OFFICE OF ACADEMIC AFFAIRS  
SCHOOL OF MEDICINE  

COMMUNIQUE  

January 2007  
(Happy New Year!)  

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Agenda Set for January 17th  FAAN Meeting  

The next meeting of the Faculty Affairs Administrators Network (FAAN) will be held on Wednesday, January 17\textsuperscript{th} (please note this change from our usual Tuesday get-togethers) in CCSR 4105 from 1:30 to 3:00 p.m. While everyone is welcome to attend, as indicated below, the focus of the meeting will be on issues surrounding Clinician/Educators and will be most helpful to FAAs who manage this line.  

Our agenda will be as follows:  

1. News and Announcements  
2. Clinician/Educator Issues and Process Changes (with Dr. Maurice Druzin, Associate Dean for Academic Affairs and Kathleen Warmoth, Academic Affairs Administrator)  
3. Free Forum  

Guidelines Issued for Stanford Institutes of Medicine  

Over the last few years, the School of Medicine has created five Institutes of Medicine that are designed to improve human health by facilitating, augmenting and catalyzing the basic, translational and clinical research of the School’s and the University’s faculty in selected, complex, multi-disciplinary areas that transcend the domain of any single department. The five Institutes of Medicine are:  

Cardiovascular Institute (CVI)  
Stanford Cancer Center (SCC)  
Immunology, Transplantation, and Infection Institute (ITI)  
Neuroscience Institute at Stanford (NIS)  
Institute for Stem Cell Biology and Regenerative Medicine (ISCBRM)
In March 2003, the School issued a “White Paper” that delineated preliminary guidelines for how the new Institutes of Medicine would operate in the School of Medicine. Now that some of the institutes have been operational for two to three years, Dean Pizzo has recently issued an updated set of official guidelines that provide a framework for the structure and functioning of the Stanford Institutes of Medicine going forward.

Excerpts from the guidelines that relate to faculty appointments, reappointments, promotions and departures are included below. The pdf of the full guidelines may be downloaded from this website: http://med.stanford.edu/institutes/about/. We encourage you to become familiar with these guidelines in anticipation of possible appointments within your department.

STANFORD INSTITUTES OF MEDICINE GUIDELINES (DECEMBER 2006)

V. MEMBERSHIP

Institutes have two categories of members, as follows.

A. Members

Members of an institute occupy “institute billets” and, in general, are housed in institute space. However, like all Stanford professorial faculty, they have their primary (and, if applicable, secondary or courtesy) appointments in academic departments, either within the School of Medicine or in another Stanford school. Their institutes manage their designated institute space as well as their grants, personnel actions and other administrative actions. (If Members also occupy departmental space, the department manages that space; see Section VIII.) There are at present 6-8 billets assigned to each institute, and this number is not expected to increase in the foreseeable future.

1. A current Stanford faculty member who is offered a Member position in an institute is reassigned from his/her department billet to an institute billet. The department retains the billet being vacated. (For space arrangements in this circumstance, see Section VIII).

B. Associate Members

Associate Members of an institute occupy departmental billets and, in general, are housed in department space. With the approval of the Institute Director and the Dean, Associate Members may occupy Dean’s Reserve or hotel space located in an institute building (see Section VIII). Associate Members’ departments administer their space, grants, personnel actions and other administrative matters, as described below. Designation as Associate Member is determined by the Institute Director according to the procedures of the institute. Associate Members participate in all aspects of the Institute with the exception of the location of their billet and space.

Members and Associate Members have the same rights and privileges accruing from their institute appointment. Because of the limited number of institute billets, a far larger proportion of faculty associated with institutes will be Associate Members, who will also be important to the interdisciplinary and translational missions of the institutes.
VI. FACULTY APPOINTMENTS, REAPPOINTMENTS, PROMOTIONS AND DEPARTURES

A. Members

1. Search and Appointment

   Since all Members are appointed in academic departments, the search, recruitment and appointment processes for Members are of necessity joint between institutes and departments. It follows that, in order to be successful, there must be a maximum amount of collaboration and coordination between institutes and departments at every stage of the process. The institute is responsible for preparing the appointment file for review by the appointing department and the other reviewing bodies at the School and University and collaborates with the appointing department in this process.

   Searches for Members may be conducted in one of two ways:

   a. With the approval of the Dean’s Office, an institute, having identified a programmatic area in which an incremental faculty appointment is needed, may initiate a search in collaboration with a specific department in the School or elsewhere in the University. In this case the department and institute establish the search committee and jointly manage the search process. As noted above, the institute is responsible for preparing the appointment file for review by the appointing department and the other reviewing bodies at the School and University. Such a search may also be conducted with more than one department. In this case, once the best candidate is identified, the departments and the institute, with the best interests and preferences of the candidate in mind, negotiate which should be the primary department.

   b. With the approval of the Dean’s Office, an institute may initiate a search for a Member. In such cases, the Institute Director creates a search committee that includes representatives of the departments that might provide the academic home for the selected candidate as well as other key faculty leaders from related disciplines. The search committee identifies the programmatic area of need, writes the necessary advertisements, and screens candidates for interviews. This should be done with input from the department who might serve as the academic home of the Member. As candidates are brought to campus for interviews, faculty from potential home departments should be included in the interview and selection process. During the initial or subsequent visit, the candidate should meet with a sufficient number of faculty members of his/her preferred home department to allow an informed departmental decision on the candidate. As noted above, the institute is responsible for preparing the appointment file for review by the appointing department and the other reviewing bodies at the School and University.

2. Mentoring

   Mentoring and career planning are important for all faculty but particularly for those at the Assistant Professor level. For such faculty, a committee consisting of the primary Department Chair (or Division Chief), another primary department member and the Institute Director will be established to help guide the faculty member’s research and
research development and to monitor progress. One of these committee members, normally the departmental faculty member, will be designated the primary mentor. The primary mentor should be separate from and outside the official evaluative structure.

3. Reappointment and Promotion
The process for reappointment and promotion of Members will be done in accordance with School and University policy and procedures. The Member’s primary department, with significant input from the Institute Director, will be responsible for carrying out the evaluation process and, if the department recommends in favor of reappointment or promotion, for preparing the required reappointment or promotion file for review by the department and other reviewing bodies at the School and University. If the department decides not to recommend reappointment or promotion, the institute may explore whether another department might wish to do so.

It is important that the Institute Director and Department Chair work collaboratively during the reappointment and promotion process (as well as throughout the faculty member’s time at Stanford) to assure that the Institute Member does not encounter difficulties in the reappointment or promotion review because of his/her dual membership in an institute and a department.

4. Departure or Termination
When Members leave Stanford, the vacated billets and space revert to the Dean, who may restore them to the institute or reallocate them to other school priorities.

The Steering Committee may revoke a faculty member’s institute Membership by a 2/3 vote. If Members’ appointments to an institute are terminated and they remain at Stanford, they retain their institute billets and space until leaving Stanford or until or if they are transferred to a department, at the discretion of the department. The institute remains responsible for the management of their institute space. Upon their departure from Stanford, or transfer to other billets and space assignments, the vacated billets and space revert to the Dean, who may restore them to the institute or reallocate them to other school priorities.

B. Associate Members

1. Search and Appointment
When an academic department, either within the School of Medicine or in another Stanford School, initiates a search and anticipates that the successful candidate may seek Associate Membership in an institute, the relevant Institute Director should be notified of the search and should serve on the search committee or delegate an Associate Director or Steering Committee member to do so. The Institute Director or delegate should also be given the opportunity to interview the candidate. Appointment as an Associate Member is determined by the Institute Director in accordance with the procedures of the institute. However, the underlying faculty appointment remains the responsibility of the department.
2. Mentoring, Reappointment, and Promotion
These activities are the responsibility of the primary department. The faculty member’s performance as an Associate Member is evaluated by the Institute Director, and the results of this evaluation are shared with the Department Chair.

3. Departure or Termination
If the institute decides to terminate a faculty member’s Associate Membership, the reasons for doing so should be discussed with the Department Chair. The Steering Committee may revoke the Associate Membership in an Institute by a 2/3 vote. However, a decision to terminate Associate Membership does not affect the faculty member’s departmental status. The department remains responsible for the faculty member.

VII. OTHER APPOINTMENTS AND HIRING
Institutes may appoint, with the appropriate approvals, consulting and visiting professors, academic staff, and post-doctoral scholars/fellows as well as regular staff.

Activities for the Month

January 17 Faculty Affairs Administrators Network Meeting
1:30 to 3:00 p.m., CCSR 4105
Contact: Craig Spencer (cspence@stanford.edu)

January 19 Associate Deans Review Committee
Contact: Rebecca Robinson (rrobinso@stanford.edu)

January 22 Appointments and Promotions Committee Meeting
Contact: Craig Spencer (cspence@stanford.edu)

Deadlines for the Month

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

On February 6, Dr. David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs, sent the following message to department chairs regarding policies and procedures associated with annual counseling for assistant and associate professors:

I am writing to remind you of the expectation that annual counseling occur with assistant and associate professors in your department and to outline the process for documenting these sessions with the Office of Academic Affairs.

University policy specifies that “deans, department chairs, or their delegates should confer annually with each junior faculty member in their department or school to review his or her performance in the light of the criteria for reappointment or promotion.” The University leaves it to a school’s discretion whether there should be a written record of these annual discussions, and in the School of Medicine there is no such requirement (although some departments choose to do so). We do, however, require that an annual counseling meeting documentation form be completed for all assistant and associate professors. The form requires the signatures of the chair, the mentor, and the faculty member and is essential in documenting your faculty members’ annual counseling.

Counseling should have occurred after September 1, 2006, and before August 31, 2007. Once all counseling sessions for your department have been conducted, we ask that you forward to the Office of Academic Affairs a memorandum attesting that each assistant and associate professor has received counseling and that you have on file in your department copies of the required annual counseling forms. We encourage you to provide us with your confirming memorandum by the end of spring quarter; however, we must have it in hand no later than September 1, 2007.
Should serious issues of concern arise during a counseling session, especially regarding a faculty member’s prospects for reappointment or promotion, I suggest that you be in touch with me to discuss all available options.

Later this month, my staff will be meeting with the School’s faculty affairs administrators to underscore the importance of compliance with University and School policies with respect to annual counseling.

Our mutual goal is to provide a supportive atmosphere to assist our faculty in succeeding in their academic careers. Without question, the most important advice and feedback our assistant and associate professors can receive originate at the departmental level. Our gratitude and thanks go to you and your senior colleagues for carrying out this important responsibility.

This memorandum has also been posted on our website.

