OFFICE OF ACADEMIC AFFAIRS
SCHOOL OF MEDICINE
COMMUNIQUE

January 2010
(Happy New Year!)

JANUARY TUTORIAL ON MAJOR UPDATES TO POLICY AND PRACTICE

As announced in the December Communique, the Office of Academic Affairs will conduct a Tutorial regarding several major updates to policy and practice in the School of Medicine. This session will be held on Wednesday, January 13th, from 1:00 to 2:30 p.m. in MSOB X181. Topics will include:

- 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

Attendance is strongly recommended, even for seasoned administrators. Please come prepared with questions about any of these changes that you have already encountered. If you have not already done so, please register for the Tutorial by signing in with the Academic Affairs.

REMAPINDER REGARDING TIMELINE FOR REAPPOINTMENTS AND PROMOTIONS

In the November Communique item regarding milestones and alert notifications for long form assembly, we said that we are aware that the deadlines currently presented on the ”Progress” display in FAST|FAC do not align precisely with the revised timeline. While IRT works on making the system correspond to it, we ask that you adhere to the timeline that is available on OAA’s web site at:


UPCOMING CHANGES REGARDING ID CARDS AND PRIVILEGES

Last month, you should have received an email (via Cori Bossenberry) from Randy Livingston, Vice President for Business Affairs and Chief Financial Officer, regarding changes in the issuance of ID cards, as well as their associated privileges. The changes are intended to reduce
several legal, tax and regulatory risks, as well as to ensure that similarly situated individuals on campus will receive similar privileges.

The policy changes will have virtually no impact on the privileges of Stanford’s Professoriate, academic staff, regular staff and students. Certain privileges, however, will no longer be available to Adjunct Clinical Faculty. These include library privileges at branches other than Lane Library and Courtesy ID cards for spouses and domestic partners of ACF members. In addition, emeritus ACF members will no longer be eligible for campus privileges. These changes will go into effect on February 1st.

Within the next week, we will be asking you and your department chair to forward a communication from David Stevenson to members of the ACF community, including both active and emeritus members. This communication will provide context for these changes, as well as a reminder about the approaching implementation date. Thanks in advance for your assistance in helping us with this distribution.

CALL FOR RECOMMENDATIONS FOR FEBRUARY TUTORIALS

As we begin planning for next month’s Tutorials, we want to solicit your suggestions for topics. Please share your ideas with us by sending an email to Academic Affairs.
Protected Time for Scholarly Research in the Medical Center Line
Clinician/Educator, Clinician/Educator (Affiliated), Instructor, and Instructor (Affiliated) A&P

Housekeeping Matters

Protected Time for Scholarly Research in the Medical Center Line

As stated in the updated School of Medicine Faculty Handbook, for faculty in the Medical Center Line, a minimum of 20% FTE should be protected for scholarly research from required clinical care, teaching and, if relevant, administrative duties.

MCL Assistant Professors, Associate Professors and Professors with a fixed term of appointment are expected to discuss the proportionality of their contributions at annual counseling meetings with their department chair (or designate); this proportionality should be recorded on the annual counseling meeting form.

Effective immediately, please note that an explanation will need to be provided whenever the protected time for scholarly research falls below the 20% threshold. In such cases, the department chair should send a memorandum to Dr. David Stevenson, Senior Associate Dean for Academic Affairs, notifying him of the variance from policy and providing a plan to address the situation going forward. This memorandum should be sent to Dr. Stevenson as soon as the situation is known, preferably prior to the annual counseling meeting with the faculty member.

Any questions should be addressed to Judith Cain.

Clinician/Educator, Clinician/Educator (Affiliated), Instructor, and Instructor (Affiliated) A&P

Housekeeping Matters

Modifications to the appointment, reappointment and promotion file content for Clinician/Educators, Clinician/Educators (Affiliated), Instructors, and Instructors (Affiliated) will be announced soon. Please voluntarily implement the following process changes now:
General Principles

- All actions material to an individual’s academic appointment require approval from the Office of Academic Affairs. This includes changes to percent time of appointment (also called “FTE changes”) and revised appointment start and stop dates. (Some actions also require the approval of Fiscal Affairs.)
- Retroactive start dates are not acceptable. In particular, recommendations whereby the employee would acquire or lose benefits require written confirmation from the Benefits Office agreeing to a past benefits service date or from the candidate that he or she waives his or her Stanford benefits.
- Lapsed appointments requiring reinstatement are not acceptable. As with professorial actions, departments bear primary responsibility for monitoring faculty end dates and ensuring timely submission of documents for reappointment and promotion reviews. Faculty members’ appointment end dates appear in FAST|FAC. If you have a question about an individual’s appointment information, please contact Jane Volk-Brew.
- Appointment extensions are expected to be rare, not reoccurring, for a reasonable period of time, and require an explanation from the department chair and, where appropriate, the division chief. Note that cursory explanation such as “administrative delay” will no longer be acceptable.
- Academic Affairs will not correct the start date of non-employee affiliate appointment records. Therefore, if the appointment of a Clinician/Educator (Affiliated) or Instructor (Affiliated) has been extended in order for completion of a reappointment review, the system of record will separately show the extension and the reappointment.
- Academic Affairs must be notified when an academic appointment ends, whether by resignation, retirement or the end of a fixed term appointment.
- Include Academic Affairs in the transmittal of signed offer letters to Faculty Compensation.

Submission Deadlines

Actions are handled as quickly and efficiently as possible and in the order received. Recommendations are queued for each month’s C/E Appointments and Promotions 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.

