OAA Planning Retreat Held
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January Tutorial on Streamlining the Flow of Paperwork to OAA and Finance
Important Reminders about Clinician/Educator Actions
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Revisions to ACF Guidelines
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OAA Planning Retreat Held

On December 17th, the Office of Academic Affairs held a half-day planning retreat to discuss high-priority initiatives for the 2007-08 academic year. Led by Vice Dean David Stevenson and attended by OAA staff members, participants also included Linda Boxer, Medicine and Chair of the Appointments and Promotions Committee; Maurice Druzin, Obstetrics and Associate Dean for Academic Affairs; Stephen Galli, Chair of the Department of Pathology; Julie Moseley, Human Resources Group; David O’Brien, Institutional Planning; Stephen Smith, Molecular and Cellular Physiology and Member of the Assistant Professors Review Committee; Lucy Tompkins, Medicine and Associate Dean for Academic Affairs; Hannah Valantine, Medicine and Senior Associate Dean for Diversity and Leadership; and Sherry Wren, Surgery and Member of the Task Force on Clinical Excellence.

Since many of the initiatives are at a formative stage, input from this group was both timely and valuable. Discussion centered on the following four areas:

Evaluation of Clinical Excellence – Convened in November, the Task Force on Clinical Excellence has been charged with recommending a consistent way of determining excellence in clinical care to inform the appointments and promotions review process, with uniform and fair application across cases and across departments. Led by Dr. William Benitz (Pediatrics), the Task Force is expected to present its recommendations to the Dean during the Spring Quarter of 2008.

Examination of Clinician/Educator Criteria and Guidelines – The C/E Appointments and Promotions Committee has been charged with revision of the criteria and guidelines for appointments, reappointments and promotions in the Clinician/Educator line so that they are more parallel with lines in the Professoriate. Led by Associate Dean Maurice Druzin,
the Committee will issue its recommendations in the Spring Quarter of 2008.

Designing the Mentoring Program for Junior Faculty – Under the direction of Associate Dean Lucy Tompkins, the new Junior Faculty Mentoring Program will be designed to improve recruitment, retention, career advancement and career satisfaction and to build a sense of community among junior faculty and Clinician/Educators.

Evaluating Collaborative Research in the Appointments and Promotion Process – Dr. Sherry Wren (Surgery) is leading an effort to develop guidelines for ways in which collaborative research may be evaluated in an increasingly “team science” oriented environment.

Once developed, proposals in each of these areas will be discussed by the Senior Associate Deans and Executive Committee prior to implementation. Outcomes will be announced at quarterly meetings of the Faculty Affairs Administrators Network and/or carried in the Communiqué. In the meantime, questions may be directed to Craig Spencer (Task Force on Clinical Excellence); Kathleen Warmoth (Clinician/Educator Criteria and Guidelines); Rebecca Robinson (Mentoring Program for Junior Faculty); or Judith Cain (Collaborative Research).

New Billet Database under Development

In 2003 Stanford University placed a limit on the maximum number of professorial billets in the School of Medicine. Dean Pizzo noted in his June 9, 2003 newsletter, “this cap…will require careful governing and management in order to assure that we can achieve our missions in education, research, and clinical care.”

A provisional limit of 1149 billets (based on the number of filled and vacant billets as of 12/31/02) was announced early in 2003 and the Dean formed a task force to assess the impact of the billet cap and to make recommendations about how to proceed. The task force members assessed the distribution of billets in the school and among the professorial lines, the process by which billets are allocated, and the administrative systems that support billet management. A number of the task force’s recommendations were accepted and have been implemented, including:

- billets would become fungible among the faculty lines (tenure line, non-tenure line, and Medical Center Line);
- searches active as of October, 2003 would be permitted to conclude;
- recommit to a Dean’s billet reserve, to which turnover billets would return;
- revise the search authorization process and end the practice of rolling searches;
- sharpen the criteria to distinguish Medical Center Line appointments from Clinician/Educator appointments;
- apply demographic models to estimate faculty turnover; and
- refine academic and programmatic billet allocation decisions based on School priorities.

At the time, a recommendation to develop a billet database to replace the legacy MFASS system was considered, but the University’s PeopleSoft Human Resources Management System was thought sufficient to track and report the relevant information for managing the school’s billets. Over time it has become apparent that a new tool is needed to assist the school in managing faculty billets and provide a foundation on which to build a comprehensive faculty-centric management information system model for the Medical Center's planning, forecasting and budgeting needs.

In the autumn of 2003 the School of Medicine’s professorial “billet cap” was set at a maximum faculty size of 900. Recognizing the absence of a needed administrative tool, the Office of Academic Affairs, the Office of Institutional Planning, and the School of Medicine’s Information Resources and Technology group have been collaboratively developing a new system to capture and report information on the status of the School of Medicine’s faculty billets and commitments. The new School of Medicine faculty billet database, funded for initial development this year, will provide in a single system with distributed reporting capability:

- necessary and timely information enabling the Dean to respond to faculty billet requests;
- tools to manage the School’s billets and commitments within the limits imposed by the university; and
- comprehensive information regarding commitments to the School and department administrators.

Last month, a focus group was convened to provide feedback on the elements of the database. Judith Cain, Jane Volk-Brew and Kathleen Warmoth (Academic Affairs), David O’Brien and Jade Lin (Institutional Planning) and Linda McIntyre (IRT) sought input from departmental representatives Osman Akhtar (Medicine), Stephanie Edelman (Radiation Oncology, Urology), Jason Irwin (Otolaryngology), Cynthia Llanes (Pathology), Susie Mitchell (Microbiology and Immunology), Joanne Murphy (Cancer Center) and Charlotte Toksvig (Medicine). We thank them for their guidance with this project.

Over the next few weeks Kathleen Warmoth will be working with every department to assess occupied and committed billets and to obtain a status report on all active searches and recruitments. We thank you in advance for your cooperation on this task.

**January Tutorial on Streamlining the Flow of Paperwork to OAA and Finance**

As announced in the December Communiqué, the Offices of Academic Affairs and of Finance will conduct two Tutorials on proposed changes in the flow of paperwork that each group needs in order to process most efficiently searches, reappointments and promotions, offers and other transactions in light of Finance’s move to Stanford Menlo Park.
We strongly encourage all faculty affairs administrators to attend one of these Tutorials, which will be held on:

**Tuesday, January 15,** from **9:00 – 10:30 a.m.** in **MSOB 169** *(Please note time changes.)*

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

Register by contacting **Academic Affairs**; please be sure to indicate which session you will be attending.

**Important Reminders about Clinician/Educator and Instructor Actions**

We ask that you keep the following in mind when preparing Clinician/Educator appointments, reappointments, and promotions and Instructor appointment and reappointment actions:

- Prior to the submission of all appointment packets, please verify that the requested term length meets the minimum requirements for each rank:
  
  - Clinical Instructor, Clinical Instructor (A): 1 year
  - Clinical Assistant Professor, Clinical Assistant Professor (A): 3 years
  - Clinical Associate Professor, Clinical Associate Professor (A): 5 years
  - Clinical Professor: 5 years
  - Instructor and Instructor (A): 1 year

- Requests for less than the minimum term require approval prior to the submission of the appointment packet. The department chair’s memo accompanying the request must provide a compelling reason for the exception. Exceptions will be approved only in rare circumstances.

- All appointment, reappointment, and promotion packets for Clinician/Educators and Instructors must include the checklist when submitted to OAA for consideration. Packets submitted without the checklist will be returned to the department and a delay in processing the packet may ensue.

- The summer deadlines are approaching. All reappointments and promotions with start dates in July, August or September must be submitted to OAA sixty days prior to the appointment start date; the deadlines are as follows:

<table>
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<th>Effective Month:</th>
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<td>September</td>
<td>June 30</td>
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• When an action has been reviewed and approved for submission to the C/E Appointment and Promotion Committee, seven copies of the packet will be requested. The copies may be double sided. The candidate’s social security number and financial information (e.g., salary on the green form, draft offer letter; SOSS and business plan) must be omitted from all copies. Packets containing social security numbers and financial information will be returned to the department for omission and a processing delay may resultingly occur.

After the Office of Academic Affairs has received the requested copies, the file will be placed on the agenda for the next C/E Appointment and Promotion Committee meeting.

Questions should be directed to Kathleen Warmoth.

Revisions regarding Instructor Appointments

The academic title and classification of Instructor was established “in order to acknowledge individuals who demonstrate interest in and potential for a successful academic career in investigation, teaching, and clinical care (as applicable), and to aid in the transition from training to a path that may lead to a faculty career in academic medicine.”

Historically, term lengths for an Instructor position could not exceed three years unless a mentored award, such as a K08, was obtained and, if an award was obtained, the appointment was extended through the duration of the award. From now on, in keeping with the spirit of the purpose for which the Instructor line was established, the definition of a “mentored award” may include other funding sources so long as they are consistent with the Instructor’s career goals.

Also, please note that the draft offer letter template has been updated to include reference to a trial period.

Please review the new criteria in Chapter 5 of the School of Medicine’s Faculty Handbook and download the latest version of the draft offer letter.