**February Tutorial Offered on Annual Counseling and Mentoring Documentation**

OAA staff will offer a Tutorial on issues surrounding annual counseling and mentoring documentation. The dates and times of the sessions will be:

- Tuesday, February 20, 11:00 a.m. - 12:00 noon, MSOB X-181
- Wednesday, February 28, 3:00-4:00 p.m., MSOB X-181

Please register by emailing academic_affairs@stanford.edu and indicating which session you would like to attend. We will then confirm the date and time of your session by return email.

**New Policies and Procedures Introduced for the C/E Line**

At the January 17th Faculty Affairs Administrators Network meeting, Dr. Maurice Druzin, Associate Dean for Academic Affairs, and Kathleen Warmoth, Academic Affairs Administrator, introduced new policies and procedures associated with the Clinician/Educator line.

As you know, the Clinician/Educator is a highly qualified licensed doctor who is appointed to provide essential clinical care in an active practice setting, teaching that advances the mission of the School of Medicine and Medical Center, and professional coverage for faculty on leave or disability or who have unexpectedly left the faculty, as well as to serve as a specialist in a field that does not justify the appointment of a full-time faculty member.

General criteria for the line specify that the appointment must be appropriate to the programmatic need the individual is expected to fulfill and that the candidate must demonstrate excellence in the overall mix of clinical care, clinical teaching and institutional service. Scholarly activity is not required for appointment or promotion.

As indicated in the FAAN presentation, the following revisions to policies and procedures are effective immediately:
Creation of the Clinician/Educator Appointments and Promotions Committee

The Clinician/Educator Appointments and Promotions Committee is being created to review all actions at the rank of Clinical Assistant Professor and above, establishing a review structure parallel to that for professorial actions. Chaired by Dr. Druzin and staffed by Kathleen, the Committee will meet on the third Friday of each month and its members will include:

Ronald Cohen, MD (Pediatrics)
Peter Moskowitz, MD (Radiology)
Janice A. Lowe, MD (Pediatrics)
Dean Winslow, MD (Medicine)

Two additional members will be announced at a later date. Clinical Instructor appointments and reappointments will continue to be reviewed by Dr. Druzin.

Deadlines for Reappointments and Promotions with Summer Effective Dates

During the 2006 academic year, approximately 307 C/E actions were processed. We are projecting that by the end of the 2007 academic year we will have processed approximately 350 C/E actions.

Of this total, a disproportionate number – about 281 projected reappointments and promotions– will be processed by OAA during the months of July, August and September. This projected number does not take into account any new appointments that will start during these months. Historically, the School of Medicine has had a high number of actions during the summer due to residency and/or fellowships ending in the preceding month (i.e., a residency ends June 30th and a Clinical Instructor appointment begins on July 1st). Thus, we have a large number of appointments that start during these months or come up for reappointment and/ or promotion during subsequent summers.

In order to more evenly distribute these actions throughout the year, we are asking departments to submit reappointment and promotion actions at least two months in advance for files with July, August and September effective dates:

<table>
<thead>
<tr>
<th>Effective</th>
<th>Submission Deadline</th>
</tr>
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<tbody>
<tr>
<td>July 1</td>
<td>April 30</td>
</tr>
<tr>
<td>August 1</td>
<td>May 31</td>
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<tr>
<td>September 1</td>
<td>June 30</td>
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</tbody>
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A Reminder about the 30-Day Rule

A large number of C/E actions are projected for this and subsequent academic years. We would like to remind you that all files must be received by our office 30 days prior to the
start of all actions (except in the case of the aforementioned summer time period when a
two-month deadline applies). Early submission of materials is absolutely encouraged!
Finance will be moving to Stanford Menlo Park in the summer of 2007; this will increase
the turnaround time for all actions requiring financial approvals. Additionally, if the
action is one that must be submitted to the C/E A&P Committee, we need to allow ample
time for that review.

The 30-day rule reflects the very latest deadline by which we can accept materials for all
C/E actions. If materials are received late, we cannot guarantee that the action will be
approved prior to the proposed effective date.

- And a Reminder about the 90-Day Rule

For all reappointments that have lapsed by 90 days, please remember that these
appointments must be reinstated before they can be reappointed. In these cases, please
confer with Kathleen (kwarmoth@stanford.edu).

- C/E Packet Assembly Timeline for All Actions

In order to guide the timely completion of paperwork for all C/E actions, please refer to
the timeline that is available at http://med.stanford.edu/academicaffairs/.

- In Closing

Materials presented during the FAAN meeting are available in their entirety at:
http://med.stanford.edu/academicaffairs/Clinician~Educators.ppt.

As the C/E line expands in size and importance, our goal is to align its appointment,
reappointment and promotion processes with those of the more established professoriate
lines. Consideration for appointment, reappointment or promotion holds importance for a
Clinician/Educator. Appointment, reappointment and promotion actions are key milestones
for the candidate, the department and the School. We look forward to working with you to
ensure that the criteria and processes for these actions are clear and that these reviews are
conducted in a timely manner. Questions and/or comments should be directed to Kathleen at
kwarmoth@stanford.edu.

**Criteria Modified for Adjunct Clinical Professor Promotions**

The School’s Faculty Handbook has been modified to reflect the following change (highlighted
in italics) to the criteria for promotions to the rank of Adjunct Clinical Professor:

Promotion to the rank of Adjunct Clinical Professor is recognition of continued
superior performance for those who have been Adjunct Clinical Associate
Professors for not less than six years, who have contributed substantially to the
teaching programs of the School (i.e., served as leaders in educational programs)
and who have achieved national prominence as recognized leaders in their field of
practice or professional activity. *Other factors may be considered for promotion,*
including extraordinary contributions in such broadly defined areas as clinical innovation, program building and/or administrative initiatives. Exceptional circumstances may, on occasion, justify earlier promotion, in which case the justification must be well documented.

**Providing Notice of Proposed Search Waivers to other Administrative Units**

When a department requests the initiation of a faculty search, the Office of Academic Affairs is joined by several other Dean’s Office administrative units in reviewing and approving the search authorization. The other units to whom we route search initiation requests include Faculty Compensation, the Budget Office, the Senior Associate Dean for Research (for space and animal use issues) and the Senior Associate Dean for Clinical Affairs (for clinical review, if necessary). Each of these units plays an important role in confirming that all of the elements are in place for the recruitment and appointment of a faculty member.

For recruitments involving a waiver of search, there has been no formal mechanism to inform these other administrative units about the possibility of an appointment. Effective immediately, we are establishing a process whereby all relevant parties will be brought into the loop at the beginning of the search waiver process. Toward that end, as search waivers are being considered at the departmental level, you should communicate directly with the following offices to inform them about the candidate and the details of his or her possible appointment to the School of Medicine’s professoriate:

1. Nancy Winningham (nwinning@stanford.edu) for Faculty Compensation, School of Medicine Finance Office
2. Jean Regan (jean.regan@stanford.edu) for the Budget Office, School of Medicine
3. Harry Greenberg, M.D. (harry.greenberg@stanford.edu), Senior Associate Dean for Research (for space and animal use issues)
4. Norman Rizk, M.D. (nrizk@stanford.edu), Senior Associate Dean for Clinical Affairs (for clinical review, if applicable)

In sending notification of search waiver approvals to departments, the Office of Academic Affairs will copy these individuals on all communications.

**FAAN Meeting Cancelled for February**

The February FAAN meeting has been cancelled. The next meeting will be held on Tuesday, March 13, from 1:30 to 3:00 p.m. (location TBA). The agenda will be included in the March Communiqué.
Respectful Workplace Briefings Scheduled for 2007-08 Academic Year

Respectful Workplace Briefings, which are mandatory for all new faculty and Clinician/Educators, have been scheduled on the following dates during the 2007-08 academic year:

September 18, 2007, 9:00-10:00 a.m., Clark Center S360
October 10, 2007, 4:00-5:00 p.m., Clark Center S360
December 6, 2007, 12:00-1:00 p.m., Clark Center 360

If you have any questions, please contact Ellie Saeidi (esaeidi@stanford.edu).

Activities for the Month

February 12  Appointments and Promotions Committee Meeting
            Contact: Craig Spencer (cspence@stanford.edu)

February 16  Associate Deans Review Committee
            Contact: Rebecca Robinson (rrobinso@stanford.edu)

February 20  Tutorial on Annual Counseling and Mentoring Documentation
            11:00 a.m. – 12:00 noon, MSOB X-181
            Contact: Rebecca Robinson (rrobinso@stanford.edu)

February 26  Appointments and Promotions Committee Meeting
            Contact: Craig Spencer (cspence@stanford.edu)

February 28  Tutorial on Annual Counseling and Mentoring Documentation
            3:00-4:00 p.m., MSOB X-181
            Contact: Rebecca Robinson (rrobinso@stanford.edu)

Deadlines

February 15  Last day to send “Initiation of Review” communication to faculty members with appointment end dates of January 31, 2008. (Vice Dean Stevenson’s communication to these candidates was sent on February 1.) Contact: Judith Cain (jpcain@stanford.edu)

February 28  Last day to submit paperwork for C/E appointments, reappointments and promotions with an effective date of April 1. Contact: Kathleen Warmoth (kwarmoth@stanford.edu)
Vice Dean David Stevenson has announced the formation of a Task Force on the Medical Center Line Professorate that will be charged with studying and making recommendations on criteria for appointment, reappointment and promotion in this line, as well as looking into the possibility of providing additional flexibility in the pre-promotion appointment period for assistant professors. The members of the Task Force are:

Chair, David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs
Maurice Druzin, Associate Dean for Academic Affairs; Obstetrics and Gynecology
Ann Leung, Radiology
Frank Longo, Chair, Neurology and Neurological Sciences
Stephen Roth, Pediatrics
Geoffrey Rubin, Radiology
Stephen Ruoss, Medicine
Sherry Wren, Surgery
Paul Yock, Medicine and Bioengineering

Questions regarding the work of the Task Force may be directed to Rebecca Robinson (rrobinso@stanford.edu).
Agenda Set for March 20<sup>th</sup> FAAN Meeting

The next Faculty Affairs Administrators Network meeting will be held from 1:30 to 3:00 p.m. on Tuesday, March 20, 2007, in CCSR 4105. The agenda will be:

1. Procedural Change: Disclosing known candidates (internal or external) at the initiation of a search;
2. Issues Surrounding Visiting Faculty, Visiting Scholar and Consulting Appointments;
3. Update on FAST|FAC project;
4. Review of School of Medicine A&P performance metrics;
5. University Advisory Board Summer schedule;
6. Other business.

Notification to Candidates More than One Year in Advance of Appointment End Dates

As you know, last summer we initiated a process whereby all candidates coming up for reappointment or promotion receive a letter from Vice Dean Stevenson confirming the initiation of the review. This notification is sent one year in advance of the appointment end date which, we believe, provides ample time for the review to be completed on time.