Allow a minimum of 30 days in advance of the effective date for completion of school review. In addition, pay attention to these special deadlines:

- If the start date is to occur in July, submit to OAA by April 30, 2010.
- If the start date is to occur in August, submit to OAA by May 31, 2010.
- If the start date is to occur in September, submit to OAA by June 30, 2009.
File Mechanics

- Every page of the appointment form must be on a white background. Illegible materials will be returned.
- The CV must be up to date.
- All files must comply with the evidentiary requirements appearing in the table on OAA’s web site at http://med.stanford.edu/academicaffairs/CEs/cegrid.pdf. Incomplete files will be returned.
- All submittals may be made electronically in portable document format (PDF).
- Disclosure of the candidate’s confidential data, such as social security number, date of birth and gender is needed only at the time of initial appointment. This information is treated in a confidential manner by OAA staff and allows us to effectively search the University’s systems of record for the candidate when entering the appointment into PeopleSoft. We prefer that the full social security number be provided, however, we will accept it in a masked format: “xxxx-xxx-{last 4 digits}” if the candidate so prefers.
- The candidate’s FAST|FAC Person History page is requested for subsequent reappointment and promotion actions. It does not contain confidential information and supplies important information needed for the review. Inclusion of this page exempts the department from supplying the confidential biographic data on the appointment form.
- Some departments are already asking referees and trainees to complete the clinical core competencies evaluation form. In the near future we’ll be implementing the use of this form for all Clinician/Educator actions, but limiting the number required to fewer than are required for the professoriate. Referees may complete the clinical core competencies evaluation form in their capacity as referees, but it is not appropriate for the referees to complete the form for the purpose of using them as teaching evaluations. Clinical core competency evaluation forms completed by trainees will not be considered teaching assessments.
- A signed appointment form and a transmittal memo explaining the recommendation are required for all actions.
  a. The form must be signed by the department chair, or his or her designee (if the chair has delegated authority for such recommendations -- such persons may include the division chief and/or the chair of the department’s C/E A&P Committee.) The form must have signature endorsements from all departments in which the faculty member has an appointment.
  b. The transmittal memo must specifically describe the candidate’s role and responsibilities. For example, explain why the rank of Instructor appropriate to the candidate.
  c. It is particularly important that the transmittal memo fully explain the facts and circumstances when the recommended action involves a material change, such as an increase or decrease to the percent time of appointment.
  d. If the action involves a change to percent time of appointment, clearly state what the candidate’s current FTE is and what the new FTE will be.
Definitions
“Internal” and “external” referee are defined relative to the candidate. For example:
- The candidate for a new appointment is currently at another institution. Referees from the candidate’s home institution are “internal” to him or her and Stanford persons are “external” referees for this candidate.
- The candidate is being reviewed for reappointment or promotion as a Clinician/Educator (Affiliated). Referees employed by the candidate’s affiliated hospital and all Stanford persons (that is, an individual who has an academic appointment at Stanford) are “internal” to the candidate.

Clinician/Educator Professional Development Leave

As more Clinician/Educators begin to take advantage of their professional development leave, please make sure that the Clinician/Educators in your department or division are aware that the program statement and leave application are available on OAA’s web page at http://med.stanford.edu/academicaffairs/CEs/. The process described in the program statement encourages Clinician/Educators to allow adequate time for department and school review, and for departments to make arrangements for coverage of clinical and teaching responsibilities, before finalizing travel or other leave arrangements.

Please address questions regarding these matters to Jane Volk-Brew.
OFFICE OF ACADEMIC AFFAIRS
SCHOOL OF MEDICINE
COMMUNIQUÉ
MARCH 2010

Policy Change Regarding Retention of Billets
Annual Counseling for Assistant and Associate Professors
The Importance of ACF Email Distribution Lists
Reminder: Draft Referee Solicitation Letters to be Submitted in Tandem with Referee Grids
Communiqué Index Now Available

Policy Change Regarding Retention of Billets

In a March 4th email communication to department chairs, Vice Dean and Senior Associate Dean David Stevenson, wrote:

“For some time, it has been School policy that every billet that becomes vacant for any reason returns to the Dean’s Reserve. However, upon request by the department chair, and with the Dean’s approval, such billets have been returned to the department to fill the vacancy or to address other programmatic priorities.

I am writing now to let you know that, effective immediately, departments will no longer be required to request retention of billets that become vacant. You will still need to follow current policy in submitting a request to initiate a search, but the bureaucratic obstacle of having to request retention of any billet is being removed.

The fixed size of your department will be the sum of your occupied positions, searches in process and idle commitments, all of which are recorded in the Faculty Billet Database to which you and your staff have access. Any questions regarding your billet allocation should be directed to Kathleen Warmoth.

As you know, the School is still operating under the restriction of a billet cap and, as a result, incremental billets will only be granted under extraordinary circumstances. We are hopeful that, for the time being and until circumstances improve, you will be able to meet your programmatic needs, and renew your faculty, through careful and creative management of your billet resources. The Office of Academic Affairs stands ready to offer our assistance in that effort, and I encourage you to call on us at any time.”

Please note that documents on the OAA website are being revised to reflect this policy change.
Annual Counseling for Assistant and Associate Professors

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 light of the criteria for reappointment or promotion.” The School requires 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 been occurred after September 1, 2009, and before August 31, 2010. 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 review your department’s progress to date and, in cases where counseling has not yet occurred, work with your department chair to schedule these counseling sessions as soon as possible in order to be in compliance with University policy.

Any questions should be directed to Judith Cain or Rebecca Robinson.

The Importance of ACF Email Distribution Lists

The January Communique carried an announcement regarding upcoming changes from the University with respect to ID cards and their associated privileges and the impact of these changes on the School’s Adjunct Clinical Faculty (ACF), both active and emeritus. We informed you that we would be providing you with a communication from Senior Associate Dean Stevenson and asked for your help in distributing it to the ACF Community.

It has recently come to our attention that this important communication did not reach some ACF members because departments are not maintaining current email distribution lists. Clinical departments will already have heard, or will be hearing, from Lisa Joo, regarding the ways in which you will be working to correct this problem. This is especially crucial given that we will be sending another important communication to ACF members later this month.

The School and its departments benefit from the ACF’s dedicated and generous service as teachers, mentors and role models, and it is important that we show our appreciation by, among other things, ensuring open lines of communication. Maintenance of up-to-date email distribution lists is crucial to that effort. Many thanks for doing your part.
Reminder: Draft Referee Solicitation Letters to be Submitted in Tandem with Referee Grids

In the December Communiqué, we announced that draft referee solicitation letters should be submitted in tandem with referee grids. This is to remind you to please upload template referee and trainee solicitation letters to Fast/Fac before submitting proposed referee lists to OAA for approval so that we can review everything at one time.

