OFFICE OF ACADEMIC AFFAIRS  
SCHOOL OF MEDICINE  

COMMUNIQUÉ  

September 2006  

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A&P, Associate Deans Review Committee Memberships Announced  

Vice Dean David Stevenson is pleased to announce the memberships of the committees charged with reviewing all faculty appointments, reappointments and promotions in the School of Medicine. 

The Appointments and Promotions Committee (A&P) is a standing committee charged with reviewing faculty long form recommendations for appointment, reappointment and promotion to the ranks of Associate or Full Professor in the University Tenure Line, Medical Center Line, Non-tenure Line-Research, and Non-tenure Line – Teaching. As of September 1, 2006, the faculty serving in this important role are:

Stuart Goodman, Orthopedic Surgery (Chair)  
Linda Boxer, Medicine  
Carl Feinstein, Psychiatry and Behavioral Sciences  
Robert Fisher, Neurology and Neurological Sciences  
Sandra Horning, Medicine  
Abby King, Health Research and Policy  
Helena Kraemer, Psychiatry and Behavioral Sciences  
Uel J. McMahan, Neurobiology  
Tobias Meyer, Molecular Pharmacology  
Samuel So, Surgery  
Krisa Van Meurs, Pediatrics
The Associate Deans Review Committee (ADRC) is a standing committee charged with reviewing all faculty long form recommendations for appointment and reappointment to the rank of Assistant Professor in the University Tenure Line, Medical Center Line, and Non-tenure Line – Research. Review of senior Clinician/Educator actions also falls under the purview of the ADRC. The Committee is composed of seven members: the three Associate Deans for Academic Affairs and four additional faculty members at the rank of Associate or Full Professor. As of September 1, 2006, members of the ADRC are:

Maurice Druzin, Associate Dean and Obstetrics and Gynecology (Chair)
Roy King, Associate Dean and Psychiatry and Behavioral Sciences
Lucy Tompkins, Associate Dean and Medicine
Carol Clayberger, Pediatrics
Neyssa Marina, Pediatrics
Stephen Smith, Molecular and Cellular Physiology
Richard Whyte, Cardiothoracic Surgery

Faculty members serving on the A&P Committee and the Associate Deans Review Committee should not, under normal circumstances, be solicited for evaluation letters for appointment, reappointment or promotion actions which come before their committee. It is wholly improper for any faculty member to communicate with a member of the A&P Committee or the Associate Deans Review Committee concerning a pending case.

The Executive Committee is composed of department chairs and other senior leaders. Actions reviewed by the Appointments and Promotions Committee are presented to the Executive Committee as report or discussion items. This process often happens in parallel with review by the Dean and Provost.

Many long forms are also reviewed by the Advisory Board, a seven-member, standing committee of full professors elected by the members of the Academic Council to advise the President on faculty appointments, reappointments and promotions and other academic matters as he so chooses. The School of Medicine’s representatives on the 2006-07 Advisory Board are Stephen Galli (Pathology) and Alan Garber (Medicine).

Dean’s Task Force on Appointments and Promotions Completes its Work

In September 2004, Dean Pizzo established a School-wide Task Force on Appointments and Promotions. Its charge was to streamline, as well as make more functional, our processes for academic appointments and promotions. The Task Force has been led by Robert Jackler, Chair, Department of Otolaryngology, and its members included Judith Cain, Assistant Dean for Academic Affairs; Phil Constantinou, Director of System Development, IRT; Brian David, Director of Finance and Administration, Departments of Surgery and Otolaryngology; Sarah Donaldson, Professor of Radiation Oncology; Kathy Gillam, Senior Advisor to the Dean; Jason Irwin, Faculty Affairs Administrator, Department of Otolaryngology; Annelies Ransome, Faculty Affairs Administrator, Department of Medicine; Craig Spencer, Academic Affairs Liaison; and Scott Walters, former Faculty Affairs Administrator, Department of Medicine.
A major goal of the Task Force has been to trim away as much of the excessive bureaucracy as possible to emphasize substance over form at every step while, at the same time, preserving the integrity of the process. Over the last two years, the Task Force has made a series of recommendations aimed at aligning the School of Medicine’s appointments and promotions practice with the rest of the University. Two specific areas were targeted: reducing the need for and length of interim appointments by having the candidate’s appointment process completed prior to his/her official start date at Stanford and completing all reappointment and promotion actions on time and without need for extensions. In addition, the Task Force has also recommended the creation of an online file assembly and tracking system, FastFAC, to expedite file assembly and reduce bureaucratic workload.

Thanks to the extraordinary efforts of Dr. Jackler and other Task Force members, the recommendations that the group put forward have largely been implemented or are well on their way to being implemented. Accordingly, the work of the Task Force has now concluded, and Dean Pizzo has shifted the responsibility for ongoing implementation of the recommendations and further enhancements to the A&P process to the Office of Academic Affairs.