Revisions to ACF Guidelines

We draw your attention to the following revisions that have been made to Chapter 6: Adjunct Clinical Faculty (ACF) of the School of Medicine’s Faculty Handbook:

6.2 General Principles for Appointment

Members of the ACF are expected to make a contribution to teaching or other academic activities approximately equivalent to 100 hours per year. In addition, ACF members will be evaluated for their constructive and positive contribution to the academic and clinical enterprise, and for their compliance
with applicable professional, ethical, University, School and Stanford University Medical Center rules and policies. Among those rules and policies is the following: an adjunct clinical faculty member who, in connection with the performance of his or her duties as such, develops intellectual property through activities involving Stanford personnel (including students, faculty, or staff) or using Stanford resources, should disclose the invention to Stanford; depending upon the particular circumstances, Stanford may have an ownership interest in the technology.

…

6.31 Emeritus or Emerita Status

Emeritus or Emerita status is subject to termination under Section 6.29 above.

Any questions regarding these revisions should be directed to Lisa Joo.

Transitions

We send congratulations to Brian David, Director of Finance and Administration in the Department of Surgery, on his new appointment as Director of Business Process Improvement at the College of Physicians and Surgeons at Columbia University. Brian’s last day at Stanford will be February 8th.

We also extend congratulations to Charlotte Toksvig, Faculty Affairs Specialist in the Department of Medicine, who has accepted a position as Senior Faculty Affairs Specialist in the School of Engineering. She will be splitting her time between Medicine and Engineering through the end of the month and will move to Engineering full time in February.

The Office of Academic Affairs expresses its collective thanks and appreciation to Brian and Charlotte for the energy, ideas, diligence and good humor they brought to their positions. It has been a genuine pleasure working with them, and we send best wishes for much success as they take up their new responsibilities.

Upcoming Activities and Deadlines

For other upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July Communiqué.
Annual Counseling Documentation
Best Practice: Counseling Letters for Reappointments in the University Tenure Line
OAA/Finance Process Maps Finalized
Submission of Signed Offer Letters with Long Forms
Faculty Retirement Process
FAST|FAC Update
Faculty Appointment Tracking System Retired
Visiting Scholars/Faculty: New Deadlines for Candidates with Visas
Transitions
Upcoming Activities and Deadlines

Annual Counseling Documentation

On February 5, 2008, 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, 2007, and before August 31, 2008. Suggested Practices for Annual Counseling are available on the Office of Academic Affairs website.
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, 2008.

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.

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.

Best Practice: Counseling Letters for Reappointments in the University Tenure Line

The Provost’s Office has suggested that the following language be included in counseling letters for assistant professor reappointments in the University Tenure Line:

Going forward from here, please bear in mind that at the time of your tenure review, referees will be asked whether your scholarship clearly reveals that you are not only among the best scholar in your cohort in a broadly defined field, but that you are also likely to become one of the very best in the field. In short, their judgments will be both comparative and predictive. For this and other reasons, please understand that the advice offered in this letter is not a prescription for achieving promotion. Rather the advice here is my best judgment of things to work on based on the reappointment review, to be accepted or rejected as you see fit. It bears emphasizing that the ultimate responsibility for career trajectory and success lies with each faculty member herself or himself. At the same time, please do take advantage of the mentoring capabilities of senior faculty in the department. We stand ready to help you in whatever way we can.

We encourage departments to consider the use of this language as the concluding paragraph in UTL counseling memos. It has been incorporated into the sample counseling letter, which is included on the OAA website.
OAA/Finance Process Maps Finalized

Many thanks to all of you (some 25 strong) who participated in the January Tutorials on “Streamlining the Flow of Paperwork to OAA and Finance.” We are pleased to announce that the process maps are now final and available on the OAA website for reference and immediate use.

Nancy Winningham has requested that for all electronic submissions please put “OAA” followed by the type of action and the name of the candidate in the subject line (IE: OAA: Clinician Educator Change in FTE for Dr John Do; OAA: Offer Letter for Jane Smith)

New Process: Submission of Signed Offer Letters with Long Forms

Effective immediately, when you submit the first draft of a faculty appointment long form to OAA, please include a copy of the final offer letter, signed by the candidate. This is to ensure that OAA and Faculty Compensation have a record of the official offer, which has often been important later in the appointment term.

Please note that the long form will not be reviewed unless it is accompanied by the offer letter. Many thanks for your attention to this change.

Faculty Retirement Process

The Provost's Office and Benefits have created several documents to clarify the faculty retirement process. These include:

- a Checklist for Retirement for use by faculty considering retirement;
- a Notice of Intention to Retire and Application to Participate in the Faculty Retirement Incentive Program (FRIP) to be used by faculty members once they have decided to retire;
- an updated FRIP plan description with minor adjustments to the process; and
- a description of the faculty retirement process that explains the steps that faculty members considering retirement should take and the process to be followed by departmental, school, and university staff processing faculty retirements.

These documents have been posted on the OAA website under the new Faculty Retirement link. In the near future, OAA will sponsor a Tutorial on issues relating to faculty retirement. More information will be included in the March Communiqué.
Visiting Scholars/Faculty: New Deadlines for Candidates with Visas

When appointing a Visiting Scholar or Visiting Faculty member who needs a J-1 visa, please be sure to submit the application (and the J-1 on-line application) at least two months before the start date requested. This is a change that has been requested by the Bechtel International Center. They inform us that candidates need 4-6 weeks after the appointment has been approved to obtain their visas. If you add 2-4 weeks to this for our office’s processing time, we need the applications 8 weeks ahead of the proposed start date.

Please note that if the visa is approved more quickly than expected, candidates are allowed to enter the country up to 30 days before the start date on their appointment and visa; for example, if you request a March 1 start date, once the visa is approved, the candidate may enter the U.S. as early as February 1, if desired.

Late applications will have their start dates adjusted as needed to provide the necessary 4-6 weeks’ lead time for visa processing; you’ll be notified by OAA if this occurs.

FAST|FAC Update

You as may recall, FAST|FAC became available to departments and OAA providing faculty rosters and individual person history in May, 2007. The link for authorized users to log on to the system is available at http://med.stanford.edu/academicaffairs/fastfac/. If you believe you are an authorized user and are unable to access the system, please contact academic_affairs@stanford.edu. Please notify that email address as well to report problems with the data provided.

The FAST|FAC development team is currently conducting quality assurance and usability testing on departmental FAA and OAA functionality to manage and collect the necessary information for professorial reappointments and promotions. Initial implementation of Forms B2, B3 and B4 will occur at the conclusion of this testing, with departments having reappointment and promotion actions starting March 1 anticipated as the first users. Additional users will receive training and begin to use the system for reappointments and promotions as those actions commence. A demonstration of FAST|FAC will be offered at the March FAAN meeting and at an upcoming DFA meeting.

The FAST|FAC team also has Forms B1 and B5 for new appointments, compiling the digital long form, an OAA user interface, and reporting capabilities under development. Future development, depending on funding, may address the Amendment of Professorial Appointment form, an on-line application process for open faculty positions and on-line curriculum vitae management for faculty.
The Faculty Appointment Tracking System Retired

In 2002 the Office of Academic Affairs developed the Faculty Appointment Tracking System to provide information regarding the status of faculty actions department chairs and administrative staff. This information will soon be available via FAST|FAC and the new faculty billet database. Consequently, the Faculty Appointment Tracking System has been retired and is no longer available from OAA’s web site. Our thanks go to Linda McLaughlin who developed the Faculty Appointment Tracking System and to the IRT staff who provided web support for the system for many years.

Transitions

Andrew Kloak, a member of the faculty affairs office in the Department of Radiology, has accepted a position as a faculty affairs administrator and assistant to Dr. Gary Steinberg in the Department of Neurosurgery. We send congratulations and best wishes to Andrew on his promotion.

Upcoming Activities and Deadlines

For upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July Communiqué.
Agenda for March 18th FAAN Meeting

March Tutorial Scheduled on Visiting Scholars, Visiting Faculty
The Collection of Faculty Applicant Self-Identification Information
Sample Confidentiality Statements
Report Issued on Adjunct Clinical Faculty
Reporting Accepted and Declined Offers
Deadline Alert for Winter Quarterly Report on Faculty Departures, Declined Offers, Awards
A Note Regarding Offer Letters
Nancy Winningham’s MSOB Schedule

Upcoming Activities and Deadlines

**Agenda for March 18th FAAN Meeting**

The winter quarter meeting of the Faculty Affairs Administrators Network will take place on Tuesday, March 18, from 1:30 to 3:00 p.m. in CCSR 4205. The agenda will be:

1. Review of the Faculty Retirement Process with Megan Pierson, Associate Provost for Faculty Affairs; Charles Lee, Manager, Health and Welfare, Benefits Office; Barbara Miller, Analyst, Retirement Savings Group, Benefits Office

2. FAST|FAC, Phase 1.0 release: Professorial Reappointments and Promotions, Forms B2, B3 and B4 with Jane Volk-Brew, OAA

3. Announcements

**March Tutorial Scheduled on Visiting Scholars, Visiting and Consulting Faculty**

OAA will present a Tutorial on Visiting Scholars and Visiting and Consulting Faculty on the following dates:

- Wednesday, March 12, 10:00 to 11:00 a.m., MSOB 181
- Tuesday, March 25, 10:00 to 11:00 a.m., MSOB 181
The discussion will be led by Rebecca Robinson, OAA; Lynn Kroner and Brian Groves, Bechtel International Center. Come and learn, or be reminded of, the differences between Visiting Scholars, Visiting Faculty, and Consulting Faculty. Anyone who has had a faculty member ask them to get a title for a visitor to Stanford should attend. New requirements for visitors with visas, new funding requirements, and new ways to apply rank and line will be discussed. Feel free to bring questions or example cases to discuss.

