairs

Elizabeth F. Neufeld  
Emerita Professor, Biological Chemistry  
Assistant Dean for Academic Affairs

Stephanie Shaw  
Director,  
Academic Affairs

Jonathan R. Hiatt  
Professor, Surgery  
Vice Dean for Faculty
JUNIOR FACULTY GUIDE TO A SUCCESSFUL CAREER
Keys to Advancement and Promotion at UCLA

ABRIDGED for Faculty in the Health Sciences
(Clinician-Educator) Series

To see the full version, which includes information on all series, go to:

http://medschool.ucla.edu/workfiles/Site-AcademicAffairs/JuniorFacGuide.pdf

OFFICE OF ACADEMIC AFFAIRS
DAVID GEFFEN SCHOOL OF MEDICINE AT UCLA

http://medschool.ucla.edu/academic-affairs-academic-forms
Today’s topics

Faculty series

Dossiers – when required, elements

Criteria for advancement

Reviews and promotions

Timelines

Resources
Academic pillars

Research and creative work

Teaching

Professional competence and activity
(primarily for clinicians)

University, professional & public service
### UCLA professorial series

<table>
<thead>
<tr>
<th>Research</th>
<th>Teaching</th>
<th>Professional competence</th>
<th>Service</th>
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</thead>
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</table>
## UCLA professorial series

<table>
<thead>
<tr>
<th></th>
<th>Research</th>
<th>Teaching</th>
<th>Professional competence (clinicians)</th>
<th>Service</th>
</tr>
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<tbody>
<tr>
<td>Regular, In-residence</td>
<td>++++</td>
<td>++++</td>
<td>++++</td>
<td>++++</td>
</tr>
<tr>
<td>Clinical X</td>
<td>++</td>
<td>++++</td>
<td>++++</td>
<td>+</td>
</tr>
<tr>
<td>HS Clinical</td>
<td>+</td>
<td>+++</td>
<td>++++</td>
<td>+</td>
</tr>
<tr>
<td>Adjunct</td>
<td>++</td>
<td>++</td>
<td></td>
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</tbody>
</table>
# UCLA professorial series

<table>
<thead>
<tr>
<th></th>
<th>Full time</th>
<th>Part time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular, In-residence</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Clinical X</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>HS Clinical</td>
<td></td>
<td>1-100%</td>
</tr>
<tr>
<td>Adjunct</td>
<td></td>
<td>1-100%</td>
</tr>
</tbody>
</table>
## UCLA faculty by series

(As of 8-30-17)

<table>
<thead>
<tr>
<th>Position</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>HS Clinical Professor</td>
<td>2052</td>
<td>58</td>
</tr>
<tr>
<td>Professor-in-residence</td>
<td>459</td>
<td>13</td>
</tr>
<tr>
<td>Professor</td>
<td>353</td>
<td>10</td>
</tr>
<tr>
<td>Adjunct Professor</td>
<td>340</td>
<td>10</td>
</tr>
<tr>
<td>Professor of Clinical X</td>
<td>137</td>
<td>4</td>
</tr>
<tr>
<td>Visiting Professor</td>
<td>30</td>
<td>1</td>
</tr>
<tr>
<td>Recall</td>
<td>162</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3533</td>
<td></td>
</tr>
</tbody>
</table>
Mentoring of junior faculty

Assigned by chair

Associate or full professor

Academic process guidance

Career and professional development

Meeting every 6 mos (minimum)

Documented in dossier
Today’s topics

Faculty series

Dossiers – when required, elements

Criteria for advancement

Reviews and promotions

Timelines

Resources
When is a dossier required?

Appointments (to faculty, to endowed chairs)
Merit increases (every 2 yrs at asst. prof level)
4th yr appraisal
Promotion
Change in series
Dossier elements (1)

Cover page
History record
Departmental vote

(Bylaw 55 http://senate.universityofcalifornia.edu/bylaws-regulations/bylaws/blpart1.html)

Data summary
Bibliography
Personal statement
Dossier elements (2)

- Departmental recommendation
- Statement of 5 significant publications (Promotion dossier only for Regular, In-Residence, & Adjunct series)
- Letters (Appointment & hurdle actions only)
- Teaching evaluations
- CV
- Copies of Publications (4th Year Appraisal & Promotion only)
ASSISTANT PROFESSOR DATA SUMMARY

