

Committee on Academic Personnel
Jeffrey Critchfield, MD, Chair

ANNUAL REPORT
2017-2018

Total Files Reviewed: 534
Stewardship Reviews: 11 in progress; 7 completed, 3 ongoing, 1 on hold
Statistical Information:

	17-18	16-17	15-16	14-15
Total Files Reviewed	534	475	479	443
Merits	79	70	65	81
Promotions	228	191	204	202
Accelerations	89	50	45	33
Decelerations	12	16	11	10
Change In Series	59	56	55	39
Merits to Step 6	29	21	25	29
Appraisals	30	33	23	19
Merits to Above Scale	8	7	13	11

These numbers are not expected to calculate to the total files reviewed as a file may feature more than one descriptor, and these descriptors do not represent all forms of review. * Numbers include files reviewed by Backup CAP which met five times from May – August, 2018.

Campuswide or Divisional Task Forces and Subcommittees:

- Jeffrey Critchfield served on the Academic Senate Executive Council
- Jeffrey Critchfield served as the CAP Liaison to the PMAP Advisory Council
- Jeffrey Critchfield/David Lovett alternated as the CAP Rep to the Backup CAP Committee. This ad hoc committee was chaired by former CAP Chair J. Lotz (SOM), with S. Kayser (SOP), J. Leung (SOM - Alternate), A. Miller (SOD), R. Nissenson (SOM), R. Redberg (SOM), and R. Rushakoff (SOM).
- David Saloner served as the Divisional representative to the Systemwide UCAP Senate Committee

Issues for Next Year (2017-2018)

- Addressing increase in personnel action files by expanding the number of Backup CAP meetings.
- Continue to explore faculty members receiving, where applicable, RVU-credit for service on CAP.
- Insuring fair assessment for HSC Series faculty being reviewed newly for Creative Activity (APM 278-10 and 210-6)

2017-2018 CAP Members

Jeffrey Critchfield, Chair (SOM)
David Lovett, Vice Chair (SOM)
Mary Helen Barcellos-Hoff (SOM)
Lundy Campbell (SOM)
Pamela Den Besten (SOD)
Patrick Finley (SOP)

Mallory Johnson (SOM)
Dorothy Porter (SOM)
David Saloner (SOM)
Margaret Wallhagen (SON) – began 1/1/18
Arthur Miller (SOD) – ended 12/31/17

Number of Meetings: 42 (& 5 Backup CAP Meetings)

Senate Analyst: Alison Cleaver

Systemwide Business

Regarding system-wide concerns, the Committee (CAP) reviewed and responded to the following system-wide inquiries.

Proposed Systemwide Revisions to the Academic Personnel Manual 675:

CAP Committee members reviewed and provided feedback on the proposed revisions to APM 675 Veterinary Medicine. Assistant Vice Provost Cynthia Leathers attended a CAP meeting in Spring 2018 to discuss in more detail the proposed bylaw revisions and their implications. CAP members discussed further on their own, and drafted a response which went to systemwide July 2018. ([Appendix 1](#))

UCAP Discussions

Systemwide University Committee on Academic Personnel met quarterly at the UC Office of the President in Oakland, CA. UCSF UCAP Representative David Saloner attended. Discussions focused on Systemwide review of the above listed revision as well as the following:

Faculty Exit and Retention Survey

The survey was administered in partnership with Harvard's Collaborative on Academic Careers in Higher Education. Having data from this survey will expand on why faculty at UC stay or leave. It's been helpful to VPAA during current discussions on faculty salary – as salary is the most frequently cited reason for decisions about staying or leaving. Seven campuses have volunteered to continue the survey.

Plan to Close the Faculty Salary Gap

UCAP members have been pleased with the degree of flexibility given to the campuses in terms of how the salary increases are allocated including how off-scales are addressed. The Senate's work on faculty salary scales over the past several years resulted in a commitment from President Napolitano to a multi-year plan to increase faculty salaries in an effort to close the gap with the Comparison 8 institutions. A four percent increase to the scales will be applied this year and the Chancellors will not receive any discretionary funds for salaries. The Senate will begin advocating in the fall for the next UC budget to include funding for faculty salaries.

This four percent increase won't apply to off-scale salaries. UCAP members also noted that this increase won't impact the inequity caused by off-scale salaries. Faculty diversity is impacted not only by problems with the pipeline but also by the recruitment and hiring processes. A cultural shift across the campuses is needed in order to increase diversity. UCAP Chair Yeh suggested that UCAP could draft a position paper in support of diversity statements, but at least one committee member would not support requiring these statements from current faculty. It was suggested that the short tenure process at UC may disadvantage under-represented minority faculty. Requiring the statement may be less of an issue than the content of the statement.

Report on the Negotiated Salary Trial Program (NSTP) from the Fourth Year NSTP Taskforce

UCAP discussed expanding the NSTP to more campuses to enable the UC system to gather more data on its impact. Members did note that NSTP didn't aid in recruitment or retention, despite administrators' assertion that it did. NSTP doesn't impact the retirement plan either. UCAP members did raise issues that the NSTP might contribute to pre-existing inequities. It's unclear how NSTP serves UC's goal of increasing diversity and ways to use the program to enhance diversity should be explored further. NSTP faculty are not enrolled in the HS Compensation Plan.

