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

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

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

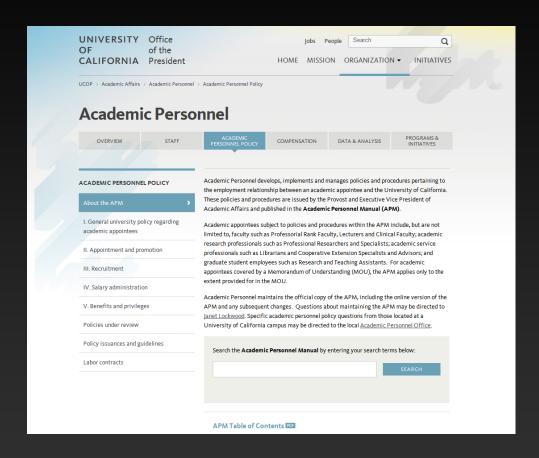
To see the full version, which includes information on all series, go to:

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

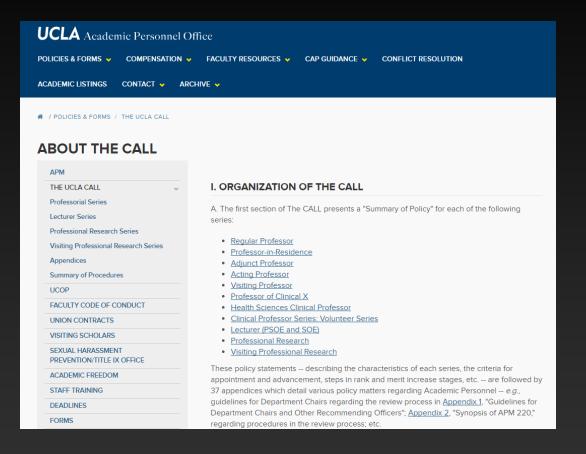
OFFICE OF ACADEMIC AFFAIRS
DAVID GEFFEN SCHOOL OF MEDICINE AT UCLA

OFFICE OF ACADEMIC AFFAIRS
DAVID GEFFEN SCHOOL OF MEDICINE AT UCLA

http://medschool.ucla.edu/academic-affairs-academic-forms



http://www.ucop.edu/academic-personnel/academic-personnel-policy/index.html



https://apo.ucla.edu/policiesforms/the-call/an-introductionto-the-ucla-call

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

Research	Teaching	Professional competence	Service

UCLA professorial series

	Research	Teaching	Professional competence (clinicians)	Service
Regular, In-residence	++++	++++	++++	++++
Clinical X	++	++++	++++	+
HS Clinical	+	+++	++++	+
Adjunct	++	++		

UCLA professorial series

	Full time	Part time
Regular, In-residence	100%	
Clinical X	100%	
HS Clinical		1-100%
Adjunct		1-100%

UCLA faculty by series

	n	%
HS Clinical Professor	2052	58
Professor-in-residence	459	13
Professor	353	10
Adjunct Professor	340	10
Professor of Clinical X	137	4
Visiting Professor	30	1
Recall	162	4
TOTAL	3533	

(As of 8-30-17)

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 P	ROFESSOR DATA S	UMMARY	REVIEW#:	NAME:	
BIOGRAPHIC	CAL DATA				
DEGREES					
Degree		<u>Date</u>	Institution		
1		İ	<u> </u>		
STATUS PRIC	OR TO APPOINTME	NT			
Institution		<u>Tit</u>	<u>tle</u>		Salary
	INFORMATION	CONCERNIN	G INDIVIDUALS SUPER	VISED BY CAND	IDATE
		tatus of those wl mpleted degree		Number currently advanced candidacy	to working as
Name	Title	I	Institutional Affiliation		

INFORMATION REGARDING TEACHING RECORD SINCE LAST REVIEW, OR FOR FOURTH-YEAR APPRAISAL OR PROMOTION/8 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.