REVIEW #: NAME:

BIOGRAPHICAL DATA

DEGREES

<table>
<thead>
<tr>
<th>Degree</th>
<th>Date</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

STATUS PRIOR TO APPOINTMENT

<table>
<thead>
<tr>
<th>Institution</th>
<th>Title</th>
<th>Salary</th>
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</table>

INFORMATION CONCERNING INDIVIDUALS SUPERVISED BY CANDIDATE

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Institutional Affiliation</th>
<th>Current status of those who have completed degree</th>
<th>Number currently advanced to candidacy</th>
<th>Number currently working as postdoctoral scholars</th>
</tr>
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</table>

(1) Refer to service by candidate to Clinical Doctoral Committee for PhD or other terminal degree.
INFORMATION REGARDING TEACHING RECORD SINCE LAST REVIEW, OR FOR FOURTH YEAR APPRAISAL OR PROMOTION @ YEAR LIMIT ACTION, CUMULATIVE SINCE APPOINTMENT

TEACHING RECORD

COURSE PROGRAM CARRIED BY CANDIDATE. PLEASE INDICATE COURSES THAT SHOULD BE CONSIDERED AS CONTRIBUTING TO THE CAMPUS DIVERSITY PRIORITIES BY WRITING "DIV" IN PARENTHESES AFTER THE COURSE NUMBER.

<table>
<thead>
<tr>
<th>Term, Year</th>
<th>Course No.</th>
<th>Title of Course</th>
<th>Required</th>
<th>Enrollment</th>
<th>Other Faculty Participants</th>
</tr>
</thead>
</table>

1. If undergraduate courses listed, please append comment to notation for assignment of course status to the candidate’s traditional period.
2. Required for a major or to fulfill a divisional requirement.
3. If other faculty participated, please append statement describing characteristic and extent of collaborative participation.
ASSISTANT PROFESSOR DATA SUMMARY

INFORMATION REGARDING SERVICE AND PROFESSIONAL ACTIVITY SINCE LAST REVIEW, OR FOR FOUR-YEAR APPOVAL OR PROMOTION & YEAR LIMITATION, CUMULATIVE SINCE APPOINTMENT

Please indicate service and professional activities that should be considered as contributing to the campus diversity priorities by writing "DVR" in parentheses after the committee name, fellowship name, or description of the activity as appropriate below (e.g., involvement in professional associations or programs that support training of students in underrepresented groups; contributions to professional groups or publications that promote areas of knowledge that relate to diversity; developing strategies to produce equitable access and diversity in education; activities such as recruitment, retention, and mentoring).

UNIVERSITY COMMITTEE SERVICE
Service on Academic Senate Committees

<table>
<thead>
<tr>
<th>Committee</th>
<th>Period of Service</th>
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Other Committee Service

<table>
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<tr>
<th>Committee</th>
<th>Period of Service</th>
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COMMUNITY SERVICE ACTIVITIES (e.g., providing service related to the improvement of elementary and secondary education)

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<thead>
<tr>
<th>Description</th>
<th>Date(s)</th>
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</tbody>
</table>


### INFORMATION REGARDING SERVICE AND PROFESSIONAL ACTIVITY (continued)

#### HONORS AND SPECIAL RECOGNITION RECEIVED

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<tr>
<th>Description</th>
<th>Date(s)</th>
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</tbody>
</table>

#### FELLOWSHIP AND RESEARCH GRANTS RECEIVED

<table>
<thead>
<tr>
<th>Agency &amp; Number</th>
<th>Title (if applicable)</th>
<th>% effort</th>
<th>Duration</th>
<th>Direct costs, your component only (if applicable)</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
ASSISTANT PROFESSOR DATA SUMMARY

PROFESSIONAL ACTIVITIES SINCE LAST REVIEW, OR FOR FOURTH-YEAR APPRAISAL OR PROMOTION/RE-APPOINTMENT
Professional services relevant to diversity should be marked with “ discourage” (e.g., involvement in professional associations or programs that support training of students in underserved groups, contributions to professional groups or publications that promote areas of knowledge that relate to diversity)

ACTIVITIES IN SCHOLARLY AND PROFESSIONAL SOCIETIES (e.g., serving as a committee member or as an officer of a scholarly or professional organization, or providing professional services to such organizations)