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

Communique Index Now Available

We have posted an index that lists, in alphabetical order, contents of previous editions of the Communiqué. We hope that this will prove helpful to you in locating topics of interest.
OFFICE OF ACADEMIC AFFAIRS
SCHOOL OF MEDICINE

COMMUNIQUÉ
APRIL 2010

Forms for New Professorial Appointments Now Available in FAST|FAC
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Forms for New Professorial Appointments Now Available in FAST|FAC

The forms for new professorial appointments were released for use in FAST|FAC on March 17, 2010. The Office of Academic Affairs will commence the candidate’s action after a normal conclusion of search or approval of search waiver activities conclude. The following information is needed by our office in order to proceed:

Candidate’s Information
   Candidate’s date of birth
   Candidate’s SSN (if previously disclosed by Candidate)

Professorial Appointment
   Position data
   Rank
   FTE
   Division (if any)
   Additional appointments (joint, secondary, courtesy)
   MCL hospital affiliation
   Proposed start date
   Duration

Interim appointment planned (if no affiliation currently exists)
   Type (Acting, Faculty Candidate)
   Rank
   Proposed start date
   Duration (typically 1 year, truncated by professorial appointment)
The system contains some new functionality in order to comply with the university’s forms for new appointments. Jane Volk-Brew will provide training on the new functionality when the department or division’s first new appointment action is started. Any questions should be directed to Jane.

**Updates to the University Faculty Handbook**

The Provost’s Office has updated the University Faculty Handbook as follows:

**Section 2.6.G (2): Emeritus Recall to active duty in another unit**

Recall appointment recommendations should be initiated by the faculty member’s primary department. A faculty member may be recalled to serve in a unit other than his or her primary department; however, the primary department must approve the recall appointment. The primary department and the unit recalling the faculty member are responsible for ensuring the faculty member meets his or her obligations during the recall appointment.

**Section 2.7.C (3): Candidates with disabilities**

At any time during a faculty member’s appointment, a faculty member who requires reasonable accommodation for a disability is urged to contact his or her chair or department or school Faculty Affairs Officer or the University’s ADA/Section504 Compliance Officer.

Please note that the following statement should be included in all future employment offer letters for faculty, Academic Staff and Other Teaching Staff in paid positions (all templates on the OAA website will be revised accordingly):

“If you require workplace accommodation for a disability, please let me or [name of HR manager] or [name of supervisor] know.”

**Section 2.7.F: Confidentiality of the appointment and promotion process**

The provisions regarding the confidentiality now include a statement reminding candidates of their obligation to respect the confidentiality of the process.

In the School of Medicine, this language will be incorporated into the “commencement of review” communication that is sent to the candidate from Dr. David Stevenson, Senior Associate Dean for Academic Affairs. The new text will read as follows:

“The University takes extensive measures to protect the privacy of the
candidate by preserving the confidentiality of the information it receives regarding the candidate. The University also expects that candidates will similarly respect the confidentiality of the process. Candidates should not request or seek to discover confidential information from individuals within or outside the University who may be involved in the review process, either while the process is underway or after it has concluded. Any questions regarding the process, its timing, or its eventual outcome, should be discussed with [department chair or designee].”

We would appreciate it if you would reinforce this message when you communicate with candidates about departmental review processes.

In addition, the following general admonition regarding confidentiality may be read at the departmental 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 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.”

Section 3.1.A: Leaves

Leaves of any kind may not be taken during the academic year immediately preceding retirement.

Section 3.2: Sabbaticals

Faculty on sabbatical continue to be eligible for health and welfare benefits coverage and receive the full University contribution for such coverage.

A sabbatical cap of less than 36 will apply on a pro rata basis if the individual’s Appointment is less than 100% FTE.

Accrued sabbatical time expires upon termination of employment with the University; there is no compensation given at that time for unused sabbatical.
Tenured faculty and faculty with continuing term appointments may not normally borrow sabbatical leave service credit.

Section 5.1.C: Additional Compensation

This section provides clarification regarding the services that are within the normal scope of a faculty member’s duties and the services that warrant additional compensation. The threshold for approval by the Provost for additional compensation has been increased to $5,000.

Questions regarding any of these changes should be directed to Judith Cain.

Adjunct Clinical Faculty and the Stanford Industry Interactions Policy

Faculty Affairs Administrators were included in the communication that Senior Associate Dean David Stevenson sent to Adjunct Clinical Faculty members last month regarding compliance with the Stanford Industry Interactions Policy (SIIP). Briefly, compliance with SIIP – both within and beyond an ACF member’s official Stanford responsibilities – is now a condition for using a Stanford title. Compliance is expected immediately with the exception of the ban on free drug samples, which will go into effect on January 1, 2011.

Departments are expected to certify compliance with the policy as part of the annual attestation process in which it is documented that all requirements for continued appointment have been met. We recommend that the following clause (with checkbox) be included on the attestation form:

“I am in compliance with the Stanford University Medical Center’s Stanford Industry Interactions Policy (SIIP) at all times, both in connection with and beyond my official Stanford responsibilities.”

We encourage you to become familiar with the provisions of SIIP, which apply to faculty (broadly defined) in all lines.

For questions regarding attestation, please contact Lisa Joo. For questions regarding SIIP, please contact Barbara Flynn.

Ellie Saeidi to Take Over Visiting Scholars

As of April 1, we are happy to note that Ellie Saeidi will take over responsibility for processing Visiting Scholar applications from Rebecca Robinson. Please direct all Visiting Scholar applications and questions to Ellie.

J-1 Visa Holders (Visiting Scholars and Visiting Faculty) - Minimal Patient Contact

International Center staff have asked that we reiterate that anyone holding a J-1 visa is expected to have minimal or no patient contact. When you are filling out a J-1 visa request, if the candidate will be doing
clinical research or clinical observation, it will be helpful to note "minimal patient contact" (if accurate) in the section describing the visitor's classification and planned activities. This will eliminate the need for IC staff to contact you to clarify this point once they receive the request.