Term, Year	Course No. ⁽¹⁾	Title of Course	Required ⁽²⁾	Enrollment	Other Faculty Participants ⁽³⁾
		i			

(1) If no undergraduate course is listed, please append statement of rationale for assignment of courses made to the candidate for indicated period.

(2) Required for a major or to fulful a lower division requirement.

(3) If other faculty participated, please append statement describing character and extent of candidate's participation.

ASSISTANT PROFESSOR DATA SUMMARY	REVIEW#:	NAME:	
INFORMATION REGARDING SERVICE AND PROF YEAR APPRAISAL OR PROMOTION/8-YEAR LIMI Please indicate service and professional activities that shoul writing "DIV" in parentheses after the committee name, fell involvement in professional associations or programs that st professional groups or publications that promote areas of kr access and diversity in education, activities such as recruitm	T ACTION, CUMU. d be considered as co lowship name, or desc upport training of stud nowledge that relate to	LATIVE SINCE APPOINTM ntributing to the campus' divers ription of the activity as approp lents in underrepresented group; o diversity; developing strategies	ENT itypriorities by riate below(e.g., s; contributions to
UNIVERSITY COMMITTEE SERVICE			
Service on Academic Senate Committees			
Committee	1	Period of Service	
Other Committee Service			
Committee		Period of Service	

COMMUNITY SERVICE ACTIVITIES (e.g., providing service related to the improvement of elementary and secondary education)

<u>Description</u>	Date(s)

ency & Number tle (PI/Co-PI) (name if you are not)	% effort	Duration	Direct costs, your componer only, (if multiple co-PI's)/am
me(11/Co-11)(Hameir you are not)	- Action	Julation	only, (ir muniple co-11 3) ain

PROFESSIONAL ACTIVITIES SINCE LAST REVIEW, OR FOR FOURTH-YEAR APPRAISAL OR PROMOTION/8-YEAR LIMIT ACTION, CUMULATIVE SINCE APPOINTMENT

Professional services related to diversity should be marked with "DIV" (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).

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, non-profit 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 <u>PRIOR</u> TO DETERMINATION OF DEPARTMENTAL RECOMMENDATION – DAVID GEFFENSCHOOL OF MEDICINE

I CERTIFY THAT FOR REVIEW# ::

Under Section 220-80-c of the Academic Personnel Manual

- I was informed of the impending review for this personnel action and of the review process (through access to APM Sections 210-1 and 220).
- II) I was provided the opportunity to ask questions, supply information and evidence, make any desired additions, and, if relevant in this personnel action, suggest names for solicitation of letters of evaluation, and to provide, in writing, 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 UCLA CALL, III. Professorial Series IV.C.9, and Appendix 37, you have the right to:
 - (1) describe, in your self-statement, your interdisciplinary work in detail; (2) identify persons, both extramural and intramural, qualified to evaluate it; and (3) designate, below, UC interdisciplinary entities (e.g. organized research units, research centers, interdisciplinary degree programs, interdepartmental programs, centers for interdisciplinary instruction, etc., as well as the other department in a joint or split appointment) with which you have been affiliated and whose input you expect your Chair (or Director) to solicit in this personnel action:

Under Section 220-80-d of the Academic Personnel Manual:

- I inspected the data set forth on pages 3-7 and the bibliography. My initials following the entries on those pages indicate my
 concurrence in the completeness and accuracy of the data. (Any items corrected by me or added at my request are inventoriad
 below)
- II) I had the opportunity to receive 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 the 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 $\underline{\mathit{AFTER}}$ DETERMINATION OF RECOMMENDATION

I CERTIFY THAT FOR REVIEW # 1:

Under Section 220-80-e of the Academic Personnel Manual

- I was informed of the departmental recommendation and of the substance of the departmental evaluations 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 this file.
- IV) I was informed of the time limit for submission of comments under III above.

