Hiring Freeze Puts OAA Staffing Plans on Hold
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Hiring Freeze Puts OAA Staffing Plans on Hold

On November 19th, a hiring freeze was instituted in the Office of the Dean’s administrative units for the remainder of this fiscal year. As a result, the OAA staffing plans that were announced in the October Communiqué have been put on hold. This means that Craig Spencer will remain in his current position and that the division of responsibilities between Craig and Rebecca Robinson will remain the same. The only part of the staffing plan that will proceed is that Kathleen Warmoth will continue to concentrate her efforts full time on data management, reporting and analysis, and Jane Volk-Brew will manage all Clinician/Educator and Instructor actions.

We are hopeful that once the economic situation improves, we will be able to implement our original plan. In the meantime, however, your understanding and patience will be appreciated as we (like many of you) look for ways of managing increased workloads in a time of constrained resources.

Any questions should be directed to Judith Cain.

On-Time A&P Performance Rate Continues to Improve

As many of you will remember, in 2004, Dean Pizzo established a School-wide Task Force on Appointments and Promotions that was charged with streamlining, as well as making more functional, our processes for academic appointments and promotions. Informed by inclusive and lengthy discussion, the Task Force made a series of recommendations, and in 2006, responsibility for ongoing implementation of these recommendations and further enhancements to the A&P process were shifted to the Office of Academic Affairs.
One of the Task Force’s recommendations was to move toward completing all reappointment and promotion actions on time and without need for extensions. In 2003-04, the on-time rate stood at just 12%. This improved to 31% in 2004-05, 38% in 2005-06, and 44% in 2006-07. We have now compiled data on our performance metrics for 2007-08 and are pleased to report that the on-time rate was 53%. Even better, much more dramatic improvement has been made in shortening the length of extensions. For example, in 2004-05, only 12% of extensions resulted in the long form being completed within six months; in 2007-08, 61% of extensions were completed within that time frame.

With FAST|FAC in place, and with continued diligence on all our parts, we are hopeful that we will continue to move closer to the nearly 100% on-time rate that is achieved by the other six schools in the University. We greatly appreciate your efforts and look forward to working with you toward our common goal of improving A&P processes.

Any questions should be directed to Judith Cain.

**FAAN Meeting to be Held in February**

The winter quarter meeting of the Faculty Affairs Administrators Network will be held on Tuesday, February 17, from 1:30 – 3:00 p.m. The agenda and room location will be announced in the February Communiqué.

Any questions should be directed to Craig Spencer.

**January APRC Meeting Cancelled**

Please note that there will be no meeting in January of the Assistant Professors Review Committee. The deadline for receipt of final versions of files for the February meeting will be Wednesday, February 11th.

Any questions should be directed to Rebecca Robinson.

**Visitors and J-1 Visas**

Our thanks go to you for your hard work in getting files together for visiting and consulting faculty and visiting scholars. Both the quality and timeliness have improved dramatically this past year, and we greatly appreciate your efforts.

This is just a reminder that if your visitor needs a new J-1 visa, the appointment package must be submitted 60 days ahead of the requested start date; if they require a visa extension or do not need a visa, the deadline is 30 days ahead.

Any questions should be directed to Rebecca Robinson.
FAST|FAC Update

The ability to generate long forms in Portable Document Format (PDF) is coming soon to FAST|FAC. A release announcement and a demonstration schedule will be sent to the fastfac-users distribution list. If you are an authorized user but not a member of the list, please subscribe at https://mailman.stanford.edu/mailman/listinfo/fastfac-users.

Upcoming Activities and Deadlines

For other upcoming activities and deadlines, please access the OAA Sundial Calendar. Instructions are provided in the July 2007 Communiqué.
Agenda for February 17th FAAN Meeting
Orientation for New FAAs
Connections Launched
Task Force on Teaching Excellence
Reducing Paper Use
Clinician/Educator and Instructor Submission Deadlines
Notifying OAA of Accepted Offers

Agenda for February 17th FAAN Meeting

The winter quarter meeting of the Faculty Affairs Administrators Network will take place on Tuesday, February 17th, from 1:30 to 3:00 p.m. in MSOB 303. The agenda will be as follows:

1. Report on the Dean’s 2009 Strategic Leadership Retreat with Kathy Gillam, Senior Advisor to the Dean

2. Clinician/Educators: the role of the C/E Appointments and Promotions Committee; the new Clinician/Educator Professional Development Leave request and approval process. Dr. Maurice Druzin, Associate Dean for Academic Affairs and Chair, C/E Appointments and Promotions Committee; Dr. Nancy Morioka-Douglas, Clinical Professor of Medicine and Member, C/E Appointments and Promotions Committee; and Jane Volk-Brew, Office of Academic Affairs and staff to Committee

Orientation for New FAAs

An orientation for new faculty affairs administrators – or refresher for any other interested FAAs – will be held from 2:00 to 3:30 p.m. on Wednesday, February 25 in MSOB X181. Please register by contacting the Office of Academic Affairs.
Connections Launched

In case you missed it, we are including the piece from the February 2nd edition of the Dean’s Newsletter that discusses the launching of the Connections Program:

On Thursday, January 22nd the Office of Academic Affairs launched a new program for newly appointed Assistant Professors and Clinical Assistant Professors called Connections. Led by Dr. Lucy Tompkins, Lucy Becker Professor of Medicine and of Microbiology and Immunology and also Associate Dean for Academic Affairs, the Connections program is designed to help junior faculty meet and network with other Stanford colleagues across departments and disciplines and to learn more about the medical school and the resources available to support career development at the departmental, school and university level. This will be accomplished by assigning groups of faculty to meet in small groups facilitated by a senior faculty member and designed to foster communication and mentoring. It is modeled in part on the highly successful Faculty Fellows Program led by Senior Associate Dean Hannah Valantine. Connections is being initiated to provide a resource for junior faculty to help foster and facilitate career development and satisfaction at Stanford. It is currently a pilot program but I certainly hope that it will prove successful and become another important feature of our efforts to improve the experience for junior faculty at Stanford.

Questions should be directed to Rebecca Robinson.

Task Force on Teaching Excellence

Dr. David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs, has charged a task force with examining issues related to teaching excellence, which, along with scholarship and clinical care, is a cornerstone for appointment, reappointment and promotion at Stanford. Over time, questions have emerged about the ways in which teaching excellence is measured, how funds are allocated to support the teaching enterprise, and whether appropriate incentives and awards are in place to recognize outstanding teaching. Chaired by Dr. Charles Prober, Senior Associate Dean for Medical Education and Professor of Pediatrics, the Task Force will be charged with studying and proposing recommendations focusing on the broadly defined topics of teaching evaluation, financial rewards/funds flow, and awards and recognition processes. It is expected that the Task Force will make its recommendations to Dr. Stevenson by August 1st.

Questions should be directed to Judith Cain.
Reducing Paper Use

In an effort to reduce paper use, OAA and our School review committees are revising our system of file distribution. Some committee members are able to review files electronically, while others will still require a paper copy. We will be trying this new system out in February, but may need to make changes as we go forward.

Please contact Craig or Rebecca before you make copies of a professorial file for School committee review to get the most up-to-date list of numbers of copies required.

Clinician/Educator, Clinician/Educator (Affiliated), Instructor, and Instructor (Affiliated) files may be submitted to Jane Volk-Brew electronically in lieu of a paper form. When submitting a file electronically, please follow the following protocol:

- Email subject must read: “OAA: Appointment materials for {FirstName LastName}”.
- Scanned documents (PDF) -- all documents (especially teaching evaluations) attached must be straight on the page. Increasing the resolution to 300 or greater when scanning the document will improve its legibility.
- New order for appointment materials (paper forms and digital submissions)¹:
  1. Appointment form
  2. Transmittal memo
  3. CV
  4. Referee letters (if required)
  5. Trainee letters (if required)
  6. Teaching Evaluations (if required)
- Make sure the documents requiring signatures are signed.
- Give every attachment a meaningful name. For example, “A&P {LastName} ({department}).pdf”, “Finance {LastName} {department}.pdf”, or “OL {LastName} ({department}).doc”.
- Exclude required financial documents from the appointment materials.
- Send required financial documents (business plan, source of salary support, CV, draft offer letter) to Faculty Compensation and to OAA separately from the appointment materials. Please be sure that the draft offer letter is a Word document.