The Communiqué will provide regular progress reports on the implementation of the Task Force’s recommendations. Included in this edition are updates on the FastFAC project and on the solicitation of letters in the pre-recruitment phase, which can accelerate completion of the long form. Please watch these pages for other updates.

**FastFAC Project Launched**

Proposed by the Dean's Appointments and Promotions Task Force, FastFAC is a web-based system to manage the preparation of, and collect materials for, the appointment forms used to recommend professorial appointments, reappointments, and promotions. A Web Application subgroup was formed last year to gather requirements and propose a system. In May, Jane Volk-Brew, formerly of the Provost’s Office, was hired to partner with staff in the Office of Information Resources and Technology to launch Phase One of the project, which will focus on long form process tracking, automatic notifications to Stanford administrators, and management reports.

The FastFAC development team is working on a database that will enable an FAA to see "all people" with academic appointments in his/her department, and developing requirements for the long forms, and working with outside consultants to develop user interfaces; preliminary samples for FAA and OAA user interfaces will be ready in September.

The development team is being advised regularly by OAA staff members, an Implementation Committee, and an FAA Working Group. The members of the latter two groups are:
FastFAC Implementation Committee:

David Stevenson, Vice Dean and Senior Associate Dean (Chair)
Robert Jackler, Chair, Department of Otolaryngology
Kathryn Gillam, Senior Advisor to the Dean
Judith Cain, Assistant Dean for Academic Affairs
Jason Irwin, FAA, Otolaryngology (FAA Working Group liaison)
Philip Constantiou, Medical Information Resources and Technology
Donald Mitchell, Medical Information Resources and Technology
Sharon Seliga, Medical Information Resources and Technology
Jane Volk-Brew, FastFAC Business Owner Representative

FAA Working Group:

Jason Irwin, Otolaryngology
Cynthia Llanes, Pathology
Linda McLauglin, Pediatrics
Anita McMillan, Radiology

Solicitation of Letters in the Pre-Recruitment Phase

On September 1, 2005, Vice Dean David Stevenson issued a policy memorandum regarding the need for three external evaluation letters before an offer is extended to a candidate. This document, entitled “External Letters Before Offer or Acting” is available at [http://med.stanford.edu/academicaffairs/policymemos.html](http://med.stanford.edu/academicaffairs/policymemos.html). This change in policy resulted from discussions with the Dean’s Task Force on Appointments and Promotions and its recommendation to look for ways of accelerating the appointment process. Two key policy changes were announced in Dr. Stevenson’s communication, namely, that:

- three external letters of evaluation are required before OAA will approve release of an offer letter to a faculty candidate;

- the minimum number of external letters of evaluation are required for the relevant long form before OAA will approve the acting appointment.

Dr. Stevenson also noted that “in some cases, the department may elect to solicit the entire complement of external letters in the pre-offer recruitment phase, thereby significantly accelerating the assembly and review of the long form.” In some departments, adoption of this strategy has led to quicker completion and approval of the long form, as well as a significant reduction in the need for acting appointments. Over time, we would like this to become the School’s standard operating procedure, which corresponds with one of the key recommendations coming out of the Appointments and Promotions Task Force.

An OAA Tutorial (see below) will be presented on this subject in the near future, and we urge your attendance.
New OAA E-Mail Address Established

The Office of Academic Affairs has established an e-mail address to which you are invited to send feedback (see stories below on FAAN meetings and OAA Tutorials) or to direct suggestions or questions of a general nature. This address will be monitored on a daily basis, and we look forward to hearing from you at academic_affairs@stanford.edu.

Agenda Set for September 19th FAAN Meeting

Our monthly meeting with the School’s faculty affairs administrators will be held on Tuesday, September 19, from 1:30 to 3:00 p.m. Location: CCSR 4105.

The agenda will be:

1. Remarks by Vice Dean David Stevenson
2. Faculty Respectful Workplace Briefings and On-line Sexual Harassment Training (Ellen Waxman)
3. Progress Report on the FastFAC Project (Jane Volk-Brew)
4. Announcements

On a related subject, the Office of Academic Affairs is interested in receiving your feedback about the frequency, structure and content of our OAA Network meetings. Toward that end, we hope you will take a few minutes to respond to these questions:

- Would you prefer to see the meetings held monthly, every other month, or quarterly?
- What topics would you like to see covered in the near term?
- In addition to announcements and updates by the OAA staff, what other speakers would you like to hear (e.g., fellow FAAs, administrators from other areas in the School that intersect with faculty affairs, representatives from University offices)?

Please send your comments to academic_affairs@stanford.edu. We look forward to hearing from you and to sharing the results of this survey in the October Communiqué.