**J-1 Visa Requests - New Workflow System; Printouts Still Required**

The International Center is developing a new, more robust application for submitting requests for J-1 visas, anticipated for release in late April or May. This application will be accessible via Axess on your "Employee Information" tab.

Please note that the requirement to include a printed copy of the visa request as part of the appointment package (generally for Visiting Faculty and Visiting Scholars) will not change. The new workflow application will include a print button for your convenience.

**Tracking Returns from Leaves without Salary (Professoriate)**

Faculty take leaves for many reasons and in most cases they stick closely to the established schedule. On occasion, though, faculty members will take leave without salary when they are considering a professional or personal transition, and sometimes the uncertainty around this transition can make it difficult for them to accurately project when (or if) they will return to Stanford, and in what capacity. Thus, it is particularly important to keep track of faculty who have taken leave without salary and to note in PeopleSoft when they have returned from leave.

One month prior to the leave end date, you should confirm with the faculty member that he or she intends to return on schedule. If the faculty member either does not confirm the return date or expresses uncertainty about the timing of the return, please contact OAA (Rebecca Robinson or Ellen Waxman), as we can assist you in helping the faculty member resolve any issues about their return. This will also allow us to actively work to settle any questions in areas such as compensation, research or hospital privileges.

**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) and Faculty Billets system.

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.

**OAA Sponsors A&P Workshops for Faculty**

The Office of Academic Affairs is sponsoring a series of workshops on reappointment and promotion criteria and review processes in the Medical Center (MCL) and University Tenure (UTL) lines.

The first session was held on March 18th and was focused on MCL assistant professors who are in their second term of appointment; the discussion was led by Dr. David Stevenson, Vice Dean and Senior Associate Dean for Academic Affairs; Dr. Sherry Wren, OAA Associate Dean; and Dr. Stephen Galli, Chair of the Department of Pathology. Upcoming workshops are targeted for MCL assistant professors in their first term of appointment, UTL assistant professors, and MCL associate professors.

Any questions regarding these workshops should be directed to Judith Cain.

**Community News**

Please join us in welcoming the following new faculty affairs staff members to the School:

Joseph Clark (Pediatrics), Daniel Lam (Pediatrics), and Kendall Yi (Radiology).
Tutorial to be Held on Visiting Scholars/Visiting Faculty

Provošt’s Office Launches New Website

Faculty Senate Discusses the Faculty Retirement Incentive Program

Additional Information Needed to Start a New Appointment Action in FAST|FAC

Clinician Educator Appointments & Promotions Committee Review

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Tutorial to be Held on Visiting Scholars and Visiting Faculty

A Tutorial on Visiting Scholars and Visiting Faculty will be held on May 27, 10-11:30am, MSOB x181. Please attend if you process applications or visas for visiting faculty or visiting scholars. Rebecca Robinson and Ellie Saeidi will discuss: how to categorize your visitor (scholar? Faculty? Consulting or Visiting?); application guidelines; new financial requirements. A representative from the Bechtel International Center, Lynn Kroner, will also attend the meeting to lend her expertise on DS-2019's and other visa issues. RSVP to academicaffairs@stanford.edu.

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Provost’s Office Launches New Website

[Faculty Affairs](#) in the Provost’s Office has launched a new website that includes faculty policies, procedures, forms and links to other resources. There is a password-protected section of the site (look in the upper right-hand corner) for faculty affairs administrators. Access is via your SUNet ID. If you encounter any problems in logging on, please contact [Valerie Meeks](#).

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Faculty Senate Discusses the Faculty Retirement Incentive Program

On April 29, the Provost made a presentation to the Senate of the Academic Council on the Faculty Retirement Incentive Program. The presentation, and the ensuing discussion, are recorded in the [Senate minutes](#) and may be of interest to the faculty affairs community.
**Additional Information Needed to Start a New Appointment Action in FAST|FAC**

The April 2010 Communiqué listed the information OAA needs confirmed in order to start a new appointment action in FAST|FAC. Here is the list again, with the addition of a new element – whether the candidate of choice is an external or internal candidate.

**Candidate’s Information**
- Candidate’s date of birth
- Candidate’s SSN (if previously disclosed by Candidate)
- Candidate is an external or internal candidate

**Professorial Appointment**
- Position data
- Rank
- FTE
- Division (if any)
- Additional appointments (joint, secondary, courtesy)
- MCL hospital affiliation
- Proposed start date
- Duration

**Interim appointment planned (if no affiliation currently exists)**
- Type (Acting, Faculty Candidate)
- Rank
- Proposed start date
- Duration (typically 1 year, truncated by professorial appointment)

**Clinician Educator Appointments & Promotions Housekeeping Matters**

Upcoming Clinician Educator Appointments & Promotions Committee meeting dates for the remainder of this academic year are posted on the [Office of Academic Affairs’ web page](#). The agendas for the May and June meetings are already full. Files received after May 3 are being assigned to subsequent meetings in the order received. Additionally, the lack of a quorum may determine whether a file the Committee will be able to review an action at a specific meeting. Please bear these factors in mind as you determine effective dates for new appointments. If you have any questions, please contact [Jane Volk-Brew](#).
OAA Holds A&P Workshops for Faculty
Stanford Benefits Announces New Faculty Orientation
Faculty Candidates and Stanford Who
Updates on Faculty-Applicant Data Collection System
Tutorial Followup

**OAA Holds A&P Workshops for Faculty**

The Office of Academic Affairs recently held a series of workshops for assistant and associate professors on reappointment and promotion criteria and processes. Over 100 faculty attended the four sessions, which were led by Drs. David Stevenson (OAA/Pediatrics), Maurice Druzin (OAA/Obstetrics and Gynecology), Sherry Wren (OAA/Surgery), Steve Galli (Chair of Pathology and former Advisory Board member), and Ann Leung (Radiology and current A&P Committee member).

