

JUNIOR FACULTY GUIDE TO A SUCCESSFUL CAREER
Keys to Advancement and Promotion at UCLA

OFFICE OF ACADEMIC AFFAIRS
DAVID GEFFEN SCHOOL OF MEDICINE AT UCLA

Table of Contents

INTRODUCTION	3
Quick Links to the School of Medicine Office of Academic Affairs	3
FACULTY APPOINTMENTS	4
ELEMENTS OF ACADEMIC TITLES AND SERIES	4
Characteristics and Performance Expectations for the Various Series	4
Performance Expectations for an Assistant Professor	5
CRITERIA FOR ADVANCEMENT	5
Recognition of Activities That Promote Diversity	5
ADVANCEMENT: TYPES AND TIMETABLES.....	6
Merit Increase	6
Promotion	6
Accelerated Advancement	6
Change in Series	6
Fourth-Year Appraisal	7
Eight-Year Limit Rule	7
Four- and Five-Year Reviews	7
Merit Equity Review	7
Reviews by the Council on Academic Personnel (CAP)	8
YOUR DOSSIER: ELEMENTS AND PREPARATION	8
The Dossier and Its Importance in the Promotion Process	8
Preparation of Your Promotion Dossier	9
A. Letters of Evaluation	9
B. Curriculum Vitae	9
C. Evaluations of Your Teaching	9
D. Description of Your Creative Activities	9
E. Service	10
THE UNIVERSITY HEALTH SCIENCES COMPENSATION PLAN	10
POLICIES	10
Mentoring of Junior Faculty	10
Prevention of Sexual Harassment and a Hostile Environment	11

UC Policy on Sexual Relations with Students	122
APPENDIX 1A: PATHWAYS OF ACADEMIC SENATE SERIES	144
APPENDIX 1B: PATHWAYS OF NON-ACADEMIC SENATE SERIES	155
APPENDIX 2: CHARACTERISTICS OF VARIOUS FACULTY SERIES	166
APPENDIX 3: EXAMPLE OF CURRICULUM VITAE	177

INTRODUCTION

Welcome to the David Geffen School of Medicine at UCLA. You are now a part of the UCLA Health System, a twenty-first century model of excellence in patient care and educational and scientific programs. **The key academic unit in the School of Medicine is the Department**, led by the **Department Chair**, often assisted by one or more **vice chairs** and **division chiefs** appointed by the Chair.

This guide has been prepared to assist you in your quest for success at UCLA, and is based on **The UCLA CALL**, a user-friendly summary of the policies and procedures in the **University of California Academic Personnel Manual (APM)**. The inspiration for this work has been the outstanding handbook of our sister campus, UCSF, “A Faculty Handbook for Success: Advancement and Promotion at UCSF,” to the creators of which we owe our gratitude for the format and for much of the text in our own guide. You will find additional and more comprehensive information about the academic process, including replication of THE CALL, at the website of the UCLA Academic Personnel Office (<https://www.apo.ucla.edu>). The Office of Academic Affairs of the David Geffen School of Medicine is always ready to assist you ([DGSOM Academic Affairs](#)). The APM is available online at: [UCOP Academic Personnel Manual](#).

Quick Links to the School of Medicine Office of Academic Affairs

Joaquin Madrenas, M.D., Ph.D., Vice Dean for Faculty
(310) 825-4802 (jmadrenas@mednet.ucla.edu)

Robert A. Whittington, M.D., Sr. Associate Dean for Faculty Development, Mentorship, and Recognition
(310) 825-3733 (rwhittington@mednet.ucla.edu)

Richard H. Gold, M.D., Assistant Dean for Academic Affairs (Clinical Faculty)
(310) 206-8908 (rgold@mednet.ucla.edu)

John Colicelli, Ph.D., Assistant Dean for Academic Affairs (Basic Science Faculty)
(310) 625-5272 (Colicelli@mednet.ucla.edu)

Arlene Feliciano, Director, Academic Affairs Operations
(310) 794-8192 (AFeliciano@mednet.ucla.edu)

Cindy Cordova, Assistant to the Dean
(310) 206-9204 (ccordova@mednet.ucla.edu)

FACULTY APPOINTMENTS

Your appointment to the UCLA faculty should be in a series consistent with your background and career goals, and is confirmed only after peer- and administrative review. If you have clinical responsibilities, you must have received appropriate licensure by the State of California and approval of your applications to the Medical Staff Executive Committees of the hospitals where you will provide clinical care.