OAA Presents Tutorials

The Office of Academic Affairs will begin sponsoring a regular series of tutorials to provide focused training to faculty affairs administrators throughout the School. These sessions will be held on a regular basis and announced in the calendar section of The Communiqué.
Topics under consideration include:

- How to complete long forms in advance of appointment dates or before the end of existing terms.
- Things to know about assembling a search summary or long form when the candidate has an existing Stanford affiliation.
- Sabbatical and leaves: when is an exception to policy required?
- How to keep track of tenure/promotion and appointment clock deadlines.
- Things to look for and think about when putting together a referee grid.

Please cast a vote for any of these topics – or write in other subjects – and send your feedback to academic_affairs@stanford.edu. Fall Quarter Tutorials will be announced in the October Communiqué.

**FAA Community News**

Charlotte Toksvig has joined the Department of Medicine as Faculty Affairs Specialist. She comes to Stanford from Peritus Precisions Translations, where she was a Senior Project and Quality Manager. Her work background includes language translations and customer service.

Claire Remy is the new Faculty Affairs Administrator in the Department of Psychiatry and will handle all faculty appointments and searches. She has been with the Department for six years as the Training Coordinator for the Child and Adolescent Psychiatry Residency Program.

Victor Romero has joined the Department of Psychiatry as the new Faculty Affairs Associate with responsibility for clinician-educator, adjunct clinical faculty and short-term appointment actions. He comes to Psychiatry from the Department of Pediatrics, where he worked in the Division of Neonatal and Developmental Medicine.

**New Policy Memo Issued**

In an e-mail dated August 31, 2006, Vice Dean David Stevenson issued a policy memo concerning the extension of tenure clock or appointment clock deadlines for reappointments. Please familiarize yourself with this document, which is available at http://med.stanford.edu/academicaffairs/policymemos.html. Questions should be directed to either Craig Spencer or Rebecca Robinson.
**Retirement and Resignation Notifications**

This is just a reminder that the Office of Academic Affairs needs to receive copies of all letters of resignation or communications from faculty or clinician-educators who intend to retire. This information should be sent to Ellie Saeidi immediately after you receive such notifications from your faculty.

**Activities for the Month**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 7</td>
<td>Benefits Office New Faculty Orientation Workshop</td>
<td>10:00 a.m. – 12:00 noon, Amy Blue “B” Conference Room</td>
<td>725-8356</td>
</tr>
<tr>
<td>September 11</td>
<td>Appointments and Promotions Committee Meeting</td>
<td>Contact: Craig Spencer (<a href="mailto:cspence@stanford.edu">cspence@stanford.edu</a>)</td>
<td></td>
</tr>
<tr>
<td>September 15</td>
<td>Chairs’ Institute (please remind your chairs of this event)</td>
<td>8:15 a.m. – 6:00 p.m., Schwab Residential Center</td>
<td><a href="mailto:nicoler@stanford.edu">nicoler@stanford.edu</a></td>
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<tr>
<td></td>
<td>Associate Deans Review Committee</td>
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<td></td>
<td>Contact: Rebecca Robinson (<a href="mailto:robinso@stanford.edu">robinso@stanford.edu</a>)</td>
<td></td>
<td></td>
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<tr>
<td>September 18</td>
<td>Provost’s Office New Faculty Orientation</td>
<td>8:00 a.m. – 2:00 p.m., Schwab Residential Center</td>
<td><a href="mailto:nicoler@stanford.edu">nicoler@stanford.edu</a></td>
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<tr>
<td></td>
<td>Note: This event is for new faculty appointed to the Professoriate as of 9/1/06.</td>
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<tr>
<td>September 19</td>
<td>School of Medicine Faculty Affairs Administrators Network Meeting</td>
<td>1:30 - 3:00 p.m., CCSR 4105</td>
<td><a href="mailto:cspence@stanford.edu">cspence@stanford.edu</a></td>
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<td></td>
<td>Respectful Workplace Briefing for Faculty</td>
<td>(for new faculty and clinician-educators)</td>
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<td></td>
<td>7:30 – 8:30 a.m., Clark Center (S360)</td>
<td>Contact: Ellie Saeidi (<a href="mailto:esaedi@stanford.edu">esaedi@stanford.edu</a>)</td>
<td></td>
</tr>
<tr>
<td>September 22</td>
<td>Benefits Office New Faculty Orientation Workshop</td>
<td>10:00 a.m. – 12:00 noon, Amy Blue “B” Conference Room</td>
<td>725-8356</td>
</tr>
<tr>
<td>September 25</td>
<td>Appointments and Promotions Committee Meeting</td>
<td>Contact: Craig Spencer (<a href="mailto:cspence@stanford.edu">cspence@stanford.edu</a>)</td>
<td></td>
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</tbody>
</table>
Activities for the Month (continued)