We send our thanks to Jason Irwin for moving us in a paperless direction.

¹ (These instructions supersede and will replace all other checklists such as the one promulgated in the School of Medicine’s Faculty Handbook at section 5.12a for Instructor appointments.)
Clinician/Educator and Instructor A&P Submission Deadlines

If the individual is to be appointed, reappointed, or promoted to:

- Clinical Instructor, Clinical Instructor (Affiliated), Instructor, Instructor (Affiliated) submit to OAA a minimum of 30 days in advance of the proposed start date.

- Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor recommended for a start date:
  - before July 1, submit to OAA a minimum of 30 days in advance²
  - in July, submit to OAA by April 30, 2009
  - in August, submit to OAA by May 29, 2009
  - in September, submit to OAA by June 30, 2009

Notifying OAA of Accepted Offers

This is a friendly reminder that OAA needs to be notified as soon as a professorial search reaches a successful conclusion with acceptance of an offer. Among other things, this will assist us in keeping our billet tracking up to date. Please notify Kathleen Warmoth whenever a candidate accepts an offer by sending her a copy of the signed offer letter (PDF is acceptable.) We encourage you also to provide OAA with a copy of offer letters signed by Clinician/Educators and Instructors as well (again, PDF is acceptable.)

² Recommendations are queued for each month’s C/E A&P Committee agenda on the basis of the date received by OAA. Be advised that the volume of recommendations received and committee attendance may present constraints. A reasonable effort will be made to add recommendations received by the first day of a month on that month’s agenda so that decisions are rendered before the proposed start date, but there is no guarantee that late submissions can be accommodated.
Special Meeting Scheduled regarding the Faculty Retirement Incentive Program (FRIP)
OAA Introduces “Best Practices” Seminars
Reducing Paper Use (Part 2)
Deadline for March Meeting of the Assistant Professors Review Committee
A Reminder about Benefits Office Town Hall Meetings

Special Meeting Scheduled regarding the Faculty Retirement Incentive Program (FRIP)

As you know, the Provost’s Office recently released details regarding a revised voluntary Faculty Retirement Incentive Program (FRIP), which will go into effect on September 1, 2009.

We are pleased to announce that Dr. Gary Schoolnik, Associate Dean for Senior Faculty Transitions, and Megan Pierson, Associate Provost for Faculty Affairs, will provide further information regarding FRIP, and respond to your questions, during a special meeting that will be held on Thursday, March 19, from 9:00 to 10:30 a.m. in the Clark Center Seminar Room S360.

We especially urge directors of finance and administration and faculty affairs administrators to attend this meeting and, beforehand, to familiarize themselves with the relevant documents by clicking on the above link. If there are others in your department who are involved in issues related to faculty retirement and would benefit from this meeting, please encourage them to attend as well.

Please confirm your attendance with the Office of Academic Affairs.

Questions should be directed to Craig Spencer or Judith Cain.

OAA Introduces “Best Practices” Seminars

The Office of Academic Affairs is introducing a series of “Best Practice” seminars, which will provide a forum for a small group of faculty affairs administrators to hear tips from a fellow FAA about the development and management of a process or policy. For the inaugural seminar, OAA has asked Cynthia Llanes (Pathology) and Kara Sjoblom-Bay (Orthopaedic Surgery) to discuss what we consider their best practices in managing
the annual counseling process. The seminar will be held on Tuesday, April 7, from 2:00 to 3:00 p.m. in MSOB X181.

Registration will be limited to 15 participants. Please reserve a place by contacting the Office of Academic Affairs.

We welcome your suggestions for future Best Practice seminars. Please contact Judith Cain with your ideas.

Reducing Paper Use (Part 2)

Following up on our item in the February Communiqué regarding efforts to reduce paper use, here is the guide you should now use in making copies of appointment, reappointment and promotion long forms. While the number of copies still remain high in certain categories, progress has indeed been made, especially with assistant professor files. Our thanks go to the Assistant Professors Review Committee, all of whom elected to go paperless in their review of files.

A&P Committee (all Associate Professor and Professor actions, including promotions to Associate Professor)

Original letters to remain on file in department

☐ PDF version of long form (including 5 articles at the end) emailed to Craig or, for reappointments and promotions, created in FAST|FAC (black and white is fine; color is fine too)

☐ 1 single-sided print copy (including 5 articles at the end), goldenrod signature form page (all other form pages can be on white paper), unstapled, pages numbered

☐ double-sided print copies (including 5 articles at the end), unstapled, pages numbered.
  o 8 copies for fixed-term MCL actions
  o 9 copies for fixed term UTL/NTL actions
  o 10 copies for cases conferring tenure or continuing term.

☐ For tenure conferral – one-page candidate biography for Board of Trustees – email to Craig

Assistant Professors Review Committee (Assistant Professor appointments and reappointments)

Original letters to remain on file in department

☐ PDF version of long form emailed to Rebecca or, for reappointments and promotions, created in FAST|FAC (black and white is fine; color is fine too)
☐ 1 single-sided copy, goldenrod signature form page (all other form pages can be on white paper), unstapled, pages numbered

☐ Double-sided copies, unstapled, pages numbered:
  o 3 copies for MCL actions
  o 4 copies for UTL/NTL actions.

This information has also been posted on the OAA website.

**Deadline for March Meeting of the Assistant Professors Review Committee**

In order for files to be considered at the March 20th meeting of the Assistant Professors Review Committee, the final version of the long form must be presented to Rebecca Robinson no later than Wednesday, March 11th.

**A Reminder about Benefits Office Town Hall Meetings**

The School of Medicine’s Human Resources Group has coordinated with the Benefits Office to provide two Town Hall Meetings for School of Medicine faculty and staff during which upcoming changes to Stanford’s retirement plan investment options will be discussed. The meetings will be held on:

  Tuesday, March 31, 10:00-11:00 a.m., Clark Center Auditorium
  Wednesday, April 1, 11:00 a.m. – 12:00 noon, Clark Center Auditorium

Please refer to the Benefits website for more information, as well as for a schedule of Town Hall Meetings at other locations.
Offer Letters Revised to Reflect FY10 Salary Freeze
Source of Salary and Resources Needed for Search Waivers
Communication to Department Chairs regarding Annual Counseling
Best Practices Seminar on Annual Counseling to be held on April 7th
May Best Practices Seminar on Referee Grids
State Mandated Harassment Prevention Training to Begin
FAST|FAC: New “Faculty Candidate” Affiliation Type

Offer Letters Revised to Reflect FY10 Salary Freeze

In consultation with the Office of Faculty Compensation, we have revised the language in offer letters posted on the Office of Academic Affairs web page at http://med.stanford.edu/academicaffairs/letters.html in light of the FY10 salary freeze.

For the Professoriate the new language is as follows:

“Salary is set annually, with changes based on your performance and in accord with the overall annual salary program promulgated by the Provost. Changes in salary generally occur annually and are effective for the start of the fiscal year. Because the base salary is set by rank, annual merit adjustments are made to the variable salary.”

For Clinician/Educators and Instructors the new language is:

“Salary is set annually, with changes based on merit, your performance, department resources, and in accord with the overall annual salary programs promulgated by the Stanford School of Medicine. Changes in salary occur annually and are effective for the start of the fiscal year.”

Please remember to replace any of your desktop offer letters with these new versions.

Additional revisions are contemplated for the Clinician/Educator and Instructor offer letters; an announcement will be forthcoming in a future Communiqué.

Source of Salary and Resources Needed for Search Waivers

As you know, before initiating a search, departments are expected to provide a Source of Salary Support form and, for appointments in the Medical Center Line, a detailed
financial feasibility plan and compensation program to cover the initial term of appointment. The level of detailed financial analysis required will be determined by whether the appointment represents a new line of practice, a replacement or planned program growth. Departments are expected to consult with the School’s Office of Budget and/or the Office of Faculty Compensation in putting together this business plan.