EDITORIAL SERVICES TO SCHOLARLY PUBLICATIONS (e.g., serving as a reviewer or editor)

CONSULTING ACTIVITIES (e.g., providing professional, managerial, or technical services to individual clients, commercial entities, nonprofit organizations, and governmental agencies; testifying as an expert in legislative, administrative, and judicial proceedings)

OTHER PROFESSIONAL ACTIVITIES (e.g., practicing a profession on a part-time basis, presenting invited lectures or papers, participating in or accepting a commission for a musical, dramatic, dance, or other artistic activity, performance, or event)
CANDIDATE'S CERTIFICATION AND INVENTORY OF ADDED MATERIALS (P7002) TO DETERMINATION OF DEPARTMENTAL RECOMMENDATION – DAVID GETTEN SCHOOL OF MEDICINE

I CERTIFY THAT FOR REVIEW:

Under Section 215-800 of the Academic Personnel Manual:

I) I was informed of the impending review for this position and of the review process (through access to ADM Sections 210.1 and 222).

II) I was provided the opportunity to solicit questions, provide information and evidence, make any desired additions, and, if relevant to this personal action, request names that will be considered for selection of letters of evaluation, and to provide, including names of persons (within and outside UCLA), who in my view, may not provide objective evaluations. (If such information provided, list names below)

III) With respect to your interdisciplinary work, as provided for in The UCLACALL, III, Professional Series IV.9, and Appendix 37, you have the right:

(1) Describe, in your self-statement, your interdisciplinary work in detail, (2) identify persons, both internal and external, qualified to evaluate it, and (3) designate below UC interdisciplinary entities (e.g., organized research units, research centers, interdisciplinary degree program, interdepartmental program, centers for interdisciplinary instruction, etc.) as well as the other departments in a joint or split appointment, with whom you have been affiliated and whose input you expect your Chair (or Director) to solicit in this personal action.

I do not wish the Department to solicit an assessment regarding my interdisciplinary work.

______________________________
(signed name of Department, interdisciplinary entity, etc.)

Under Section 215-800D of the Academic Personnel Manual:

I) I inspected the data set forth on pages 3 through 6 and the bibliography. My initial following the entries on those pages indicate my concurrence in the completeness and accuracy of the data. (Any items crossed by me or added by me are listed below)

II) I had the opportunity to review redacted copies of the confidential documents in this file.

III) I had the opportunity to provide a written statement for inclusion in this file in response to or commenting upon material in this file. (If such a statement was provided, it is listed below)

______________________________
Name

Date

Items I have corrected and items and statements I have added:

______________________________
______________________________
CANDIDATE’S CERTIFICATION **AFTER DETERMINATION OF RECOMMENDATION**

I CERTIFY THAT FOR REVIEW #[]:


I) I was informed of the departmental recommendation and of the substance of the departmental evaluation under each of the applicable criteria. Upon request, a copy of the departmental recommendation was supplied to me.

II) I was informed of the departmental vote.

III) I was informed of the right to make written comments on the departmental recommendation and to direct transmittal of these comments to the Chair or Dean for inclusion in the file.

IV) I was informed of the time limit for submission of comments under III above.

Name

Date
GUIDE TO BIBLIOGRAPHY PREPARATION

Complete Bibliographies Indicating Prior Submissions: If possible, the candidate's complete bibliography should be included. If a current published item was listed in an earlier submission as "in preparation" or "in press", it should be so indicated. Minimum submissions are as follows:

<table>
<thead>
<tr>
<th>Action</th>
<th>Bibliography</th>
<th>Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment</td>
<td>complete</td>
<td>None needed</td>
</tr>
<tr>
<td>Merit Increase</td>
<td>cumulative since appointment</td>
<td>None needed</td>
</tr>
<tr>
<td>Renewal of Appointment</td>
<td>cumulative since appointment</td>
<td>None needed</td>
</tr>
<tr>
<td>Fourth Year Appraisal</td>
<td>cumulative since appointment</td>
<td>submit all publications</td>
</tr>
<tr>
<td>Promotion</td>
<td>cumulative since appointment</td>
<td>submit all publications</td>
</tr>
<tr>
<td>&quot;Eight-Year Limit&quot; Review</td>
<td>cumulative since appointment</td>
<td>submit all publications</td>
</tr>
<tr>
<td>Non-Renewal Appointment</td>
<td>cumulative since appointment</td>
<td>submit all publications</td>
</tr>
</tbody>
</table>

Categorized Bibliographies: Entries should be identified by categories, such as: Books, Monographs, Published Research Papers, Published Articles, Abstracts, and Book Reviews. Since categories will vary among the disciplines, departments may wish to adopt their own categories. (The Council on Academic Personnel recommends departments consider providing bibliographic items by category. See second example below.)