Around the fifteenth day of every month, we send the department chair and faculty affairs administrator a list of those faculty whose reviews will be launched during the next month. This provides an opportunity for departments to confirm a particular action and/or to bring any special circumstances to our attention before Vice Dean Stevenson’s letter goes out. Occasionally, and especially when a candidate has important work in the pipeline, it is to her/his benefit to begin the review at a later date. We are more than happy to provide this flexibility as long as enough time is allotted to complete the review before the conclusion of the candidate’s current appointment.

At the other end of the spectrum, we are learning that some departments are initiating reviews significantly in advance of one year. This is also acceptable, provided that it doesn’t put the candidate at a disadvantage by beginning the process too early. Generally, early reviews should be initiated only in cases that involve retention or when it is clear that the candidate’s portfolio (including publications, grants, teaching and/or clinical activities) will not be changing significantly in the near term.

Whenever early reviews are being considered, faculty affairs administrators should contact Judith Cain (jpcain@stanford.edu) before the department’s notification goes out to the candidate. This will allow us to coordinate the timing of Vice Dean Stevenson’s letter, which officially launches the review.
Annual Counseling and Mentoring Tutorial Materials

Background materials from our February Tutorial on Annual Counseling and Mentoring have been posted on our website at http://med.stanford.edu/academicaffairs/policymemos/Annual_counseling_practices.pdf. We encourage you to review these materials, which include information on suggested practices as well as problem areas. Questions should be directed to Rebecca Robinson (rrobinso@stanford.edu).

Claudia Morgan Joins the Office of Diversity and Leadership

Dr. Hannah Valantine, Senior Associate Dean for Diversity and Leadership (ODL), has announced the appointment of Claudia Morgan as ODL’s Associate Director. Dr. Morgan will plan, design and coordinate the implementation of broad and comprehensive programs to increase the number of minority and women faculty and to enhance the leadership development of the School’s faculty. She comes to Stanford from the Pacific Art League of Palo Alto, where she served as Chair of the Board of Directors and Chief Executive Officer. In addition, she has served as principal investigator in schools of medicine. Dr. Morgan will take up her new duties on March 5th.

Welcome to New FAAs

Gretchen Picache has joined the Department of Medicine as Faculty Affairs Specialist. She has a broad range of experience in project management that will contribute to her success in this new role.

Lisa Sarkisian is the new Faculty Affairs Administrator for the Divisions of General and Vascular Surgery in the Department of Surgery. She previously worked at a local start-up company as well as in Interventional Cardiology and Cardiothoracic Surgery here at Stanford.

Activities for the Month

March 12  Appointments and Promotions Committee Meeting  
          Contact: Craig Spencer (cspence@stanford.edu)

March 16  Associate Deans Review Committee Meeting  
          Contact: Rebecca Robinson (rrobinso@stanford.edu)

March 16  Clinician/Educator Appointments and Promotions Committee Meeting; Contact: Kathleen Warmoth (kwarmoth@stanford.edu)

March 20  Faculty Affairs Administrators Network Meeting, 1:30 – 3:00 p.m., CCSR 4105  
          Contact: Craig Spencer (cspence@stanford.edu)
March 26  Appointments and Promotions Committee Meeting
Contact: Craig Spencer (cspence@stanford.edu)

Upcoming Deadlines

March 15  Last day to send “Initiation of Review” communication to faculty members with appointment end dates of February 28 or 29, 2008. (Vice Dean Stevenson’s communication to these candidates was sent on or around March 1.) Contact: Judith Cain (jpcain@stanford.edu).

March 31  Last day to submit paperwork for C/E appointments, reappointments and promotions with an effective date of May 1. Contact: Kathleen Warmoth (kwarmoth@stanford.edu).
New Protocol on Nepotism

In an email to department chairs dated April 4th, Vice Dean and Senior Associate Dean David Stevenson announced a new protocol on nepotism. The contents of his email are included below.

“I am writing to inform you of a new protocol on nepotism, which will apply any time a Department Chair’s spouse or domestic partner works in the same department. This includes situations where a current faculty member is appointed as Chair in a department where the two individuals previously worked as colleagues, or where an individual is appointed or hired to work in the department where his/her spouse or domestic partner is currently Chair. The protocol requires that the following steps be taken:

- The Chair will inform the Vice Dean and Senior Associate Dean for Academic Affairs that his/her spouse or domestic partner works (or is being appointed to work) in the same department. The Vice Dean and Senior Associate Dean for Academic Affairs will review the situation with the Dean.

- A faculty member who has no personal relationship to the Chair or the spouse or domestic partner of the Chair will be identified and appointed to be the spouse’s or domestic partner’s supervisor for all purposes, including overseeing supervision, evaluating performance, setting all forms of compensation, conducting appointment, reappointment and promotion reviews, and handling any concerns/grievances/complaints by or about the spouse or domestic partner. The
Chair will not have input or be consulted on any aspect of the spouse/domestic partner’s employment conditions.

- If issues arise that would normally be appealed to the Chair for resolution, those issues will instead be directed to the attention of the Vice Dean and Senior Associate Dean for Academic Affairs who will review them with the Dean.

- Other faculty and co-workers in the department will be informed of the steps that will be taken in order to insure compliance with University policy (Faculty Handbook Section VI.G., Close Relatives on the Faculty; Administrative Guide Memo 22.1) and to insure that all department employees are treated fairly.

This protocol is in effect immediately and has been posted on the Office of Academic Affairs website under “Policy Memos.” Questions should be directed to Assistant Dean Judith Cain (jpcain@stanford.edu).”

**Faculty Housing Benefits**

We would like to draw your attention to the following message that was recently sent to department chairs and directors of finance and administration by Sam Zelch, Assistant Dean for Fiscal Affairs and Chief Financial Officer:

“This e-mail is a reminder that the Stanford University Housing Programs are an excellent tool used to help in the recruitment of new faculty and CE’s to Stanford, but the programs do have very specific rules with regards to eligibility. You are the key to ensuring that your faculty and CE recruits meet with the housing office to learn about the programs and eligibility requirements, both before accepting an offer of employment from Stanford and/or before buying a home in the area. Failure to do so will almost certainly void any option of accessing housing programs should a recruit take an uninformed action that then makes them ineligible for the programs.

You are also the key to ensuring that any faculty member converting from a faculty to a non-faculty line meet with the housing office to learn about the potential impact on their eligibility for these programs, and that they have this meeting before conversion from faculty to non-faculty line. We have had a few recent conversions that resulted in an unhappy employee who after the fact learned of the impact to their existing or future access to housing programs.

Additional reminder regarding Faculty Housing Benefits:

Another eligibility issue for departments to be aware of comes into play when you are recruiting more senior (or more elderly) faculty, and this has to do with their ability to work long enough to achieve Emeritus Status. To reach Emeritus Status, a faculty member must complete ten years of benefits-eligible service and meet the rule of 75 (age and years of service). Emeritus Status is required in order for a faculty member who
terminates their active faculty appointment with Stanford, to remain in a home purchased on the Stanford campus as well as to keep loans issued by Stanford for the purpose of buying a home regardless of location. If a faculty member is unable to reach Emeritus Status they would have to pay off all outstanding Stanford loans and sell a home that is on Stanford property.

Faculty recruits that may be anticipated to be affected by this will be informed by the Housing Office during their meeting with them, and the eligibility rules are spelled out clearly in Housing Programs literature, but you must also be aware of these issues and should also discuss this with any recruit who might be someday affected. Please take the time to learn of these details, understand the implications and play your part in communicating the importance of the eligibility rules to your faculty recruits, but most importantly please ensure that your faculty are meeting with the housing office so that there can be a record of this info having been shared with them. We don't want any faculty member to ever claim surprise at hearing of impacts to them regarding housing programs.”

**FAAN Meeting Materials Posted**

Materials from last month’s FAAN meeting have been posted on our website under the Communiqué link.

**Revised Offer Letter Template**

Offer letter templates have recently been revised, and we encourage you to use the latest versions that are posted on our website at: [http://med.stanford.edu/academicaffairs/letters.html](http://med.stanford.edu/academicaffairs/letters.html)

**Source of Salary Support (SOSS)**

We would like to remind everyone that a departmental Source of Salary Support (SOSS) document should accompany all long form recommendations for faculty promotions, and that the SOSS should normally be submitted to OAA with the first draft of the long form in order to allow adequate time for review in Finance. Recently, we have been receiving an increasing number of promotion long forms without the SOSS attached; this often creates extra effort associated with "rush" scenarios as Finance works to secure salary approval from the University at the last minute. Accordingly, please do your best to get the SOSS in early, with the first draft of the long form. Use of the appropriate checklist/cover sheet for promotion long form submission ([http://med.stanford.edu/academicaffairs/handbook/lists/2.65.doc](http://med.stanford.edu/academicaffairs/handbook/lists/2.65.doc)) will prompt this action.
Next FAAN Meeting to be held in May

The next meeting of the Faculty Affairs Administrators Network will be held from 1:30 to 3:00 p.m. on Tuesday, May 15, 2007. The agenda and location will be announced in the May Communiqué.

Notes on C/E Actions

We have been very pleased with the response to our request for early submission of C/E actions. Thanks to all of you for your hard work and diligence!

The first meeting of the new C/E Appointments and Promotions Committee was held last month. Overall, the Committee was impressed with the high quality of the candidates who were up for review. The Committee has asked us to remind departments that, in cases where trainee evaluations are required, Committee members would prefer numeric evaluations. Any questions regarding this matter should be directed to Kathleen Warmoth (kwarmoth@stanford.edu).

Welcome to New FAAs

Charlotte Rendon, Residency Coordinator in the Department of Ophthalmology, is the Department’s new Faculty Affairs Administrator.

Jessica Bussey is the new Faculty Affairs Administrator in the Department of Bioengineering. Formerly, she worked in the Department of Health Policy and Research.

Activities for the Month

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

April 20    Clinician/Educator Appointments and Promotion Committee Meeting  
Contact: Kathleen Warmoth (kwarmoth@stanford.edu)

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

April 24    Stanford Faculty Affairs Administrators Network Meeting  
10:00 – 11:00 a.m., Clark S360  
Contact: Annelies Ransome (aransome@stanford.edu)
Upcoming Deadlines

April 15  Last day to send “Initiation of Review” communication to faculty members with appointment end dates of March 31, 2008. (Vice Dean Stevenson’s communication to these candidates was sent on or around April 1.) Contact: Judith Cain (jpcain@stanford.edu).