ELEMENTS OF ACADEMIC TITLES AND SERIES

- **Series**, e.g., the Regular Professor (Ladder rank) series, Professor-in-Residence series, Professor of Clinical (X) series (e.g., Clinical Medicine, Clinical Surgery, Clinical Pathology, etc.), Health Sciences Clinical Professor series, Adjunct Professor series
- **Rank**, e.g., Assistant Professor, Associate Professor, Professor
- **Step**, e.g., Step I, Step II, Step III, etc. The step indicates the stage of advancement in each rank.

Characteristics and Performance Expectations for the Various Series

Only faculty in the Regular Professor, In-Residence, and Clinical (X) series are members of the Academic Senate. Only the Regular Professor series leads to tenure. Appointments in the three Academic Senate series are full-time (100% time). Appointments in the other series may be full-time or less. Members of the faculty in the Regular Professor series receive a portion of their salary from the State and are eligible for sabbatical leave. Members of the faculty in the other series are supported through clinical and/or extramural funds and are not entitled to sabbatical leave.

Performance expectations for faculty in the In-Residence series and the Regular Professor series are identical – excellence in research and scholarly activity, teaching, and service. Promotion of faculty in either of these series to the Associate Professor rank requires evidence of independent research supported by extramural grants. **Members of the Professor of Clinical (X) series are outstanding clinician-educators**, and while requiring excellence in independent or collaborative research and other creative activities, such as the development of innovative programs in teaching or clinical practice, expectations for their performance emphasize exemplary teaching and clinical care. **(APM sections 220, 270, and 275)**

Non-Academic Senate series include the Health Sciences Clinical Professor, the Adjunct Professor series. Faculty in the **Health Sciences Clinical Professor series** are supported by clinical income, may be employed full- or part time, participate primarily in patient care and clinical teaching, and

are expected to engage in creative and scholarly activity and service, but not necessarily to the extent of faculty in the Academic Senate series. Employment in the **Adjunct Professor series** does not entail clinical care, may be full- or part time, and requires excellence in one or more of the following: research and creative work, teaching and mentoring, service, and professional competence.

Performance Expectations for an Assistant Professor

In order to be promoted to the Associate Professor rank, you must fulfill the performance criteria applicable to your series, including development into an excellent teacher and/or clinician and/or developing a clear research focus. If you are in the **Regular or In Residence Professor series**, you must show evidence of becoming an independent investigator, including first authorship of papers in peer-reviewed journals and status as principle investigator on a grant supported by extramural funding. As an assistant professor your service commitments should be modest so as not to impinge upon the time required for creative activity.

[Review APPENDIX 1A and 1B: PATHWAYS OF ACADEMIC SENATE- AND NON-SENATE SERIES, AND APPENDIX 2: CHARACTERISTICS OF VARIOUS PROFESSORIAL SERIES.]

CRITERIA FOR ADVANCEMENT

- **Scholarly and research productivity:** original articles in peer-reviewed journals, principal investigator status on extramural research grants, editorials, review articles, invited lectures, and books and chapters (some reviewers consider books and chapters as teaching rather than scholarly activities).
- **Other creative activity:** development of innovative new methods, tools, or programs to improve the care or safety of patients, or new programs or curricula to improve the education of trainees. **(Many examples of creative activity are listed in Appendix 8 of THE CALL.)**
- **Teaching activity:** formal teaching in the classroom (chairing a course deserves special mention), teaching in a clinical setting or in a laboratory, and mentoring.
- **Service activity:** service to your department or hospital, the School of Medicine, the UCLA Healthcare System or other University entity; service to regional or national professional, charitable or federal organizations, and service to the community.

Recognition of Activities That Promote Diversity

The University encourages and recognizes the contributions of its faculty to diversity and equal opportunity, including efforts to provide more equitable access to education, innovative initiatives or research that seeks to assess and improve access to quality healthcare in

underserved populations, and public service that addresses the needs of California's diverse population.

ADVANCEMENT: TYPES AND TIMETABLES

Merit Increase

An on-time merit increase reflects advancement through the steps, and requires review and approval by your department and the Dean. **At the Assistant Professor and Associate Professor ranks merit increases normally occur every two years. At the Professor rank they normally occur every three years except from Step IX to Above Scale, which normally occurs after four years at Step IX. A merit increase to Professor, Step VI, or to Professor, Above Scale (the so-called barrier steps) in any series is a special advancement, rewarding a distinguished career and sustained accomplishment, and subject to review by the Academic Senate Council on Academic Personnel (CAP).**