September 26  Stanford Faculty Affairs Administrators Network (SFAAN)
10:00-11:30 a.m., Clark Center S360
Contact: Annelies Ransome (aransome@stanford.edu)

September 27  Respectful Workplace Briefing for Faculty
(for new faculty and clinician-educators)
4:00 – 5:00 p.m., Clark Center (S360)
Contact: Ellie Saeidi (esaeidi@stanford.edu)

DEADLINES

September 8 – Last day to submit completed Assistant Professor long forms for possible review at September Associate Deans Review Committee meeting. (Note: These will be targeting 11/1/06 start dates.) Questions should be directed to Rebecca Robinson (rrobinso@stanford.edu).

September 15 – Deadline to send “Initiation of Review” communication to faculty members with appointment end dates of August 31, 2007. (Dean Stevenson’s communication to these candidates will be sent on September 5.) Questions should be directed to Judith Cain (jpcain@stanford.edu).

September 15 – Deadline to submit documentation on annual counseling meetings with assistant and associate professors. Questions should be directed to Rebecca Robinson (rrobinso@stanford.edu).
**Time Lines Established for Reappointment and Promotion Processes**

In line with one of the recommendations that emerged from the Dean’s Task Force on Appointments and Promotions, the Office of Academic Affairs is putting into place a process that will move the School toward the goal of completing all reappointment and promotion actions on time, without need for extensions.

In consultation with a small group of FAAs, a time line has been developed to guide departments in gathering evidence and assembling the long form. OAA staff will present three Tutorials during the month of October in which these time lines will be presented and discussed. **All faculty affairs administrators or staff responsible for assembling long forms should attend one of these sessions.** The schedule for these Tutorials will be as follows:

- Tuesday, October 17, 1:30 – 2:30 p.m., MSOB X-181
- Tuesday, October 24, 2:00 – 3:00 p.m., MSOB X-169
- Tuesday, October 31, 2:00 – 3:00 p.m., MSOB X-169

Please register by emailing academic_affairs@stanford.edu. Since we will be limiting each session to fifteen or fewer participants, we ask that you indicate any and all sessions that you will be available to attend. We will then confirm the date and time of your session by return email. Participants will be expected to have read background materials that will be assigned in advance.

These Tutorials will be held in lieu of the October Faculty Affairs Administrators Network Meeting.
2006-07 OAA Tutorial Topics

As announced in the October Communiqué, OAA will be sponsoring a regular series of tutorials to provide focused training to faculty affairs administrators throughout the School. In addition to this month’s tutorials, which are described above, the following topics will be presented and discussed during the 2006-07 academic year:

- Internal candidates
- Sabbatical and leave exceptions
- How to construct a referee grid and manage the solicitation of letters
- What’s My Line: Academic Staff--Teaching and Other Teaching Titles
- Search Waivers: principles and processes

Dates of Tutorials will be announced in future Communiqué. Suggestions for additional topics should be sent to academic_affairs@stanford.edu.

Revised Process for Posting School of Medicine Open Faculty Positions

OAA is no longer posting faculty positions on its web page (http://med.stanford.edu/academicaffairs/facultypostings.html). Instead, all faculty positions are to be entered in Trovix Recruitment Manager, which was launched in June, 2006. Trovix is used to update the open positions on the Northern California Higher Education Recruitment Consortium (NorCalHERC) web site (http://www.norcalherc.org); the OAA web site redirects users to the NorCalHERC site.

The process for posting open faculty positions is, effective immediately:
- Departments will continue to provide OAA with draft advertisement copy as part of the search authorization request.
- Vice Dean Stevenson will review every advertisement.
- Dr. Stevenson’s approval (communicated by Lisa Joo) authorizes department to advertise the position in journal(s).
- Department also enters the position into Trovix. Departments are requested to indicate the correct category and subcategory (selected from those listed in the attached “HERC Faculty Job Categories for Trovix”) parenthetically at the end of the position summary. Departments are asked to confirm the Trovix entry to Lisa Joo (lisa.joo@stanford.edu).
- On a weekly basis, Human Resources Information Technology (“HRIT”) posts the open faculty positions in Trovix to NorCalHERC.
- Departments are expected to close the Trovix posting when applications are no longer being accepted. This action will remove the posting from the NorCalHERC web site at the next weekly update.