Examples:


RESEARCH PAPERS

BOOKS

Page Numbers: Both first and last page should be cited.

Edited Works: In instances where editors contribute various writings such as introductions, summaries, chapters, etc. to the works they edit, a description of such writings, including page numbers should be included as part of the citation of such edited work.

Joint Authorship: The author's names should be listed as they appear on the publications.

Note: All publications added since the last review should be bracketed in the left margin.

DO NOT INCLUDE THIS PAGE IN THE DATA SUMMARY
Today’s topics

Faculty series

Dossiers – when required, elements

Criteria for advancement

Reviews and promotions

Timelines

Resources
Criteria for advancement

Research and creative work
Teaching
Professional competence and activity (clinicians)
Professional and University activities & service

Generally first two criteria carry greater weight

“Superior intellectual attainment, as evidenced both in teaching and in research or other creative achievement, is an indispensable qualification for appointment or promotion to tenure positions.”
Research and creativity

Intellectual attainment
Authorship
Presentations
Grants and awards
Dissemination of knowledge / technology
Community programs
Creative contributions to administration & curricula
Documentation of creativity

List of publications or other evidence (eg, patents)
Explanation of role in co-authored work
Documentation of publication status, where in press
Indication of grant support, where relevant
  Separating direct from indirect costs
  Noting only amounts actually going to you
  Noting time span of total if multi-year grants
Description of work in progress (self-statement)
Creativity, HS Clinical series

- Educational curricula
- Administration of a teaching program
- Advancement of professional education
- Original material in handouts for lectures
- Informational brochures
- Lectures, original educational materials, or teaching files placed on resident website
- Platform or poster presentations at local, regional, or national meetings
- Participation in research, not necessarily as primary or independent investigator
- First, senior, or collaborative authorship of peer-reviewed research papers
- Publication of case reports or clinical reviews
- Contributions to administration (supervision) of a clinical service or health care facility
- Clinical guidelines or pathways
- Quality improvement programs
- Medical informational systems
- Advancement of University professional practice programs
- Community-oriented programs
- Community outreach or informational programs

Appendix 8, The Call
Teaching

List of courses taught since last review/ enrollments
List of graduate students and status, if any
Student evaluations (forms and letters)
Peer evaluation

The UCLA CALL-Appendix 3: https://apo.ucla.edu/policies-forms/the-call/appendices/appendix-3-guide-to-the-documentation-of-effective-teaching
Professional competence

Regular Professor or in-Residence Series
Leadership in field, recognition by peers and patients as outstanding clinician, development of new approaches and techniques

Clinical X Series
Recognition by peers and patients as outstanding clinician, leadership in department or hospital and in local, regional and national professional organizations, election to fellowship in those organizations
Professional competence

Health Sciences Clinical Professor Series

Exemplary professional practice, administrative leadership in department and hospital and in professional organizations, development or supervision of health care facilities, development of innovative approaches to patient care, activity and election to fellowship in professional organizations.
Service

University: governance, education, research, clinical

Community: outreach, volunteer activities, lectures

Profession: officerships, editorial duties, study sections, lectures
Self-statement

Explain how work fits into broader agenda

Provide context and explain significance of work

https://apo.ucla.edu/cap-guidance/self-statements
Confidential external letters solicited

For promotion to Associate rank:

<table>
<thead>
<tr>
<th></th>
<th>External</th>
<th>Internal</th>
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</thead>
<tbody>
<tr>
<td>Health Sciences</td>
<td>Optional</td>
<td>Required</td>
</tr>
<tr>
<td>Other series</td>
<td>Required</td>
<td>Optional</td>
</tr>
</tbody>
</table>
Sign-off on data summary

- Identify contributions to diversity
- Designate interdisciplinary entities to be solicited
Today’s topics