Promotion

Your promotion to the Associate Professor rank will require review and approval by your department, the Dean and CAP, with the final decision resting with the Vice Chancellor for Academic Personnel. To ease the process, **(1) maintain and revise your CV in a timely fashion, (2) provide in your dossier a personal statement that clearly and as simply as possible describes your research and other creative accomplishments, your teaching and service contributions and the significance of any honors or awards you may have received, and (3) have copies of all of your publications since your appointment readily available.**

Accelerated Advancement

As an Assistant Professor you normally spend two years at each step before advancing to the next step. Accelerated advancement refers to a merit increase to a higher step or a promotion awarded one or more years earlier than the normal on-time schedule for advancement. If because of exceptional productivity or an exceptional award you have applied for an accelerated advancement, **the reason should be clearly stated in the Department's letter and in the personal statement in your dossier.** Accelerated merit increases at the Assistant Professor rank are approved by Dean. As with all promotions, accelerated promotions must be reviewed by CAP and approved by the Vice Chancellor.

Change in Series

A change in your goals or an irremediable weakness in some aspect of your performance as an Assistant Professor in, for example, the In-Residence series may lead you and your department to consider a change in series to one more in tune with your skills and talents and more likely to lead to promotion to the Associate Professor rank, for example, the Health Sciences Clinical

Professor series. You should seek the advice of your Department Chair and your mentor as to the desirability and feasibility of a **change to the Health Sciences Clinical Professor series, which optimally should be processed no later than the fifth year following your appointment**. On the other hand, you may have been appointed in the Health Sciences Clinical Professor series and find that your outstanding research skills and accomplishments merit a change to the In-Residence Professor series, which may be processed at any time.

Fourth-Year Appraisal

Regardless of your series, an appraisal of your achievement and promise is conducted during the fourth year of your eight-year service as an Assistant Professor. The purpose of the Fourth-Year Appraisal is to assess your progress and, if there are weaknesses in your performance, to provide constructive advice as to how to improve it so as to enhance your prospects for promotion to the Associate Professor rank. The final appraisal, by the Vice Chancellor for Academic Personnel, will be sent to your Department Chair, to be shared with you and your mentor.

Eight-Year Limit Rule

An Assistant Professor in any series, Academic Senate or non-Academic Senate, shall not be continued beyond eight years in that title unless promoted to the Associate Professor rank. The Eight-Year Limit Review for promotion must be completed no later than the seventh year. The eight years includes service as a Visiting Professor (usually an interim appointment while your standard appointment is being considered), but not prior service as a Clinical Instructor. Within certain limitations you may obtain **time off the eight-year clock** for childbearing, for medical disability related to pregnancy, and, applying both to male and female faculty, for childcare. **(APM 133-0; APM 760)**

Four- and Five-Year Reviews

Normal reviews for merit increases at the Assistant and Associate Professor ranks occur every two years and at the Professor rank every three years. If your appointment is “Without Step,” you will be reviewed every four years. A faculty member that has not been reviewed in the previous five years, most likely a member of the senior faculty, must receive a Five-Year Review, to be initiated by the Department Chair.

Merit Equity Review

Having attained the rank of Associate Professor or Professor in one of the three Academic Senate series, if you believe your rank and step are inconsistent with your accomplishments you may request a **Merit Equity Review** by submitting a written request and supporting documentation to your Department Chair. The department will then assemble a dossier containing data comparing your career accomplishments, rank, and step to those of other faculty members in your department who are in the same series as yours. The completed dossier with the department vote goes to the Dean for a recommendation, then to CAP for its recommendation,

and then to the Vice Chancellor for Academic Personnel, who makes the final determination. **(THE CALL: Appendix 35)**

Reviews by the Council on Academic Personnel (CAP)

CAP, a council of the UCLA Academic Senate, reviews all faculty appointments at the Associate and full Professor rank, changes in series, fourth-year appraisals, promotions, merit increases accelerated by a full-step or greater, merit increases to Step VI or to Above Scale, and merit equity reviews (applicable only to Associate Professors or Professors in Academic Senate series).

YOUR DOSSIER: ELEMENTS AND PREPARATION

The Dossier and Its Importance in the Promotion Process

The dossier of information for your promotion to the Associate Professor rank includes: (1) the faculty vote; (2) a letter from the Department Chair that reports the department's review, that summarizes your teaching responsibilities and expertise, research and creative accomplishments, professional competence and service activities, and that contains your department's recommendation; (3) the report of a departmental elected review committee or an *ad hoc* review committee; (4) your CV; (5) a separate bibliography; (6) separate lists of lectures, teaching and service contributions, grants, and honors; (7) copies of your publications; (8) teaching evaluations; (9) letters of evaluation from intramural and, if appropriate, extramural authorities; (10) documentation of your having been periodically mentored; and (11) a personal statement that highlights your accomplishments and goals and that describes your creative activities is encouraged but not mandatory. You may also include in your dossier a supplement that documents creative activities other than publications. While the dossier is in your department, you have the right to inspect all non-confidential documents and to receive copies of redacted confidential documents.