Please note that any faculty positions opened in PeopleSoft Requisitions before June 1, 2006, and for which the search is still ongoing, must be re-entered into Trovix; they were not moved to the new system.
Recruitment Resources Available through the Office of Diversity and Leadership

Under the leadership of Senior Associate Dean Hannah Valantine, the Office of Diversity and Leadership (ODL) offers a range of services to assist departments in reaching the broadest possible audience for their faculty searches. For example, ODL has developed an extensive outreach list of 48 organizations/publications to advertise the School’s vacancies to women and people of color. This list is made available to search committee chairs, but we are asking for your help as well in making sure it is used to the best advantage for your department’s searches.

As each new faculty search is launched, Senior Associate Dean Valantine and ODL’s Associate Director, Barb Miller, are interested in attending the search committee’s first meeting to discuss and provide tools in support of a comprehensive process that will yield a diverse applicant pool. To schedule ODL participation in your new searches, please contact Barb Miller (bemiller@stanford.edu).

ODL also has a list of women and people of color at peer institutions organized by specialty. ODL will provide you with relevant names to expand your networking outreach. The intent of these names is to tap into a new network, not necessarily to recruit these specific individuals. Again, please contact Barb Miller (bemiller@stanford.edu) to obtain the appropriate names for your specific search.

Billet Numbers Needed for Search Waiver Requests

This is a reminder that all waivers of search must be accompanied by a billet number that falls into one of three categories: (1) a replacement for a faculty member who has resigned or retired, (2) a position associated with a written commitment, or (3) a request to the Dean for an incremental billet. Before forwarding a search waiver request to OAA, please be sure that this billet resource is identified.

Activities for the Month

October 9  Appointments and Promotions Committee Meeting  Contact: Craig Spencer (cspence@stanford.edu)

October 13  Benefits Office New Faculty Orientation Workshop, 10:00 a.m. – 12:00 noon, Amy Blue “B” Conference Room (contact: 725-8356)

October 17  OAA Tutorial: Time Lines for Reappointment and Promotion Processes (Session 1)  1:30-2:30 p.m., MSOB X-181

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October 20  Associate Deans Review Committee
Contact:  Rebecca Robinson (rrobinso@stanford.edu)

October 23  Appointments and Promotions Committee Meeting
Contact:  Craig Spencer (cspence@stanford.edu)

October 24  OAA Tutorial:  Time Lines for Reappointment and
Promotion Processes (Session 2)
2:00-3:00 p.m., MSOB X-169

October 24  Stanford Faculty Affairs Administrators Network (SFAAN)
10:00-11:30 a.m., Clark Center S360
Contact:  Annelies Ransome (aransome@stanford.edu)

October 31  OAA Tutorial:  Time Lines for Reappointment and
Promotion Processes (Session 3)
2:00-3:00 p.m., MSOB X-169

**Deadlines**

October 6  Last day to submit completed Assistant Professor long forms for
possible review at October Associate Deans Review Committee
meeting.  (Note:  These will be targeting 12/1/06 start dates.)
Questions should be directed to Rebecca Robinson
(rrobinso@stanford.edu).

October 15  Last day to send “Initiation of Search” communication to faculty
members with appointment end dates of September 30, 2006.
(Vice Dean Stevenson’s communication to these candidates will be
sent on October 2.  Questions should be directed to Judith Cain
(jpcain@stanford.edu).
OFFICE OF ACADEMIC AFFAIRS
SCHOOL OF MEDICINE

COMMUNIQUÉ

November 2006

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Following Up on the October Time Line Tutorials
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On-Time Performance Rate Continues to Improve

We have now compiled data on our performance metrics for the 2005-06 academic year and are very pleased to report that last year’s on-time rate for reappointments and promotions was 38%, up from 12% in 2003-04 and 31% in 2004-05. With new time lines in place (see the next story), and with continued diligence on the part of all of us, improvements will continue to be made that will both benefit our faculty and align our School’s A&P practices with the rest of the University.

We greatly appreciate all of your efforts and look forward to working with you toward our common goal of improving A&P processes.

Following Up on the October Time Line Tutorials

Thanks to all of you (some 50 strong) who were able to attend last month’s OAA Tutorials on time lines for reappointment and promotion actions. In addition to providing us with an opportunity to put this new process into context (“Time Line Rationale”) and to present you with the time line itself (“Professorial Reappointment and Promotion Process Time Line”), both of which are available at http://med.stanford.edu/academicaffairs/csTest.html. Your comments and questions helped us to better understand both the nature of your work and the challenges you often encounter.
We thought it might be helpful to share some lessons learned from the Tutorials. Toward that end, here are several topics that generated discussion:

Q: If we already have departmental time lines in place, may we use those rather than the School’s version?

A: Under normal circumstances, we would expect all departments to follow the time lines established by the School. We understand that some tasks might be completed ahead of schedule or that others might lag slightly behind. The important thing is that the final long form must be submitted to the Office of Academic Affairs four months prior to the candidate’s end date. We hope that by checking in with you at the ten- and eight-month marks, any problems can be identified and resolved in a timely manner.

