

Department of Anesthesia and Perioperative Care Promotion Guidelines

The purpose of this document is to clarify the department's expectations for faculty to facilitate academic advancement at UCSF.

Anesthesia faculty should review the primary criteria for advancement for all academic series, that are defined in the UCSF Faculty Handbook, section 2.4.3 (see below)

Creative Activity

May include development of innovative programs, innovative teaching materials, or enhancement of a service.

Scholarly Activity

Includes contributions to the literature in the form of manuscripts, chapters, books, participation in invited lectureships, and development of new methods and tools.

Research Productivity

Includes publication of original articles, acquiring independent or collaborative extramural research funding, establishing status as a principal investigator status or a track record of extramural funding support.

Teaching Activity

Includes formal classroom lectures as well as teaching in the laboratory or clinical setting. Teaching in continuing education programs is also an important component.

Public Service

Includes departmental, school, and University committee service as well as service to national academic societies and to the community.

Promotion of activities that promote Diversity

The characteristics of the various faculty series are also listed in the UCSF faculty handbook and shown in table 1 which was abstracted from the handbook. Note promotion from full professor step 5 to 6 and, and from step 9 to above scale have special considerations which will not be discussed here but can be found in the handbook and the academic personnel manual (APM).

TABLE 1: CHARACTERISTICS OF VARIOUS FACULTY SERIES

	PROFESSOR	IN RESIDENCE	CLINICAL X	HEALTH SCIENCES CLINICAL ¹	ADJUNCT
Teaching/Mentoring	Essential	Essential	Essential	Essential	See Note ²
Research/Creative Work	Essential	Essential	Essential ³	Important	See Note ²
Professional Competence & Activity	Essential	Essential	Essential	Essential	See Note ²
University/Public Service	Essential	Essential	Essential	Important	See Note ²
Appraisal of Achievement & Promise	Yes ⁴	Yes ⁴	Yes	No	No
Eligible for Tenure	Yes	No	No	No	No
Senate Membership	Yes	Yes	Yes	No	No
Sabbatical Leave	Yes	Other ⁵	Other ⁵	No	No
Limitations on Years of Service	8 Years at Assistant	8 Years at Assistant	8 Years at Assistant	None	None ⁶
Percent Time	100% ⁷	100% ⁷	100% ⁷	0-100%	0-100%
Primary Compensation Source	Extramural grants + State FTE	Extramural grants of Affiliate Sources	Clinical income + extramural grants	Clinical income	Non-state intramural funds & extramural grants
Appointment Length	Open-ended	Open-ended ⁸	Open-ended or termed ⁹	Termed	Termed

¹ Variation exists between schools and departments in the weighting of criteria.

² Criteria for promotion of faculty in the Adjunct series can vary depending on the role expected of each individual.

³ Faculty in the Clinical X series are expected to have creative achievement; however, these are subject to different criteria than the creative achievements expected of Professor and In Residence faculty members (APM 21). Creative achievements may be given less weight than teaching and professional competence.

As seen in the figure that was abstracted from the UCSF Faculty Handbook, the four main areas evaluated for academic advancement are teaching/mentoring, research/creative activities, professional competence and activity, and university/public service.

Teaching/mentoring, Professional Competence, University Service: Guidelines for Merit and Promotion

Except for those in the adjunct series, faculty in all other academic series will be evaluated according to the following guidelines for teaching/mentoring, professional competence and university service:

1. Teaching/mentoring

Assistant Professor:

In most cases, a rating of favorable is associated with:

- Evaluations from anesthesia residents between the 5th and 50th percentile (academic year 2014/15: 5th percentile for overall teaching was 4.25; 50th percentile was 4.7), and absence of persistent negative comments
- Participate in either formal and/or informal teaching within the department

A rating of outstanding is associated with one or more of the following:

- Sustained and consistent evaluations that rank above the 50th percentile, with outstanding comments documenting distinguished teaching compared to other faculty.
- Awards for teaching/mentoring (i.e. departmental awards are considered less prestigious than those awarded by the SOM, Medical Center, or professional organizations outside of UCSF).

Promotion to Associate Professor and Full Professor:

With increasing rank, all activities should increase, usually in number but also in impact and scope.