Your dossier is sent to the Dean, who writes a letter of evaluation and recommendation, then to the UCLA Academic Personnel Office, then to CAP for its vote and recommendation, and finally to the Vice Chancellor for Academic Personnel, who makes the ultimate determination. In rare instances **CAP may appoint an *ad hoc* review committee**, including a representative from your department, to evaluate your dossier and make a recommendation. In the event that the Vice Chancellor's preliminary assessment of your eight-year limit review and proposal for promotion leads to the decision not to renew your appointment, you will be provided an opportunity to respond in writing and provide new information, including awards, publications, or grants not previously considered. If you believe that you have been unfairly evaluated for promotion, you may seek an informal resolution through consultation with your Division Chief, Department Chair, the Dean, or the Vice Chancellor for Academic Personnel. If you have exhausted informal consultations and remain unsatisfied, you may lodge a formal complaint with the Vice Chancellor and the Academic Senate Committee on Privilege and Tenure.

Preparation of Your Promotion Dossier

A. Letters of Evaluation

- **Letters from intramural [UCLA] evaluators:** you will have the opportunity to develop a list of intramural evaluators. Select individuals who are at a higher rank than yours and who have mentored you or who are familiar with your work and your contributions to collaborative research or other creative projects.
- **Letters from extramural [outside] evaluators:** the letter writers should be widely recognized as authorities in your field. Proposed evaluators should be at a higher rank than yours and three should have an “arm’s length” relationship (not a previous mentor, co-author, or collaborator). You and your Department Chair (or the chair’s designee) will develop separate lists of potential evaluators, each list with a sufficient number of names so that at least three to four respondents are from each list.

B. Curriculum Vitae

Your CV is the primary document by which you will be reviewed. Be certain it is up to date. Grants should be grouped according to status (active, past or pending), and should include dates, title, funding source, direct cost, your role (P.I., co-P.I., or co-investigator), and the name of the P.I. if you are not the P.I. In each section of your CV list entries in chronological order, beginning with the oldest. Avoid abbreviations when listing organizations and funding agencies. If you are in the Regular Professor, In Residence or Clinical (X) series, peer-reviewed research papers are the main criteria by which your research productivity is evaluated. Publications in peer-reviewed, electronic open-access journals are considered to be as valuable as those in traditional print journals. **First or senior authorship implies your research independence:** first authorship signifies the lead role in the conduct of the research as well as the primary responsibility for writing the manuscript; senior (or last) authorship usually reflects overall guidance of the research and careful review of the manuscript. **Follow the CV guidelines shown in Appendix 3 of this document. Enhance the clarity of your CV by printing your name in bold type wherever it appears in your bibliography and in lists of presentations with multiple authors. In a brief statement following each entry, describe your contribution to publications and co-authored presentations.**

C. Evaluations of Your Teaching

Peer and trainee evaluations of your teaching are essential components of your promotion package. The most valuable, eloquent part of each raw evaluation is the section with comments. Your department may also request letters of evaluation from your peers and trainees.

D. Description of Your Creative Activities

As a part of your dossier, you will have the opportunity to list and to briefly and clearly describe the significance, impact and your role in the research reported in your **five most**

significant publications. Creative activities other than publications should be described in **your personal statement**, or better still, **documented in a supplement to your dossier.**

E. Service

As an Assistant Professor your commitment to service should be modest, so as not to impinge upon the time required for the creative, scholarly, clinical, and teaching activities that are essential to your success. At the Associate Professor rank and beyond you will be expected to provide service to committees of your Department, your hospital, the UCLA Healthcare System, the School of Medicine or other University entities, to regional or national professional, scientific, charitable, or federal organizations, and to the community.

THE UNIVERSITY HEALTH SCIENCES COMPENSATION PLAN

Your membership in the University Compensation Plan is a condition of your employment at UCLA if you are paid at greater than 50% of full-time through the University. Your base salary is based on your series, rank and step, and increases as you advance. Your Department Chair has no authority to increase your base salary. Compensation Plan members receive a base salary and may be eligible for additional compensation. **Your total compensation is comprised of a base salary (X + X') plus, if appropriate, a negotiated amount of additional compensation (Y), plus, if appropriate, incentive/bonus compensation (Z).** Benefits related to your base salary may include health insurance (medical, dental and vision), employee-paid disability insurance, and employee-paid term life insurance. The University of California Retirement Plan designates the **base salary (X + X')** as covered compensation up to the amount permissible by law. The component of pay beyond the base (X + X'), if any, is the **Y component**, based on your academic performance, the quality of your work, and your productivity in scholarly and research activity, teaching, clinical care, administration and service. The Y component is recommended by the Department Chair, subject to approval by the Dean, and may be renegotiated annually. The last component of your pay, the **Z component**, is incentive compensation based largely on the revenue you generate from your clinical or professional activities.