Q: Our departmental practice is to begin the reviews well in advance of one year. Is this all right?

A: Normally, our preference is that reviews be launched no earlier than one year in advance of the end date. Beginning sooner than that might prove disadvantageous to the candidate if the curriculum vitae provided to referees does not capture the faculty member’s most recent contributions. We recognize that circumstances may in some cases prompt intentionally early consideration for promotion (e.g., retentions). If your department wishes to pursue an exception to the one-year rule, please contact Judith Cain.

Q: Delays sometimes occur when faculty struggle with putting together a candidate’s statement. Can a template be provided?

A: In response to your request, we hope that the newly developed “Guidelines for Candidate’s Statements for Faculty Appointment, Reappointment, and Promotion Long Forms in the School of Medicine” will prove helpful. These guidelines are available at: http://med.stanford.edu/academicaffairs/csTest.html.

Q: If possible, should we send the candidate’s statement to the external referees?

A: In cases where the faculty member completes his/her candidate’s statement on time, we strongly suggest that this document be included in the materials sent to referees. We will eventually make this standard policy. In any case, it will be important to follow the same practice for all candidates in your department. To this end, we recommend that all candidates be explicitly offered the opportunity to provide a candidate’s statement in time for inclusion in the referee solicitation letters. We have found that letters of evaluation are usually more informative when the referee has the opportunity to read and comment upon the candidate’s description of his or her current scholarship, teaching and/or clinical activities and future plans.
Q: What steps should we take when the assembly/review process encounters delays, such that timeline milestones will be missed?

A: Notify and seek assistance from your local divisional or departmental administrative leadership as seems most appropriate (DFA, Division Chief, Associate Chair for Academic Affairs, and/or Department Chair). If your local leadership is unable (or poorly positioned) to resolve the problem(s), contact the Office of Academic Affairs for guidance. If delays may significantly impact the process, please notify OAA in any case.

**November Tutorials Offered on “How to Read a Long Form”**

Two Tutorials will be offered in November to clarify which information is most critical when putting together a long form. Tips will be provided on the ways in which the content of a file can be constructed and the presentation designed to put forward the strongest possible case for a candidate’s appointment, reappointment or promotion. Information will also be shared about the ways in which reviewing groups, from the OAA, Associate Dean’s Review Committee, Appointments and Promotions Committee, Vice Dean and Dean to the Provost and Advisory Board, read files.

While everyone is welcome, this Tutorial will be aimed primarily at new FAAs or those who need a refresher course.

The dates and times of the sessions will be:

- Tuesday, November 14, 11:00 a.m. – 12:00 noon, MSOB-X181
- Tuesday, November 28, 11:00 a.m. – 12:00 noon, MSOB-X181

Please register by emailing academic_affairs@stanford.edu. Since we will be limiting each session to fifteen or fewer participants, we ask that you indicate any and all sessions that you will be available to attend. We will then confirm the date and time of your session by return email.

**Call for Nominations: Faculty Fellows Program**

Dr. Hannah Valantine, Senior Associate Dean of the Office of Diversity and Leadership, announces the launch of the second class of Faculty Fellows at the School of Medicine. A select group of Assistant and Associate Professors will be chosen as Faculty Fellows for the 2006-07 academic year. The purpose of the Faculty Fellows program is to identify and develop a diverse group of junior faculty who have the potential to become our future leaders.

Nominees should be assistant or associate professors who have demonstrated interest in and potential for leadership roles in the School of Medicine. They need to be respected by their colleagues and have demonstrated an ability to influence others. In addition,
they should be advocates for change and for increasing the diversity of the School of Medicine. They should have demonstrated the ability to think strategically and systemically and lastly, they should be interested in taking on leadership roles in the future.

Please bring this opportunity to the attention of faculty in your department and direct them to the November 6th edition of the Dean’s Newsletter for further details. Also, please encourage your department chair or division chief to send nominations to Dr. Valantine (hvalantine@stanford.edu). Nominations are due by November 22, 2006.

**FAAN Meetings Cancelled for November and December**

The Tutorial on “How to Read a Long Form” will be offered in place of the November Faculty Affairs Administrators Network (FAAN) Meeting. And please note that because many people will be away around the holidays, there will be no December FAAN meeting.

**End-of-the-Calendar Year Crunch**

With the holiday season looming, we will need to accelerate the processing of various transactions with a January 1 effective date (for example, sabbaticals and other leaves, retirements, resignations, etc.). Toward that end, we are asking that you provide us with relevant paperwork for such actions no later than Monday, November 27th.

Because of challenges in meeting the quorum for the November and December meetings of the Associate Deans Review Committee, any Clinician-Educator actions with an effective date of December 1, 2006, or January 1, 2007, will need to have an extension.