Please register by contacting Academic Affairs; please be sure to indicate which session you will be attending.

The Collection of Faculty Applicant Self-Identification Information

The Provost’s Office has implemented a new process for the collection of faculty applicant self-identification information.

*Background:* Regulations implemented by the U.S. Department of Labor require all federal contractors annually to collect and analyze data regarding the gender, race and ethnic background of applicants for employment. Although Stanford has complied with these regulations, it has been determined that the process traditionally used to collect data on faculty applicants can be made more thorough and accurate. In addition, Stanford recently has agreed with the Department of Labor to submit a report reflecting our faculty applicant activity for searches that are initiated (and then completed) during academic year 2007-08, and everyone wants to be sure that these data are as accurate as they can be.

In December, the Provost’s Office began sending emails to all faculty applicants in current faculty search processes explaining that we are required to request information and to submit a report on the gender and ethnic makeup of our applicant pool. Applicants were asked to log into a website and answer two self-identification questions. It was predicted that this would take them only a minute or two. There were seven faculty searches launched in the School of Medicine during this time period (September 1 to December 7, 2007), and faculty affairs administrators in those departments provided the Provost’s Office with the necessary applicant contact information.

*The Process Going Forward:* We have already been in touch with the seven departments referenced above with the request that they continue to provide applicant contact information to the Provost’s Office until the search has been closed. We are now asking departments with searches that have been authorized after December 7th to follow these instructions as soon as the closing date for receipt of applications has passed:

1. Please provide a complete list of the names and email addresses of all individuals who have applied for faculty positions in your department.
For joint searches, the primary school or department should provide the name and email contact information.

2. Each search must be submitted on a separate Excel spreadsheet to facilitate the data conversion process. An applicant reporting form is available on the OAA “FAA Tools” web page under “Search Process”.

3. The Provost’s Office will enter into the system the information you provide on the form.

4. It is vital that the email address be correct for this system to work so please take extra care in entering this piece of data.

5. Because we need a response from as many candidates as possible and because it is unlikely that a candidate who has been informed that he or she has been eliminated from consideration for an appointment will readily respond to our inquiry, please delay any notification of any negative search decisions until the Provost’s Office has completed this “follow-up” process.

6. The spreadsheets for individual searches should be sent to Valerie Meeks in the Provost’s Office.

Please discontinue use of the Faculty Applicant Information Form process or any comparable component of an on-line application form that may be used by some departments. Questions regarding any of these instructions should be directed to Valerie Meeks.

The Office of Academic Affairs is developing mechanisms that will ease the administrative burden associated with this process, and we will be making an announcement on these pages in the near future. In the meantime, many thanks for your cooperation.

Sample Confidentiality Statements

The Provost’s Office has issued two statements on confidentiality that departments may use in matters pertaining to appointments, reappointments and promotions.

The following statement may be included in letters to candidates notifying them of the commencement of the reappointment and/or promotion review process:

“The entire review process for [reappointment/promotion] is strictly confidential. The University takes extensive measures to protect the privacy of candidates by preserving the confidentiality of the information it receives about them. The University also expects that candidates will similarly respect the confidentiality of the process. Accordingly, please do not request or seek to discover confidential information from those involved in the review process, either while the process is underway or after it has concluded. If you have any questions about the process, its
timing, or its eventual outcome it is best to discuss them with [the department chair/me].”

The following statement may be read at the department meeting and/or posted on the file made available for review by the department:

“The entire appointment, reappointment, or promotion proceedings during which specific candidates are discussed are to be held in strict confidence by all participants. The University takes extensive measures to protect the privacy of the candidate by preserving the confidentiality of the information it receives regarding the candidate. Similarly, it is Stanford’s policy to protect vigorously the sources of information and evaluations used in these proceedings. The opinions expressed by the school or department faculty or by internal or external referees shall not be discussed with the candidate or with other parties. The Dean or the Chair of the department (or his or her designee) shall convey whatever information needs to be transmitted to the candidate. A breach of confidence by a participant in an appointment, reappointment, or promotion case is a serious breach of professional ethics and may subject the individual to discipline.”

Report Issued on Adjunct Clinical Faculty

Under the leadership of its chair, Dr. Mary Ann Norfleet (Psychiatry and Behavioral Sciences), the Adjunct Clinical Faculty (ACF) Appointments and Promotions Committee has issued a five-year report on the ACF line. The committee’s report is available on the OAA website, and we urge those of you with ACF faculty to take the time to read this informative document.

Reporting Accepted and Declined Offers

In order for OAA to collect, track and manage data relating to faculty searches, it is important for us to have up-to-date information on the status of offer letters. Effective immediately, please let Kathleen Warmoth know as soon as one of your candidates accepts or declines a written offer. As indicated below, we are also requesting that this information be reported on a quarterly basis, but it is important for us to know about acceptances or declinations of written offers as soon as they occur. Many thanks for your cooperation.
Deadline Alert for Winter Quarterly Report on Faculty Departures, Declined Offers, and Awards

As outlined in the November Communiqué, OAA is requesting the following information on a quarterly basis:

1. transitions from the faculty, including resignations, retirements, transitions to Clinician/Educator, and deaths of active faculty and emeriti faculty;

2. offers that are extended to and declined by prospective faculty members; and

3. external recognition 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.

An Excel template for reporting this information is available on the OAA “FAA Tools” web page under the “Other” category. March 31st is the deadline for receipt of the Winter Quarter Report (covering the months of January, February and March). Please send your report by email to the Office of Academic Affairs. Questions should be directed to Judith Cain.

A Note Regarding Offer Letters

In accordance with the newly issued process maps for OAA/Finance transactions, please note that:

- all offer letters must be submitted electronically; hard copies will no longer be accepted; and

- it is no longer necessary to copy OAA on issues that relate strictly to financial details of the offer.

And, as announced in the February Communiqué, please remember that final offer letters, signed by the candidate, must be included when you submit the first draft of a faculty appointment long form.
**Nancy Winningham’s MSOB Schedule**

We are pleased that Nancy Winningham, Faculty Compensation Manager, will be holding office hours here in the OAA suite (MSOB 139) during the following times:

- Mondays, 1:00 to 4:00 p.m.
- Wednesdays, 2:30 to 4:30 p.m.
- Fridays, 7:30 to 11:00 a.m.

To schedule an on-site appointment, please contact Nancy via email or by telephone at 3-1425.

**Upcoming Activities and Deadlines**

For upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the *July Communiqué*. 
FAST|FAC Release 1.0
CV Annotation Recommended for Candidates with Predominantly Collaborative Scholarship
Process Revised for Reporting Animal Care Needs Associated with Searches
Viewing Upcoming ACF Actions in Fast/Fac
The Importance of Faculty Email Addresses
Accessing Up-to-Date Templates and Documents
Dual Career Placements
ODL Skills Building Workshop
Upcoming Activities and Deadlines

FAST|FAC Release 1.0

In March 2008 departmental users began to use FAST|FAC to assemble professorial reappointment and promotion files and to manage the process for timely decisions. In addition to reminders specifically related to candidates’ actions, the system will send out two types of reminders regarding long-term planning for faculty members’ future appointments:

(1) Appointment ending reminder. The appointment ending reminder alerts a department that the term appointment of one of its non-tenure line or Medical Center Line associate professors and professors will end twenty months in the future. This notice is intended to give the department sufficient time to assess the faculty member’s review schedule. If the faculty member’s appointment is not to be renewed, and after consultation with the Senior Associate Dean for Academic Affairs, the department will be able to provide the faculty member with timely notice of non-renewal as required by university policy.

(2) Post-tenure review reminder. The post-tenure review reminder will be sent five years after a tenured associate professor’s tenure conferral date. (A reminder will not be sent if there is a promotion action already underway.) The reminder will invite the department chair to discuss the possibility of promotion for the faculty member if the chair deems promotion appropriate.

If you or your department chair have any questions or concerns upon receiving one of these notifications, please feel free to contact academic_affairs@stanford.edu.
CV Annotation Recommended for Candidates with Predominantly Collaborative Scholarship

On April 4, department chairs and institute directors received the following communication from Vice Dean David Stevenson regarding the annotation of selected bibliographic entries for faculty candidates with predominantly collaborative contributions to scholarship:

“As you are aware, authorship practices in many disciplines follow a traditional pattern in which the first author listed is the primary author, and the last author listed is the senior author associated with the work. With the increasing prevalence of collaborative “team science,” it can be challenging for appointments and promotions committee reviewers to determine the nature of individual substantive contributions to multi-author works when reviewing a bibliography. Members of the School’s review committees have increasingly requested clarification of the nature of such contribution.