Please, note that all patient care activities must be provided within the University setting, or as part of an approved affiliation agreement or professional service agreement. For more details, see APM-670 and APM-671.

POLICIES

Mentoring of Junior Faculty

Now that you are an Assistant Professor your mentoring should begin as soon as possible. Mentoring is essential for academic success, and should include academic process guidance and

career guidance (professional development). At UCLA mentoring of junior faculty in all series is mandatory, and documentation of mentoring is required in the dossier for promotion.

Your Department Chair or the Chair's designee will assume responsibility for the mentoring process, including identifying and assigning your mentor and changing your mentor upon your request. The mentor should be an Associate Professor or Professor who has established a successful career in a field of common interest. You should work closely with your mentor and the Department Chair to be certain that you are progressing appropriately and that the time you allocate for research, clinical care, and teaching is well balanced.

- **Academic process guidance** includes reviewing the criteria for advancement in your series of appointment, including the requirements to achieve favorable fourth-year and eight-year reviews and promotion to the Associate Professor rank; reviewing the deadline dates for academic actions; and reviewing the procedures in your department for personnel actions, and the step-by-step progression your dossier will make from your department, to the Dean, to CAP, and finally to the Vice Chancellor for Academic Personnel.
- **Career Guidance and Professional Development** includes assisting you in time management and setting career priorities, choices, and goals; advising you on how to judiciously balance your research and creative activities, teaching, clinical activities, and service – including knowing when to say “no”; helping you to plan ahead by determining what you must accomplish in a specific period of time to advance academically; reviewing and critiquing your scholarly and creative work; and suggesting ways to improve the content and organization of your CV.

Although mentoring thrives on informal and continuous guidance, **you and your mentor should meet no less than twice a year to formally review your progress, and the dates of these meetings should be documented on the designated form.** To preserve the confidential nature of your discussions their content should not be revealed, except perhaps for a brief statement of professional goals.

Prevention of Sexual Harassment and a Hostile Environment

UCLA is committed to maintaining a community in which all individuals, including faculty, can work in an atmosphere free of harassment, exploitation, and intimidation. When an individual in authority or power jeopardizes another's academic future or career through job discrimination, demotion, withheld promotion, or a decreased grade unless sexual favors are granted, **sexual harassment** has occurred. When an individual engages in unwelcome sexual behavior that creates an offensive work or learning environment – behavior such as sexually demeaning language, the posting of offensive material in a common space, the use of sexually offensive slides in a classroom setting, or implying that women are less capable than men in conducting their jobs, or vice versa – the offending individual has created a **hostile environment**.

If you experience such events, maintain a record of them and seek the assistance of a campus advisor at the **UCLA Sexual Harassment Prevention Office**.

UC Policy on Sexual Relations with Students

It is unacceptable behavior to enter into a romantic or sexual relationship with any individual under your academic supervision for whom you have, or should reasonably expect to have in the future, academic responsibility – instructional, evaluative, or supervisory. Likewise, it is unacceptable to exercise academic responsibility for any individual with whom you have a romantic or sexual relationship. Such individuals include undergraduate students, professional school candidates, medical and other doctoral and postdoctoral students, interns, residents, and fellows. **(APM 015)**

1. **Conflict of Commitment-** Faculty members employed by the UC owe their primary professional allegiance to the University and accept as their own the University's responsibilities to advance and communicate knowledge. (See [APM 025](#) and [UCLA Appendix 19](#)).
2. **Conflict of Interest-** A conflict of interest is a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity. (See [UCLA Policy 150](#)).
3. **Digital and Social Media Policies -** Communicate on social media as you would in person
 - a. No protected health information
 - b. Provide thoughtful and relevant content.
 - c. Respond to conversations & questions in real time
 - d. Proofread; posts stay “published” online indefinitely
 - e. Get permission before sharing others’ media
 - f. For more information including Social Media Best Practices please see [DGSOM Social Media Policies](#)
4. **Disclosure Policy-** All content providers at DGSOM must include at the beginning of any educational activity any disclosures of financial relationships and support from commercial interests that are relevant to the specific educational activity.
5. **For other important UCLA policies related to academic affairs and research please visit [UCLA Policies Directory](#).**