Also, visiting appointments requiring a DS-2019 need to be received and processed by our office no later than Monday, November 27th.

Please contact Kathleen Warmoth (kwarmoth@stanford.edu) to discuss any of the above issues and/or transactions.

**OAA Thanksgiving Vacation Schedules**

Kathleen Warmoth will also be away Thanksgiving week. In her absence, questions should be directed to Rebecca Robinson.

Craig Spencer will be out of the office the week following Thanksgiving (11/27-30). In his absence, questions should be directed to Judith Cain or Rebecca Robinson.
Activities for the Month

November 13  Appointments and Promotions Committee Meeting
Contact: Craig Spencer (cspence@stanford.edu)

November 14  OAA Tutorial: How to Read a Long Form
11:00 a.m. – 12:00 noon, MSOB X181
Contact: mailto:academic_affairs@stanford.edu

November 17  Associate Deans Review Committee
Contact: Rebecca Robinson (robinso@stanford.edu)

November 27  Appointments and Promotions Committee Meeting
Contact: Craig Spencer (cspence@stanford.edu)

November 28  OAA Tutorial: How to Read a Long Form
11:00 a.m. – 12:00 noon, MSOB X181
Contact: mailto:academic_affairs@stanford.edu

Deadlines

November 15  Last day to send “Initiation of Review” communication
to faculty members with appointment end dates of
October 31, 2007. (Vice Dean Stevenson’s communication
to these candidates was sent on November 1.) Questions
should be directed to Judith Cain (jpcain@stanford.edu).

November 22  Deadline for Faculty Fellows nominations
Contact: Hannah Valantine (hvalantine@stanford.edu)

November 27  Last day to submit paperwork to OAA for all transactions
with a January 1, 2007, effective date
Contact: Kathleen Warmoth (kwarmoth@stanford.edu)
Recommendations from the Dean’s Faculty Searches Task Force

Last summer, Dean Pizzo appointed a task force to study and make recommendations on a host of issues related to faculty searches. Chaired by Dr. David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs, the Faculty Searches Task Force focused on the challenges of assembling and maintaining a diverse candidate pool, the reality of unconscious bias (cognitive short cuts taken by search committees that inadvertently narrow the pool and affect the final selection), the dynamics of faculty search committees, information that search committees need in order to be effective, the importance of School leadership in promulgating and supporting changes to improve our processes and outcomes, and issues related to retention (flexible work arrangements, childcare, etc.).

The Task Force has issued the following recommendations, which will be further developed and implemented by the Office of Academic Affairs and the Office of Diversity and Leadership:

- The development of a comprehensive Search Tool Kit that would include:

  - A Search Procedures Manual (School and University protocols, best practices, criteria for appointment, etc.);
  - Background information about the dynamics of searches, including research findings about unconscious bias;
  - Current faculty demographics and faculty gains and losses data.

- The establishment of a new role for a designated search committee member. This individual, who would normally not be the chair of the committee, would assure that all reasonable steps have been taken to
obtain a diverse pool of candidates and would bring issues of unconscious bias to the attention of the committee.

- Broader promulgation and discussion of faculty demographic and gains and losses data at all levels of the School, under the leadership of the Dean’s Office.

- Further discussion of critical retention issues, including flexible work arrangements and childcare issues.

The Task Force consisted of Dr. David Stevenson (Chair), Dr. Ben Barres, Dr. Louanne Hudgins, Dr. Abby King, Dr. Stephen Smith, Dr. Hannah Valantine, Judith Cain, Kathryn Gillam, Barb Miller and Rebecca Trumbull.

Comments and/or suggestions about the work of the Task Force should be directed to Judith Cain (jpcain@stanford.edu).

**Following Up on the November Tutorials on “How to Read a Long Form”**

Two OAA Tutorials were held in November on “How to Read a Long Form.” Here are some of the topics that generated discussion:

**Q**: Is the candidate permitted to identify a favorite article?

**A**: Yes, the candidate can identify articles that they think are particularly significant and suggest that they be used in the scholarship section. (Reminder: The candidate may *not* write or see the scholarship section.) The candidate is also allowed to select the five articles to be sent to the A&P Committee in promotions or senior faculty actions. There will often be considerable overlap between the articles ultimately selected by the department for discussion in the scholarship section and the articles selected by the candidate for presentation to the A&P Committee, but such overlap is not required.

**Q**: When should departments start to send the candidate’s statement to referees?

**A**: It is important for policies to be applied consistently for all faculty actions. Therefore, you may begin sending the candidate’s statement to referees when you are prepared to do so for all candidates coming up for review.