In addition to the educational activities expected for the Assistant Professor rank, a variety of contributions to teaching and mentoring activities outside the department are desired.

Examples of relevant educational activities:

- Formal teaching contributions outside the department (e.g. medical school, other departments/schools) and/or outside UCSF
- Development of major educational programs within or outside the department
- Formal sustained mentoring of students, residents, fellows and/or junior faculty members that include career, training, creative/scholarly activities, or research (as applicable)
- Creative or scholarly activities in the area of medical education that is disseminated nationally or internationally

2. Professional Competence

All faculty are expected to hold board certification or its equivalent including subspecialty, if relevant to clinical practice

Assistant Professor:

In most cases, a rating of favorable is associated with:

- Meeting requirements for CME
- Clinical competence as noted by clinical colleagues
- Feedback from colleagues and as reflected from letters of reference if applicable

A rating of outstanding is associated with a composite of the following:

- Self-education activities beyond CME requirements (e.g. certification in TEE) obtained during the period of review.
- Review for professional publications (≥ 2 -3 per year)
- Invited presentations outside the department (i.e. other UCSF departments, regional meetings)
- Editorial/reviewer activities
- Service to professional organizations, or governmental agencies, etc.
- Honors and awards received during the period of review

Promotion to Associate Professor and Full Professor:

With increasing rank, the professional recognition should increase. As a rule of thumb, regional recognition is expected at the Assistant Professor rank, national recognition at the Associate Professor rank, and international recognition at the Full Professor rank. International reputation is not required in Health Science series.

Examples of activities that demonstrate professional competence in higher ranks:

- Robust contributions to professional publications (e.g. editor, section editor, high number of reviews for professional publications)
- Visiting professorships
- National and international invited presentations as appropriate for rank and series (see introduction paragraph above)

3. University service

In most cases, a rating of favorable is associated with:

- Membership in departmental committees
- Membership in committees of professional/subspecialty/regional societies
- Community service (e.g., teaching at local schools, volunteer in medical mission)

A rating of outstanding is associated with several of the following:

- Sustained membership in labor-intense committees (e.g., medical school admission committee, committee on human research, animal care)
- Leadership roles within departmental, school of medicine, hospital, campus-wide committees/activities (e.g. ICU Director, Chief of Perioperative Services, etc). These activities should extend beyond those that are compensated with time or salary (i.e.,

activities accomplished via non-clinical time and/or salary support are considered part of a faculty member's basic responsibilities).

- Awards for service outside of the department from within UCSF or beyond (e.g., professional societies, NIH)
- Leadership roles within professional or funding organizations (e.g., study section of NIH, steering committees/board of directors for major societies funding bodies)

The amount of service should be commensurate with the rank. For example, at the assistant professor level, university service may be at the departmental/hospital levels only, but at the associate/full professor levels, involvement beyond the department/hospital should be targeted.

Research/Creative Activity: Guidelines for Merit and Promotion

The following sections address research/creative activities expected in the HS Clinical, Clinical X, and In-Residence/Ladder series.

The requirement for research/creative activities is that the work needs to be **disseminated either in publications or invited presentations.**

Examples of activities may include, but are not limited to, those listed in the categories (see below). Activities are broken down into categories that are referred to in the ensuing sections.

Category A

- *Peer reviewed (paper or open access) original investigations*
- Extramural research support is desirable for specific series such as in residence or clinical X, but not required for advancement

Category B

Peer reviewed

- Review articles
- Case series
- Case reports

Category C

Non-peer reviewed

- Chapters of a book/board review book/electronic publishing
- Book
- Electronic publishing such as a website

Category D

- Invited presentations: regionally, nationally, internationally (beyond UCSF grand rounds or M&M)
- Presentation of an abstract at a scientific meeting¹
- Dissemination* of other non-research activities such as:
 1. Patient quality improvement program
 2. Clinical care pathways
 3. Novel teaching methods or curriculum

*Extent of dissemination (regionally/nationally/internationally) dependent on faculty's rank/series