Important Faculty and Academic Affairs Links

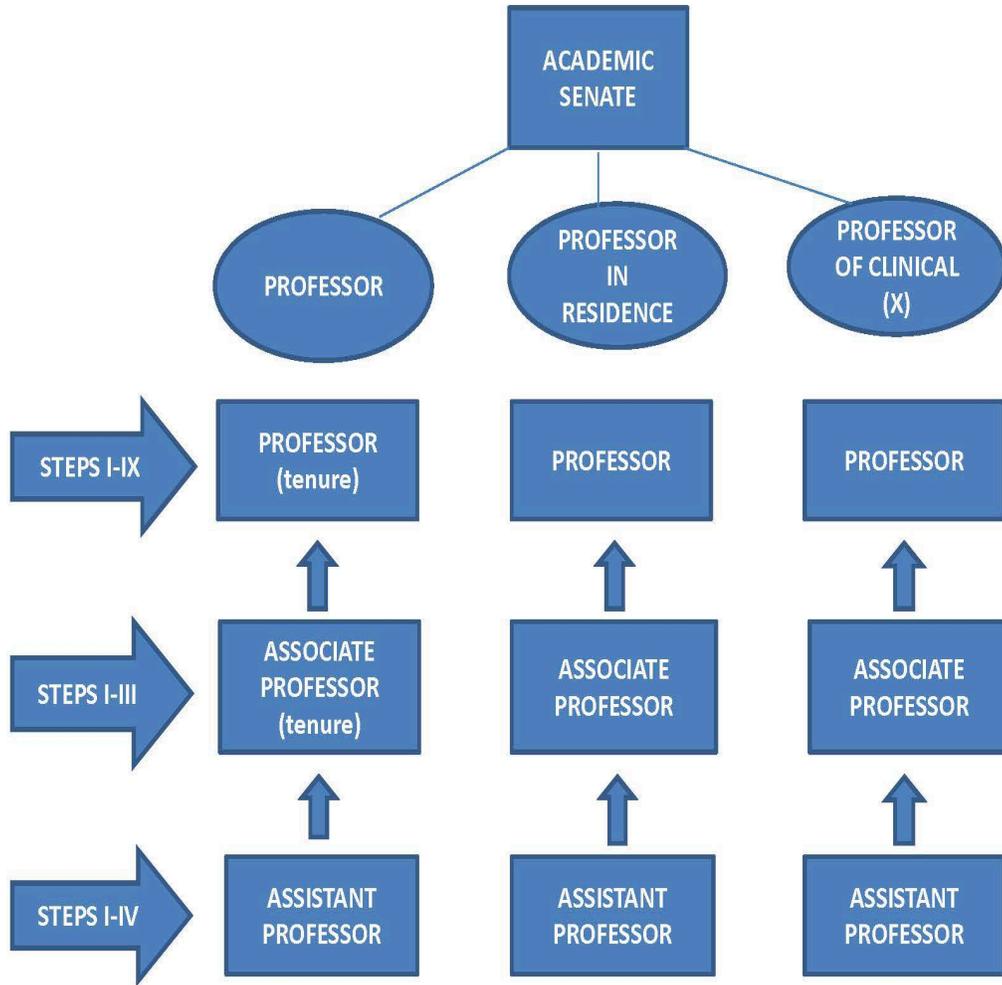
- a. [DGSOM Executive Leadership](#)
- b. [UCLA Office of Academic Affairs](#)
- c. [DGSOM Justice, Equity, Diversity and Inclusion](#)
- d. [THE UCLA Call](#)

- e. Professional Development Portal (This website needs to be updated and will get the link from Katy Nameth).