In addition, University long form instructions explicitly request such clarification in the “candidate’s role” section: “Describe the authorship practices of the candidate’s particular discipline, the contribution of the candidate to multi-authored publications listed in his or her CV, and the candidate’s contribution to the work as compared to the other authors, particularly former mentors.”

In order to inform reviewers better as they attempt to assess a candidate’s individual scholarly impact, while minimizing incremental workload for the candidate and administrative staff, the Office of Academic Affairs now strongly recommends that certain candidates briefly annotate selected bibliographic entries and include in their candidates’ statements summary discussion of the nature of their individual contributions to collaborative work.

More specific recommendations may be found at http://med.stanford.edu/academicaffairs/faaTools/cvGuidelines_collaborativecontributions.pdf

I would like to take this opportunity to express my thanks to Dr. Sherry Wren, Professor of Surgery, who has studied this issue and worked closely with my office and other senior leaders in the School to formulate these recommendations. Please address any questions regarding these new recommendations to me, Dr. Wren, or to the staff of the Office of Academic Affairs.”

Drs. Stevenson and Wren will offer a workshop for faculty in the near future.
Process Revised for Reporting Animal Care Needs Associated with Searches

The Office of Academic Affairs announces a new process for reporting animal care and space needs associated with faculty searches.

Currently, we request that departments state any expected needs as a component of the search initiation package. However, since this information is often unknown at the beginning of the search process, it does little to inform the planning conducted by the Senior Associate Dean of Research and the Chair of the Department of Comparative Medicine.

Therefore, effective immediately, the following process will be in place:

- It will no longer be necessary to address expectations regarding animal care and space needs as part of the search initiation request.

- When a search initiation request is approved by the Senior Associate Dean for Academic Affairs, the written communication will include the following paragraph:

  “As soon as you have identified a candidate for this search, your Department must contact Dr. Harry Greenberg, Senior Associate Dean of Research (animal use and space needs), and Dr. Linda Cork, Chair of the Department of Comparative Medicine (animal use needs).”

- When the Office of Academic Affairs checks in with departments at the midway point (i.e., six-month mark) of the search authorization period, there will be another reminder about the need to report animal use and space needs to Dr. Greenberg and Dr. Cork.

Questions about this new process should be directed to Lisa Joo.

Viewing Upcoming ACF Actions in Fast/Fac

FAST|FAC allows you to view all upcoming actions for your Adjunct Clinical Faculty (ACF). To obtain a list of the individuals whose appointments are ending within the next six months, log in to FAST|FAC and click on the “Upcoming Actions” tab. In particular, you will note that the appointment end dates will appear on the screen as well as the dates by which you should commence a review. If you plan to reappoint or promote an individual on the ACF, it is important to submit the file to OAA by the end date of the current term. If an appointment ends (termination, resignation, expiration) prior to a scheduled end date, you are required to notify Lisa Joo of the action as this information is tracked through PeopleSoft. New names appear on the list every month, so you are encouraged to check FAST|FAC regularly.
The Importance of Faculty Email Addresses

It has recently come to our attention that a significant number of faculty – including members of the Professoriate, Clinician/Educators and visiting faculty – do not have email addresses. Since email has become the primary vehicle for communicating information from various offices throughout the University, we encourage you to remind all of your faculty to set up a Stanford email account to ensure that they receive all appropriate work-related notifications.

Accessing Up-to-Date Templates and Documents

This is a reminder that the most up-to-date templates and documents are always available on OAA’s website. We strongly encourage you to use these links rather than relying on versions that you’ve transferred to your desktop, which may be outdated.

Results of the Survey on Dual Career Placements

Last month, the Provost’s Office asked for our assistance in compiling information for a University-wide survey on dual career issues. We send our thanks to those of you who provided this data on behalf of your department.

Information collected to date (several departments will be reporting results soon) indicates that since September 1, 2007, twelve spouses or partners of faculty recruited to Stanford were placed in Professoriate or Clinician/Educator positions within the School of Medicine. An additional three spouses or partners of School of Medicine faculty received assistance in job placement outside the University.

We applaud the efforts that departments are making in facilitating dual career placements. Several resources are available to assist in these efforts, including Vice Dean David Stevenson, OAA staff, and the Faculty Recruitment Office (which is part of the Provost’s Office). This assistance can include meeting with the faculty member, spouse or partner; referring the individual to others at the University for assistance; and providing information on web sites and other resources for finding open positions.

Questions should be addressed to Judith Cain.

ODL Skills Building Workshop

The Office of Diversity & Leadership continues the Skills Building Workshop series with “Negotiating”, on April 17, 2008. Margaret A. Neale, Professor in the Graduate School of Business, will present information on negotiating and will moderate a highly interactive session covering some of the following topics: misconceptions of negotiating, barriers in social interaction, and costs of negotiating vs. not negotiating. The purpose of this workshop
is to provide participants with a set of negotiation tools that can enhance the quality and rationality of their agreements.

Registration for this workshop is open to all faculty, including CE’s and Instructors. Please visit the ODL website at http://med.stanford.edu/diversity/ for details on registration and location as well as other events offered by the Office of Diversity and Leadership.

**Upcoming Activities and Deadlines**

For upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the *July Communiqué*. 
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Orientation Scheduled for New FAAs

The Office of Academic Affairs will conduct an orientation for new Faculty Affairs Administrators from 2:00 to 3:30 p.m. on Wednesday, May 21, in MSOB Room 181. This session is open to those who are new to the area of faculty affairs as well as to those who might need a refresher course on policies and processes. Please register by contacting Academic Affairs.

FAAN Meeting to be Held on June 17

The final Faculty Affairs Administrators Network meeting of the 2007-08 academic year will be held on Tuesday, June 17, from 1:30 to 3:00 p.m. (location TBA). The agenda will be included in the June Communiqué.

Standard Offer Letter Template

This is a reminder that all offer letters must conform to the standard templates that have been vetted by the General Counsel’s Office and are located on OAA’s website. We no longer accept deviations from the template, including the rearrangement of paragraphs or insertions of non-standard text. We thank you for your cooperation.
A Reminder about Departure Notifications

Academic Affairs is responsible for the PeopleSoft Faculty Events data pertaining to appointments, reappointments, promotions, leaves, and departures. This data is available to you through FAST|FAC and also impacts the Community Academic Profiles (CAP).

Therefore, please report all departures, whether voluntary or involuntary, to the Office of Academic Affairs in advance of the departure date. This data is needed for individuals in all faculty lines – Professoriate, Academic Staff—Teaching, Adjunct Clinical Faculty, Clinician/Educator, Consulting Faculty, Instructor, and Visiting Faculty.

In cases of resignation from the Professoriate, we need written notification from the faculty member to the department chair clearly stating the date on which the faculty member is leaving. We must provide this document to the Provost's Office.

In cases of retirement from the Professoriate, the faculty member must submit an “Intent to Retire Form.” We must provide this document to the Provost's Office.

In cases of departing Academic Staff—Teaching, Clinician/Educators, Consulting Faculty, Instructors, or Visiting Faculty we require an email providing notice of the impending departure. We do not require a letter of resignation, but if one is obtained please submit it so that we can include it as part of the person’s file.

If the appointment of a group of individuals (e.g., fellows) will not be renewed, please send us a list of the names of the individuals whose appointments are expiring and the date on which the appointment ends so that we can update the appointment data and archive the academic files.

Procedure Modification for Clinician/Educator Mid Year FTE Change

We previously asked that you submit all paperwork for Clinician/Educator mid-year FTE changes to Faculty Compensation. However, in the future, please submit your transmittal memo to OAA and the financial details to Faculty Compensation. This will ensure that the appointment change is accepted by OAA.

Clinician/Educator A&P Reminders

Before submitting a file and the required copies for the C/E A&P Committee meeting, please make certain that all of the copies are complete and in order.

To avoid a delay in the processing of packets, please fill out all green forms correctly and completely. Check the candidate’s CV for the correct title and term dates. If you are requesting an affiliated title, “Affiliated” needs to be in parentheses after the title (e.g., Clinical Instructor (Affiliated)) on the green form and CV.
All Clinician/Educator reappointments and promotions with start dates occurring between July 1 through September 1 must be turned in to OAA sixty days prior to the start date.

<table>
<thead>
<tr>
<th>Start Date</th>
<th>Submit to OAA by</th>
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<tr>
<td>July 1</td>
<td>April 30*</td>
</tr>
<tr>
<td>August 1</td>
<td>May 31</td>
</tr>
<tr>
<td>September 1</td>
<td>June 30</td>
</tr>
</tbody>
</table>

Packets turned in after the sixty-day deadlines are not guaranteed the requested start date.

*The deadline for a July 1 start date was April 30. If the submission deadline was missed, a July 1 start date is not guaranteed.