Name		
D-t-		

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:

Action	Bibliography	Publications
Appointment	complete	None needed
Merit Increase Renewal of Appointment	cumulative since appointment	None needed
Fourth Year Appraisal	cumulative since appointment	submit all publications
Promotion "Eight-Year Limit" Review Non-Renewal of Appointment	cumulative since appointment	submit all publications

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:

Smith, R., Jones, H., and Jackson, K., "A Study of the Perodian Process", J. Chem. Phys., 14:325-30 (1984) (RESEARCH PAPERS)

RESEARCH PAPERS

Smith, R., Jones, H., and Jackson, K., "A Study of the Perodian Process", J. Chem. Phys., 14:325-30 (1984)

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 each 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

Letters

Confidential external letters solicited

For promotion to Associate rank:

	External	Internal
Health Sciences	Optional	Required
Other series	Required	Optional

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)

APM 210: http://www.ucop.edu/academic-personnel-programs/_files/apm/apm-210.pdf

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

General timeline to promotion

Winter Faculty notified of eligibility

Spr, early Dossier prepared and reviewed by dept.

summer

Aug 1 Dean's Office (DO) deadline for promotions

Sep 1 DO deadline for 8 yr limits

Nov Academic Personnel Office (APO) deadline for DO submissions

Winter APO forwards to CAP, CAP makes recommendation to VC

Winter Vice Chancellor makes decisions, appeal processes available

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

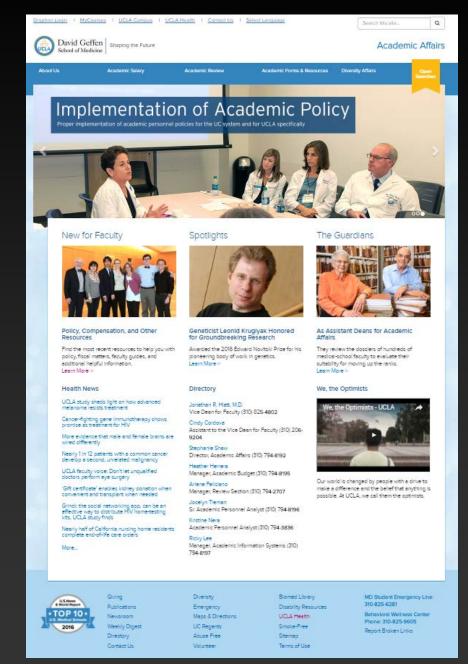
Dossiers – when required, elements

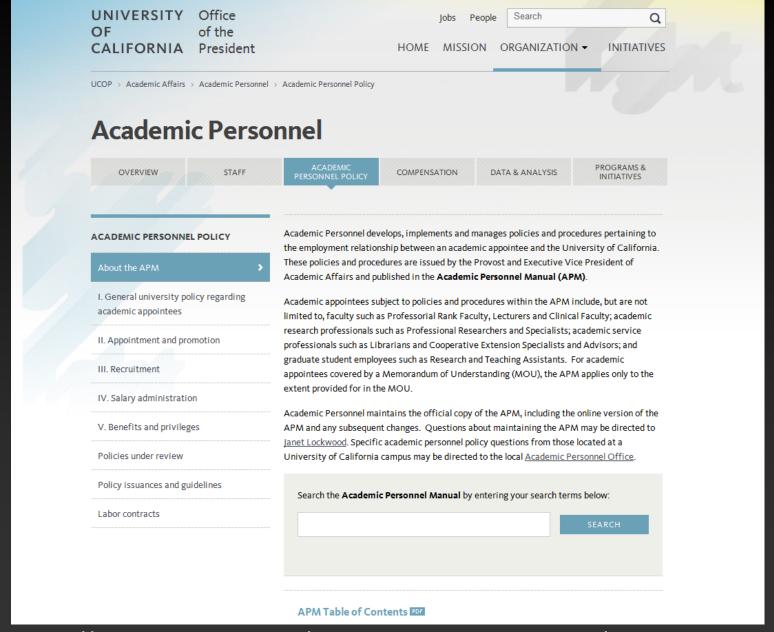
Criteria for advancement

Reviews and promotions

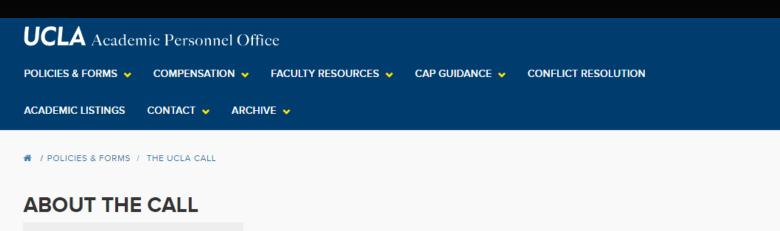
Timelines

Resources





http://www.ucop.edu/academic-personnel/academic-personnel-policy/index.html





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.

APM - 670

July 2012

SALARY ADMINISTRATION Conflict of Commitment and Outside Activities of Health Sciences Compensation Plan Participants

APM - 671

APM 671

670-0 Policy

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 (see 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.

APM 670

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 (see APM - 670-6-d), may include provisions that are more, but not less, restrictive than those outlined herein.

671-0 **Policy**