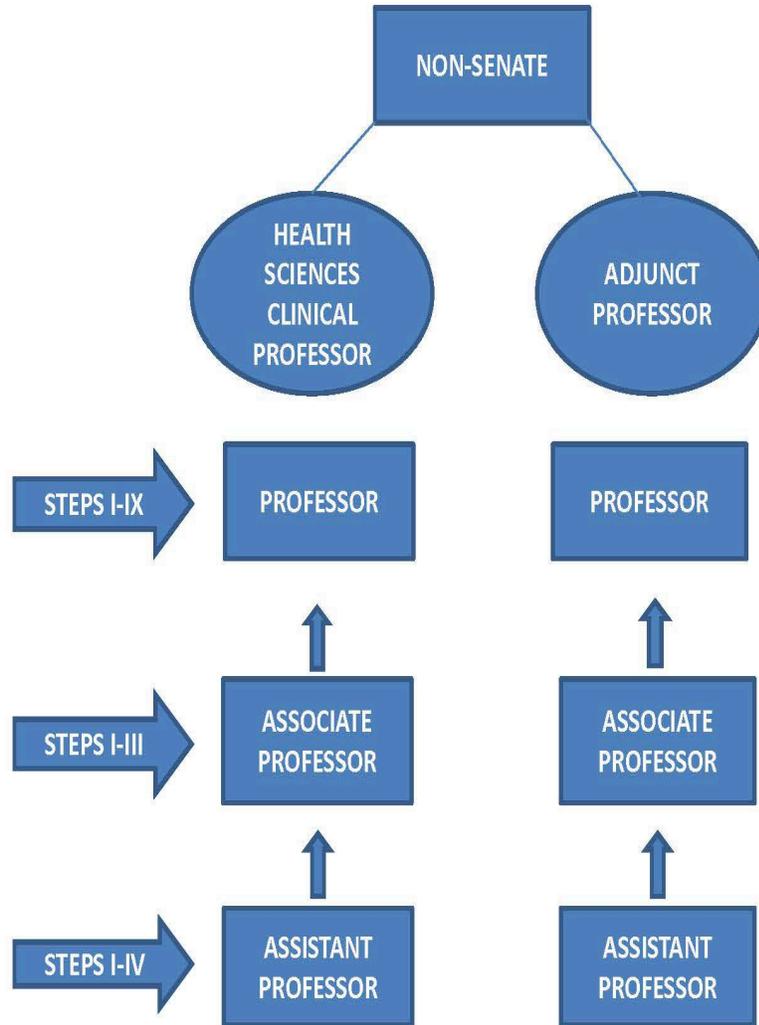
Additional Campus Resources:

- a. [Staff and Faculty Counseling Center](#)
- b. [UCLA Office of Ombuds Services](#)
- c. [DGSOM GME Office](#)
- d. [UCLA Civil Rights Office](#)
- e. [UCLA Title IX Office](#)
- f. [UCLA Discrimination Prevention Office](#)

APPENDIX 1A: PATHWAYS OF ACADEMIC SENATE SERIES



APPENDIX 1B: PATHWAYS OF NON-ACADEMIC SENATE SERIES



APPENDIX 2: CHARACTERISTICS OF VARIOUS FACULTY SERIES

1. Although they will add luster to any creative performance, peer-reviewed research publications do not necessarily have to be included among the **creative activities pursued by faculty in the Health Sciences Clinical Series**. Non-peer-reviewed publications, however, and such activities as listed in Appendix 8 of THE CALL, are essential.
2. **Criteria for promotion in the Adjunct Professor series** may vary, depending on the role and performance expected of the individual member of the faculty.
3. **Creative achievement of faculty in the Professor of Clinical (X) series** is subject to different criteria than that expected of faculty in the Regular Professor and In Residence Professor series, and may be given less weight than teaching and professional competence.
4. **Faculty in the Clinical (X) series** appointed as Assistant Professors, a rare occurrence, have a termed appointment, i.e., an end-date has been specified, and their advancement is subject to successful promotion to the Associate Professor rank.

CHARACTERISTICS OF VARIOUS ACADEMIC SERIES

EVALUATION CRITERIA	REGULAR RANK	IN-RESIDENCE	CLINICAL X	HEALTH SCIENCES CLINICAL	ADJUNCT
TEACHING	ESSENTIAL	ESSENTIAL	ESSENTIAL	ESSENTIAL	ESSENTIAL
RESEARCH	ESSENTIAL	ESSENTIAL	ESSENTIAL	CREATIVITY	VARIABLE
PROFESSIONAL COMPETENCE	ESSENTIAL	ESSENTIAL	ESSENTIAL	ESSENTIAL	VARIABLE
UNIVERSITY & PUBLIC SERVICE	ESSENTIAL	ESSENTIAL	ESSENTIAL	SUPPORTIVE	VARIABLE
TENURE	ASSOC PROF	NO	NO	NO	NO
ACADEMIC SENATE	YES	YES	YES	NO	NO
8 YEAR RULE	YES	YES	YES	YES (>50%)*	YES (>50%)*
SABBATICAL	YES	PROFESSIONAL DEV. LEAVE	PROFESSIONAL DEV. LEAVE	NO	NO
FULL TIME	YES	YES	YES	WOS-100%	WOS-100%
COMPENSATION PLAN	YES	YES	YES	YES (>50%)	YES (>50%)

*Effort at affiliated institution(s) counts

APPENDIX 3: EXAMPLE OF CURRICULUM VITAE

Your CV is your autobiography – a record of your activities as a faculty member – and the primary document by which you will be reviewed for advancement and promotion. Keep it complete and keep it current. The example below is only a guide; depending upon your series certain sections may not be applicable, or if you are involved in unique activities not represented in these examples you may choose to add your own sub-categories.