April 30  Last day to submit paperwork for C/E appointments, reappointments and promotions with an effective date of July 1. Contact: Kathleen Warmoth (kwarmoth@stanford.edu).
Identification of Known Candidates in Faculty Searches
Survey on Faculty Searches
Appointment Form Exceptions Announced by Provost
Department-based ACF Associations to be Established
May Tutorials Offered on Fast/Fac
May FAAN Meeting Cancelled
June Tutorials to be Offered on Sabbatical Policies
Annual Counseling Documentation Due by the End of Spring Quarter
Upcoming Summer Crunch
OAA Website Updated
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Identification of Known Candidates in Faculty Searches

In a communication to department chairs dated May 3rd, Vice Dean and Senior Associate Dean David Stevenson introduced the following new procedure on the “Identification of Known Candidates in Faculty Searches”:

“In my presentation at the March 2nd meeting of the Executive Committee, I told many of you about a new procedure under development by my office in which departments would be asked to identify any known candidates prior to the initiation of a search. The purpose of this action is two-fold: (1) to protect the integrity of the process by ensuring that searches do not have a predetermined outcome and (2) to identify those cases in which a waiver of search is a more appropriate path. I am writing now to provide you with further details about the implementation of this new procedure.

If a potential internal or external candidate for a faculty position is known to the department to be a likely top choice in a search, I must be informed of this prior to the initiation of the search. Toward this end, you should submit the following materials to me:
1. A brief memorandum that outlines the definition of the field, its relationship to the department’s strategic plan, and the programmatic need for a faculty position.

   In cases where a known external candidate is likely to emerge as the top choice, an explanation must be provided as to how the candidate came to be identified, as well as his/her relationship, if applicable, to any members of the department’s faculty.

   In cases where a known internal candidate is likely to emerge as the top choice, information must be provided that specifically distinguishes the candidate’s current non-faculty role from future roles and responsibilities and, in particular, explains why the proposed change in appointment is necessary. (Please note that faculty positions are to be allocated primarily in response to programmatic need and are not to be offered to staff as “promotions.”)

2. An up-to-date curriculum vitae for the known candidate(s).

3. A description of the position exactly as it would appear in an advertisement.

Once I have reviewed these materials, a judgment will be made as to whether a search waiver should be pursued on behalf of the candidate, whether a national search should be conducted, or whether the candidate is inappropriate for consideration for appointment to the faculty.

In cases where a search waiver is recommended, OAA staff will provide you with information about the next steps in the process.

In cases where a national search will be conducted, normal processes should be followed, beginning with completion of the search initiation packet. Please take special care to ensure that the advertisement is not tailored to fit a particular candidate or candidates. To supplement advertising, the Office of Academic Affairs and the Office of Diversity and Leadership are available to provide guidance on outreach activities that are designed to generate as broad a pool of potential candidates as possible.

The search committee should be instructed that although the credentials of internal candidates may be more easily assessed than those of others, its members are still obliged to consider by all appropriate means the credentials of candidates having no prior association with the University. This obligation should be made clear to any internal candidate who holds or has held a non-faculty Stanford appointment.
In keeping with School policy, mentors or collaborators of any known candidate (internal or external) who is likely to be a top choice in the search should recuse themselves from the search and selection process.

Our collective goal is to recruit the best possible candidates through search processes that are conducted with integrity and transparency; are thorough and comprehensive; move expeditiously and systematically through department, School and University levels of review; and leave all involved with a sense of fairness. We are hopeful that the procedure outlined above will help us achieve this goal.”

Questions regarding this new procedure should be directed to Judith Cain (jpcain@stanford.edu).

Survey on Faculty Searches

As detailed in the December Communiqué, last summer Dean Pizzo appointed a task force to study and make recommendations on a host of issues related to faculty searches. During autumn quarter, the Faculty Searches Task Force issued its report, which included a recommendation that a comprehensive search procedures manual be developed to include School and University protocols from the initiation of the search through submission of the search report. The Office of Academic Affairs is currently preparing a Guide to Faculty Searches, which will be available to departments in early summer.

As we work toward its completion, we are interested in collecting information from departments that can be used to inform the content in the Guide and in linking its sections to a series of “best practices” that might have wider application throughout the School. Toward that end, we are asking all departmental faculty affairs administrators to work with their department chairs and/or DFAs, as appropriate, to complete and return the Survey on Faculty Searches. The survey should take no more then fifteen minutes and should be completed as soon as convenient but no later than June 1st.

We will greatly appreciate your cooperation and assistance with this high-priority initiative. Any questions should be directed to Judith Cain (jpcain@stanford.edu).

Appointment Form Exceptions Announced by Provost

In a communication to deans and department chairs dated April 2nd, Provost John Etchemendy announced that the following exceptions to the requirements of the long forms may be appropriate under certain circumstances:
Candidate Statements for New Appointments

Candidates for new appointments to the professoriate should be *encouraged but not required* to submit the Candidate’s Statement currently required in Forms B1 and B5. The chair of the department should determine whether it is appropriate based on the practice in the discipline to request a statement from recruits or whether such a request might have a detrimental effect on the recruitment. In the event that the chair elects not to request such a statement, the school should ensure that there is a thorough description of the candidate’s scholarly, teaching and other activities, as required in section 4 of the forms.

Reinstating a Tenured Appointment Following Resignation

In the rare circumstances where a former tenured faculty member expresses a desire to return to his or her professorial position at Stanford, the school may use an abbreviated process for submission of the recommendation if the following conditions exist:

- the faculty member seeks to return within 24 months of his or her resignation;
- there is departmental approval (where normally required) and school approval to reinstate the tenured appointment; and
- the school has appropriate billet and salary support available.

Under such circumstances, the faculty member may be recommended for appointment to the same rank with his or her tenure reinstated. Before committing to such a course, however, the Dean should discuss the matter with the Provost and receive his or her approval.

A search waiver will not usually be required and the evidence submitted for approval of the appointment by the Provost, Advisory Board, and the President should include, at a minimum, memoranda from the department chair and/or school dean that explains the circumstances for the reinstatement of appointment and tenure and provides a description of the process by which the recommendation was considered and completion of the following sections of Appointment Form B5: p4 (face sheet); p5 (billet information); p7 (biographical and bibliographic information); p7 (department or school approval).

Note that this abbreviated appointment procedure in no way implies that the former faculty member is entitled to reappointment in these circumstances. This process is only to be initiated when it is in the department and school’s best interests to reappoint the individual in question.
Department-based ACF Associations to be Established

We would like to draw your attention to the following message that was recently sent to chairs of clinical departments by Vice Dean and Senior Associate Dean David Stevenson:

“As you recall, at the February 16, 2007 Executive Committee meeting, we had a discussion about the feasibility and desirability of establishing department-based associations of clinical faculty (ACF) for such purposes as inclusion, professionalism, and partnership. The Executive Committee endorsed the establishment of ACF Associations, with the understanding that the Dean's Office would provide a template for a charter for these organizations that makes clear their relationship to the department. This template, which was developed in conjunction with the Office of the General Counsel, is attached.

We ask that you now initiate the process for establishing department-based ACF associations, in consultation with interested ACF in your department. We hope that they will all be established by September, 2007. Please let us know if you have any questions.”

We hope that the School’s faculty affairs administrators will work closely with their department chairs in helping to establish these associations. Any questions should be addressed to Lisa Joo (lisa.joo@stanford.edu).

May Tutorials Offered on Fast/Fac

OAA staff will offer a tutorial about the recently released FAST|FAC features, providing an opportunity to obtain and exchange information about the application. The dates and times of the sessions will be:

    Thursday, May 17, 2007 from 1:30-2:30 p.m., MSOB x348
    Friday, May 18, 2007 from 1:30-2:30 p.m., MSOB x348

Please register by emailing academic_affairs@stanford.edu and indicating which session you would like to attend. We will confirm the date and time of your session by return email.

May FAAN Meeting Cancelled

The May meeting of the Faculty Affairs Administrators Network has been cancelled.
June Tutorials to be Offered on Sabbatical Policies

The Office of Academic Affairs will run a series of Tutorials in June on sabbatical policies (and policy exceptions) and procedures. Details will be included in the June Communiqué.

Annual Counseling Documentation Due by the End of Spring Quarter

As outlined in the February Communiqué, University policy specifies that “deans, department chairs, or their delegates should confer annually with each junior faculty member in their department or school to review his or her performance in the light of the criteria for reappointment or promotion.” In the School of Medicine, department chairs need to forward to the Office of Academic Affairs a memorandum attesting that each assistant and associate professor has received counseling and that you have on file in your department copies of the required annual counseling forms. (Please note that we do not need the actual annual counseling forms or any information other than the memorandum.)

You are encouraged to provide us with your department’s confirming memorandum by the end of spring quarter; however, we must have it in hand no later than September 1, 2007. Questions should be directed to Rebecca Robinson (robinso@stanford.edu).

Upcoming Summer Crunch

During the busy summer months, we recommend allowing at least two months for University review of professorial appointment, reappointment and promotion files. This is in addition to the one month required for School-level review. This means that files being reviewed at the School level in May will most likely have start or effective dates no earlier than August 1. Please plan accordingly and, as always, let us know of any special urgency associated with a particular case.

OAA Website Updated

The OAA website has recently been updated by IRT. Please report any broken links or other problems (or suggestions) to academic_affairs@stanford.edu.
Activities for the Month

May 14  Appointments and Promotions Committee Meeting  
Contact: Craig Spencer (cspence@stanford.edu)

May 17  FAST|FAC Tutorial  
1:30 – 2:30 p.m., MSOB x348  
To register: academic_affairs@stanford.edu  
Questions: Jane Volk-Brew (volkbrew@stanford.edu)

May 18  FAST|FAC Tutorial  
1:30 – 2:30 p.m., MSOB x 348  
To register: academic_affairs@stanford.edu  
Questions: Jane Volk-Brew (volkbrew@stanford.edu)

May 18  Associate Deans Review Committee  
Contact: Rebecca Robinson (rrobinso@stanford.edu)

May 18  Clinician/Educator Appointments and Promotions Committee  
Contact: Kathleen Warmoth (kwarmoth@stanford.edu)

May 21  Appointments and Promotions Committee Meeting  
Contact: Craig Spencer (cspence@stanford.edu)

Upcoming Deadlines

May 9  Last day for copied files for the May 18th Associate Deans Review Committee  
Contact: Rebecca Robinson (rrobinso@stanford.edu)

May 15  Last day to send “Initiation of Review” communication to faculty members with appointment end dates of April 30, 2008. (Vice Dean Stevenson’s communication to these candidates was sent on or around May 1.)  
Contact: Judith Cain (jpcain@stanford.edu).

May 31  Last day to submit C/E paperwork for appointments, reappointments and promotions with an effective date of August 1.  
Contact: Kathleen Warmoth (kwarmoth@stanford.edu).