Most participants made use of materials distributed at the sessions, which included relevant sections from the School of Medicine Faculty Handbook; blank copies of long forms, clinical excellence forms and annual counseling forms; and a list of resources available on OAA’s home page. The sessions opened with Dr. Stevenson covering the key components of the line, timing of the review, criteria, and respectful workplace expectations. The other session leaders discussed annual counseling and components of the long form, including the curriculum vitae, candidate’s statement, selection of and letters from referees and trainees, evaluation of clinical excellence, and review processes at the department, School and University levels.

To give you a flavor of the workshops and, more specifically, the kinds of issues on the minds of our junior faculty, listed below is a representative sampling of some of the questions that were asked of the presenters (with abbreviated answers in italics).

OAA is in the process of exploring ways in which this type of information might be communicated to junior faculty in a more systematic way. This could include enhancements to our website (e.g., short video clips, slideshows, Q&As, etc.) or targeted informational sessions on such topics as the candidate’s statement, the process for selection of referees, and evaluation of clinical excellence, among others. If you have ideas about how we can improve our efforts to inform junior faculty about reappointment and promotion criteria/processes, please send your suggestions to Judith Cain. It would also be helpful if you would let us know the questions about reappointments and promotions that are asked most frequently by
your faculty. Please click here to provide us with this information, which will help us focus attention on the areas of greatest interest.

OAA A&P Workshops: Frequently Asked Questions

When does the review process begin? *(Typically, one year in advance of the appointment end date.)*

Who decides whether you’ll be reappointed or promoted (asked by an MCL associate professor)? *(With input from others, the department chair is responsible for making this decision.)*

What is expected in the candidate’s statement? Who sees it? *(The candidate’s statement is an opportunity to discuss important contributions that have been made in scholarship, teaching and (if any) clinical and administrative activities consistent with criteria in the appropriate faculty line. While it is often appropriate to include background contextual information regarding earlier contributions, it is important that the statement include discussion of achievements during the current appointment term, as well as indications of plans and goals for future work. The candidate’s statement is seen by individuals who will be voting on the reappointment or promotion; it is sometimes seen by external and internal referees, along with the c.v.)*

Can you quantify a “steep trajectory” (for early promotions)? *(Early promotions are based on the quality, rather than the quantity, of the contributions. Promotions may be initiated at any time when there is unequivocal evidence that the quality and impact of the faculty member’s contributions meets the criteria for promotion to the higher rank. In order to avoid potential awkwardness surrounding a negative promotion decision, it is prudent to initiate a promotion review only when a positive outcome can be anticipated with reasonable confidence.)*

How many grants and publications do you need (asked by an MCL faculty member)? *(There is no “magic” number. In the MCL, promotion criteria are dependent upon the proportionality of contribution. For example, if the highest proportion of time is dedicated to clinical care, the criteria for scholarship will be different than for someone who concentrates most of his or her time on research. Generally speaking, the quality and impact of the publications are more important than the number. Grants are not required by the School but may be useful evidence of recognition in the field.)*

What is the average time for promotions (in the MCL)? *(While this is dependent upon individual circumstances, it is expected that many MCL assistant professors will be ready for promotion during the seventh year of their appointment.)*

When do requests for letters go out? *(Candidates are notified of their upcoming reappointment or promotion one year in advance of their appointment end date; referee solicitation letters typically go out within two months of that notification. It is important for candidates to have their curriculum vitae updated and candidate’s statement prepared in advance of that.)*
Collaborators can’t serve as referees, can they? *(For reappointment and promotion to Associate and full Professor, it is expected that a majority of the referees will be independent from the candidate. However, a limited number of collaborators or mentors are usually included.)*

Do referees have to be at a certain rank? *(Generally, referees should be at the rank to which the candidate is being promoted or higher.)*

Can you contact referees and update them on your activities? *(To encourage candor, Stanford assures referees of the confidentiality of their responses. In this context, candidates should not know (or attempt to learn) the final composition of the referee set and should not contact potential referees in the context of the review. However, candidates are encouraged to seek opportunities to interact with leaders in the field so that their work may be known to potential referees at the time of the reappointment or promotion review.)*

Can you ask that certain people not be contacted? *(Candidates may request this, and their recommendations will be given consideration. However, the final composition of the referee set is at the discretion of the department with approval by the Senior Associate Dean for Academic Affairs.)*

Can internal letters come from within the department? *(Yes or from a different department or school within the University.)*

What happens when things are published in the seventh year when the tenure review is under way (asked by a UTL assistant professor)? *(Ideally, the body of work on which a candidate will be evaluated for promotion to tenure should have been completed at the end of the sixth year of appointment. This will allow referees to judge the quality and impact of the work rather than speculate about the importance of work in progress. While reviewing bodies at the departmental, School and University levels may be provided with updates on any work published during the seventh year, no such updates are provided to the referees who provide key input into the process.)*

How does collaborative work influence the tenure decision? *(At the time of the tenure decision, investigative independence is expected since it can be a useful marker of substantive scholarly contributions. For collaborative work, candidates are encouraged to annotate their curriculum vitae so that the referees and reviewers will be aware of the nature of an individual’s substantive contributions to multi-author works.)*

Does being a Co-PI hurt or help your tenure case? *(As noted above, it is important for a candidate to have established investigative independence at the time of the tenure decision. In particular, it is expected that the candidate will have established independence from his or her mentor. Such independence is often indicated by “stand-alone” Principal Investigator status on extramural grants. In this context, consistently being a Co-PI with a mentor, and/or the lack of “stand-alone” PI status, could undermine the case for independence.)*
Who decides to whom the clinical excellence forms go? *(The department makes this decision.)*

Of all the review levels, which is the highest hurdle? *(Each level of review is important, and it is clear the recommendations forwarded from departments receive close scrutiny by reviewers at the School and University levels. In this regard, substantive, unequivocal support from the candidate’s department usually has a positive influence on subsequent review by the School and University.)*

What are the odds for success? *(Looking at outcomes for all untenured faculty hires between 1995 and 2001, 72.5% received tenure. It should be noted that in addition to tenure denials, resignations and departures for other reasons are also factored in. While no similar data has been collected on MCL assistant professors, the promotion success rate is likely higher than in the UTL.)*

Are decisions ever overturned? *(Negative decisions are subject to appeal by the candidate and, though rare, have been overturned on occasion.)*

**Stanford Benefits Announces New Faculty Orientation**

Stanford Benefits has announced a series of New Faculty Orientations with presentations both on-location and via the Web. The 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. Keep in mind that the New Faculty Orientation is designed specifically for faculty. Other academic staff should attend the bi-monthly New Employee Orientation held every other Monday.