NOT accepted as creative/research activities

- Pending publications
- Power point presentations for resident lectures
- CHR/IRB applications
- Clinical pathways (acceptable if results are presented at non-UCSF meetings)
- Discussion/lecture at Grand Rounds of the Department of Anesthesiology (this is teaching activity)

It should be noted that although the quantify of publications/presentations are being considered in the evaluation process, it is not the absolute criterion. Other criteria used for evaluation include the type and impact of the output, and the impact factor for the journal in case of peer reviewed publications, *etc.*

¹ National/Regional meetings outside UCSF such as ASA, ASRA, SOAP, SOCCA, SNAC, IARS. *etc.*

1. **Research/Creative Activity: Health Science Clinical Series**

According to the UCSF Faculty Handbook, "Faculty in this series are expected to contribute with distinction in the areas of teaching, mentoring of trainees and junior faculty, University and public service, professional competence, and creative and/or scholarly activity."

Although not an essential criterion for advancement in the HS Clinical series, research/creative/scholarly activity is considered important and therefore expected.

Assistance professor merit increase:

One or two new line items from any category listed above are required per academic cycle in a 2-year period.

Promotion to Associate Professor:

One or two new line items from any category listed above per academic cycle in a 2-year period.

Promotion to Full Professor:

One or two new line items from any category listed above per academic cycle in a 2-year period

Effective July 1, 2018, the review criteria for creative activities for the HS Clinical series have changed. In essence, the term "dissemination" has been removed from the requirement. In place, faculty members need to document their participation in the below areas as evidence of creative activities:

Re-organization of 210-6-c (3) **Scholarly or Creative Activity** into the following categories for UCSF.

The review committee should evaluate scholarly or creative activity from the perspective that these activities are generally derived from clinical teaching and professional service activities. Evidence of scholarly or creative activity should be evaluated in the context of the candidate's academic responsibilities and the time available for creative activity. Campus guidelines may include separate requirements or expectation for various schools or departments. In order to be appointed or promoted to the Associate Professor or Professor rank in this series, the individual's record must demonstrate contributions to creative, administrative or scholarly activities. Evidence may include, but is not limited to, the following examples arranged by activity:

Education and Training

- Development of or contributions to educational curricula
- Developing or overseeing a lecture series or seminar discussion series
- Development of or contributions to community-oriented programs
- Development of or contributions to community outreach or information programs

Administrative or Programmatic Leadership

- Development of or contributions to administration (supervision) of a clinical service or health care facilities
- Development of or contributions to administration training programs

Quality or System Improvement

- Development of or contributions to clinical guidelines or pathways

Development of or contributions to quality improvement programs
Development of or contributions to medical or other interdisciplinary information system
Participation in the advancement of university professional practice programs

Scholarly

Development, oversight, and/or coordination of a lecture series
Dissemination of clinical, QI, or educational manuscripts

Mentoring

Development of novel mentoring programs
Development in diversity promotion programs

Diversity

Contributions to diversity, equity and inclusion

2. Research/Creative Activity: Clinical X Series

According to the UCSF Faculty Handbook and APM, "Faculty in the Clinical X series are expected to participate in creative activities." Appointees in this series obtain extramural grant support and/or clinical support throughout their careers. More information may be found in APM 275.

"Significant contributions in the areas of creative and scholarly activity must be made and disseminated, e.g., in a body of publications, in teaching materials used elsewhere, or in improvements or innovations in practice adopted elsewhere. Faculty are also expected to achieve regional and national recognition for professional competence, contributions, and service to the profession."

Assistant professor merit increase:

One or two new line items from categories A and D listed above are required per year. Other categories (B, C) may act as supplementary evidence of creative activities

Promotion to Associate Professor:

Continue as listed in assistant professor per year, and in addition, promotion or appointment to Associate Professor requires *national* recognition for independent contributions to research or creative activities, as well as evidence of excellent teaching.

Promotion to Full Professor:

Continue as listed in associate professor per year, and in addition, promotion to the rank of full Professor requires *international* recognition of one's creative activity.