June 1  Deadline for receipt of Survey on Faculty Searches.  
Contact: Judith Cain (jpcain@stanford.edu).
COMMUNIQUÉ
June 2007

June Tutorials to be Offered on Sabbatical and Other Leave Policies
Referee Solicitation Letters Revised for MCL Actions
Criteria Modified for Assistant Professor (MCL) Reappointments
New Faculty Orientation Schedule
Promotion Criteria Modified for Adjunct Clinical Faculty
Chair Memos for C/E Appointments; C/E Curriculum Vitae
June FAAN Meeting Cancelled
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June Tutorials to be Offered on Sabbatical and Other Leave Policies

OAA staff will offer two tutorials in June on sabbatical policies and exceptions. The
dates and times of the sessions will be:

   Wednesday, June 27, 10:00 to 11:30 a.m., MSOB X-181
   Thursday, June 28, 1:30 to 3:00 p.m., MSOB X-181

Please register by emailing Academic Affairs and indicating which session you would
like to attend. We will confirm the date of your session by return email.

Referee Solicitation Letters Revised for MCL Actions

The referee solicitation letter template for evaluation of candidates in the MCL has been
revised and now references an attachment - the School's Guidelines for Application of
Criteria (for convenience, the attachment is included as part of the template letter
document itself - just scroll down past the signature block). Please use the most recent
version of the template when soliciting letters for MCL reviews.

Similar revisions for other lines and ranks are under way and will be announced in the
July Communiqué.
**Criteria Modified for Assistant Professor (MCL) Reappointments**

Additionally, the criteria for reappointment as Assistant Professor (MCL) have been revised to be consistent with the new University long forms. Specifically, the following language was added to the second paragraph:

> At the time of reappointment, it is expected that an Assistant Professor will be on a career path consistent with both Stanford standards and the standards of his or her field in clinical care, clinical teaching and scholarly activity that advances clinical medicine.

The revised criteria may be found in [Section 2.29](#) of the School of Medicine Faculty Handbook.

**New Faculty Orientation Schedule Set**

The Benefits Office has announced a series of orientation workshops that will provide an opportunity for all new members of the professoriate to learn about the campus and their benefits. These workshops will be held on:

- Wednesday, July 11
- Wednesday, August 22
- Thursday, September 20
- Friday, October 5

All workshops will be held from 10:00 a.m. to 12:00 p.m. in the Amy Blue B Conference Room on the first floor of 651 Serra Street. Please call (650) 723-4635 to reserve a space.

This year, the Benefits Office is offering an additional option for attending these workshops. Online web sessions will provide the flexibility to attend the workshop from any computer with an Internet connection. The content is the same as the workshops offered at 651 Serra Street; a telephone number is provided to dial in and listen to the presenter and ask questions. These online workshops will be held on:

- **Tuesday, August 7, 10:00 a.m. – 12:00 p.m.**
- **Thursday, September 6, 10:00 a.m. – 12:00 p.m.**

Click on the dates above for further details.
Promotion Criteria Modified for Adjunct Clinical Faculty

The School’s Faculty Handbook has been modified to reflect the following change (highlighted in italics) to the criteria for promotion to the rank of Adjunct Clinical Professor:

“Promotion to the rank of Adjunct Clinical Professor is recognition of continued superior performance for those who have been Adjunct Clinical Associate Professors for not less than six years, who have contributed substantially to the teaching programs of the School (i.e., served as leaders in educational programs) and who have achieved national prominence as recognized leaders in their field of practice or professional activity. For those individuals who do not have national prominence, other factors may be considered for promotion, including extraordinary contributions in such broadly defined areas as teaching and clinical excellence, clinical innovation, program building and/or administrative initiatives. Exceptional circumstances may, on occasion, justify earlier promotion, in which case the justification must be well documented.”

The Handbook has also been modified to reflect the following change (highlighted in italics) to the criteria for promotion to the rank of Adjunct Clinical Associate Professor:

“Promotion to the rank of Adjunct Clinical Associate Professor recognizes outstanding performance for those who have been Adjunct Clinical Assistant Professors for not less than six years, who have contributed substantially to the teaching programs of the School (i.e., served as leaders in educational programs) and have achieved regional prominence as recognized leaders in their field of practice or professional activity. For those individuals who do not have regional prominence, other factors may be considered for promotion, including extraordinary contributions in such broadly defined areas as teaching and clinical excellence, clinical innovation, program building and/or administrative activities. Exceptional circumstances may, on occasion, justify earlier promotion, in which case the justification must be well documented”.

(Note: This expands upon a revision announced in the February 2007 Communiqué.)

Chair Memos for C/E Appointments; C/E Curriculum Vitae

Members of the Clinician/Educator Appointments and Promotions Committee are requesting that the required chair memo be more illustrative of the appointment packet as a whole. Toward that end, the memo must include: 1) the programmatic need for the candidate (i.e., what the candidate will be doing) and appointment information; 2) a description of the candidate’s national and/or regional reputation (if applicable); 3) a brief summary of the candidate’s qualifications for the appointment, reappointment or promotion; 4) a summary of the reference letters and trainee evaluations (i.e., discussion of any noteworthy comments from the referees or trainees or any problems that are mentioned and how they have been rectified).
One of the requirements for reappointment/promotion to Clinical Associate Professor and above is that the candidate must demonstrate a regional reputation (Clinical Associate Professor) or a national reputation (Clinical Professor). One of the ways to do this is to make sure that the candidate includes on his or her curriculum vitae invited talks, presentations or posters presented locally and/or nationally, such as grand rounds here and at other hospitals or at regional or national conferences.

Questions should be directed to Kathleen Warmoth.

**June FAAN Meeting Cancelled**

A Faculty Affairs Administrators Network meeting will not be held in June.

**OAA Summer Vacation Schedules**

Craig Spencer will be on vacation from June 19 through July 6 (these dates are approximate and may change). During his absence, questions should be directed to Judith Cain.

Rebecca Robinson will be on vacation from June 18 through July 6. During her absence, questions should be directed to Craig Spencer or to Judith Cain if Craig is out.

Lisa Joo will be on vacation from July 12 through July 20. During her absence, questions should be directed to Ellie Saeidi.

Judith Cain will be out of the office from July 16 through August 3. During her absence, questions should be directed to either Rebecca Robinson or Craig Spencer.

**Activities for the Month**

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<td>June 25</td>
<td>Appointments and Promotions Committee Meeting</td>
<td>Craig Spencer</td>
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Activities for the Month (continued)

June 27  Tutorial on Sabbatical and Other Leave Policies,  
10:00 – 11:30 a.m., MSOB X-181  
Contact: Kathleen Warmoth

June 28  Tutorial on Sabbatical and Other Leave Policies,  
1:30 to 3:00 p.m., MSOB X-181  
Contact: Kathleen Warmoth

Upcoming Deadlines

June 8  Deadline for receipt of Survey on Faculty Searches.  
Contact: Judith Cain

June 15  Last day to send “Initiation of Review” communication to faculty members with appointment end dates of May 31, 2008. (Vice Dean Stevenson’s communication to these candidates was sent on or around June 1.)  
Contact: Judith Cain

June 15  Preferred date for receipt of annual counseling documentation.  
Contact: Rebecca Robinson

June 30  Last day to submit C/E paperwork for appointments, reappointments and promotions with an effective date of September 1.  
Contact: Kathleen Warmoth
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OAA Sundial Calendar Available

The Office of Academic Affairs has established a Sundial calendar of meetings and deadlines, which will replace the monthly listings in the Communiqué. We hope that this new system will provide a more convenient (and up to date) way of monitoring events on a daily, weekly or monthly basis. The calendar can also be printed, posted and shared as a source of reference for your colleagues.

Accessing it is simple; just follow these steps:

1. Open Sundial.
2. Go to “File.”
   a. Select “Agenda.”
   b. Select “Open.”
3. In the box entitled “Open Agenda,” type res:Calendar OAA.
4. Enter to select “ok.”
5. If you have trouble opening the calendar, follow steps 1 and 2 and then do the following:
   a. Copy res.Calendar OAA in “Open Agenda.”
   b. At “Open Agenda”
      i. Click on the magnifying glass (this will allow you to search).
      ii. Click on the “Resource” tab.
      iii. Select “search by resources.”
      iv. Type in Calendar OAA. Click ok.
      v. Once the search is complete, click on the “Calendar OAA” in the bottom box.
      vi. This will take you back to the “Open Agenda” box and the words “res:Calendar OAA” should now appear.
      vii. Click ok.
If you have any suggestions about the ways in which the calendar can be improved, please send your comments to academic_affairs@stanford.edu. Questions about the calendar should be directed to Ellie Saeidi.

**ACF Representation Added to School of Medicine Faculty Senate**

The School of Medicine Faculty Senate represents the will and opinion of the faculty in the deliberation and decision-making of the School, in formulating the curriculum for its students, and in promoting communication among its faculty, students and administrative officers. As part of a major revision of Senate By-laws, which have recently been approved by the University’s Board of Trustees, a representative of the Adjunct Clinical Faculty has been added to the list of ex officio members of the Senate.

Dr. Rosaline Vasquez, Adjunct Clinical Professor in Medicine, has volunteered to work with a group of her colleagues in developing the selection process for the ACF Senate representative. To assist her in this effort, we are asking all clinical departments to provide Dr. Vasquez with the names and contact information (preferably email addresses) of their ACF members. This information should be forwarded to Dr. Vasquez at your earliest convenience.

**Deadline Approaching for Establishment of Department-based ACF Associations**

As detailed in the May Communiqué, clinical departments have been asked to initiate the process for establishing department-based Adjunct Clinical Faculty associations, in consultation with interested ACF in their departments. We remind you that the deadline for establishment of these associations is September 2007. Any questions should be directed to Lisa Joo.

**Annual Counseling Documentation Due by September 1**

This is a reminder that on or before September 1 department chairs must forward to the Office of Academic Affairs a memorandum attesting that each assistant and associate professor has received counseling and that department have on file copies of the required annual counseling forms. Please see the February Communiqué for the original announcement on this matter. Your cooperation in meeting this deadline will be very much appreciated. Questions should be directed to Rebecca Robinson.

**July FAAN Meeting Cancelled**

As a result of summer vacation schedules, a Faculty Affairs Administrator Network meeting will not be held in July.
FAAN Meetings to Rotate with OAA Tutorials in 2007-08

Moving into the new academic year, we are making some changes that will result in a regularized rotation of Faculty Affairs Administrators Network (FAAN) meetings with focused, in-depth training Tutorials on specific subjects.