Please share the following information with your new faculty:

**Presentations On-Location**

Reservation is required. Call (650) 736-4102

Wednesday, August 18, 10:00 a.m. to Noon
Wednesday, September 15, 10:00 a.m. to Noon

Both sessions will be held in Redwood Hall, Room G19.

**Presentations via Web**

No reservation is required.

Thursday, July 15, 10:00 a.m. to Noon
Wednesday, September 8, 1:00 to 3:00 p.m.
To participate from your computer:

1. Go to http://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

Note: Before joining the session, be sure to check for compatibility of rich media players for Universal Communications Format (UCF). UCF allows the participant to view multimedia during the session. To check, go to http://stanford.webex.com/stanford/systemdiagnosis.php

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

For Web support issues:

1. Go to http://stanford.webex.com/stanford/mc
2. On the left navigation bar, click on Support

To contact the WebEx host: email Stephen Geddes at sgeddes@stanford.edu

**Faculty Candidates and Stanford Who**

As you know, new appointment long forms are now being assembled through FAST|FAC. In order for OAA to start an action for a faculty candidate, that individual must have a record in PeopleSoft. Internal candidates already holding a Stanford academic appointment will already have employee ids and records in PeopleSoft. An external candidate will either be appointed into an Acting role, or will need to be entered into PeopleSoft (by OAA) as a "Faculty Candidate," which is a non-employee affiliate role. This will allow OAA to start the appointment action for you in FAST|FAC.

We have recently found, however, that Faculty Candidates can be viewed in StanfordWho if you search for them by name. If you have concerns about this for privacy reasons, there are two options:

- When the search and offer letter are approved, the approval email states whether a Faculty Candidate role will be created for your candidate and asks you to let OAA know if you wish this to be delayed until the offer letter is signed. If you ask for the delay, you must give a timeframe by which you will inform OAA that the Faculty Candidate record can be entered and the action started in the system; it will not be acceptable to put off starting the long form indefinitely.
• You can also let OAA create the Faculty Candidate role, then sponsor a SUNET id for your candidate. This will allow him/her to use StanfordYou (https://stanfordyou.stanford.edu) to manage their privacy settings and control what information, if any, is publicly visible.

The standard procedure will be to create the Faculty Candidate role, if needed, within two weeks of the offer letter approval. Again, this is to allow for a timely start to the appointment long form process.
For questions, please contact Rebecca Robinson (rrobinso@stanford.edu) or Jane Volk-Brew (volkbrew@stanford.edu).

**Updates on Faculty-Applicant Data Collection System**

The Provost’s Office has a new link for faculty applicant data collection:

https://www.stanford.edu/group/facselfid/cgi-bin/dept_syst_new/

Please note that the first two questions are the same but that an additional question has been included (“How did you hear about this position?”). When creating a new search in the system, please include the name of the department, and the year of the search, in the new search name.

If you have already created searches in the “old” site, continue to use it until you finish the search:
https://www.stanford.edu/group/facselfid/cgi-bin/dept_system/

Both systems will remain in place and collect data. When all the searches are closed in the first group, we will transition completely to the new web address. In addition, once you have collected and reported the gender and ethnicity data, please close your search (by selecting the open/close box next to the name of the search).

For more information, go to http://facultyaffairs.stanford.edu/ (go to the user login in the upper right-hand corner) or contact Valerie Meeks.

**Tutorial Followup**

Many thanks to everyone who attended the recent Tutorial on Visiting Faculty and Visiting Scholars. We hope that you found the session informative and helpful in managing this population of appointments.

This is a reminder that visiting appointments must be channeled through the departmental faculty affairs administrator before being forwarded to the Office of Academic Affairs. This is an important quality control step that will help avoid delays down the line. We ask that FAAs reinforce this message with their divisions and/or staff who prepare paperwork on behalf of individual faculty members.
Revised Schedule of Alert Notifications for Long Form Assembly
Long Form Assembly Timelines (and Acting Appointments) for Assistant Professor Candidates
Reminder: Deadline for Documentation of Annual Counseling is September 1st
Changes to Job Categories on the NorCal HERC Site
Revised Phone Number for New Faculty Orientation

**Revised Schedule of Alert Notifications for Long Form Assembly**

In November, OAA initiated a process for alerting departments about important milestones related to the appointment end dates of their faculty. These milestones include:

- **13th** month before end date (confirmation for action to be launched)
- **9th** month before end date (alert if review appears to be behind schedule)
- **5th** month before end date (alert that draft long form is due or that extension request should be submitted)

Issuing these alerts has turned into a time-consuming activity for OAA staff and, as our analysis reveals, pays limited dividends in increasing on-time performance rates. Additionally, we recognize that by having FAST/FAC and other management tools firmly in place, departments are now in a better position to take ownership and management of tracking faculty appointment end dates in compliance with established timelines for reappointment and promotion actions.

As a result, effective immediately, OAA will limit its alert notifications to the following:

- **13th** month before end date (confirmation for action to be launched)
- **2nd** month before end date (emergency notification of expiring faculty appointments; departments should continue to monitor faculty term end dates closely and submit extension requests, when required, several months before the upcoming end date)
For many reasons (including periodic monitoring of in-process long forms by OAA), it is imperative that departments keep FAST/FAC up to date, uploading information in real-time as tasks are completed for long form assembly and review.

On behalf of the Vice Dean and Dean, OAA will continue to prepare and distribute on-time performance rates. Six years of data will be released to departments in the autumn. We look forward to working with you in improving our collective performance in this crucial area.