Divisional Business

This year, Members of the Academic Senate Committee on Academic Personnel worked closely with the Vice Provost Academic Affairs Brian Alldredge and the Office of Academic Personnel on academic personnel file review. Other business conducted is listed below.

Distinguished Faculty Awards: The Distinction In Teaching and the Distinction In Mentoring Awards

This year's Distinction In Teaching Award Selection Committee was Chaired by CAP member, Lundy Campbell, MD. The 2017-2018 recipients of the Distinction In Teaching Awards were Binh An P. Phan, MD, Associate Professor of Clinical Medicine, Department of Medicine, School of Medicine (Category 1) and Jeffrey Kohlwes, MD, MPH, Professor of Clinical Medicine, Department of Medicine, School of Medicine (Category 2).

This year's Distinction In Mentoring Award Selection Committee was Chaired by CAP member, Arthur Miller, PhD. The 2016-2017 recipients of the Distinction In Mentoring Awards were Christina Mangurian, MD, MAS, Associate Professor, Department of Psychiatry, School of Medicine (Category 1) and to Kenneth Covinsky, MD, MPH, Professor In Residence, Division of Geriatrics, Department of Medicine, School of Medicine (Category 2).

Chair Critchfield presented the awards to each of the recipients on May 23, 2017. The poster announcing the awards ceremony is attached as [Appendix 2](#).

Personalized Mentoring Advancement & Promotion (PMAP) Module

In spring 2017, the PMAP educational module was added the MyAccess single-sign on page and rolled out to the campus. This module aims to personalize information related to advancement and promotion to a faculty member's current series, rank, and step. As a faculty member advances through their series, or changes series, information within the module will change as well. A PMAP Advisory Council comprised of former CAP members from all Schools continued to present at departmental meetings, as requested by Dept Chairs, to educate faculty on how to use the module and to answer questions as they arise.

Retreat (CAP, VPAA, & Associate Deans, Schools)

The Committee held its annual retreat with the Vice Provost of Academic Affairs, Assistant Vice Provost of Academic Affairs, Director of the Office of Academic Personnel, and the academic associate deans from the four schools on May 23, 2018. Backup CAP Analyst Karla Goodbody, Senior Analyst, Academic Senate Office, was also in attendance. CAP member Saloner was absent due to a work-related commitment. Multiple issues were discussed. Significant items are presented below:

APM and Review Expectations Changes to Health Science Clinical Series

Committee on Academic Personnel members inquired how the new expectations for HS Clinical faculty around creative activity were being communicated to them. VPAA Office Director Light advised that trainings for departmental shared services were beginning tomorrow – May 24, 2018 – and the Advance Project Team is adding as much information to the Advance system.

Discussion emphasized demonstrating appreciation rather than this being an increased expectation. The CAP Communication on Changed Expectations is final and CAP members encourage it to be shared with the departmental shared services. This Communication offers examples of creative activity HSC faculty are most likely already doing, which they will be encouraged to document within their CV. ([Appendix 3](#))

CAP members also encouraged faculty for whom this particular information was already highlighted in other sections of the CV to also include under Creative Activity. CAP members noted that they rarely see detailed teaching information nor QI/QA information in files for HSC faculty.

CAP members further wondered how these new expectations might change when HSC faculty move up through the ranks. This will be examined ongoingly as the new HSC expectations are implemented.

Next Steps:

Each of the schools will start with their pre-existing guidelines on the HSC Series, and include specifics related to creative activities in those guidelines. That information will be disseminated to departments within the respective schools along the following lines:

- SOM - Have asked Service Center analysts to send back files without anything in the creative activities box. Chairs/Directors meetings should discuss this, so as to develop consistency in how creative activities are listed across the school. PMAP Kirsten Fleischmann Chair will attend a SOM AP meeting to update people.
- SON - Similar to SOP/SOD. Department Chairs has already been met.
- SOP - Department Chairs will discuss as well as offering individual counseling to faculty if so desired. Guidelines will be updated.
- SOD - Deans/Chairs meetings. Faculty Development webpage will highlight such information.
- Faculty Development Day - might be worthwhile mentioning this there (just for HSC)

Parity between department and schools in re faculty files and accelerations -

CAP members have noticed particular departments and schools request more accelerations than others. They were curious who initiates these accelerations, faculty or department?

VPAA Office encouraged CAP to mention in their Advance/CAP letter “Communication to VPAA Office” if CAP reviews someone who should receive an acceleration – but hasn’t been put forth for one. This can then be handled by the Department Chair through the next Merit action.

Joint Department/School Personnel Actions (with/without accelerations)

A secondary question raised within this topic by CAP members are joint departmental/school personnel actions (with or without accelerations). CAP views these as “rubber stamps” requiring an approval as both departments support it. However Associate Deans would prefer these be reviewed independently by CAP and not as “rubber stamp” situations. If there is a concern, then it would go to the primary School Dean (Associate Dean, Academic Affairs) for further review and clarification. The VPAA Office will examine policy-wise to see if that can be done administratively.