In addition, if the faculty candidate will have significant responsibilities at an outside institution and/or be paid by an outside institution, a brief memo (“support memo”) from that institution must be included as part of the search initiation process. This memo should explain the faculty candidate’s planned role and funding, as applicable. This most commonly applies to faculty members at the VA Palo Alto Health Care System (VAPAHCS).

While preparing a search waiver request for submission to OAA, departments should also be consulting with and gaining approval from Finance on the Source of Salary Support form, business plan and “support memo,” as appropriate. Since time is often of the essence with search waiver requests, such parallel processing is the most efficient way to avoid delays and ensure quick turnaround. Please note that financial approvals will need to be in place before OAA can authorize the solicitation of letters in support of the search waiver request.

**Communication to Department Chairs regarding Annual Counseling**

On April 2nd, Dr. David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs, sent the following communication to department chairs regarding annual counseling for assistant and associate professors. (Also, please see the following announcement regarding a Best Practices seminar on this topic).

“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.” I am also attaching a document that includes suggested practices for annual counseling, along with problem areas that should be avoided [note: this document is provided below].

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.
Please note that the form has been revised to incorporate a recommendation from the Task Force on the Medical Center Line, namely, that all MCL assistant and associate professors with an appointment end date should discuss and confirm the proportionality of their contributions at their annual counseling meetings. In consultation with their department chair or chair’s designate, faculty members may change their proportionality at subsequent annual meetings. Going forward, evaluation for reappointment and promotion will take into account the proportionality of contributions to clinical, teaching and scholarly work in each year of the MCL faculty member’s term, and the candidate will be evaluated accordingly. For example, a faculty member with a much larger clinical commitment will not be expected to have the same quantity of published scholarship as one with more time devoted to research.

For those of you who have already conducted your annual counseling meetings for the current academic year, please begin to use this new form at your 2009-10 meetings. For those who have yet to hold meetings this year, please begin using this form immediately.

Counseling should have occurred after September 1, 2008, and before August 31, 2009. 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, 2009.

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. Under certain circumstances, faculty who have made accelerated progress in clinical care, teaching and scholarship (or who have had prior years of faculty experience at their current rank) may be proposed for early promotion, and I would be happy to discuss such cases with you as well.

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.”

Annual Counseling
Suggested Practices and Problem Areas

**Suggested Practices:**

As mandated by the University, an annual counseling session must be scheduled with each assistant and associate professor.

Read the junior faculty member’s file and understand the history.
Describe the reappointment/promotion process to the junior faculty member.

Accurately state the criteria (i.e., focus on the standards set forth in the relevant long form).

In cases involving tenure, remind the junior faculty member of the comparative and predictive nature of the tenure decision and that generally judgments cannot be made with confidence until receipt of the referee letters from outside experts in the field.

For MCL faculty, discuss and document the proportionality of the faculty member’s contributions in clinical activities, teaching and scholarship.

Complete an annual counseling meeting documentation form for each junior faculty member with signatures by the chair, mentor and faculty member. This form must be kept on file in the department.

As mandated by the School, forward a memorandum to the Office of Academic Affairs verifying that all junior faculty members have received counseling.

Bring any serious issues of concern to the attention of the Senior Associate Dean for Academic Affairs.

Discuss with the Senior Associate Dean for Academic Affairs any possible cases for early promotion.

Problem Areas

Failing to provide any counseling.

Failing to follow up when there is a problem (e.g., scholarship suffers due to heavy clinical load, teaching, institutional citizenship, interpersonal difficulties, etc.).

Failing to accurately state the standards for reappointment and promotion.

Department lacks a mechanism to ensure that senior faculty are exposed to the scholarship of the junior faculty member in advance of the reappointment or promotion decision.

Promising too much; the probability of reappointment or promotion is not evident until the review is completed.

Selecting a mentor who is not available and/or willing.

Failing to check in with the mentor to make sure the junior faculty member is receiving mentoring. Make it clear to the junior faculty member that he/she can change mentors without penalty.
Failing to conduct on time multi-year reappointment review (forwarding a succession of short reappointments).

Providing guidance in areas beyond one’s expertise; utilize School and University resources:

**Dean’s Office, School of Medicine**

Senior Associate Dean for Academic Affairs
Director of Faculty Relations
Office of Academic Affairs Staff

**University**

Ombudsperson
Work Life Office
Sexual Harassment Policy Office
Help Center
Faculty Development and Diversity Office

**Best Practices Seminar on Annual Counseling to be held on April 7th**

As announced in the March Communiqué, the Office of Academic Affairs has launched a series of “Best Practice” seminars, which will provide a forum for a small group of faculty affairs administrators to hear tips from a fellow FAA about the development and management of a process or policy. On April 7th, Cynthia Llanes (Pathology) will discuss management of the annual counseling process. This seminar will be held from 2:00 to 3:00 p.m. in MSOB X181, and very limited space remains. Please reserve a place by sending an email to the [Office of Academic Affairs](mailto:). 

**May Best Practices Seminar on Referee Grids**

We are pleased to announce that the May Best Practices Seminar will feature Kara Sjoblom-Bay (Orthopaedic Surgery), who will be discussing the ways in which she puts together referee grids. Watch for details in the May Communiqué.

Suggestions for future topics would be welcomed. Please submit your ideas to [Judith Cain](mailto:).

**State Mandated Harassment Prevention Training to Begin**

In early April, the Sexual Harassment Policy Office will launch the 2009 state-mandated harassment prevention training program for faculty and staff supervisors. California law (AB1825) requires that faculty and staff supervisors complete at least two hours of harassment prevention training every two years. This year trainees can again choose between two options: online or live training. Those required to train will receive email instructions.
For 2009, the university’s online and live training programs were customized and updated. Life Theatre Services will present new scenes for live training and the online program includes current case scenes. This year we will offer ten live sessions: four in Spring and six in Fall and will announce locations and training dates soon.

What people are saying about the live training sessions:

“I thought the way it was done was thought provoking and memorable. Having live actors’ participation, and the "spontaneous" Q&A made for a lively session and allowed the audience to participate and address questions that arose”.

What people are saying about the online training program:

“Surprisingly good course! This was a well-designed, straightforward course. I really liked the “stories” and real-life examples.”

We are asking managers to encourage their staff to enroll and complete their training once they receive their registration info by email. If you have any questions, please contact Virginia Pollard or Robbie Fanning at shpo-training@stanford.edu or 725-0646

Background

In 2005, the California state legislature passed AB1825, requiring of sexual harassment prevention training every two years. This mandate is for all supervisors employed by California companies with 50+ employees. As a result, every two years all Stanford supervisors, including faculty, must be trained. 2009 is a training year for the university and the Sexual Harassment Policy Office offers two options: live training, featuring dramatizations and audience participation, to be offered in spring and fall quarters, and an interactive and informative online training program, available from May until December 1, 2009. Look for an email in early April with registration instructions. Sign up for live classes as soon as you receive your instructions, since space is limited.

Questions? SHPO-training@stanford.edu or 725-0646

FAST|FAC: New “Faculty Candidate” Affiliation

Development of the new appointment forms, B1 and B5, has begun in FAST|FAC. To make it possible for the Office of Academic Affairs to start new professorial appointments in the system a new non-employee affiliation type, “Faculty Candidate”, has been established for candidates who do not have a pre-existing academic affiliation with Stanford.

How does this change our business practice?  From this point forward when a search report or waiver of search and an offer letter are approved the Office of Academic Affairs will determine whether or not the candidate has an employee identification number
(“emplid”) and a current academic affiliation. If the candidate has no emplid, Academic Affairs will assign one to the candidate and notify the department (this will minimize the possibility that two different numbers are assigned to the person.)

Additionally, if the candidate does not have a current academic affiliation with Stanford, Academic Affairs will give the individual one as a “Faculty Candidate”. The Faculty Candidate affiliation will end when an interim or professorial appointment begins or if the individual’s candidacy ends for any other reason.