Questions about the revised schedule for alert notifications should be addressed to Craig Spencer or Rebecca Robinson.

**Long Form Assembly Timelines for Assistant Professor Candidates**

It has recently come to our attention that there is some confusion surrounding expectations for completion of assistant professor long forms, as well as the length of time associated with acting appointments. We hope that the following information will serve to clarify and inform.

As some of you will recall, one of the primary goals of the Dean’s Task Force on Appointments and Promotions (active from 2004-06) was to reduce the need for and length of interim appointments by having the candidate’s appointment process completed prior to his/her official start date at Stanford. Toward that end, a new policy went into effect in 2005 stipulating the requirement for three external letters of evaluation before release of an offer letter, as well as the minimum number of external letters of evaluation for the relevant long from before OAA will approve an acting appointment. Both requirements were intended to maximize efficiency, further inform and validate the final search deliberations, and accelerate the collection of evidence for the long form. (We also encourage departments to keep a running log of major events during the search process, which will result in a more efficient way of producing the search report that accompanies the offer letter and is included in the long form.) Furthermore, OAA has been actively encouraging departments to solicit the entire complement of external letters in the pre-offer recruitment phase, thereby significantly accelerating assembly and review of the long form and reducing the need for an interim appointment.

This is especially true in the case of assistant professor appointments, where referee letters form the centerpiece (and potentially most time consuming component) of the long form. The [Professorial New Appointment Process Time Line](#) on OAA’s website provides a month-by-month schedule that calls for a draft long form to be shared with OAA in the third month after the candidate has been identified. This is predicated on the expectation that external referee letters will be in hand at the conclusion of the search or shortly thereafter. It also assumes that other elements of the long form (search and evaluation process, description of the candidate’s
role, teaching and clinical evaluations (if applicable) and the evaluation of the candidate will be completed within a two-month period, allowing time during the third month for departmental review and voting and for review by the School and University in subsequent months. We encourage you to follow and conform to the suggested time line for completion of assistant professor long forms.

One of the primary reasons for adhering to the time line is to provide our new faculty quicker access to the full complement of benefits, including housing assistance programs and the Tuition Grant Program. For that same reason, it is important that acting appointments (when necessary) are for a short duration (usually concurrent with the six-month timeframe for assembly of the long form). In other words, placing someone in an acting position (which does not carry faculty benefits) does not change the expectation that the long form will be completed within six months.

Any questions should be directed to Rebecca Robinson.

Reminder: Deadline for Documentation of Annual Counseling is September 1st

In the March Communique, we reminded you that annual counseling for all assistant and associate professors should have been taking place after September 1, 2009, and before August 31, 2010, and asked that you review your department’s progress to date.

This is a reminder that you should forward to the Office of Academic Affairs a memorandum attesting that each assistant and associate professor has receiving counseling and that you have on file in your department copies of the required annual counseling forms. This memorandum should be sent under the signature of your department chair and addressed to Vice Dean David Stevenson. It must be received no later than September 1st.

We want to take this opportunity to express our appreciation to the Departments of Biochemistry, Chemical and Systems Biology and Otolaryngology for having already confirmed their compliance for this academic year. Thank you!

Any questions should be addressed to Rebecca Robinson.

Changes to Job Categories on the NorCal HERC Site

The following message from the Director of the Northern California Higher Education Recruitment Consortium (NorCal HERC) includes important information regarding changes to job categories. We encourage you to read the following in its entirety:
“After multiple years of member feedback, HERC-wide reviews by directors, regions, member experts, and committees, we have revised our jobs categories and are implementing the changes in preparation for the fall recruitment season. I strongly encourage you to take advantage of the revised job categories. I know that it's going to take some effort to revise your mappings, but ensuring your jobs are mapped to the most appropriate categories increases the likelihood your jobs will be populated by job seeker searches. If you do not directly handle posting your institution's positions on the NorCal HERC web site, I want to ask each of you to forward this email and instructions to those folks at your institutions responsible for ensuring the academic and staff positions are posted on the NorCal HERC web site. At the bottom of this email, I've included some tips for posting jobs on the NorCal HERC website as well as the available methodology for doing so.

We’re implementing three types of changes, please review the details and schedule below:

*1. Changes to Job Categories Names: Effective immediately, we are implementing the changed job categories. For example, “Oncology” is now “Cancer.” All jobs previously mapped to “Oncology” will now be mapped to “Cancer.” There is nothing for you to do about these changes, except take advantage of them if you are manually posting jobs to the NorCal HERC website. Please note that bulkposted and spidered jobs will automatically be re-mapped to the new name for the category.

*2. Addition of New Categories: Effective immediately, we are implementing additions to our existing categories. These additions are largely based on member requests and will have the greatest impact for research institutions, medical schools, and hospitals. Please take advantage of these new categories to ensure your jobs populate all relevant searches.

*3. Category Deletions: This change will not be implemented immediately and you will receive another announcement regarding this pending change. JobTarget is in the process of implementing a new error messaging system for bulk posts and spiders. This improvement should be implemented by fall. The category deletions will be timed to coincide with the new system, so if your jobs are mapped to deleted categories, it will create an error with your bulkpost. We want to ensure that we have an error messaging system in place before implementing this change.

Special Note: Beginning in September, bulkposts that are not mapped to the appropriate field (i.e. academic, staff, executive) will fail and you will receive a notice to adjust your mappings. Thanks for following this new requirement; it ensures your jobs are effectively searched by job seekers, thus making the most of your HERC membership.

Tips for Posting Jobs to the NorCal HERC Website:
* Ensure the job title reflects the specific nature of the job (e.g. “Assistant Professor of Psychology” vs. “Assistant Professor”)

* Include the field, subcategory, location, and end date for all jobs

* Map to multiple categories when appropriate (e.g. If your position is an “Administrative and Support” position in the “Academic Affairs” department, be sure to map to both categories. If you only map to Administrative and Support” and a job seeker conducts an advanced search on “Academic Affairs” but not “Administrative and Support” your job will not populate the search.)