**New Search Initiation Checklist Issued**

Please note that there is a new search initiation checklist available on the OAA website. Please use this revised version and discard all previous versions.

As you will note, the source of salary and resources section has been removed from the checklist. The following policies are now in effect:

For source of salary, please e-mail the documents directly to Nancy Winningham for Faculty Compensation pre-authorization.

For resources (animal use and space needs), your department must contact Dr. Harry Greenberg and Dr. Linda Cork as soon as a candidate has been identified in order to negotiate issues surrounding animal use and space needs.

**Community News**

Maryam Farshad has been appointed Faculty Affairs Officer in the Department of Medicine and will take up her new duties on May 19. She has held positions elsewhere on campus, including the Stanford Center for International Development, Student Housing and the Summer Institute in Political Psychology (Communication Department). Please join us in welcoming Maryam to the School of Medicine.
FAA Appreciation Picnic
Principal Investigator Status for Clinician/Educators
Communication Plan on New Hires
Health and Safety's Program for New Faculty who have Research Laboratories
New Faculty Orientations Scheduled
Annual Counseling Documentation
Upcoming Activities and Deadlines

**FAA Appreciation Picnic**

The Office of Academic Affairs will host a picnic lunch on Tuesday, June 17th to acknowledge and thank the School’s faculty affairs administrators for their work during the 2007-08 academic year. This event will be held in the MSOB Courtyard from noon to 1:30 p.m. on Tuesday, June 17th. Please RSVP by June 14th to Ellie Saiedi.

(Please note that this event will replace the quarterly FAA Network Meeting, which had been scheduled for 1:30 to 3:00 p.m. on June 17th.)

**Principal Investigator Status for Clinician/Educators**

We draw your attention to the following announcement recently made by Vice Dean and Senior Associate Dean for Academic Affairs David Stevenson to department chairs, directors of finance and administration, and faculty affairs administrators:

As announced in the Dean's Newsletter of April 21, 2008, the Provost has approved that Clinician Educators who are at the rank of Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor may serve as a Principal Investigator for the Stanford site on multi-center, industry-sponsored clinical trials.

For the request to be approved, Stanford must be one of at least two sites at which the industry-sponsored research will be conducted. The "Stanford" site is defined as and includes the VA/PAIRE, Lucile Packard Children's Hospital, Stanford Hospital and Clinics, and their affiliated institutions. In addition, Clinician Educators may not be the overall multi-center trial director for any clinical trials research.
To request approval to serve as a PI, a Clinician Educator faculty member needs to work with her or his department chair to write the request, in which the chair must verify that the Clinician Educator will have protected time to conduct the clinical research and that she or he is qualified to serve as a site PI. Approvals will be through the Senior Associate Dean for Academic Affairs and the Senior Associate Dean for Research. Information about the criteria and waiver request memo is available at http://med.stanford.edu/rmg/piwaiver.html.

We are pleased that the Provost, by providing the opportunity for Clinician Educator faculty to serve as PIs on industry-sponsored clinical trials, supports our view of these faculties as highly valued contributors to the School's missions in education, research, and patient care. We are looking forward to receiving approval requests.

Revised Criteria for Appointment as and for Promotion to Clinical Assistant Professor

The Clinician/Educator Appointments and Promotions Committee has issued revised criteria for appointment and for promotion to the rank of Clinical Assistant Professor:

Appointment as Clinical Assistant Professor of (Subject)

Individuals appointed as Clinical Assistant Professors in the Clinician/Educator line will generally be required to have three years of experience since completion of their basic training. They should have demonstrated exceptional qualities and promise to become outstanding clinicians and clinical teachers. If these individuals have not had formal teaching experience, they should have demonstrated a commitment to develop the skills necessary for outstanding teaching. They must have demonstrated excellence or promise of excellence in a combination of clinical performance and clinical teaching appropriate to the programmatic need upon which the appointment will be based. An exception may be granted for individuals who have less than three years post basic training that have established excellence and/or uniqueness in clinical care and clinical teaching.

Promotion to Clinical Assistant Professor of (Subject)

"Promotion to the rank of Clinical Assistant Professor in the Clinician/Educator line will be considered for those who have demonstrated excellence in clinical care, clinical teaching and institutional service (if applicable) during their terms of appointment as Clinical Instructor and have completed three years of experience since completion of their basic training. There should be evidence that the candidates will successfully continue to fill the programmatic need for which the appointment is made and to make meritorious contributions to the discipline and to the school." An exception may be granted for individuals who have less
than three years post basic training that have established excellence and/or uniqueness in clinical care and clinical teaching.

Section 8.15 of the School of Medicine Faculty Handbook has been updated with these new criteria.

Clinical Professor Referee Letter Requirements

The criterion for appointment, reappointment and promotion to the Clinician/Educator rank of Clinical Professor is "demonstration of a national reputation through the external letter of references." The number of required referee letters has been increased to obtain sufficient evidence of national distinction. Effective immediately the required number of external letters is 5-8 and the number of internal letters is 3-5. The documentation requirements on the OAA web site have been revised accordingly.

Communication Plan on New Hires

On May 21, Sam Zelch, Assistant Dean for Fiscal Affairs and Chief Financial Officer, sent a message (see below) to directors of finance and administration regarding communication of new hires. Depending on the organizational structure of your department, we thought that all faculty affairs administrators should be aware of this newly announced process.

Dear DFA Colleagues,

At a recent ASC meeting, it was recommended that DFA's use a standard communication plan regarding all newly signed faculty and CE recruits. We concluded from the meeting that DFA's should at a minimum communicate the news to the following individuals:

1.) provide a copy of all signed offer letters to Academic Affairs (Judith Cain) and to Faculty Compensation (Sue Kingston) immediately upon receipt of the signed offer letter from the candidate

2.) send an e-mail notification of the new faculty or CE recruits name, credentials, rank, line, division (if any), subspecialty (if any) and give future contact information or AA support contact information (if known), along with their projected start date, to the following:

SOM Offices
- Academic Affairs - Judith Cain
- Faculty Comp - Sue Kingston
- Health & Safety - David Silberman
- Institutional planning - David O'Brien
Health and Safety's Program for New Faculty who have Research Laboratories

To ensure that newly arriving faculty are up to date on compliance, emergency preparedness, and local regulations, the School's Health and Safety Programs Office has instituted an "early intervention program." Its objective is to learn about new faculty and their research before their arrival so that labs are designed and set up properly and that faculty are familiar with pertinent local regulations and University policies. Discussions also include such items as information on lab equipment and their requirements (e.g., stand-by power), chemical inventories (to make sure they will not be over regulatory limits) and other relevant topics.

Any questions about materials, equipment or procedures, therefore, can be addressed before they become problems. Your role in this process is to provide Health and Safety with contact information for faculty who have signed their acceptance form so that new faculty can be contacted directly by Health and Safety. (Note: This request is also included in Sam Zelch’s communication [see above] and is reinforced here.) Please forward this contact information to Sharon Allen (slallen@stanford.edu). If you have any questions, please email them to David Silberman (silberman@stanford.edu)

New Faculty Orientation

We strongly encourage you to read and follow up on the information provided to faculty affairs administrators by Charles Lee, Manager, Health & Welfare Programs, regarding
Dear Faculty Affairs Officers:

Thank you in advance for scheduling your new faculty member in New Faculty Orientation. Like you, we look forward to extending a warm Stanford welcome to the new faculty and providing them a complete picture of their benefits.

Our workshops are presented by a senior member of the Benefits team. Online web sessions provide the flexibility to attend from any computer with an Internet connection. Regardless of which session the participant chooses, the content is the same and participants will have the opportunity to ask questions.

This year’s summer schedule is listed below. Please call (650) 736-4102 to reserve a space for the on-location presentations. The web sessions do not need a reservation; you simply log on a few minutes before the session begins.

Keep in mind, New Faculty Orientation is designed specifically for faculty. Other academic staff, including lecturers, should attend the weekly New Employee Orientation held each Monday.

We look forward to meeting your new faculty.

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<thead>
<tr>
<th>Presentations On-Location</th>
<th>Presentations via Web</th>
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<tbody>
<tr>
<td>Reservation required, call (650) 736-4102</td>
<td>No reservation required</td>
</tr>
<tr>
<td><strong>Wednesday, July 16</strong> – 10 a.m. to Noon</td>
<td>See next page for instructions</td>
</tr>
<tr>
<td><em>Clark Center, Room S362</em></td>
<td>Go to: <a href="https://stanford.webex.com">https://stanford.webex.com</a></td>
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<tr>
<td><strong>Wednesday, August 20</strong> – 10 a.m. to Noon</td>
<td><strong>Thursday, August 7</strong> – 10 a.m. to Noon</td>
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<td><em>Turing Auditorium</em></td>
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<tr>
<td><strong>Wednesday, September 17</strong> – 10 a.m. to Noon</td>
<td><strong>Tuesday, September 9</strong> – 10 a.m. to Noon</td>
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<tr>
<td></td>
<td><strong>Tuesday, October 7</strong> – 10 a.m. to Noon</td>
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**To participate from your computer**

1. Go to https://stanford.webex.com
2. Enter “Benefits” in the Search Box
3. Click on “Topic” for the date you would like to participate
4. Enter the meeting password: nfoben
5. Enter your name and email address and click “Join Now”
Once you join the online meeting you can call 650-429-3300 for audio. (This number is toll from the U.S. and Canada.)