Faculty series

Dossiers – when required, elements

Criteria for advancement

Reviews and promotions

Timelines

Resources
Asst. prof. review cycles

Reappointment and merit increase every 2 years

Fourth Year Appraisal: early assessment for promotion to Associate Professor, typically begun in fall quarter of 4th year

Review for promotion to Associate Professor typically conducted no later than 7th year (can be earlier)
Fourth year appraisal

Early, internal assessment of record and trajectory for promotion to Associate Professor
   May occur earlier than fourth year by agreement

Identifies areas of weakness or imbalance in the record

Department makes formal appraisal, forwarded to Dean, CAP, final determination by V. Chancellor

Outcomes: favorable, with reservations, unfavorable

Not intended to affect ultimate decision on promotion
Promotion to Associate Professor

Recommendation for promotion prepared by the Department (see APM and CALL)


The UCLA CALL-Appendix 6:
https://apo.ucla.edu/policies-forms/the-call/appendices/appendix-6-appointment-and-advancement-of-assistant-professors-at-ucla
Promotion to Associate Professor

When dossier is complete, Department Chair forwards to Dean, who forwards to CAP, who forwards to Vice Chancellor.

CAP MAY seek input from a campus ad hoc review committee of faculty (usually 4 members, 1 from candidate’s dept.)

Review committee report submitted to Dean, CAP, and VC.
Council on Academic Personnel (CAP)

14-member committee of Academic Senate
Charged with reviewing scholarly, teaching, and service activities of faculty for academic advancements or appointment
Primary goals: ensure equity; maintain standards of scholarship, teaching, and service across campus
Top priorities: Fourth Year Appraisals, major promotions (Associate/8-Year Limit Review, Full, Step VI, Above Scale), appointments at tenure level
Recommends on some accelerations and all endowed chairs
ClinCAP: subcommittee for HS Clinical series
ClinCAP

Subcommittee of CAP
Reviews dossiers of faculty in the HS Clinical Professor series
Four members-current or former members of CAP
Appointed by Committee on Committees
Chair ideally currently serves on CAP
If not, chair rotates on an annual basis
3 year appointment for members
Today’s topics

Faculty series

Dossiers – when required, elements

Criteria for advancement

Reviews and promotions

Timelines

Resources
Eight-year clock

Includes years at UCLA as Acting, Visiting, Professional Research, Adjunct, In-Residence, etc.

The UCLA CALL-Appendix 14: https://apo.ucla.edu/policies-forms/the-call/appendices/appendix-14-guide-to-the-computation-of-years-of-service-which-count-toward-the-eight-year-limit-1

Two quarters count as one year
Time off the clock

Up to two extra years can be added for leave for serious health condition; childbearing and/or childrearing; care or bereavement of child, spouse, domestic partner, or parent; or significant circumstance interfering with research or creativity

Can delay 4th year appraisal

Candidate chooses whether to mention in solicitation of external letters

Please request in timely fashion (within 2 yrs of event) before 7/1 in promotion year
<table>
<thead>
<tr>
<th>Season</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter</td>
<td>Faculty notified of eligibility</td>
</tr>
<tr>
<td>Spr, early summer</td>
<td>Dossier prepared and reviewed by dept.</td>
</tr>
<tr>
<td>Aug 1</td>
<td>Dean’s Office (DO) deadline for promotions</td>
</tr>
<tr>
<td>Sep 1</td>
<td>DO deadline for 8 yr limits</td>
</tr>
<tr>
<td>Nov</td>
<td>Academic Personnel Office (APO) deadline for DO submissions</td>
</tr>
<tr>
<td>Winter</td>
<td>APO forwards to CAP, CAP makes recommendation to VC</td>
</tr>
<tr>
<td>Winter</td>
<td>Vice Chancellor makes decisions, appeal processes available</td>
</tr>
</tbody>
</table>
Some of your rights

To suggest names of external reviewers to your Chair; also names of those whom you believe cannot write an objective review.

To review dossier materials in redacted form prior to departmental review.

To review departmental vote and recommendation before it leaves the Department, except Chair’s “confidential” letter (if any).