In FAST|FAC the Faculty Candidate will initially appear on the Upcoming Actions page. In a few months when all new appointments will begin to be assembled in FAST|FAC, OAA will be able to start the action in the system causing the candidate to move to the Actions in Process page in the same way candidates for reappointment and promotion are handled.
May Best Practices: Selection of Referees and Management of the Process for Soliciting Letters

The next Best Practices seminar will be held on Tuesday, May 19, from 1:00 to 2:00 p.m. in MSOB 181. Kara Sjoblom-Bay, Faculty Affairs Administrator in the Department of Orthopaedic Surgery, will discuss the “Selection of Referees and Management of the Process for Soliciting Letters.”

Please reserve a place by sending an email to the Office of Academic Affairs.

Billet Tracking System Goes Live

In the January 2008 Communique we told you about a collaborative project between the Office of Academic Affairs, the Office of Institutional Planning and the School's Information Resources and Technology group to develop a new system to capture and report information on the status of the School of Medicine's faculty billets and commitments. We are very pleased to announce that the system has now "gone live" to the Dean's Office and will be available to departments starting May 28th. In the next few weeks, Kathleen Warmoth will be scheduling and holding individual meetings with departments to familiarize chairs, directors of finance and administration and/or faculty affairs administrators with the new system, which promises to be a quantum leap forward for us all in tracking billets.

Annual Meetings with Senior Faculty

As you know, current School policy requires that annual meetings be held with assistant and associate professors to review performance in light of the criteria for reappointment
or promotion. As part of the Senior Faculty Transitions initiative, we are collecting information on which departments have a process in place for their department chair (or designate) to meet on a regular basis (either annual or biennial) with faculty at the rank of full professor.

If your department has such a process in place, would you please provide Judith Cain with a brief description? Thank you for letting us know.

**Reminder: June FAAN Meeting**

The spring meeting of the Faculty Affairs Administrators Network will be held on Tuesday, June 16, from 1:30 to 3:00 p.m. (location TBA). The agenda will be carried in the June Communiqué. We hope to see you there.
OFFICE OF ACADEMIC AFFAIRS
SCHOOL OF MEDICINE
COMMUNIQUÉ
June 2009

Agenda Set for June 16th FAAN Meeting
Clinician/Educator Professional Development Leave and Professional Conference Leave
Senior Faculty Transitions Site Goes Live
Call for Volunteers to Test OAA’s New Website
Faculty Forward Survey
Benefits Office Schedules Orientation Sessions for New Faculty

Agenda for June 16th FAAN Meeting

The spring quarter meeting of the Faculty Affairs Administrators Network will take place on Tuesday, June 16th, from 1:30 to 3:00 p.m. in CCSR 4105. The agenda will be as follows:

1. Overview of Mission of and Services offered by SHC’s Graduate Medical Education (with Ann Dohn, Director) and Medical Staff Services (with Denise Wreden, Manager).

2. Release of the Faculty Billet Database (with Kathleen Warmoth).

3. The C/E Professional Development Leave Program (with Jane Volk-Brew).

4. Open Forum

Clinician/Educator Professional Development Leave and Professional Conference Leave

The Clinician/Educator Professional Development Leave Program becomes available for use on July 1, 2009. Clinician/Educator is eligible to participate in the program if he/she is appointed as a Clinical Assistant Professor, Clinical Associate Professor or Clinical Professor and his/her percent time of appointment (also referred to as full time effort "FTE") is fifty percent or more and his/her term of appointment is for six months or longer. Additional information about the program and the relevant documents for its use are posted on the Office of Academic Affairs' web site at http://med.stanford.edu/academicaffairs/C~E_Benefits.html.

In addition to the Professional Development Leave Program, benefits-eligible Clinician Educators (i.e., those with appointments of fifty percent time or more and with terms of appointment of six months or longer) are also eligible to take five working days per year of paid conference leave. Information about this leave can also be found at the Office of Academic Affairs web site, at http://med.stanford.edu/academicaffairs/CEs/CE_benefitsSummary.pdf.

If you have questions concerning these programs, please contact Jane Volk-Brew in the Office of Academic Affairs, (650) 862-3971. Questions regarding reimbursement for the Professional Development Leave should be directed to Sue Kingston in Faculty Compensation, (650) 736-8544.
Senior Faculty Transitions Site Goes Live

The Senior Faculty Transitions website is now up and running as part of OAA’s home page. Please take a look at it and send us your comments or questions through this link.

Call for Volunteers to Test OAA’s New Website

Over the last few months, OAA staff members have been discussing ways to make our website more useful to various audiences, especially the School’s faculty affairs administrators. With most of the credit going to Rebecca Robinson, we have now developed a site that we believe will be a major step forward in providing you easy and quick access to a wide range of policies, procedures, forms, tools, deadlines and events. But before launching the site, we would like to know what you think.

Toward that end, we are calling for volunteers to test the site and provide us with feedback that will help us to improve it even more by meeting your needs. If you are interested in volunteering, please contact Rebecca Robinson, who will provide you with access to the site and let you know how feedback will be collected.

Faculty Forward Survey

We would like to draw your attention to the following item that appeared in the May 26th Dean’s Newsletter regarding the Faculty Forward survey. We repeat it here to you both as a way to provide you with information regarding faculty affairs-related issues and to ensure that, should questions emerge from your faculty, you will be able to provide helpful information. Any questions you have should be directed to Daisy Grewal in the Office of Diversity and Leadership.

“Back in March, we announced Stanford's participation in the AAMC initiative, Faculty Forward. The centerpiece of this initiative is a faculty satisfaction survey developed by the AAMC and the Collaborative on Academic Careers in Higher Education (COACHE) at the Harvard Graduate School of Education. By now all faculty should have received one or more emails from AAMC/COACHE with a link to participate in the survey. Some of you may remember completing a similar survey in 2007 and might wonder what the advantage is of completing yet another survey on faculty satisfaction. We take the results from each survey very seriously and use them to make specific improvements that will positively impact all faculty.

For example, the 2007 survey alerted us to the need for a better process of providing faculty with career feedback. In response to this need, we are currently piloting a new feedback process through the Faculty Fellows program. After refining this process, we will implement it more widely around Stanford. In addition, results on the 2007 survey told us that many faculty feel that their teaching and clinical activities are not adequately recognized and rewarded. This led to a detailed discussion at the past Dean's leadership retreat on how to put in place reward systems that fully recognize the value of teaching and clinical activities. We developed a focused plan that will be implemented over the next year; in addition, we have worked with Faculty Affairs to revise the current criteria for advancement and promotions in order to place additional value on teaching and clinical activities. We plan to revise the criteria further in order to place greater value on interdisciplinary work.

As you can see, we use your feedback on our faculty satisfaction surveys to develop concrete strategies for creating a supportive culture for all faculty. However, your continued participation
is essential in helping us achieve this goal. This is why I encourage your participation in the 2009 survey. As added thanks, we will give away ten $50.00 gift certificates at random to faculty who complete the survey. The last day to complete the survey is June 30, 2009.

To complete the survey, look for an email in your inbox that originates from "Faculty Forward" <coache@gse.harvard.edu>. The subject line for this email is "AAMC-COACHE Medical School Faculty Job Satisfaction Survey."

Benefits Office Schedules Orientation Sessions for New Faculty

The following schedule provides details regarding the Benefits Office orientation sessions for new faculty. Please keep in mind that orientation is designed specifically for faculty. Other academic staff, Clinician/Educators, should attend the bi-monthly New Employee Orientation held every other Monday.

<table>
<thead>
<tr>
<th>Presentations On-Location</th>
<th>Presentations via Web</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reservation required. Call (650) 736-4102</td>
<td>No reservation required.</td>
</tr>
<tr>
<td><strong>Wednesday, August 19</strong> – 10 a.m. to Noon</td>
<td><strong>Thursday, July 16</strong> – 10 a.m. to Noon</td>
</tr>
<tr>
<td><strong>Wednesday, September 16</strong> – 10 a.m. to Noon</td>
<td><strong>Wednesday, September 9</strong> – 10 a.m. to Noon</td>
</tr>
<tr>
<td>Both sessions will be held in Redwood Hall, Room G19</td>
<td><strong>Tuesday, October 6</strong> – 10 a.m. to Noon</td>
</tr>
</tbody>
</table>

To participate from your computer

1. Go to [https://stanford.webex.com](https://stanford.webex.com)
2. Click on Meeting Center
3. Enter “Benefits” in the Search Box
4. Click on New Faculty Orientation for the date you would like to participate
5. Enter the meeting password: health
6. Enter your name and email address and click Join Now

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)

Once you join the online meeting you can call (650) 429-3300 for audio.