Scheduled on a quarterly basis, FAAN meetings will now be held from 1:30 to 3:00 p.m. on the following dates:

- September 18 (agenda is included below)
- December 18
- March 18
- June 17

The schedule for Tutorials will be more flexible, but it is anticipated that sessions will be held on most non-FAAN meeting months. Dates and topics will be announced in the Communiqué. We welcome your input about subjects that might be addressed; please send your suggestions to us.
**Agenda Set for September 18th FAAN Meeting**

The next Faculty Affairs Administrators Network meeting will be held from 1:30 to 3:00 p.m. on Tuesday, September 18th in CCSR 4205. The agenda will be:

1. Announcements
2. Sexual Harassment Training for Supervisors with Nan Andrews, Assistant Director, Sexual Harassment Policy Office (see below)
3. Update on Activities of the Office of Diversity and Leadership with Claudia Morgan, Associate Director
4. Redesigned Sabbatical and Leave Request Form (see below)

**Background related to Sexual Harassment Training for Supervisors**

The following background has been provided by the Sexual Harassment Policy Office for the presentation that will take place at meeting of the Faculty Affairs Administrators Network meeting on September 18th:

**Announcing Mandated Sexual Harassment Training Launch for All Faculty and Staff Supervisors**

**FAA efforts to provide names of newly hired and departing faculty are crucial**

The Sexual Harassment Policy Office is pleased to announce the Sexual Harassment fall training launch. This fall, we will be offering live and online courses to meet California’s AB1825 requirement for faculty and staff supervisors. Trainees will have the option of completing a 2-hour online training program or attending one of thirteen 2-hour live training sessions. The live sessions will be conducted by Life Theatre Services, an Emmy Award winning theatrical training company, and will present interactive dramatizations that encourage complex, three-dimensional responses. The online program is provided by Lawroom, a premiere online training company. Both training options have been designed to provide relevancy to the university setting.

Under California’s broad legal definition of "supervisor", all faculty members qualify as supervisors, due to their roles overseeing students, TAs, RAs, post docs, staff or other faculty. Therefore, all faculty are required to complete this state mandated sexual harassment training. And, all staff members who supervise other employees, even student and temp workers, must take the same training. The law, AB1825, requires that after January 1, 2006, supervisors must complete on-going sexual harassment training within six months of being hired or becoming a supervisor, and every two years, thereafter. Stanford is on an odd year training calendar and therefore most faculty and supervisors will be trained in 2007 and then again in 2009.
Important Role of FAA’s Regarding Faculty Compliance

FAA’s have been providing the SOM Office of Academic Affairs (to Ellie Saeidi directly) lists of currently eligible or newly hired faculty for purposes of this training mandate. Ms. Saeidi combines these lists and submits them to the Sexual Harassment Policy Office. All new trainee names must be submitted by Sept. 5, or they will not be contacted about their training requirement this fall. It’s very important as well that the Sexual Harassment Policy Office has a current list of faculty and new hires on a continuing basis and therefore, Academic Affairs will be sending out quarterly requests for names of faculty who have been hired or left the university since the last request. We know how busy you all must be, but your cooperation is appreciated and is essential in order for the university to be compliant with this mandate. FAA’s will also play a crucial role in following up with faculty who have not completed their training by the deadline of December 1, 2007. Nan Andrews, the Assistant Director of the Sexual Harassment Policy Office will attend the FAAN meeting on September 18 to provide more details.

How “the fall launch” will work

On Sept. 17, all faculty and supervisory staff on our lists (currently approx 6,500 university-wide) will receive an email from the Provost reminding them of the importance of fulfilling this training requirement. A few days thereafter, all trainees will receive an email invitation from Lawroom, our outside training vendor, which will include their own unique ID and password. It has brief instructions on how to access Lawroom’s website, where trainees will register and sign up for either the online or live training sessions.

Many questions that you or faculty in your departments may have, can be answered on the Sexual Harassment Policy Office website. The website will describe the training programs and also include a Frequent Asked Questions (FAQ) feature which will address questions about who is a supervisor and details about the live and online training programs. However, the information regarding the new fall training launch will not be available on the SHPO website until September 17, when the email from the Provost is distributed. Until then, please save your questions for the 9/18 FAAN meeting or contact Susyn Almond in the Sexual Harassment Policy Office.
Faculty Sabbatical and Leave Request Form Redesigned

The faculty sabbatical and leave request form has been redesigned to clarify policy and facilitate the departmental and school review process. We ask that you have your faculty begin to use the new form immediately.

While much about the form remains the same, there are several new sections:

1. There is a new section (Attachment A) requiring faculty members to identify their sponsored research, to indicate when the designation of an interim PI is necessary and whether or not the sponsoring agency has already approved the substitution.
2. Faculty members requesting a sabbatical or leave at a reduced rate of pay are asked to acknowledge that their salary during the leave dates will be adjusted accordingly.
3. Faculty members who receive supplementary compensation for administrative service are asked to acknowledge that the continuation of any administrative duties and the corresponding supplementary compensation during a sabbatical requires approval prior from the Provost.

The new leave form can be found on our website:

    http://med.stanford.edu/academicaffairs/forms.html#leaves

The PowerPoint presentation used at the June Sabbatical and Leave policy tutorials can now be accessed on our website at:

    http://med.stanford.edu/academicaffairs/communique.html

Reminder about Faculty Position Allocations

As referenced in the School of Medical Faculty Handbook, by default, every faculty position (also known as a “billet”) that becomes vacant for any reason returns to the Dean’s Reserve. In some circumstances, the position number is returned to the department for a replacement or for a search in another field. In other cases, the Dean may reallocate the position number to another department or hold it in the Dean’s Reserve.

Each request to initiate a search must include the source of the position, which will fall into one of the following categories:

    Incremental – The position, if approved, would be in addition to the positions currently allocated or committed to the department. Incremental positions are granted at the discretion of the Dean.
Replacement – The position, if approved, would replace an existing position which has been vacated or will soon be vacated. In such cases, the name of the current occupant of the position must be identified, along with the date of departure. (If available, the letter of resignation or intent to retire should be appended.) Replacement positions are granted at the discretion of the Dean.

Commitment – The search, if approved, would use a vacant position previously committed to this department by the Dean.

Reassignment – Under this arrangement, a position currently under search would be terminated and reassigned for another purpose. This option is sometimes exercised when a department wants to replace an existing search with a waiver of search.

In the near future, OAA will present a tutorial on issues surrounding faculty position allocations. In the meantime, questions should be addressed to Rebecca Robinson or to Lisa Joo for issues related to search requests.

**Special Events Organized by OAA and ODL**

During the 2007-08 academic year, the Office of Academic Affairs will partner with the Office of Diversity and Leadership to host a series of special events for faculty.

The first such event, a welcome breakfast for new members of the Professoriate, will be hosted by Dean Philip Pizzo, Vice Dean David Stevenson and Senior Associate Dean Hannah Valantine on September 25\(^{th}\). This event will serve as a complement to the Provost Office’s New Faculty Orientation, which will be held on September 14. Later in the year, a reception will be held to honor faculty who have recently been promoted. Questions about these events may be directed to Judith Cain.

**Feedback Requested on OAA Calendar**

In July, we launched a Sundial calendar of meetings and deadlines, which replaced the monthly listings in the Communiqué. We would appreciate receiving your feedback on the organization and content of the calendar, as well as your suggestions for improving its usefulness. Please send your comments to academic_affairs@stanford.edu.

**Submission of Materials to OAA**

This is just a friendly reminder that in order to maximize efficiency all materials submitted to OAA must be complete and in compliance with the checklists appropriate for a particular action. Unless you have cleared special cases with us in advance, all incomplete materials will be returned to the department for final processing.
Community News

Please join us in welcoming Jennifer Scanlin, who has joined the Office of Diversity and Leadership as Program Coordinator. She can be reached at 5-0052 or jscanlin@stanford.edu.

Upcoming Activities and Deadlines

Please access the OAA Sundial Calendar for information on upcoming activities and deadlines. (Instructions are included in the July Communiqué.)
Guide to Faculty Searches Launched
Change in Policy and Procedure for New Parent Extensions
October Tutorial on Appointment/Tenure Clock Extensions
November Tutorial on the Allocation and Management of Billets
Benefits Office Faculty Liaison Position Created for Retiring and Recalled Faculty
Call for Nominations: 2008 Faculty Fellows Program
Reminder: Deadline Approaching for October Review of Assistant Professor Files
Upcoming Activities and Deadlines

Guide to Faculty Searches Launched

On September 27th, Vice Dean and Senior Associate Dean for Academic Affairs David Stevenson sent the following email message to department chairs, directors of finance and administration, faculty affairs administrators and selected others announcing the availability of the Guide to Faculty Searches:

“Last academic year, I chaired the Task Force on Faculty Searches, which examined a host of issues associated with the recruitment of faculty, from the dynamics of faculty search committees and information that search committees need in order to be effective to the role of School leadership and issues related to retention (e.g., flexible work arrangements and childcare). Among other recommendations, the Task Force suggested that the Office of Academic Affairs develop a single, comprehensive document that would include School and University policies and processes relating to faculty searches; guidelines on search committee membership and responsibilities; best practices in the areas of advertising, outreach and networking activities; findings regarding unconscious bias; and current data on faculty demographics.

Toward this end, we are pleased to announce the availability of the Guide to Faculty Searches, which is available on the OAA website at:

http://med.stanford.edu/academicaffairs/facultysearch/

As noted on the cover page of the Guide, a printable, PDF version is also available for your convenience. (The on-line version will be searchable within the next week.) We encourage you to share this document with chairs of search committees, staff and others who are involved in search and recruitment processes.
I would like to draw your attention to the following two policy changes:

1. In order to better manage our resources, the length of the initial search authorization has been reduced from eighteen to twelve months. As in the past, the search period may extend as long as necessary (normally up to three months) in order to conclude negotiations with the candidate. (Section VI.B.1)

2. At the department’s discretion, search committee members may now be drawn from the ranks of assistant, associate or full professors or at the same rank or above that of the position under search. Previously, we required that committee members be at the same rank or above. (Section VII.D.1)

While not mandatory, we strongly encourage departments to ask one member of each search committee to serve as a diversity officer. This person will be responsible for monitoring the procedures of the search process, the diversity of the applicant pool and of the group selected for interviews. (Section VII.D.2)

Several policies that have been distributed previously by memorandum or email are included in the Guide, and we have also created written guidelines for some standard practices. These include:

- identification of known candidates prior to the initiation of a search (Section VI.C.1)
- waivers of search (Section VI.C.2)
- small applicant pools and permission to proceed (Section IX.D)
- three letters of evaluation needed to accompany offer letters (Section XII.B. and G.)

We are grateful to those who have provided input on the format and content of the Guide to Faculty Searches and encourage you to share your ideas with us about how we can make it the best possible resource for your search and recruitment activities. Please direct your questions or comments to Assistant Dean Judith Cain.”