**For assistance**
2. On the left navigation bar, click “Support”

To contact the WebEx host: sgeddes@stanford.edu 650-724-0055

**Before** you join the session, be sure to check for compatibility of rich media players for Universal Communications Format (UCF). UCF allows you to view multimedia during the session. To check, go to [https://stanford.webex.com/stanford/systemdiagnosis.php](https://stanford.webex.com/stanford/systemdiagnosis.php)

**Annual Counseling Documentation**

As outlined in the February Communiqué, we require that an annual counseling meeting documentation form be completed for all assistant and associate professors. We encourage departments to provide us with this documentation by the end of spring quarter or, at the latest, by September 1st. Completed documentation forms should be sent to Rebecca Robinson. She will also be able to answer any questions you might have regarding the process.

**Upcoming Activities and Deadlines**

For upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July Communiqué.
Dr. Sherry Wren Appointed OAA Associate Dean

In a recent email to department chairs, Dr. David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs, announced the appointment of Dr. Sherry Wren as Associate Dean for Academic Affairs. The text of the announcement was as follows:

I am pleased to announce that Dr. Sherry Wren, Professor of Surgery, has been appointed Associate Dean for Academic Affairs, effective August 1, 2008. She will join Dr. Maurice Druzin (Obstetrics and Gynecology) Dr. Lucy Tompkins (Medicine), who will be continuing in their roles as Associate Deans for Academic Affairs during the 2008-09 academic year.

Dr. Wren has served as Chief of General Surgery and Associate Chief of Surgical Services at the Palo Alto Veterans Affairs Health Care System since her arrival at Stanford in 1997. The surgical service has grown and improved dramatically under her strong leadership and is nationally recognized for its excellence. Her research interests are primarily in surgical oncology, especially gastrointestinal cancers, and she has an active program in research that focuses on colorectal cancer screening strategies. She has published nearly 70 peer-reviewed journal articles, has served on two editorial boards and as a site reviewer for the National Fellowship Council. She has extended her interest in access to care into volunteering for Doctors Without Borders and, as in previous summers, will be spending the next six weeks on a surgical mission for that organization.

Dr. Wren's research is complemented by award-winning teaching. Among numerous honors was her selection by the Association of Education for the National Outstanding Teacher Award for Excellence in Surgical Education. She has also been an exemplary citizen of the School. Since 2000, she has been deeply involved through extensive committee work on the evaluation, design, and
implementation of the new curriculum for the School of Medicine and, since 2006, she has served with distinction as the elected Chair of the School of Medicine Faculty Senate.

As Associate Dean, Dr. Wren will be responsible (in collaboration with Ellen Waxman, Director of Faculty Relations) for handling faculty complaints and sensitive issues that have the potential to turn into formal grievances; working with me and senior members of my staff to develop and implement School-wide policy initiatives; and serving as an ad hoc member of the School's Appointments and Promotions Committee.

Please join me in welcoming Dr. Wren to her new role in the Office of Academic Affairs.

Sequence for Inclusion of Departmental Transmittal Memos during Departmental Long Form Reviews

We draw your attention to the following email communication that was recently sent to department chairs by Vice Dean David Stevenson:

It has come to my attention that, in a few SOM departments, faculty long forms are presented to departmental review bodies accompanied by a draft of the department Chair’s cover memo summarizing the long form for transmission to the Dean’s Office (“transmittal memo”).

I understand that a composite summary of the file can inform and facilitate efficient consideration of the detailed information available in the long form document (indeed, it is important for the deliberations of each review body to be captured in order to inform subsequent levels of review). I also understand that the practice includes an opportunity to revise the departmental transmittal memo for optimum accuracy, completeness and clarity after the departmental vote.

However, these benefits are offset by the potential for a draft to unduly influence (whether in a positive or a negative direction) consideration within the department. I note additionally that other sections of the long form, most notably the “evaluation of candidate” section, allow the opportunity for more appropriate presentation of summary information to inform review at the department level.

Accordingly, and effective immediately, drafts of transmittal memos from department Chairs should not be presented to departmental review bodies before these groups have considered and voted on associated long forms.

I realize that this directive will require some departments to adjust their review processes. Please contact my staff with specific questions or concerns related to such adjustments.
Assignment of PeopleSoft Numbers

The Office of Academic Affairs manages all faculty position numbers, including initial assignment and updates necessitated by changes to rank, FTE and organization. When making a professorial appointment the department must identify the position number in the search request or request for waiver of search. The position number for paid Other Teaching Title appointees (acting, consulting and visiting faculty; Clinician/Educators, and Instructors) is assigned and communicated by OAA to departments when academic approval is confirmed. If you have any questions regarding position numbers, please contact Kathleen Warmoth.

Hiring New Faculty in PeopleSoft

After all required academic and financial approvals for new faculty appointments have been received, departments can enter the data into PeopleSoft in advance of the appointment start date and are encouraged to do so. This applies to both professorial and paid Other Teaching Title appointees. The data may be entered into PeopleSoft up to two pay periods in advance but the effective date in PeopleSoft must be the approved appointment start date.

ODL Skills Building Workshop

The Office of Diversity & Leadership continues the Skills Building Workshop series with “Scientific Writing”, on July 17, 2008. Michaela Kiernan, Ph.D. is a Senior Research Scientist at the Stanford Prevention Research Center (SPRC) at the Stanford University School of Medicine. She received her PhD in social/health psychology from Yale University and has expertise in research methodology and statistics. Funded by the National Institutes of Health (NIH) and the American Heart Association (AHA), her research focuses on behavioral interventions for weight management, dietary change, and physical activity.

Registration is open to Instructors, Assistant and Associate Professors. Please visit the ODL website at http://med.stanford.edu/diversity/ for details on registration and location as well as other events offered by the Office of Diversity and Leadership.
2008 McCormick Faculty Awards

The Office of Diversity and Leadership of the Stanford University School of Medicine invites applications for the 2008 McCormick Faculty Awards. The McCormick Funds were established to support the advancement of women in medicine and/or medical research directly, or by supporting the mentoring, training and encouragement of women pursuing the study of medicine, in teaching medicine, and engaging in medical research.

Application Guidelines and Eligibility:
Open to School of Medicine faculty in all tracks, including clinician educators. Open to women pursuing advancement, or to men or women who support the advancement of women in medicine and/or medical research. MD, PhD or equivalent advanced degree; candidate must be within 7 years of first academic appointment at the time the award is initiated. Applications for projects from both clinical and basic science research investigators, clinicians and educators will be considered. Submission of a project description on which applicant is the Principal Investigator or equivalent, and which benefits the academic progress of women pursuing the study of medicine, teaching of medicine or engaging in medical research. Current recipients of the Faculty Diversity Research Awards or the McCormick Faculty Awards are not eligible.

Awards:
Awards are unrestricted and will be for $30,000 per year for two years. The committee expects to make three awards each year. Funds will be awarded on a competitive basis. Selection will be made by a committee convened by the Office of Diversity and Leadership.

Application Format:
Proposals should be submitted electronically to Jennifer Scanlin in the Office of Diversity and Leadership at jscanlin@stanford.edu by 5pm on August 31, 2008. Proposals should be no more than 3 pages, excluding references, and should include the following:

- Specific aims
- Background and significance
- Preliminary work
- Project design and methods
- References

In addition, please submit the following with the proposal:

- Curriculum vitae and biosketch
- Statement describing the way in which the proposed award would support the advancement of women in medicine or medical research at Stanford
- Listing of current and pending other support
- Proposed budget
- Two letters of support, one from the appropriate chief or chair, including a statement regarding the applicant’s ability to act as Principal Investigator on the award

July 2008
project and the commitment of institutional resources, and one from a colleague or mentor, preferably outside the applicant’s current department.

Questions can be directed to Claudia Morgan, Office of Diversity and Leadership (med.stanford.edu/diversity), at 650-723-2329, or at cjmorgan@stanford.edu.

No August Communiqué

We will be taking a brief break during August. Please look for the next Communiqué during the first week of September.
FAAN Meetings Scheduled for 2008-09 Academic Year

Informational Sessions Scheduled for LawRoom Tracking Managers

Approaching Deadline for October APRC Meeting

Community News

Upcoming Activities and Deadlines

**FAAN Meetings Scheduled for 2008-09 Academic Year**

We are pleased to announce the following schedule for 2008-09 Faculty Affairs Administrators Network (FAAN) meetings:

- Tuesday, October 21, 1:30 – 3:00 p.m. (location TBA)
- Tuesday, February 16, 1:30 – 3:00 p.m. (location TBA)
- Tuesday, June 16, 1:30 – 3:00 p.m. (location TBA)

The agenda for October’s meeting will be included in next month’s Communiqué.