For assistance

For Web support issues:
2. On the left navigation bar, click on Support

To contact the WebEx host:
Email sgeddes@stanford.edu or call Stephen Geddes at (650) 724-0055

June 2009
The Medical Center Line

Over the last two years, the Office of Academic Affairs has focused attention on a series of issues related to the Medical Center Line. With thoughtful input from two advisory groups – the Task Force on the Medical Center Line and the Task Force on Clinical Excellence – we are now poised to issue an updated set of Criteria and Guidelines for Appointment, Reappointment and Promotion in the Medical Center Line (Section 2.3 of the School of Medicine Faculty Handbook), as well as a new Clinical Excellence Core Competencies Evaluation Form. In addition, as announced in the July 27th Dean’s Newsletter, the appointment schedule for MCL assistant professors will be changed to an initial term of four years, followed by reappointment (if approved at all levels) of six years for a maximum of ten years in rank. As you know, the current schedule is an initial term of three years, followed by a four-year reappointment.

Please be advised that the Clinical Excellence Core Competencies Evaluation Form is going into effect immediately. The form, along with instructions for its use, is available on the OAA website at http://med.stanford.edu/academicaffairs/administrators/forms.html (please see additional discussion below in the Communique).

The updated Criteria and Guidelines for Appointment, Reappointment and Promotion in the Medical Center Line will be released in early September as part of a revised Faculty Handbook. (The draft document is available by clicking here.) You will, of course, be notified as soon as the final version is posted. In the meantime, your comments and/or questions would be welcomed and should be addressed to Judith Cain. (Please note that criteria and guidelines for the University Tenure Line, Non-Tenure Line (Research) and Non-Tenure Line (Teaching) have also been updated, using a format similar to that of the MCL, and will be available soon.)

Please review the proposal for Revised Appointment Terms for Assistant Professors in the Medical Center Line. The target date for the new schedule is October 1, and we are developing a comprehensive implementation plan. Briefly, each MCL assistant professor will receive a communication from Vice Dean David Stevenson (with a copy to the department chair) outlining the effect of the schedule change on him or her. For example, those assistant professors who have not yet been considered for reappointment will receive a communication explaining the schedule change and confirming the faculty member’s first term dates, reappointment deadline, prospective second term dates, and promotion deadline under the old policy and under the new policy. For those assistant
professors whose reappointment actions are already in process, we will work with the department (and the candidate) to determine the best course of action (that is, stopping the action and extending the first term to four years or continuing with the original schedule). This will then be documented in writing. Similar plans are being drawn up for those who are in their second term but for whom the promotion process has not yet begun, as well as for those who are currently being assessed for promotion.

**Overview of Policy Effects for MCL Assistant Professors:**

<table>
<thead>
<tr>
<th>Appointment Stage</th>
<th>Effect of New Policy</th>
<th>Action Needed from Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>In first appointment term (year 0-3)</td>
<td>Extend first term to 4 years</td>
<td>Blue form and transmittal memo</td>
</tr>
<tr>
<td>In first appointment term (extended)</td>
<td>Extend first term, likely by one year</td>
<td>Blue form and transmittal memo</td>
</tr>
<tr>
<td>In reappointment process</td>
<td>Continue reappointment or extend first term</td>
<td>Discuss with OAA</td>
</tr>
<tr>
<td>In second term (year 4-7, or extended to year 8-10)</td>
<td>Extend second term for total of 10 years in rank</td>
<td>Blue form and transmittal memo</td>
</tr>
<tr>
<td>In promotion process</td>
<td>Continue promotion or extend second term</td>
<td>Discuss with OAA</td>
</tr>
</tbody>
</table>

Although appointment terms have been extended, it is important to note that promotions may be initiated at any time when there is evidence that the quality of the faculty member’s contributions meets the criteria for promotion to the higher rank; in most cases, this will typically occur in one of the years following reappointment, although in rare cases promotion may be considered in lieu of reappointment. For many in the MCL, promotion should be considered at the time of the mandatory annual counseling meeting during the sixth or seventh year in rank.

Questions regarding implementation of the new schedule should be directed to Rebecca Robinson.

**Clinical Excellence Core Competencies Evaluation Form**

As noted above, a new form for the evaluation of clinical excellence performance is now available in the forms section of the Academic Affairs website: [http://med.stanford.edu/academicaffairs/administrators/forms.html](http://med.stanford.edu/academicaffairs/administrators/forms.html).

This instrument was developed with input from the Clinical Excellence Task Force and refined through consultation with senior leaders in the School.

Effective immediately, please use this new form to evaluate clinical performance for all reappointments, and promotions in the Professoriate (UTL, NTL, and MCL). The
form should also be used for new appointment reviews in these lines when the candidate has performed clinical duties at Stanford or one of our affiliated institutions.

This form should replace any general clinical performance assessment instrument(s) currently in use in your department. Your department may wish to develop and implement more specific clinical performance assessment instruments for use in your local environment (for example, to capture more detail regarding surgical technique). Such instruments should be submitted to the Office of Academic Affairs for review and approval before implementation.

Please note that this new form is unrelated to, and not intended as a replacement for, teaching performance instruments currently in use in your department and the School.

**Using the Form:**
Please review carefully the detailed solicitation instructions and the form itself at [http://med.stanford.edu/academicaffairs/administrators/forms.html](http://med.stanford.edu/academicaffairs/administrators/forms.html), as well as the “Frequently Asked Questions” below. You will note that in addition to targeted solicitation of colleagues in multiple professional categories, the form should be included in internal referee and clinical trainee solicitation letters when the candidate has clinical duties. We have modified the referee and trainee solicitation letter templates accordingly – please ensure that you use the latest versions, downloaded from our web site.

For long form reviews already in process, and for which adequate clinical performance information has already been collected using other means, use of this form is not required.

Additional information regarding use of this form for Clinician-Educators, Clinician-Educators (Affiliated) and Instructors will be forthcoming from our office in the future, along with updates to existing materials and documentation. Use of the new form is not yet required for these groups.

**Reporting the Results:**
To report results in the subsequent Professoriate long form document, please use the summary reporting form available at [http://med.stanford.edu/academicaffairs/administrators/forms.html](http://med.stanford.edu/academicaffairs/administrators/forms.html). Please use a separate summary reporting form for each category of respondent (trainee, clinical administrator, allied health provider, physician, other).

Please contact Craig Spencer with questions or observations regarding this new form.
FAQ’s (Frequently Asked Questions):

This will be a significant increase in the amount of work my department currently devotes to the capture of clinical performance information. Why the change?
Recent changes to the MCL performance criteria have required the development and implementation of a standard process for the thorough evaluation of clinical excellence. The new evaluation form is intended to facilitate such thorough review, with input from a broad spectrum of respondents. In development of this process, the School has sought to minimize the associated increase in administrative load, and we note that some departments and divisions already employ approaches that are similar to the new system. However, we acknowledge that this will represent incremental effort for many units.

I have distributed forms to potential respondents in each of the categories required; however, I am becoming concerned that a number of them have not responded, and we might not meet the minimum requirements as indicated in the instructions. I have followed up twice with those who have not responded. Should I seek additional names from my Department Chair?
Discuss the situation with your Department Chair or Division Chief and ask whether solicitation of additional colleagues is warranted. If the most appropriate next steps are unclear, contact Craig Spencer to explain the situation and request guidance.

My candidate has clinical responsibilities but does not interact with one or more of the categories of respondents required in the instructions. What should I do?
Send an e-mail to Craig Spencer explaining the situation and requesting guidance. If OAA approves an exception from the usual process, please include this correspondence in the relevant appointment/reappointment/promotion documents.

I see that we are supposed to include the form in solicitation letters sent to internal referees and clinical trainees. What if the respondents send letters but ignore/do not submit the form? Do I need to follow up with them?
Inclusion of the form in solicitation letters was intended as a supplemental effort to capture as much information as practicable during the review period. Follow-up to internal referees and clinical trainees to obtain clinical excellence forms is not required. Please note that follow-up is required:
• With referees and trainees for their letters according to the usual practice (minimum of two follow-up attempts)
• For clinical excellence forms from the other categories of solicitees to meet the minimum requirements indicated in the form instructions (“obtain 3,” “obtain 1 or 2,” etc.