3. Research/Creative Activity: In Residence/Ladder Rank Series

Assistant to Associate: Merit Increase from Step 1 to 6 with appraisal at year 5

1) Category A Activities

- a. Publications of original manuscripts (whether clinical or basic science) in peer-reviewed journals
 - i. By year 5 (appraisal), applicant should have at least, on average, one manuscript per year published within this time frame. Manuscripts published during a prior PhD study or prior to appointment (technically as a Clinical Instructor) do not count. In addition, there should be continued productivity following each merit increase.
 - ii. The candidate should have several publications as 1st or last author. The number of such publications will largely depend on the quality of the journal to which the candidate submits. The quality of the publication can often be determined by the Impact Factor of the journal, the number of individual citations for the manuscript, and any “invited” presentations made based on the data from the manuscript.
 - iii. Ideally, the topics of publication should be in the faculty’s main research area.
 - iv. Original manuscripts do not include reviews, editorials, or case reports.
 - b. Extramural research funding is not required for promotion but funding typically is expected to be procured in this series to allow for research work to be conducted.
 - i. By the time of the appraisal, the candidate should have procured some form of extramural funding which is significant enough for salary support. Examples include FAER mentored research grant, AHA Beginning Grant in Aid, NIH K08 or K23, co-investigator or co-PI on NIH grants which includes salary support, etc.
 - ii. The candidate does not necessarily need “independent” PI status, but must be clearly on a pathway to independence.
- 2) Presentations at Regional/National/International Meetings – Category D
- Candidate is expected to present at national/international meeting at least once a year. Presentations can include poster, poster discussion or oral presentation.
 - Candidates should start receiving or giving “invited presentations” by the time of appraisal, reflecting progress towards establishing a national reputation.
- 4) Other Creative Activities listed on Page 6 that reflect a *national* reputation.

Associate Professor onward: Continued Merits and Promotion

EMPHASIS at this level is on continued productivity.

1. Continued publications of original peer-reviewed manuscripts, at least 2-3 manuscripts as 1st or senior author per Merit Increase. Rough estimates are about 2-3 manuscripts/merit increase, again depending on the quality of the publication.
2. Grants as the PI with significant salary support.
3. Continued presentations at national/international meetings.
4. Continued service to professional organizations at national/international level.
5. Promotion to the rank of Professor, requires evidence for an international reputation.

3. Diversity activities

The Department of Anesthesia and Perioperative care supports the UC Diversity Statement, where *diversity refers to “the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more.”*

Contributions to diversity, equity and inclusion can take a variety of forms, including:

- Efforts to advance equitable access to education and outreach at all levels;
- Public service that addresses the needs of California’s diverse population such as: educational presentations, partnerships with community-based organizations/groups with a goal of improving health and wellness in communities;
- Research in a scholar’s area of expertise that: discovers, documents and seeks to understand health disparities and improve the health of vulnerable populations;
- Mentoring/sponsoring/advising of students at all levels: assisting those who are underrepresented in health sciences, underrepresented minorities (URM) or disenfranchised populations with understanding the process of merits and promotions, and encouraging career advice and career advancement, and providing sponsorship to facilitate career advancement;
- Teaching: incorporating diversity and inclusion training, health disparity issues, population risk factors, and research findings of URM/disenfranchised groups in core curriculum content, and development or use of pedagogies that address different learning styles and/or learning disabilities.
- Clinical care: contributing to promoting health equity, reducing health disparities and improving the health of marginalized, underserved, or vulnerable populations.
- Service: Participating in programs that include a focus on diversity and inclusion, and increase the participation of historically under-represented groups across dentistry, medicine, nursing, pharmacy and other health related fields with a focus on removing barriers facing women, minorities, veterans, people with disabilities or other individuals who are members of groups that been historically excluded from higher education.
- Administration: Developing and utilizing resources and tools that encourage the recruitment and retention of diverse individuals, diversity and inclusion training of *learners*, faculty and staff.

For details, please visit the below URL:

<https://diversity.ucsf.edu/contributions-to-diversity-statement>

Participation in national and/or local diversity conferences

Participation in the mentoring of UIM medical students/house staff/fellows/faculty

Participation in diversity programs within the department

Participation in community outreach

Participation in national and/or regional Diversity committees

Leadership roles in community outreach

Leadership roles national and/or regional Diversity committees