Retroactive Accelerations

VPAA Office advised that in situations with problematic accelerations or when CAP supports an acceleration and it hasn't been proposed, retroactive accelerations can be recommended. However the supporting justification for an acceleration must have occurred within the past three years, and not been included in the current (or prior) personnel action.

Diversity Statements

In partnership with the Equal Opportunity Committee (Academic Senate), CAP is curious how departments and schools address inclusion of a diversity statement in personnel files? CAP has noted that files are still coming to them without diversity statements.

It is anticipated that at some point there will be a tipping point and files will all include diversity statements. This is because applicants to UCSF are now required to include a diversity statement.

CAP also proposed including diversity contributions as justification for a one-year acceleration. CAP will add this to the Faculty Handbook as an example of service. It can also be added to the CAP Communication on Expectations for HSC Faculty, as an example of creative activity.

CAP in the Future

Analyst Cleaver went over the Backup CAP committee: its membership, the types of files it will be reviewing, and its meeting dates. If this is successful, CAP and the Senate Office anticipates creating another Backup CAP committee for 2018-2019 and doubling its volume of meetings.

This is anticipated to continue for several years, building up the capacity for both the Senate Office and a sufficient faculty membership pool for a permanent either Secondary/Backup CAP or a Clinical CAP.

Clinicians on CAP

The development of a Backup CAP along with activities of the Senate's Committee on Committees has brought to light increasing expectations on clinicians, resulting in their foregoing participation in service-intensive Senate Standing Committees or Faculty Councils.

If the Senate is going to develop an independent Clinical CAP, their ability to have clinicians on CAP is required. If Department Chairs can give clinicians who are on CAP either protected time, or RVU-credit for serving, that might make such faculty inclined to serve.

ACTION: CAP will develop a Communication to provide an FTE estimate for CAP participation that Associate Deans can pass along to Associate Deans for their information and dissemination to Department Chairs if they so inclined.

CIS and Resetting of the Clock

CAP members requested clarification if approval of changes in series (CIS) reset the clock on faculty promotion/advancement timeline. VPAA Office advised that Academic Affairs examines the amount of

time a faculty member has spent at a particular rank, not how long at that particular step. So the calculation is from the effective date of that rank, not in the series – if there’s a CIS.

We’re looking at the amount of time someone’s spent at that rank, not how long at that step. So calculate from effective date in that rank, not in the series (if there’s a CIS).

Information Item: AB 1887

CAP has determined they won’t give people credit for conferences that they decline to attend due to AB 1887. Faculty can already cite invited presentations they have declined to attend.

VPAA Office Inquiries

Including SVSH Policy in the Important Information to Discuss with Faculty (SOP Request)

Discussion of this document and all of the points within it should be part of the onboarding process. Associate Deans raised the idea that also including SVSH Policy information at that point is potential overload. CAP suggested it be built into the “first week” overview that each new faculty member receives.

CAP was unaware that it created this document; they will build into the 2018-2019 academic year examination and revision of this form.

Vet Med Salary Admin APM Proposal (APM – 675)

CAP will review it separately and respond at its next available meeting. It has requested that Asst. VP Leathers attend to provide additional background and context to this proposed APM. As proposed, it erodes some of the HS Compensation Plan, and there’s a secondary issue of the creation of a separate APM for a specific discipline.

ACTION: Asst VP Leathers will attend an upcoming CAP meeting to expand on this discussion.

UPDATE: At a CAP meeting in late spring 2018, Asst VP Leathers addressed these APM proposed revisions. After deliberation, CAP agreed with the issues raised and drafted a Communication on the topic, which was routed to Senate Chair Teitel to include in the Divisional Response sent to UC Systemwide. Ultimately the proposed revisions weren’t approved systemwide, due to similar objections from UCSB. A systemwide task force will be convened next academic year to address.

Task Forces and Other Committee Service

This year members of the Committee on Academic Personnel served on the following Academic Senate task forces or other campus committees as representatives of CAP or the Academic Senate.

- Executive Council
- Personalized Mentoring Advancement & Promotion (PMAP) educational module

Going Forward

Ongoing issues under review or actions that the Committee will continue into 2018-2019:

- Addressing increase in personnel action files by doubling the number of Backup CAP meetings from five to ten. Continue to explore faculty members receiving, where applicable, RVU-credit for service on CAP. CAP will continue to explore the creation of a separate Clinical CAP which will run parallel to the main CAP during the academic year.
- Insuring equitable assessment for HSC Series faculty being reviewed newly for Creative Activity (APM 278-10 and 210-6)
- Examining addition of SVSH Policy to the Important Items to Discuss with Faculty document

Appendices

[Appendix 1:](#) CAP Communication to Division Chair Teitel on Proposed Revisions to APM 675 *Vet Med Salary Admin*

[Appendix 2:](#) Distinction in Mentoring and Distinction in Teaching Event Poster

[Appendix 3:](#) CAP Communication to VPAA Office and Associate Deans, Academic Affairs, on New Expectations for HS Clinical Series Faculty

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