OAA will be offering specialized Tutorials in November, December, January, March and April. Watch for details in the Communiqué.

**Informational Sessions Scheduled for LawRoom Tracking Managers**

Most of you have received an email message from Virginia Pollard of the Sexual Harassment Policy Office, regarding informational sessions that have scheduled for LawRoom Tracking Managers.

As explained in the communication, 2009 is another supervisor/faculty “re-training” year for mandated harassment-prevention training. The University works with an outside vendor, LawRoom, to assist with training compliance and record keeping, and Tracking Managers are charged with the responsibility of identifying those who need to be trained and following up with those who haven’t completed their training on time.

These informational sessions are designed to explain and demonstrate what is involved, to make it as clear and easy as possible, and to answer questions. We strongly encourage you to attend on the sessions, which will be held on:

- Thursday, September 25, 10:30-11:30 a.m., Mariposa House Conference Room
- Tuesday, October 7, 1:30-2:30 p.m., Medical School Office Building, Room 303
- Wednesday, October 8, 1:30-2:30 p.m., Mariposa House Conference Room

- For directions, go to the [Sexual Harassment Policy Office](#) website.
**Approaching Deadline for October APRC Meeting**

Please note that for files to be considered at the Friday, October 17 meeting of the Assistant Professors Review Committee, final versions of appointment or reappointment long forms must be submitted to Rebecca Robinson no later than Wednesday, October 8.

**Community News**

Please join us in welcoming the following staff members to their new roles:

Christine Stocker, Medicine (General Internal Medicine) and (Family & Community Medicine)
Morisa Guy, Medicine (General Internal Medicine) and (Family & Community Medicine)
Lisa Ha, Medicine (Infectious Diseases)
Ieshia Edgerton, Medicine (Nephrology)
Pat Bartz, Radiology
Patricia Raines, Radiology
Laura Mulcrevy, Urology

**Upcoming Activities and Deadlines**

For other upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July 2007 Communiqué.
OAA Staffing Transitions
New OAA Programs Launched
FAAN Agenda Set
Provost’s Office Implements Faculty Applicant Self Identification System
Minimum Funding Amount for Visiting Scholars has Changed
Upcoming Activities and Deadlines

OAA Staffing Transitions

Overview

Through the hard work of many, the Office of Academic Affairs, working closely and collaboratively with the School’s departments, has made great strides in streamlining and improving processes associated with faculty appointments, reappointments and promotions. Improvements have included issuing review notifications one year in advance of end dates, implementing month-by-month timelines, monitoring actions every two months, intervening as soon as problems arise, increasing communications (e.g., through the pages of the Communiqué, tools posted on our website, etc.) and ramping up training through orientations and tutorials on specific topics.

These concerted efforts (which have been aimed primarily at faculty affairs administrators) have yielded modest gains, including shortening the length of interim appointments, raising the on-time performance rate from 12% to around 50%, and, most dramatically, shortening the duration of extensions. And with FAST|FAC now being used for all professorial promotions and reappointments, we are seeing a marked increase in the quality of the information collected, a greater degree of transparency to individuals involved in managing the review actions, and a more timely completion process.

This slow but steady progress is likely to continue. However, we believe that truly significant improvements will only be realized when we are able to address deeply seated cultural perceptions and organizational obstacles of long standing. These include a view of academic affairs processes by some chairs, division chiefs and faculty as overly bureaucratic, cumbersome and/or obstructive (often noted with those who are new to Stanford); lack of knowledge regarding School and/or University policies by both faculty and staff; the hierarchical realities of staff not having the ability to compel chairs/faculty/candidates to provide needed information or to do their parts to move the process to completion; overload, burn out and staff turnover in departments with a high
volume of A&P work; less practice in running the process in departments with a low
volume of A&P work; and organizational staffing structures in which A&P work is only
one part of a person’s duties (and often one that receives low priority).

New Position to Focus on Training Initiatives

With OAA’s primary focus on managing transactions, it has been difficult, if not
impossible, to effect cultural change in any meaningful way. We have also been unable
to pursue our goal of designing (with Human Resources) new staff training initiatives that
would aid in the most effective and efficient management of faculty affairs activities, as
well as exploring such ideas as FAA certification. To address this challenge, in our FY09
budget we requested and have been granted an incremental position dedicated to tackling
the areas outlined above.

I am very pleased to announce that, effective January 1, Craig Spencer will assume the
new position of Academic Affairs Manager for Training Initiatives. In this role, he will
serve as a consultant/coach to department chairs, division chiefs, chairs and members of
search/review committees and as a trainer of faculty affairs administrators on all activities
related to faculty appointments, reappointments and promotions. In addition, in
collaboration with an Associate Dean for Senior Faculty Transitions (see below for news
about this initiative), he will assist in establishing and managing a new office within
OAA that will provide services to senior faculty who are planning transitions to
retirement, experiencing funding transitions or transitioning into and out of major
administrative positions. As most of you know, Craig has a wealth of experience and is
uniquely qualified to assume this important role. Under his leadership, we believe we can
make significant progress in increasing understanding about, building confidence in, and
reducing bureaucratic obstacles associated with academic affairs administration.

Reorganized Portfolios for Academic Affairs Managers

With Craig moving into this new role, we have taken the opportunity to examine closely
the structure of the positions currently held by Craig and Rebecca Robinson. As things
stand, Craig is responsible for all actions associated with associate professors and
professors; Rebecca handles assistant professor actions, sabbaticals, short-term
appointments and the new Connections program (see below for further details).

Effective January 1, we will be moving to a new organizational model in which Rebecca
and Craig’s successor will each be responsible for a set of departments over which s/he
will manage junior and senior actions, sabbaticals and other leaves, retirements and
resignations for faculty in the University Tenure Line, Medical Center Line and Non-
tenure Line, as well as short-term appointments, emeriti recalls and other faculty affairs-
related actions (but excluding those actions associated with Clinician/Educators). Rebecca
will be assigned a smaller set of departments in order to accommodate the
Connections program as one of her responsibilities.
We believe that this distribution of duties has many advantages. Among them is that it will provide OAA staff with a more comprehensive and deeper view of a department’s faculty, staff, leadership and culture. Likewise, we hope this restructuring will also provide departments with an opportunity to forge closer links with a single OAA staff member across the full spectrum of faculty affairs activities.

As January 1 approaches, we will be announcing the set of departments that will be assigned to each Academic Affairs Manager. We will soon be launching a search to find a successor to Craig (in this restructured role) and hope that you will direct our attention to potential candidates.

**Realigning Responsibilities for Data Analysis/Reporting and Management of the C/E Line**

Our top goals have been to address the School of Medicine’s faculty data and reporting needs with increased capacity to plan, design and develop data collection systems both at the University level and within the School, to facilitate data collection, to ensure data integrity, and to provide more sophisticated data analysis for decision makers and system stakeholders. Over the last six months, we have taken a quantum leap toward these goals. However, the amount of work that still needs to be done is significant and growing and cannot be accomplished without an adjustment to our organizational structure.

As a result, effective immediately, Kathleen Warmoth will concentrate her efforts full time on data management, reporting and analysis. Among her primary responsibilities are PeopleSoft position and appointment data management and reporting for the entire faculty population. Additionally Kathleen represents the Dean’s Office in the development of a new faculty billet database, ensuring that it is populated correctly, that reporting capabilities are built, and that needs for future upgrades and redesigns are monitored.

In order to accommodate this change in focus, responsibility for all Clinician/Educator actions has been transferred from Kathleen to Jane Volk-Brew. Jane will continue to be responsible for development and implementation of FAST|FAC, our innovative web-based system to improve the speed and accuracy of long form assembly and review.

**Questions?**

We hope that these organizational changes will allow us to provide departments with better service, which is our primary goal. Questions or comments regarding any of these staffing transitions may be directed to me. As always, we will appreciate your support, understanding and patience as we move forward together.

*Judith Cain*
*Assistant Dean*
New OAA Programs Launched

We are pleased to announce the establishment of two programs that will be housed within the Office of Academic Affairs:

Connections: Fostering Junior Faculty Careers and Community at Stanford School of Medicine

As part of improving support, networking and mentoring for new junior faculty, the Office of Academic Affairs is proud to announce the launch of the pilot program Connections: Fostering Junior Faculty Careers and Community at Stanford School of Medicine. This program will be directed by Associate Dean Lucy Tompkins and coordinated and managed by Rebecca Robinson, Academic Affairs Manager.

In this pilot program, Assistant Professors and Clinical Assistant Professors hired in 2008 are invited to participate for the 2008-09 academic year. Connections helps junior faculty members to bring a strategic focus to their careers by providing them with an instant cohort of peers from across the School. Over the course of the year they will:

1) meet and network with colleagues across departments and disciplines;
2) learn more concretely how the School of Medicine functions;
3) obtain useful career development information;
4) learn about resources available to them at the School and the University;
5) have a valuable forum for raising questions and topics and receiving information and guidance.

Participants will be organized into small groups with a senior faculty leader, meeting once a month to discuss career, scientific, organizational and work/life balance issues of interest to the group. Four talks annually by leaders from the School and University will help new faculty learn “who’s who” and “how things are done” at the School, and allow them to network with their colleagues in a larger group setting.