One of my internal referees is a Ph.D. basic scientist and is unlikely to have knowledge of the candidate’s clinical performance – should I still include the form in the solicitation letter to this person?
To keep the process as simple as possible, you should include the form in every solicitation letter to an internal referee. The respondent has the option to indicate on the form that they have insufficient information on which to base an evaluation, or they may...
simply choose to ignore the form altogether. (Alternately, you may be erroneous in your assumption that the respondent has no knowledge of the candidate’s clinical performance.)

*It is unclear whether one of the trainees on the list is a clinical trainee – should I still include the form in the solicitation letter to this person?*

If you are not sure, include the form. The respondent has the option to indicate on the form that they have insufficient information on which to base an evaluation, or they may simply choose to ignore the form altogether.

*How do I distribute the form? Should we send it electronically or via hardcopy?*

Either method is acceptable – we suggest that you use your judgment and select the method most likely to result in a high rate of response. For increased flexibility, the form is available as a PDF and a Word document. In the case of electronic distribution, the respondent would need to print the form, circle responses, and return the form to you in hard copy or as a scanned electronic document. We have had some preliminary discussion of a form designed for electronic completion/submission and may provide one in the future.

*I see that comments are required for scores of “Significant Concern” or Extraordinary.” What if respondents do not provide comments for scores in these categories? Do I have to follow up with them?*

Include the scores in the reporting of results using the standard reporting form available on our website. Reviewers of the file will be able to compare the number of comments to the number of scores in the extreme categories. Do not contact the respondents to request this information.

*The form gathers detailed (anonymous) information about the respondents themselves. I have noticed that the standard reporting form for inclusion in the long form does not allow presentation of this information. What do I do with this information?*

The standard reporting form for inclusion in the long form allows summary presentation of quantitative performance data and comments. Please keep the original individual evaluation forms on file during the review in case additional detail is needed regarding the respondents themselves.

*My Division Chief asked me to “pick some of [the candidate’s] clinical colleagues and send out the forms” – is it okay for me to pick the names?*

As noted in the form instructions, recipients of the form should be selected by the Department Chair, a senior departmental leader designated by the Department Chair, or the Division Chief (in a support role, it is acceptable for the administrator to suggest a preliminary list of possible names to the decision-maker for consideration). If questions arise about this, please contact OAA for guidance.
ANNUAL COUNSELING DOCUMENTATION DUE ON SEPTEMBER 1

As explained in the April Communique (http://med.stanford.edu/academicaffairs/communique/2009AprilCommunique.pdf), annual counseling documentation for the 2008-09 academic year is due on September 1. Any questions should be directed to Rebecca Robinson.
Coverage during September

As many of you know, Craig Spencer will be taking time off during the month of September (with a return to his duties on October 5). During this period, Rebecca Robinson and Judith Cain will be filling in as follows:

Rebecca will be providing assistance to these departments:

- Anesthesia
- Cardiothoracic Surgery
- Dermatology
- Neurology
- Neurosurgery
- Obstetrics/Gynecology
- Ophthalmology
- Orthopaedic Surgery
- Otolaryngology/H&NS
- Pathology
- Pediatrics
- Radiation Oncology
- Surgery
- Urology

She can be reached at rrobinso@stanford.edu or 4-9696.

Judith will be providing assistance to these departments:

- Biochemistry
- Bioengineering
Chemical and Systems Biology  
Comparative Medicine  
Developmental Biology  
Genetics  
Health Research and Policy  
Medicine  
Microbiology and Immunology  
Molecular and Cellular Physiology  
Neurobiology  
Psychiatry and Behavioral Sciences  
Radiology  
Structural Biology

She can be reached at jpcain@stanford.edu or 3-9190.

We look forward to working with you.

**News About AB1825 Harassment Prevention Training for 2009**

*An additional session of live training featuring actors and dramatizations will be held at Clark Auditorium on Tuesday, November 17, from 10-12 am.*

Please inform faculty in your department to sign up soon, if they haven't already, as all the other sessions are full, and these live trainings are popular. The online training option is also available and allows faculty to complete training at their convenience, day or night. Remember that harassment prevention training must be completed by 12/1/09. Questions? Please contact the Sexual Harassment Policy Office at 725-0646 or shpo-training@stanford.edu.

**Blue on Blue**

The Provost’s Office requires that all “blue forms” (Recommendation for Amendment of Professional Appointment) be printed on blue paper. Unfortunately, as a result, we will no longer be able to accept electronic versions of these forms.

Please submit your forms on blue paper to Craig Spencer or Rebecca Robinson, as appropriate.
Clinician/Educator A&P Packets

We are receiving a lot of Clinician/Educator, Clinician/Educator (Affiliated), Instructor, and Instructor (Affiliated) files. The electronic submission method (to Jane Volk-Brew) in lieu of a paper form seems to be working quite well. The following protocol really helps us manage the volume:

Email subject: “OAA: Appointment materials for {FirstName LastName}”.

Scanned documents (PDF) –
Print/scan appointment form on white paper;
Incorporate all A&P documents for the candidate into one PDF before sending;
Every page of the PDF needs to be straight;
Every page of the PDF must be sized 8.5 x 11.
Increase the scanning resolution to 300 or greater when will improve legibility.
Make sure that all documents requiring signatures are signed.

New order for appointment materials (paper forms and digital submissions):
Appointment form
Transmittal memo
CV
Referee letters (if required)
Trainee letters (if required)
Teaching Evaluations (if required)

Exclude document check list aid and required financial documents from the appointment materials. Send required financial documents (business plan, source of salary support, CV, draft offer letter) to Faculty Compensation and to OAA separately from the appointment materials. Please be sure that the draft offer letter is a Word document.

Clinician/Educator Professional Development Leave Information and Forms

The Office of Academic Affairs’ Clinician/Educators web page has been revised. Information and forms pertaining to the C/E professional development leave program are now available at the top of the page. Please contact Jane Volk-Brew with requests for leave accrual calculations.
Chapter Two (The Professoriate) of the Faculty Handbook: Major Updates and Reorganization

Long Form Assembly and Review Timeline – Milestones and Alert Notification
  On-time Performance – Roles and Expectations
Revisions to Professoriate Referee Solicitation Letters
Revisions to Professoriate Candidate Solicitation Letters
New Terms for Assistant Professors
FAST|FAC Update and Invitation
Clinician/Educator and Instructor Signed Offer Letters
Tutorials and Best Practices to be Featured in 2009-10

Chapter Two (Professoriate) of the Faculty Handbook: Major Updates and Reorganization

An updated and reorganized Chapter Two (The Professoriate) of the School of Medicine Faculty Handbook is now available for use. We would like to draw your attention to several features:

1. The core of the Chapter is dedicated to criteria and guidelines for appointments, reappointments and promotions in each of the four faculty lines (Medical Center Line, University Tenure Line, Non-Tenure Line [Research], and Non-Tenure Line [Teaching]). Each of the sections follows a standardized format, beginning with a definition of the line and ending with specific-supplementary criteria for the assistant, associate and full professor ranks.

2. Criteria for the Medical Center Line have been updated extensively; the MCL section also includes information regarding “Establishing, Monitoring and Applying Proportionality of Contributions.”

3. All assistant professor terms have been updated in accordance with recent policy changes (see “New Terms for Assistant Professors” below).

4. A stand-alone section (2.7) brings together evaluation processes at the departmental (department chair, evaluation committee, faculty), School (Appointments and Promotions Committee, Assistant Professors Review Committee, Senior Associate Dean for Academic Affairs, Dean) and University (University Advisory Board, Provost, President) levels.
5. In an effort to streamline and eliminate duplication, all forms, checklists and sample letters have been removed from the Handbook. All of these materials should be accessed through OAA’s website (under “Forms,” “Letters,” and “Professoriate A&P Tools.”)

We hope that you will find the updated and reorganized Chapter Two useful. If you have any questions, please contact Judith Cain.