We hope that the “Search Process Flow Chart” (Section VI.A.3) and the “Search Process Time Line” (Section VI.A.4) will be helpful planning tools.

As you go through the Guide, you will occasionally see “tips and tricks,” which represent practices that we thought might have a broader application throughout the School. We are interested in expanding this feature of the Guide and encourage you to share your successful practices with us by sending an email to Judith Cain.
Change in Policy and Procedure for New Parent Extensions

In a memorandum to deans and department chairs dated September 30, 2007, Provost Etchemendy made this announcement regarding a change in policy for New Parent Extensions:

“In an effort to help our faculty cope with the pressures associated with becoming parents, the requirements for new parent tenure and appointment clock extensions have been relaxed. A faculty member who becomes a parent by birth or adoption no longer needs to certify on the request form that he or she will have “substantial and sustained” child care responsibilities. The requirements that the extension request must be made within 12 months of the birth of the child and that adopted children must be under the age of five also have been eliminated. Requests should still be made prior to the beginning of the faculty member’s final year of tenure accruing service. For non-tenure line and Medical Center Line faculty, requests should be made prior to the beginning of the final year of the faculty member’s appointment. This change in policy has been included in Chapter Two of the Faculty Handbook, found on-line at


The new parent extension approval process also has been revised to direct the faculty member’s requests to the Department Chairs and then the Dean’s Office prior to submission to the Provost. To initiate the extension process, the faculty member must submit the form found at http://facultyhandbook.stanford.edu/f.html to his or her Department Chair or to the School Dean’s Office for Schools without departments. The School will then advise the Provost’s Office through the submission of a Recommendation for Amendment of Professorial Appointment form (Appendix C) and provide revised tenure clock and/or appointment clock calculations for the faculty member.”

In order to implement this new policy, OAA asks that paperwork be processed in the following order:

1. The faculty member completes the New Parent Extension form and submits it to the faculty affairs administrator.
2. The faculty affairs administrator dates (to indicate the date received from the faculty member) and reviews the form for completeness.
3. The faculty affairs administrator completes the Recommendation for Amendment of Professorial Appointment form (the “blue form”).
4. The “blue form” is signed and dated by the department chair.
5. The New Parent Extension form and the “blue form” are submitted to the Office of Academic Affairs. Forms for assistant professors should be submitted to Rebecca Robinson and forms for associate and full professor should be submitted to Craig Spencer.
October Tutorial on Appointment/Tenure Clock Extensions

During October, OAA staff will offer a tutorial on faculty Appointment/Tenure Clock extensions. The tutorial will cover the distinctions for terms of appointment in the University Tenure Line, the Non-Tenure Line and the Medical Center Line, along with the various circumstances under which the clock may be stopped and the appointment extended, including the New Parent Extension, leaves without salary, and other special circumstances.

There will be two sessions of the tutorial held on:

- Wednesday, October 17, from 10:00 to 11:00 a.m., in MSOB 169
- Monday, October 29, from 2:00 to 3:00 p.m., in MSOB 181

Please register by emailing Academic Affairs and indicating which session you would like to attend. We will confirm the date and time of your session by return email.

November Tutorial on the Allocation and Management of Billets

During November, OAA staff will offer a tutorial on the allocation and management of billets. The tutorial will cover issues surrounding the billet cap and position management within the School and at the University, as well as information about how billets are assigned to departments and how and when they return to the Dean’s Reserve. We will also cover how and when to request incremental positions, what to do when faculty members depart, and billet sources for waivers and searches.

There will be two sessions of the tutorial held on:

- Tuesday, November 6, from 1:30 to 2:30 p.m. in MSOB 169
- Tuesday, November 13, from 1:30 to 2:30 p.m. in MSOB 181

Please register by emailing Academic Affairs and indicating which session you would like to attend. We will confirm the date and time of your session by return email.

Benefits Office Faculty Liaison Position Created for Retiring and Recalled Faculty

The Benefits Office has announced the designation of Agnes Miller as Faculty Liaison for Retiring and Recalled Faculty. Details are provided in the following announcement:

Background

Retired faculty members are occasionally recalled to active status in a benefits eligible position. To ensure benefits are provided without interruption, transitions
of this nature involve many parts of the University working together in a very
time sensitive manner.

If there is a breakdown in any area, such as an error or delay in a department
processing the change in status, the faculty member’s benefits are disrupted.

New Faculty Liaison Position

To help avoid these disruptions and provide guidance in the event of disruption,
the Benefits Department has created a faculty liaison position. This position was
created to support you when you have a faculty member who is retiring or has
retired and returning to an active benefits eligible position. This position will be
responsible for providing:

- an explanation of the required procedures and timetable for benefit
changes;
- assistance with Benefits Service Center transactions; and
- additional resources and referrals as necessary.

Please have any faculty member who is retiring and or being recalled contact
Agnes Miller, the Benefits Faculty Liaison, through the Stanford Benefits line at
(650) 736-2985, press Option 7. We trust this additional resource will make
faculty career transitions easier and more seamless.

Note: We encourage FAOs and others who assist in the administration of faculty
member retirements or recalls to continue advising the Benefits Department of
these events through existing procedures (e.g. BenBin).

As a separate but related issue, faculty members contemplating retirement are encouraged
to contact Emily Chow in the Provost’s Office to determine their eligibility for official
University Retiree status, the “Emeritus/Emerita” title, and the Faculty Retirement
Incentive Program (FRIP).

Call for Nominations: 2008 Faculty Fellows Program

We would appreciate your help in spreading the word about the nominating process for
the 2008 Faculty Fellows Program as outlined below:

Dr. Hannah Valantine, Senior Associate Dean of the Office of Diversity and Leadership,
has announced the launch of the 2008 School of Medicine Faculty Fellows Program.
Now commencing its third year, this extraordinarily successful program will welcome a
select group of Assistant and Associate Professors as Faculty Fellows for the 2007-08
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.
During the year-long program, Fellows will attend a monthly dinner with key University leaders such as President John Hennessey and Dean Philip Pizzo. Fellows will engage in discussion with these individuals about leadership philosophy, strategy and style—“Personal Leadership Lessons”. Fellows will interact in discussion with colleagues and explore their own ideas on how to address leadership challenges as their careers develop. On a monthly basis they will also meet in small groups with a senior Professor, who will be their mentor. They will be guided in a Development Planning process to engage with their own division chiefs or department chairs in crafting and executing a personal career development plan.

We invite all Department Chairs or Chiefs to submit nominations. If you are interested in being nominated for this opportunity, ask your Department Chair or Chief or Dr. Hannah Valantine to nominate you.

Nominees should be assistant or associate professors who have demonstrated interest in and potential for leadership roles in the School of Medicine. They should be respected by their colleagues and should 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 should be interested in taking on leadership roles in the future. Fellows are expected to attend all dinner meetings and mentoring group meetings.

You may obtain a nomination form by contacting Jennifer Scanlin or at 5-0052.

Nominations are due by November 21, 2007. The new Fellows class will be announced in January, 2008 and will begin meeting in February.

**Reminder: Deadline Approaching for October Review of Assistant Professor Files**

This is a gentle reminder that in order to be considered at the October meeting of the Associate Deans Review Committee, assistant professor appointments and reappointments long forms must be submitted to Rebecca Robinson by Wednesday, October 10th.

**Upcoming Activities and Deadlines**

For other upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the [July Communiqué](#).
Provost’s Office Issues Revisions to Handbook, Appointment and Promotion Forms

What's New in the Faculty Handbook?

Chapter One has been updated with current statistics and factual references.

Chapter Two includes the revisions summarized below:

- The Statement of Policy on Appointment and Tenure has been moved to Chapter Four.
- New sections have been created to clarify existing policies and practices relating to appointments, terms, tenure and tenure clock calculations. A chart has been added as a reference tool for the Tenure Line tenure clock and appointment clock calculations.
- Sections regarding the Non-Tenure Line, Medical Center Line and Senior Fellows have been reorganized and new subsections have been drafted to parallel the Tenure Line discussions, as appropriate.
- The new parent extension policy and procedure have changed. (The changes were described in the October 2007 Communiqué and discussed at the October 2007 tutorial.)
• Provisions regarding multidisciplinary appointments, affirmative action and mentoring have been added based on previously promulgated policies.

Chapter Three has been reorganized with headings. The discussion of sabbatical accrual has been clarified. Chapter Three also includes clarifications triggered by inquiries and additions to align the discussions with the University’s benefits plans.

Chapter Four now contains the Statement of Policy on Appointment and Tenure and the section headings have been renumbered.

What’s New in the Appointment and Promotion Forms?

The cover page now provides an outline of the form.

For Forms B1 and B5, search instructions have been moved from the cover sheet to Section 2.

Instructions to identify part-time and/or coterminous appointment now appear on the face sheet.

The following Advisory Board requests for additional information or clarification have been added:

• CV: separate peer reviewed works from non-peer reviewed works
• CV: identify dates of Stanford faculty appointments
• Referees: identify those who submitted letters, those who declined to write, and those who did not respond
• Students/Trainees: include a list of graduate students and trainees, indicating which are current and which are former students/trainees, and sample letter soliciting student/trainee evaluations.

The Candidate’s Statement appointment form exceptions for Forms B1 and B5, described in the May 2007 Communiqué, are now incorporated into the forms themselves. Candidates for new appointments to the professoriate should be encouraged but not required to submit the Candidate’s Statement. In the event that the chair elects not request such a statement, a thorough description of the candidate’s scholarly, teaching and other activities are required.
A reminder to submit Faculty Incentive Fund\(^1\) requests at the time of submitting the appointment form has been included.

The University’s instructions for gathering evidence – referee letters, student letters and teaching and clinical evaluations – are now organized into a separate chart for each type of action (ex. “Appointment of Assistant Professor”). However, the evidentiary requirements (numbers of letters, etc.) have not changed; the School of Medicine’s evidence tables remain in effect.

The referee letter section now includes a reminder that the solicitation letter should include the criteria for the appointment and the intended role of the faculty member.

The sections following the evidentiary instructions have been renumbered.

Appendix B now contains additional versions of Forms B1-B5 that already have the blue instructions removed for ease of use by Faculty Affairs staff in preparing the long forms.  Please note that faculty should only be referred to the version with the blue text instructions which includes the criteria for the action.

Appendix C, Recommendations for Amendment of Professorial Appointment, has been revised to add options for reappointment for specific reasons: New Parent Extension, Leave Without Salary, and “other reasons” which include extensions for administrative reasons. This form was the subject of the October 2007 tutorial.