CURRICULUM VITAE

Date Prepared (or Revised)

Name

Current Position (e.g., Professor-in-Residence – no need to add your step)

Business Address, Phone and FAX Numbers, Email Address

Education

Dates (inclusive), Undergraduate

Dates, Medical School

Dates, Institution, Location, Internship in X Specialty

Dates, Institution, Location, Residency in X Specialty

Dates, Institution, Location, Fellowship in X Specialty

Licenses to Practice Medicine

Board Certification

List name of Board(s) and date(s)

Positions Held Previously

List the institutions and inclusive dates chronologically, from oldest to most recent.

Professional Activities

List your activities chronologically, with inclusive dates from the oldest to the most recent:

Director of Surgery Outpatient Clinic, Ronald Reagan UCLA Medical Center, 2006-present

Membership in Professional Organizations

List names and dates

Service

List by inclusive dates of service, followed by organization, followed by your contribution.

University Service

System-wide
Campus-wide
UCLA Health System
School of Medicine
Department
Division

Service to Professional or Scholarly Organizations or to Regional, State, or Federal Government

List the organization, your contribution, and the inclusive date of your service:

American College of Surgeons, Committee on Trauma, 2009-15 (chair, 2014-15)
American Association for Cancer Research, president, 2008-09
National Cancer Institute, Cancer Genetics Study Section, 2000-05

Community Service

Mentoring

List inclusive dates, name of mentee, program, your role as mentor.

Mentoring of Undergraduate Students

Mentoring of Medical Students

Mentoring Ph.D. Candidates

Specify whether you chaired a thesis committee (supervised the thesis) or were an advisor and state mentee's current position if mentee was a doctoral student (Ph.D. candidate).

<u>Dates</u>	<u>Name of Mentee</u>	<u>Program</u>	<u>Mentoring Role</u>	<u>Current Position</u>
1992-1995	John Doe	BPIGP, doctoral student	Chair, Thesis Committee	Assistant Professor, UCLA

Mentoring of Postdoctoral Students

Specify in the same format as above.

Mentoring of Faculty or Visiting Faculty

Inclusive dates, name of mentee, academic title at home institution, name of home Institution

Honors and Awards

List chronologically with dates, from oldest to most recent; if the award is especially prestigious, briefly describe its significance.

Teaching Awards and Nominations for Awards

Specify whether University-wide, School of Medicine-wide, departmental, or division.

Invited Presentations

List chronologically, from the oldest to the most recent; if you had co-authors, list your name in bold type and in the order that it appears on the list of authors, followed by the title of the presentation, the name of the conference where it was presented, the city, and finally the date. If your presentation had co-authors, it would be useful to reviewers if, following the entry, you briefly explained your contribution.

International Presentations

National Presentations

Regional and Extramural Local Presentations

UCLA Presentations

Research and Creative Activities

Research Awards and Grants

List chronologically from newest to oldest; list grant title and number, your role (e.g., P.I., co-P.I., co-investigator, consultant), funding period, source of funding, and direct costs for one year and for entire period of grant.

Current Grants

RO1 CA 12345 (P.I.)	6/1/89-5/31/94
NIH/NCI	\$250,000 direct/year 1
Molecular Diagnostics in the Clinic	\$1,250,000 direct/years 1-5

Pending Grants

None

Past Grants

Publications

In each category, list the publications in chronological order – oldest first. Wherever your name appears in the list of authors, print it in bold type. Follow the full list of authors with the full title of the paper, the name of the journal, the volume number, the inclusive page numbers,

and the date. It would be useful to reviewers if, following the entry, you briefly explained your contribution.

Peer-Reviewed Research Papers – Published

1. **Spector, DH**, Varmus, HE, and Bishop. J.M. Nucleotide sequences related to the transforming gene of avian sarcoma virus are present in DNA of uninfected vertebrates, Proc Natl Acad Sci USA. 75:4102-6,1978.

Peer-Reviewed Research Papers – In Press or Accepted for Publication

Peer Reviewed Research Papers – Submitted

Non-Peer Reviewed Papers

Review Articles

Books

Chapters

Editorials

Letters to the Editor

Other Publications

Abstracts