For questions please contact Rebecca Robinson.

Senior Faculty Transitions

Last year, Dean Pizzo created a Task Force on Senior Faculty Transitions whose purpose, as described in the Dean’s Newsletter, “was to identify and address issues associated with various types of transitions experienced by senior faculty. These can include faculty who transition from active to emeritus status, as well as those who step down from a period of administrative service to a more focused faculty role, as well as faculty who move from a phase of intense research activity to one of lesser intensity, especially because of loss of funding or faculty who transition from more full-time clinical work to either reduced clinical loads or other activities.” Dean Pizzo further noted that he “was especially interested in having the Task Force explore ways in which these transitions can occur smoothly, ideally with anticipatory planning and with dignity.”
A series of recommendations have been made by the Task Force, considered by Dean Pizzo and will be implemented by a faculty member holding the newly established position of Associate Dean for Senior Faculty Transitions. It is anticipated that the Office of Senior Faculty Transitions, housed within OAA, will be launched in January with the new Associate Dean in place and Craig Spencer transitioning to a role in support of this initiative (as well as leading our training initiatives as described above).

As indicated below, Kathy Gillam, Senior Advisor to the Dean, will present an overview of Task Force recommendations at next Tuesday’s FAAN meeting.

**FAAN Agenda Set**

The autumn quarter meeting of the Faculty Affairs Administrators Network will take place on **Tuesday, October 21, from 1:30 to 3:00 p.m. in CCSR 4105**. The agenda will be:

1. Recommendations from the Dean’s Task Force on Senior Faculty Transitions (Kathy Gillam, Senior Advisor to the Dean)
2. Connections: Fostering Junior Faculty Careers and Community at Stanford School of Medicine (Rebecca Robinson)
3. Faculty Applicant Self Identification System (Valerie Meeks, Office of the Provost)
4. PeopleSoft Faculty Data and School of Medicine Systems (Jane Volk-Brew and Kathleen Warmoth)
5. Open Forum

**Provost’s Office Implements Faculty Applicant Self Identification System**

As explained in the [March 2008 Communiqué](#), regulations implemented by the U.S. Department of Labor require all federal contractors annually to collect and analyze data regarding the gender, race and ethnic background of applicants for employment. Although Stanford has complied with these regulations, it was determined that the process traditionally used to collect data on faculty applicants could be made more thorough and accurate. Toward that end, earlier this year the Provost’s Office implemented a new process for the collection of faculty applicant self-identification information.

The Provost’s Office has now re-designed this system based on requests and feedback received from School faculty affairs officers. Click [here](#) to link to the system and
instructions for its use. Valerie Meeks of the Provost’s Office will be attending the October meeting of the Faculty Affairs Administrators Network to discuss the new system and to answer your questions regarding its use.

**Minimum Funding Amount for Visiting Scholars has Changed**

As of October 1, Visiting Scholars must provide proof of funding of at least **$40,785/year or $3,399/month**. This is due to the updated minimum for first-year postdoctoral scholars. Any Visiting Scholar whose term begins October 1 or later must provide proof of funding that meets these guidelines. For reference, the previous funding requirement was $39,216/year or $3,268/month.

**Upcoming Activities and Deadlines**

For upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the *July 2007 Communiqué*. 
Dr. Gary Schoolnik Appointed Associate Dean for Senior Faculty Transitions

Dr. David Stevenson, Senior Associate Dean for Academic Affairs has announced the appointment of Dr. Gary Schoolnik, Professor of Medicine and of Microbiology and Immunology, as Associate Dean for Senior Faculty Transitions. Dr. Schoolnik will join the Office of Academic Affairs on January 1, 2009. In an email message to department chairs, Dr. Stevenson wrote:

“As you know, for the past year Dr. Schoolnik has served as chair of the Dean’s Task Force on Senior Faculty Transitions. Under his leadership, the Task Force identified, considered and made recommendations to address issues associated with various types of transitions experienced by our senior faculty. These included faculty who transition from active to emeritus status, those who step down from a period of administrative service to a more focused faculty role, faculty who move from a phase of intense research activity to one of lesser intensity, or faculty who transition from more full-time clinical work to either reduced clinical loads or other activities. Dr. Schoolnik will be responsible for translating the recommendations of the Task Force into actions that will help transitions occur smoothly, ideally with anticipatory planning and with dignity.

A member of the Stanford faculty since 1981, Dr. Schoolnik’s current research interests are the biology of Mycobacterium tuberculosis and the molecular ecology of Vibrio cholerae in the Ganges Delta. His work on tuberculosis is funded by two grants from the Gates Foundation and a new $19.8 million, five-year award from the National Institute of Allergy and Infectious Diseases which will use a systems biology approach to investigate how the tuberculosis bacterium behaves in human cells. Dr. Schoolnik and his colleagues have already established an online tuberculosis genome and gene expression database and are investigating which TB genes are expressed in infected tissue. In addition to his research, clinical and teaching activities, he currently serves as associate director for the Institute for Immunity, Transplantation and Infection and as senior fellow in the Woods Institute for the Environment.”

As announced in the October Communiqué, Craig Spencer will join Dr. Schoolnik in launching the Senior Faculty Transitions initiative.
Faculty Applicant Self Identification System

The materials that Valerie Meeks (Office of the Provost) provided during her informative October FAAN presentation on the Faculty Applicant Self Identification system are available on the OAA web site FAA Tools page under “Search Process”. A link to the system is there as well.

The web page previously set up by the Office of Faculty Development and Diversity for applicants (http://www.stanford.edu/dept/provost/cgi-bin/app_form_container.php) is no longer maintained; please remove it from your letters to applicants.

FAST|FAC User Information

System Maintenance Notice

FAST|FAC maintenance will occur on Wednesday, November 12, 2008 beginning at 5:00 p.m. The system will be unavailable for a minimum of 30 minutes; please plan to conclude your work in the system before the maintenance session begins.

Open Help Requests

The FAST|FAC development team is currently working on developing functionality that will enable you to create PDFs of the long forms underway in the system. There are open FAST|FAC help requests and we are resolving them as quickly as we can. We are giving priority to problems that prevent users from working in the system and we are placing the rest of the requests into a queue to be addressed as time permits. Thank you for your understanding and patience.

Here are a couple of current issues and ways you can work around them until they are resolved:

Notifications: some notifications are generated in FAST|FAC such as the email messages exchanging the referee grid for OAA’s approval. When you receive a notification from the system, please check it to see if the “copied to” list is complete. If it is not, please forward it to others as appropriate using your email client (e.g., Outlook, Eudora, Zimbra). For example, if you are a division FAA, please check that your department FAA has been copied on the message.

Stanford person look ups: FAST|FAC helps you find committee members and internal referees and pull in contact information effortlessly. You will obtain better results if you provide both the first and last name of the person you are trying to find.
User Recommendations

There are nearly 60 actions that have been started in FAST|FAC since March 1, 2008. To date, 5 of those actions have been submitted as final long forms to OAA. Here are some lessons we learned in the process of preparing these PDFs:

Adding Documents:

1. If you have revised a Word document using "Track Changes" please make sure that the changes have been accepted or rejected and that "Track Changes" has been turned off before adding the document to FAST|FAC.
2. Eliminate unnecessary footers. FAST|FAC will add a header and a footer to the PDF that provides the candidate’s name and the date as well as automatically paginating the PDF.
3. If you make sure that the document type extension (e.g. “.doc”, “.pdf”) is included in the file name of the document being added, the system will be certain to recognize the type of document to be converted to PDF.

System Revisions

A new subsection has been added to Section 2 entitled “Candidate’s Publications” Completion of this subsection is required only for reappointment or promotion to the ranks of Associate Professor or Professor (all lines) -- action types that must be reviewed by the School of Medicine's Appointments and Promotions Committee.

This week a new value, “Clinical Service Client”, will be added to the choices identifying a referee’s relationship to the candidate on the referee data form in Section 4. Suggested at the June user feedback session, this value is intended to be used when the candidate serves as a clinical service provider to the referee or the referee’s clinical area.

There will also be changes implemented this week in Section 5 to create a student/trainee explanation text box and to refine the values identifying the relationship between the candidate and the student/trainee.

Request for Information

As soon as the FAST|FAC development team completes its work on the PDF functionality, it will begin developing the new appointment forms, B1 and B5, for on-line management. After that search/waiver management is to be developed. Both of these aspects of the project would benefit if you are willing to share with us by December 19, 2008:

1. The names of the journals in which your department or division normally advertises faculty vacancy announcements;
2. The names of departments and institutions to which your department or division customarily sends notices of faculty vacancy announcements;
3. The names of professional organizations your department or division notifies when there is a faculty vacancy announcement; and
4. The names of any blogs, listservs or other on-line posting sites to which your department or division posts notices of faculty vacancy announcements.

We will use the information you supply to pre-populate the system and you will be able to add names to the list. Thanks for your help!

**Upcoming Activities and Deadlines**

For upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July 2007 *Communiqué.*