The Office of Academic Affairs encourages departments to adopt this policy but also recognizes that delays may occur if a candidate fails to submit his/her statement in a timely manner. We urge you to work closely with your faculty to ensure that, in compliance with the **Professorial Reappointment and Promotion Process Time Line**, all candidate materials are submitted no later than the tenth month before the end date.

**Q**: Should departments re-solicit letters from referees for new assistant professor appointments if the initial letter is too general or fails to address the candidate’s scholarship?
A: In cases where the candidate has solicited the letters, it is appropriate for a department to follow up when necessary with the standard solicitation letter, which specifically requests an evaluation of scholarship, teaching and/or clinical activities appropriate for a particular line. An example might be if a candidate’s letters did not address scholarship. In cases where the standard solicitation letter has already been sent and a reply has been received, referees should not be contacted again to clarify or expand upon their letter.

Q: What should the makeup of a peer comparison set look like? How much more senior should the peers be?

A: Peers are generally at least a few years ahead of the candidate, either tenured or about to be tenured at their home institution, and tenurable at Stanford. It is permissible to include senior referees (e.g., 5-10 years ahead of the candidate) and to ask referees to compare the candidate to them when the peer was at the same career stage. This is often done in other schools at Stanford. For evaluations in the University Tenure Line requiring named comparisons, the composition of the referee and peer sets should reflect a “broadly defined field” (this means at least hundreds of researchers working in the area defined by the peer and referee sets).

Q: How can an FAA determine if the suggested named peer has tenure at his/her institution?

A: Possible lines of inquiry include seeing if the home institution has tenure policies posted (all associate professors are tenured, for example), determining whether other departmental faculty are familiar with the institution’s practices, checking for a biography on the institution’s website, or using Google to check more broadly. You should never contact the named peer directly for this information.

Q: Will the information that is being disseminated in these Tutorials be communicated to chairs and division chiefs at some point?

A: We are working on improving lines of communication throughout the School via meetings between OAA and new chairs, meetings with chairs and DFAs to discuss A&P performance metrics and to reconcile billet rosters, authorized searches and commitments, and through presentations by Dr. David Stevenson at meetings of the Executive Committee. Other suggestions would be welcomed, especially about how to communicate with division chiefs and what would be useful to them. Please send your ideas to academic_affairs@stanford.edu.

Feedback on Tutorials

Over the next month, OAA staff will be analyzing the effectiveness of Tutorials presented during autumn quarter, considering topics for winter quarter, and looking for ways to improve the format going forward. Your opinions are very important to us and will shape the future directions we take. Please take a minute to share your views with us by sending an email to academic_affairs@stanford.edu.
Provost’s Policy Memo on Sabbaticals prior to Retirement

In a November 15, 2006, memo to all deans and department chairs, Provost Etchemendy outlined a new policy that will govern exceptions associated with sabbaticals to be taken in the year immediately preceding retirement. In summary, exception requests will be reviewed by the Provost on a case-by-case basis and exceptions may be granted if:

1. the faculty member will return to service for a period of time equivalent to the length of the sabbatical,
2. it can be shown that there are positive advantages to the University that warrant approval of the request, and
3. the request is supported by the department chair and school dean.

We encourage you to become familiar with the contents of this new policy, which is posted on our web site at: http://med.stanford.edu/academicaffairs/policymemos/Provost_Sabbatical_Policy_11-15-06.pdf

Next FAAN Meeting Scheduled for January 17th

The next meeting of the Faculty Affairs Administrators Network (FAAN) will be held on Wednesday, January 17th (please note this change from our usual Tuesday get-togethers) in CCSR 4105 from 1:30 to 3:00 p.m. The focus of the meeting will be on issues related to the Clinician/Educator line and will feature remarks by Associate Dean, Maurice Druzin. The agenda will be announced in the January Communiqué.

OAA Holiday Schedules

Craig Spencer will be out of the office during the week of December 18th. In his absence, questions should be directed to Rebecca Robinson or Judith Cain.

Kathleen Warmoth will be out of the office during the week of December 18th. In her absence, questions should be directed to Rebecca Robinson.

Ellen Waxman will be out of the office during the week of December 18th. In her absence, questions should be directed to Judith Cain.

Judith Cain will be out of the office during the week of January 2nd. In her absence, questions should be directed to Rebecca Robinson or Craig Spencer.

Activities for the Month

December 11  Appointments and Promotions Committee Meeting  Contact: Craig Spencer (cspence@stanford.edu)

December 15  Associate Deans Review Committee  Contact: Rebecca Robinson (robinso@stanford.edu)
Deadlines for the Month

December 15      Last day to send “Initiation of Review” communication
                 To faculty members with appointment end dates of
                 November 30, 2007. (Vice Dean Stevenson’s communication
                 to these candidates was sent on or about December 1st.)
                 Questions should be directed to Judith Cain (jpcain@stanford.edu)