To respond to anything written about you which you find inaccurate or not included.
Today’s topics

Faculty series

Dossiers – when required, elements

Criteria for advancement

Reviews and promotions

Timelines

Resources
Academic Personnel develops, implements and manages policies and procedures pertaining to the employment relationship between an academic appointee and the University of California. These policies and procedures are issued by the Provost and Executive Vice President of Academic Affairs and published in the Academic Personnel Manual (APM).

Academic appointees subject to policies and procedures within the APM include, but are not limited to, faculty such as Professorial Rank Faculty, Lecturers and Clinical Faculty, academic research professionals such as Professional Researchers and Specialists, academic service professionals such as Librarians and Cooperative Extension Specialists and Advisors; and graduate student employees such as Research and Teaching Assistants. For academic appointees covered by a Memorandum of Understanding (MOU), the APM applies only to the extent provided for in the MOU.

Academic Personnel maintains the official copy of the APM, including the online version of the APM and any subsequent changes. Questions about maintaining the APM may be directed to Janet Lockwood. Specific academic personnel policy questions from those located at a University of California campus may be directed to the local Academic Personnel Office.

Search the Academic Personnel Manual by entering your search terms below.

APM Table of Contents
ABOUT THE CALL

I. ORGANIZATION OF THE CALL

A. The first section of The CALL presents a “Summary of Policy” for each of the following series:

- Regular Professor
- Professor-in-Residence
- Adjunct Professor
- Acting Professor
- Visiting Professor
- Professor of Clinical X
- Health Sciences Clinical Professor
- Clinical Professor Series: Volunteer Series
- Lecturer (PSOE and SOE)
- Professional Research
- Visiting Professional Research

These policy statements – describing the characteristics of each series, the criteria for appointment and advancement, steps in rank and merit increase stages, etc. – are followed by 37 appendices which detail various policy matters regarding Academic Personnel – e.g., guidelines for Department Chairs regarding the review process in Appendix 1, “Guidelines for Department Chairs and Other Recommending Officers”, Appendix 2, “Synopsis of APM 220” regarding procedures in the review process; etc.

https://apo.ucla.edu/policies-forms/the-call/an-introduction-to-the-ucla-call
The Health Sciences Compensation Plan (HSCP) provides a policy framework within which implementing procedures will be developed by each health sciences school that participates in the Plan. School implementing procedures must be consistent with the Plan and its philosophy (as Appendix A), reviewed by the appropriate faculty committee(s), approved by the Chancellor, and reviewed prior to implementation by the President or the President’s designee.

In developing procedures consistent with this policy, the participating health sciences schools, after discussion and comment by the participants and consultation with the school Advisory Committee (as APM - 670-0), may include provisions that are more, but not less, restrictive than those outlined herein.

FAQs

Implementing Procedures

http://academicaffairs.dgsom.ucla.edu/pages/index

HSCP
Dean’s Office Executive Leadership Team

We, the David Geffen School of Medicine at UCLA, aim for excellence in all tenets of healthcare, including education, research, community engagement and clinical care. We believe that the core values of diversity and inclusion are inseparable from our institutional goal. Our leadership is committed to fostering an environment that celebrates the unique backgrounds, contributions, and opinions of each individual.

Kelsey Martin, MD, PhD
Dean, David Geffen School of Medicine at UCLA

Clarence H. Breddick III, MD, MPH, MACP
Vice Dean for Education
Chief Medical Education Officer

Jonathan R. Hess, MD
Vice Dean for Faculty

Stephen T. Smale, PhD
Vice Dean for Research

Lynn K. Gordon, MD, PhD
Senior Associate Dean, Diversity Affairs

Anja Faardestoekper, Drs
Senior Associate Dean, Finance and Administration

http://medschool.ucla.edu/body.cfm?id=1685&fr=true
Navigating The Academic Roadmap: A Lecture Series Designed for Junior Faculty

Junior Faculty Lecture Series (JFLS)
This series will help junior faculty in their academic trajectory through lectures and workshops targeted to and tailored to the specific needs of junior faculty, designed for both basic science and clinical faculty.

Sessions will occur monthly, October 2017 through June 2018, and will either be held at noon or 4:30 PM. Whenever possible, these sessions will be either recorded or there will be video conferencing available.

2017-2018 Sessions
Thursday, October 12, 2017
12pm-1pm Room 13-105 CHS

http://medschool.ucla.edu/diversity-lecture-series