**Long Form Assembly and Review Timeline – Milestones and Alert Notification**

Departments bear primary responsibility for the monitoring of faculty appointment end dates and the timely submission of documents for reappointment and promotion review. (for background information regarding roles of OAA and the departments, and the importance of this charge, please see further below).

To assist with this process, in January 2010 the Office of Academic Affairs has modified the long form assembly timeline and will initiate a new process for issuing alerts to departments about three of the most important milestones related to the appointment end dates of their faculty members, as noted in the timeline (http://med.stanford.edu/academicaffairs/faaTools/assemblyTimeline.pdf):

**During the 13th month before a faculty member’s end date:**
OAA staff will contact the department to ask whether the department intends to consider the candidate for reappointment or promotion (or whether other circumstances apply). This communication allows us to subsequently launch the action in the FAST|FAC system.

**In the opening days of the 9th month before a faculty member’s end date:**
Per the timeline, referee letters should already have been solicited (though not necessarily received). OAA staff will check information in the FAST|FAC appointment tracking system, with action as follows:

- If the FAST|FAC system indicates that letters have been solicited, no action will be taken.
- If the FAST|FAC system does not clearly indicate that letters have been solicited, OAA staff will send an email to the department Chair, DFA, and FAA alerting them that the review appears to be behind schedule and reminding them of the upcoming deadline for submission of the draft long form.

For example, for a faculty member whose current appointment ends on November 30, 2009, the letters should normally be solicited during the month of February 2009, and OAA will alert departmental leadership in March 2009 if this hasn’t happened yet.

**In the opening days of the 5th month before a faculty member’s end date:**
Per the timeline, the complete draft departmental long form should already have been completed and submitted to the School of Medicine’s Office of Academic Affairs (but not necessarily finalized). OAA staff will check information in the FAST|FAC appointment tracking system, with action as follows:
If the draft long form, has been reviewed, finalized, and submitted for review by the appropriate School Committee, no action will be taken.

If the long form appears incomplete in the system, or is complete but not yet finalized and submitted for review by the appropriate School Committee, OAA will send an email to the department Chair, DFA, and FAA notifying them that by the end of the current month, the department must submit either:

- **The final long form** (with all materials fully uploaded in the FAST|FAC system and approved by OAA for final submission), or
- **A request for a 6-month extension request**, including detailed, in-writing explanation of applicable delays (an updated checklist is available at [http://med.stanford.edu/academicaffairs/faaTools/6MonthExtensionChecklist.doc](http://med.stanford.edu/academicaffairs/faaTools/6MonthExtensionChecklist.doc)).

A copy of the request and explanation will be provided to the Dean. Note that cursory explanation such as “administrative delay” will no longer be acceptable.

For example, for a faculty member whose current appointment ends on November 30, 2009, the draft reappointment or promotion long form should be complete (including the uploading of all materials to the FAST|FAC system) and submitted to OAA during June of 2009, and should be finalized for review in the School no later than July 31, 2009. If this is not feasible, a 6-month extension request should be submitted by July 31, 2009, and the Dean will be notified.

Faculty appointment end dates are available for review in the FAST|FAC system, and the School of Medicine expects regular review of appointment end dates by the department, with action as necessary to ensure compliance with the long form assembly timeline. Such review should be conducted at least monthly in all but the smallest departments. As a side note, we are aware that the deadlines currently presented on the ”Progress” display in FAST|FAC do not align precisely with the revised timeline; IRT will be asked to make the system correspond to it. However, the revised timeline is available on OAA’s web site at [http://med.stanford.edu/academicaffairs/faaTools/assemblyTimeline.pdf](http://med.stanford.edu/academicaffairs/faaTools/assemblyTimeline.pdf) and departments are expected to begin adhering to the revised schedule immediately.

The system of notices described above is intended to alert departmental leaders to situations in which the review process has fallen behind schedule, in the hope that corrective action can be taken immediately and extension thereby avoided. Note that reminder notices from OAA will be based on review of information in the FAST|FAC system. Accordingly, it is imperative that departments keep the system up-to-date, uploading information in real-time as tasks are completed for long form assembly and review.

**On-Time Performance – Roles and Expectations**

Stanford University expects that under normal circumstances, a faculty member’s long form review for reappointment or promotion will be completed (including final consideration by the University itself) prior to the end of the faculty member’s current multiyear term. As noted above, departments bear primary responsibility for monitoring faculty end dates and ensuring timely submission of documents for reappointment and promotion reviews.
The School of Medicine has worked to improve performance in this area, and several departments are currently performing well, with on-time review rates in excess of 80-90%. However, other departments continue to struggle, such that our overall on-time rate in the School was recently measured at approximately 60%.

Reappointment and promotion reviews represent a pivotal transition for a faculty member, and any delays in the process may have a negative impact upon faculty morale. Out of fairness to the candidate (and in compliance with University practices), reviews must be conducted with clarity, consistency, transparency and timeliness.

Accordingly, the Provost and Dean have identified on-time faculty long form review for reappointment and promotion as a priority for ongoing improvement our School. The Provost has also recently expressed frustration with the relatively large number of short-term extension requests submitted by our School (many of which have included repetitive requests for extensions for the same faculty member), and we have been asked to simplify and streamline our practices when extension is required.

In order to reduce the overall number of extension requests (and reduce administrative workload in departments, the School, and the University), any extensions needed should be requested for 6 months, even in situations where a shorter extension would seem to be sufficient. This may prompt concerned inquiries from faculty members who are being considered for promotion; in fielding such questions, please note that in the setting of a successful promotion review, the promotion will be effective at the earliest possible date and will not wait until the end of the extension.

Finally, to reduce frustrating last-minute administrative crisis management to avoid appointment lapse (which has important negative effects on multiple data systems), the decision to seek extension will be made during the fifth month prior to the faculty member’s current end date. The last day of the 5th month prior to the current appointment end date will be a hard deadline for either:
- delivery of the final long form document for review by the School of Medicine and University, or
- delivery of a 6-month extension request.

This deadline represents the latest date at which there is reasonable confidence that, in most cases, the review can be completed before the end of the current term.

If you have any questions, please contact Craig Spencer or Rebecca Robinson.
Revisions to Professoriate Referee Solicitation Letters

New template letters for solicitation of referees in the context of long form reviews in the Professoriate (UTL, MCL, NTLR, and NTLT) are now available for download on the OAA website: http://med.stanford.edu/academicaffairs/administrators/letters.html. Please use these templates for all new referee solicitations going forward (if you are following up with referees previously solicited using the old templates, you do not need to use these new templates).

Like the recently implemented Clinical Excellence Core Competencies evaluation, these revised letter templates are part of an overall effort to improve the quality of evidence accompanying recommendations for appointment, reappointment, and promotion in the School of Medicine.

For ease of selection and maintenance, you will note that the total number of templates has been reduced to four (one per line).

You will note that the MCL solicitation letter requires the department to specify the candidate’s approximate fractional effort spent in clinical care, teaching, scholarship, and administration, as applicable, and instructs the referee to weight the evaluation according to this breakdown and the referee’s own personal area(s) of expertise. The overall set of referees should be crafted with this in mind, such that appropriate commentary is solicited and received for applicable performance areas.

You will also note that the performance criteria themselves have been moved from the body of the letter itself to a box at the top of “Guidelines for Application of Criteria” attachment that follows each letter. The rank-specific criteria may now be accessed directly for cut-and-paste via links embedded in this box.

The review process places a premium on thoughtful, substantive commentary from referees in reference to applicable criteria. With this in mind, the receipt of “empty” letters, in which referees simply summarize portions of the candidate’s CV or otherwise fail to engage the performance criteria, may prompt a request from the Senior Associate Dean for Academic Affairs to obtain additional referee evaluations. To avoid such situations (and associated delays), the revised template solicitation letters include new language encouraging truly thoughtful evaluation by referees.

Finally, we take this opportunity to remind the departments that lists of referees, trainees, and (when applicable) comparison peers should result from thoughtful consideration by departmental faculty leaders. While the candidate may have some preliminary input, including the suggestion of names for inclusion, the list should ultimately be compiled by knowledgeable senior faculty in the department. The candidate should not be made aware of the final composition of the list, nor should the candidate contact potential referees in the context of the evaluation.