New Quarterly Reports Requested on Faculty Departures, Declined Offers, Awards

The Office of Academic Affairs is launching a new process that will capture and report on a quarterly basis:

- transitions from the faculty, including resignations, retirements, transitions to Clinician/Educator, and deaths of active faculty and emeriti faculty
- external awards and honors received by members of the Professoriate (i.e., faculty in the University Tenure Line, Non-Tenure Line and Medical Center Line) in recognition of their professional contributions, and
- offers that are extended to and declined by prospective faculty members.

This information will satisfy the Provost’s request for the systematic collection and reporting of these data and inform the Dean’s Office.

\(^{1}\) The Faculty Incentive Fund helps make it possible for departments and schools to make incremental appointments of qualified individuals who would bring diversity to the faculty. Building on Excellence: Guide to Recruiting and Retaining and Excellent and Diverse Faculty at Stanford University, p10.
**Reporting Format**

Information should be reported on the Faculty Declined Offers, Transitions, Awards and Honors form. In addition submitting this form to the Dean’s Office, departments are also required to provide documentation pertaining to transitions from the faculty, e.g., resignation letters.

**Reporting Schedule**

Information should be collected on a quarterly basis and reported by the following deadlines:

- **Autumn Quarter (October, November, December)**
  Deadline: December 31

- **Winter Quarter (January, February, March)**
  Deadline: March 31

- **Spring Quarter (April, May, June)**
  Deadline: June 30

- **Summer Quarter (July, August, September)**
  Deadline: September 30

All deadlines are included in OAA’s online calendar (see the July Communiqué for access instructions).

**Reporting Process**

By the deadline, reports should be sent by electronic mail to the Office of Academic Affairs.

Questions should be directed to Judith Cain.

**New Process for Posting Faculty Vacancy Announcements**

Effective November 1, 2007, all faculty vacancy announcements are to be posted directly to the NorCalHERC webpage; it is no longer necessary to also post faculty positions on Trovix. Human Resources Information Systems will post to NorCalHERC all vacancy announcement entered in Trovix through October 31, 2007. Departments are asked to follow the published instructions to post, edit, and close a faculty vacancy advertisement thereafter. Training is available; contact Rosemary Bracy.
November Tutorial on the Allocation and Management of Billets

OAA staff will offer two Tutorials in November on the allocation and management of billets. The Tutorials will cover issues surrounding the billet cap and position management within the School and at the University, as well as information about how billets are assigned to departments and when they return to the Dean’s Reserve. We will also cover how and when to request incremental positions, what to do when faculty members depart, and billet sources for waivers and searches.

The Tutorials will be held on:

Tuesday, November 6, from 1:30 to 2:30 p.m. in MSOB 169
Tuesday, November 13, from 1:30 to 2:30 p.m. in MSOB 181

Please register by emailing Academic Affairs and indicating which session you would like to attend. We will confirm the date and time of your session by return email.

October Tutorial Background Materials Posted

Materials from the October Tutorial on appointment/tenure clock extensions have been posted on the OAA website.

It is an expectation of the University that departments and schools will accurately track and calculate the progress of individual faculty members toward promotion and/or tenure decision deadlines (please see the presentation materials for important details about these deadlines). A sample spreadsheet, developed by the University, is available for your use in tracking this information.

The process for requesting New Parent Extensions has been revised by the University. Please see the October Communique and the presentation materials for information regarding this change in practice.

Call for Agenda Items for the December 18th FAAN Meeting

The next meeting of the Faculty Affairs Administrators Network (FAAN) will be held on Tuesday, December 18th, from 1:30 to 3:00 p.m. (location TBA). So that we may be responsive to your interests and/or concerns, please submit your suggestions for agenda items to Academic Affairs by November 30th.

Workshop Held on Criteria and Process for Reappointments and Promotions

Under the sponsorship of the Office of Diversity and Leadership, the Office of Academic Affairs held a workshop on October 24 entitled “Reappointments and Promotions: Criteria and Steps in the Review Process.” An audience of assistant and associate
professors in all faculty lines heard presentations by Dr. David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs, Dr. Lucy Tompkins, Associate Dean for Academic Affairs, Dr. Maurice Druzin, Associate Dean for Academic Affairs, and Dr. Linda Boxer, Chair of the Appointments and Promotions Committee. The presentations were followed by an interactive question-and-answer session. The PowerPoint presentation and/or handouts are available through Judith Cain.

**Reminder: Deadline Approaching for November Review of Assistant Professor Files**

This is a reminder that in order to be considered at the November meeting of the Associate Deans Review Committee, final copies of assistant professor appointment and reappointment long forms must be submitted to Rebecca Robinson by Wednesday, November 7th.

**Upcoming Activities and Deadlines**

For other upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July Communiqué.
OFFICE OF ACADEMIC AFFAIRS
SCHOOL OF MEDICINE

COMMUNIQUÉ
December 2007

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OAA Staffing Reorganization

The primary mission of the Office of Academic Affairs is to manage all actions associated with the Professoriate (Medical Center Line, University Tenure Line, Non-Tenure Line), the Clinician/Educator Line, the Adjunct Clinical Faculty Line, and Other Teaching Titles (acting, consulting and visiting faculty; lecturers and senior lecturers; and visiting scholars). Last year, these actions totaled over 1,300. While this represents our core mission, OAA staff are also involved in working with the Vice Dean to implement recommendations coming out of various task forces (e.g., Appointments and Promotions, Faculty Searches, MCL Issues, Clinical Excellence, Child Care) and to use the work of these groups as an impetus to think creatively about other improvements and innovations across the spectrum of academic affairs.

One area of our expanded focus will be issues surrounding junior faculty. In order to align staffing with this important programmatic need, Rebecca Robinson will be assuming increased responsibilities in this area. In addition to managing all assistant professor appointments and reappointments and overseeing other issues related to junior faculty (e.g., annual counseling), she will be working closely with Associate Dean Lucy Tompkins to redesign and launch the Junior Faculty Mentoring Program.

Another area in which we will be increasing concentration is the management, reporting and analysis of data. With Rebecca’s portfolio now focusing primarily on junior faculty issues, responsibility for billet and data management has been shifted to Kathleen Warmoth, who has a strong background in statistical reporting and analysis. Kathleen will retain responsibility for the Clinician/Educator line and for Instructors.

As part of this reorganization, Rebecca will assume responsibility for sabbaticals and other leaves and for managing the process for appointing acting faculty, visiting and
consulting faculty, visiting scholars, lecturers and senior lecturers, and emeriti faculty recalled to active duty. All of these duties were previously assigned to Kathleen.

These changes are effective immediately. Please refer to the OAA Staff Directory for an-up-to-date listing of responsibilities within the group.

I would like to take this opportunity to thank Rebecca and Kathleen for taking on these expanded or new responsibilities, which will support initiatives of importance to our office and to the School as a whole.

Judith Cain, Assistant Dean

OAA to Move into New Space

As you likely know, during the month of December several Dean’s Office administrative groups will be moving from the Medical School Office Building to Stanford Menlo Park. As a result, the Office of Academic Affairs will be moving some of its offices to the suite of spaces now occupied by the Human Resources Group. Effective on or around December 12th, our new room assignments will be:

    David Stevenson, X131
    Judith Cain, X127
    Lisa Joo, XC037
    Rebecca Robinson, X145
    Ellie Saeidi, XC035
    Craig Spencer, X143
    Jane Volk-Brew, X183A
    Kathleen Warmoth, XC039
    Ellen Waxman, X129
    OAA Associate Deans, X139

All phone numbers will remain the same, although there may be some disruption of service on December 12th. We look forward to welcoming you to our new and expanded corner of MSOB.

Tutorial to be Held on Streamlining the Flow of Paperwork to OAA and Finance

Over the last few months, discussions have been held between staff members in the Offices of Academic Affairs and Finance regarding ways to streamline the flow of paperwork that each group needs in order to process searches, reappointments and promotions, offers and other transactions. These discussions were precipitated by the upcoming move of Finance from MSOB to Stanford Menlo Park.
As a result of these discussions, flow charts have been developed that will guide departments in channeling information to OAA and Finance for processing. The primary change is that any actions concerning salaries or funding will now be sent directly to Finance rather than coordinated through OAA.

These flow charts, in draft form, are accessible on the OAA website. Tutorials conducted by Kathleen Warmoth and Nancy Winningham will be held in January to walk you through the changes. The Tutorials will be held on:

Tuesday, January 15, from 9:30 to 11:00 a.m. in MSOB 169

Wednesday, January 16, from 2:00 to 3:30 p.m. in MSOB 169

We strongly encourage you to register for one of these sessions by emailing Academic Affairs. Please be sure to indicate which session you will be attending.

Professorial New Appointment Process Time Line

As you will recall, last year the Office of Academic Affairs developed time lines to guide processes associated with professorial reappointments and promotions as well as with professorial searches. A similar time line is now being offered on the process for new appointments.

In keeping with a recommendation from the Appointments and Promotions Task Force, the goal is to have the faculty member fully appointed within six months of the conclusion of the search. We believe that this is a realistic goal, particularly with junior faculty files, and we urge departments to follow this time line in order to meet that benchmark. Some departments have had success in soliciting the entire complement of external letters in the pre-offer recruitment phase, thereby significantly accelerating assembly and review of the long form and reducing the need for an interim appointment. We encourage departments to use this method, whenever possible.

Important Updates on Other Teaching Titles

The Bechtel Center is now requiring thirty days advanced notice for all J1 and H1B visa requests. In order to avoid delays in the issuing of the candidate’s DS-2019, please submit all Visiting Faculty and Visiting Scholar appointment and reappointment packets to OAA sixty days prior to their start date. For more information on this change of policy, please access the Bechtel website.

The Visiting/Consulting with Salary checklist has been updated on the OAA website to include the requirement of an offer letter. In addition, the Instructor draft offer letter has been updated to include a trial period. Please download the latest version of these documents at: http://med.stanford.edu/academicaffairs/handbook/chapt5.html
OAA to Host FAAN Holiday Reception on December 18th

In lieu of the regular meeting of the Faculty Affairs Administrators Network, the Office of Academic Affairs cordially invites you to attend a festive reception in celebration of the Holiday Season. Please join us from 1:30 to 3:00 p.m. on Tuesday, December 18th, in MSOB x181, which is in the center of our new office space. RSVPs should be emailed to Academic Affairs by Friday, December 14th.

Autumn Quarterly Report Due Soon

As detailed in the November Communiqué, the autumn quarter report on faculty departures, declined offers and awards is due soon. If possible, please forward your report to us before the holiday break or, at the latest, on January 3rd. An Excel template of the Faculty Transitions and Awards Quarterly Report Form is available on the OAA website under FAA Tools – Instructions and Checklists. Many thanks for your cooperation.

Upcoming Activities and Deadlines

For other upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July Communiqué.