The University of California policy on conflict of commitment and outside activities and the disposition of income earned from outside professional activities provides guidance for the identification and management of outside professional activities in order to avoid conflicts of commitment, while assuring that Health Sciences Compensation Plan (the "Plan") participants may engage in a wide array of outside activities without unnecessary limitations. This policy is specific to faculty members who are participants in the Health Sciences Compensation Plan. Faculty members who are not participants in the Health Sciences Compensation Plan are subject to the provisions of APM - 025.

UCLA DAVID GEFFEN SCHOOL OF MEDICINE IMPLEMENTING PROCEDURES UNDER THE UC HEALTH SCIENCES COMPENSATION PLAN

I. ADOPTION

This document sets forth the UCLA David Geffen School of Medicine Implementing Procedures under the University of California Health Sciences Compensation Plan ("Plan") and Conflict of Commitment and Outside Activities of Health Sciences Compensation Plan Participants. The Plan supersedes any previous plan except as found in Appendix A. These Procedures have been recommended by the Chancellor, after consultation with the Dean and the Faculty Executive Committee, and are effective July 1, 2015, after approval by the President or the President's designee, prior to implementation.

In addition to these Procedures, participants are also subject to the requirements of other University policies, including (1) the University's Conflict of Interest Code, adopted pursuant to the requirements of the Political Reform Act of 1974, which requires designated University employees to disqualify themselves from participating in University decisions in which they have a personal financial interest; and (2) the Policy on Requirements to Submit Proposals and to Receive Awards for Grants and Contracts through the University. A faculty member's compensated outside activities may create an obligation for the faculty member to disclose a financial interest before making or participating in certain University decisions. Faculty can obtain information on the disclosure and disqualification requirements of the Political Reform Act of 1974, including the Academic Decision Regulation, from the office of Campus Counsel.

TO: All School of Medicine Faculty on the Health Sciences Compensation Plan – Includes BSCP,

MCP, PCCP, AND ILP

Jonathan R. Hiatt, M.D.

Vice Dean for Faculty

David Geffen School of Medicine at UCLA

RE: Conflict of Commitment and Outside Activities of Health Sciences Compensation Plan

Participants - FAQs under APM-670 and APM-671

Implementing Procedures

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. Braddock III, MD, MPH, MACP Vice Dean for Education Chief Medical Education Officer



Jonathan R. Hiatt, MD Vice Dean for Faculty



Stephen T. Smale, PhD Vice Dean for Research



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



Anja Paardekooper, Drs Senior Associate Dean, Finance and Administration

Lecture Series

Share this











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



David Geffen School of Medicine