If you have any questions, please contact Craig Spencer.
Revisions to Professoriate Candidate Solicitation Letters

We have recently revised the requirements for language in candidate solicitation letters for searches, as reflected in the updated search initiation checklist at http://med.stanford.edu/academicaffairs/documents/2.57C.doc. Please note that for searches for multiple ranks, the solicitation letter need not include criteria for each rank – instead, the letter may include the language, “Faculty rank will be determined by the qualifications and experience of the successful candidate.”

Solicitation letters and advertisements for all searches must still include applicable line criteria for the line(s) involved, as found in the advertisements section of the Guide to Faculty Searches (http://med.stanford.edu/academicaffairs/facultysearch/advertising.html#D). We have added this information to the search initiation checklist as well.

If you have any questions, please contact Craig Spencer.

New Terms for Assistant Professors

Dean Pizzo recently decided to extend the appointment terms of Assistant Professors in the Medical Center Line to allow them a four year initial appointment and a six year reappointment term. Thank you all for your extensive work in support of this effort. Approximately 75% of the assistant professors have chosen to take advantage of the extensions to allow themselves up to 10 years in rank (about 80), and about 25% have chosen to stay with the seven year schedule.

We are in the process of changing the University Tenure Line Assistant Professor term as well. The previous policy granted them a three year initial appointment term and a four year reappointment; we are now shifting to a four/three schedule, which brings us into alignment with the practices of the rest of the University. This also allows new UTL assistant professors to have more time to establish themselves and their research program before facing the reappointment decision. This change does not affect their total time in rank. Only faculty in their first term will be affected by this change.

Finally, the appointment terms for Non-Tenure Research Line Assistant Professors will be changed soon to give them the option to take a total of seven years in rank instead of the current six years; the initial term would be four years, followed by a three year second term. Email letters will be forthcoming on this subject. This change will apply to all NTLR assistant professors, whether they are in their first term or their second term. If you have an NTLR faculty member who has a reappointment or promotion decision upcoming and you wish to discuss it, please contact Rebecca Robinson, who is also available to answer questions regarding appointment term changes in all of the lines.

All of these changes are optional for current members of the Professoriate; faculty members may choose to take advantage of the extra time or not, and the extensions remain available later if circumstances change. All new assistant professors will be given terms as described above; please follow these new guidelines when specifying terms in Professoriate offer letters. Also please note that under the new policies, MCL assistant professors are no longer eligible for New Parent Extensions or any other extensions to term; UTL and NTLR faculty remain eligible for these extensions as before.

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**FAST|FAC Update and Invitation**

**Development Update**

The development team is currently testing the professorial new appointment long forms (B1 and B5). We are planning to release them for your use for new appointment actions starting on or after January 1, 2010.

**Request for Information**

Information about advertisements and solicitations that you use repeatedly can be added to the system now during development to make your data entry easier in the future. Three departments have already elected to provide this information. If you also wish to benefit from this capability, please share the following information with us by **November 30, 2009** on an Excel spreadsheet:

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.

If you have any questions, please contact Jane Volk-Brew.

**Clinician/Educator and Instructor Signed Offer Letters**

Please copy Ellie Saeidi when you send Faculty Compensation the electronic version of a Clinician/Educator’s or Instructor’s signed offer letter. Ellie will make sure it gets into OAA’s appointment file.

**Tutorials and Best Practices to be Featured in 2009-10**

As we begin the new Academic Year, the Office of Academic Affairs is in the process of planning a series of Tutorials and Best Practices sessions to be held on a regular basis, beginning in December. The schedule for December and January will be announced in next month’s Communique. In the meantime, we encourage you to send your suggestions for topics to the Office of Academic Affairs.

Please note that the Faculty Affairs Administrators Network meetings will also be held periodically throughout the year (rather than quarterly). Your agenda items for those meetings would also be welcomed.

If you have any questions, please contact Judith Cain.
OFFICE OF ACADEMIC AFFAIRS
SCHOOL OF MEDICINE

COMMUNIQUE
DECEMBER 2009

TUTORIALS SCHEDULED ON MAJOR UPDATES TO POLICY AND PRACTICE

In December and January, the Office of Academic Affairs will conduct Tutorial sessions regarding several major updates to policy and practice in the School of Medicine:

- An explanation of the new criteria for the Medical Center Line
- How and where to explain the MCL faculty member's proportionality of contributions
- Description of updates to the School of Medicine Faculty Handbook
- Discussion of the new (required) Clinical Core Competencies Form
- Changes to referee solicitation letters
- The new Assistant Professors appointment term changes

The Tutorials will be held on Wednesday, December 16th and Wednesday, January 13th, from 1:00-2:30pm, in MSOB X181. Attendance at one of these sessions is strongly recommended, even for seasoned administrators. Please come prepared with questions about any of these changes that you have already encountered.

Please register for the Tutorial by signing in with the Office of Academic Affairs; please note which session you will be attending.

DRAFT REFEREE SOLICITATION LETTERS
TO BE SUBMITTED IN TANDEM WITH REFEREE GRIDS

Effective January 1, 2010, we are requesting that a draft of the solicitation letter to referees (with all of the blanks in the template filled in and relevant criteria provided) be submitted at the same time as the draft referee grid for all Professoriate actions. Occasionally, when long forms are reviewed by OAA, it has been discovered that letters with incorrect criteria or non-standard language have been sent to referees thereby invalidating the letters or otherwise compromising the integrity of the solicitation process. This change in procedure is designed to prevent such situations from occurring.

Specific process details:

- We need to review one draft solicitation letter. This should be the external letter if external referees are to be solicited.
- You do not need to submit a separate letter for each referee to be solicited.
For actions in FastFac, the solicitation letter should be uploaded to the FastFac system before the referee list is submitted to OAA.

Any questions regarding this change should be addressed to Rebecca Robinson or Craig Spencer.

**ACTING APPOINTMENTS DISCOURAGED FOR INTERNAL CANDIDATES**

As stated in the School of Medicine Faculty Handbook, “The use of any Acting appointment for any internal candidate is strongly discouraged. . . . Candidates from Stanford who are identified for a faculty position will generally remain in their current positions during the appointment process . . . .”

Exceptions to this policy will be considered only when there are compelling reasons for the immediate initiation of the acting appointment. In such cases, an explanation should be provided regarding (a) the urgency of the programmatic need, (b) the ways in which the duties conducted during the acting period will differ from those of the internal candidate’s current responsibilities and, (c) if applicable, how those current responsibilities will be covered if an acting appointment is granted to the incumbent.

**KUDOS: ON-TIME PERFORMANCE RATES**

As you know, we recently released to departments five years of on-time performance rates for reappointment and promotion actions. We want to take this opportunity to congratulate and thank the following departments – and, importantly, their faculty affairs administrators -- for on-time performance rates exceeding 90% over this five-year period:

- Biochemistry (Ruth Norris)
- Developmental Biology (Sue Elliott)
- Obstetrics and Gynecology (Cathy Seckel)
- Orthopaedic Surgery (Kara Sjoblom-Bay)
- Pathology (Cynthia Llanes)

Well done!

**KUDOS: ANNUAL COUNSELING**

We would also like to acknowledge outstanding management of the annual counseling process by the following departments and faculty affairs administrators who achieved 100% compliance during academic years 2006-07, 2007-08 and 2008-09:

- Anesthesia (Virginia Tse)
- Comparative Medicine (Julie Schnitzer)
- Dermatology (Rita Sader)
Developmental Biology (Sue Elliott)
Health Research and Policy (Jessica Negrette)
Medicine (Gretchen Picache, Maryam Farshad)
Neurobiology (Kelli Santini)
Neurology and Neurological Sciences (Kelli Santini)
Ophthalmology (Charlotte Rendon)
Orthopaedic Surgery (Kara Sjoblom-Bay)
Otolaryngology (Jason Irwin, April Prasad)
Pathology (Cynthia Llanes)

Thanks to all of you for your efforts in ensuring that your assistant and associate professors received annual counseling in compliance with School and University policies. We greatly appreciate your work!