* Include detailed job descriptions with relevant keywords. Many job seekers rely solely on keyword searches. Our keyword search functionality scans the job title and entire job description.

Available Methodology for Posting Jobs to the NorCal HERC Website:

** Manual Posting: Users login in via the 'Member Institution” login to administrative portion of the website through the “member institution login” button on the homepage. Click 'Post A Job' button and follow the steps. You are welcome to have multiple accounts.

** Bulkposting: Bulkposting or 'batchposting' is the method of syncing your institution's job board with your section of the NorCal HERC job board with a nightly 'feed'. Generally speaking, this is a nightly file that your system generates and sends us containing all of your active jobs. We support several formats - XML, CSV, and XLS. Details can be found at the bulkpost spec page: [http://www.jobtarget.com/r/jobs/post/batch_specs.cfm?site_id=730](http://www.jobtarget.com/r/jobs/post/batch_specs.cfm?site_id=730). Bulkposts ensures all jobs on your employment website are accurately posted on the NorCal HERC website. Bulkposts are our preferred methodology. If you would like to switch from manual posting to bulkposting, just let me know and I’ll put you in contact with JobTarget.

** Spidering: Spidering is an automated 'web-crawler' that scans your job board for data and posts it nightly to the NorCal HERC site. We reserve spiders as an 'if all else fails' device - they have several downsides when compared to bulkposts and manually posting. Comparatively, spiders: 1. Run entirely on our system, giving your IT/HR department very little control; 2. Are fragile - any change to your website/job board has the potential to break the spider; 3. May not be applicable on your job board. Some websites and job boards are designed to prevent spidering; and 4. May take upwards of three weeks to configure correctly.”

Any questions should be directed to Jane Volk-Brew.
Revised Phone Number for New Faculty Orientation

As announced in the June Communique, Stanford Benefits will be holding a series of New Faculty Orientations with presentations both on-location and via the Web. A subsequent communication from Stanford Benefits has informed us that the phone number to reserve a space is no longer available.

To reserve a space for one of the on-location New Faculty Orientation sessions, please call the faculty Benefits line at 725-1181 and leave a message, including the faculty member’s name and the date of the session.
New Offer Letter Templates for Members of the Professoriate, Clinician Educators, and Instructors

October Tutorial to Focus on Faculty Sabbaticals and Leaves
OAA Launches “FAA Dialogues”
Annual Counseling Documentation Now Past Due
Introducing Jessica Mendonça
Guidelines on Clinician Educator Appointment File Retention
Professoriate and Clinician Educator Disability Leave Presentation
Updated Letter of Invitation – Visiting Scholars
New on the OAA Home Page: Question of the Week

New Offer Letter Templates for Professoriate, Clinician Educators, and Instructors

We are pleased to announce that we have released new, streamlined offer letter templates for faculty on the Academic Affairs website on the Letters page http://med.stanford.edu/academicaffairs/administrators/letters.html and on the Clinician Educator tab http://med.stanford.edu/academicaffairs/CEs/. You will notice several changes:

- The eight offer letters for the Professoriate have been condensed to two:
  - SUMC, all lines
  - VAPAHCS, all lines
- Offer letters for Professoriate, Clinician Educators, and Instructors have similar structure for ease of use
- "offer letter" is now two pages, focusing on rank and title
- "appendix" now contains duties, compensation, all other information

Please delete any old versions of these templates that you may have on your desktop or hard drive. The new versions should be used starting immediately. The new font (Calibri instead of Times New Roman) will make it simple to tell the new template from the old.

Thanks to Rebecca Robinson, Jane Volk-Brew, Sue Kingston, Norma Leavitt, Ann Bjelland, Nancy Winningham and Ann James for their work on these letters.
**October Tutorial to Focus on Faculty Sabbaticals and Leaves**

OAA staff will offer a tutorial on sabbatical and leave policies and exceptions. The date and time of the session will be:

- Tuesday, October 19, 2 PM to 3:30 PM, MSOB X-181

Please register by emailing Academic Affairs and indicating that you would like to attend. We will confirm your attendance by return email.

**OAA Introduces “FAA Dialogues”**

In an effort to facilitate conversations across departments, OAA will be sponsoring a series of “FAA Dialogues” in which faculty affairs administrators can share and compare notes on various topics of interest. We are hopeful that this will serve the dual purpose of providing a regular forum for the exchange of information and ideas among FAAs and for highlighting departmental “best practices” that might be adopted by other departments and/or influence OAA processes and procedures. Each Dialogue will be led by a departmental FAA and an OAA staff member.

The inaugural Dialogue will be on “Learning the Ropes in Faculty Affairs” and is intended for FAAs who have been in their positions for less than a year. The session will be led by Gretchen Picache, FAA in the Department of Medicine, and Rebecca Robinson of OAA and will be held on September 28 from 2pm to 3:30pm in MSOB 181. Among other things, ideas generated from the get-together will be used in developing an FAA orientation page on OAA’s website.

Please confirm your attendance by contacting Academic Affairs.

In October, Deepa Basava (Surgery) and Judith Cain (OAA) will lead a Dialogue regarding A&P on-time performance. The date, time and place will be announced in the October Communique.

Suggestions for additional topics are welcomed and should be sent to Judith Cain.

**Annual Counseling Documentation Now Past Due**

The deadline for submission of annual counseling documentation was September 1st.

Our appreciation and thanks go to the following departments for meeting this deadline: Anesthesia, Cardiothoracic Surgery, Chemical and Systems Biology, Neurobiology, Neurology and Neurological Sciences, Neurosurgery, Radiology and Surgery.
For those of you who missed the deadline, please submit your documentation to Rebecca Robinson immediately. If we haven’t heard from you by September 10, follow up with department chairs, DFAs and FAAs will take place.

**Introducing Jessica Mendonça**

You may have noticed recent communications coming from Jessica Mendonça. Jessica, who has been a part of the Office of Academic Affairs for the past year, recently began helping Jane manage the Clinician Educator and Instructor A&P materials. Please include Jessica (jessmen@stanford.edu) in the “To” field when submitting Clinician Educator and Instructor appointment materials to OAA.

**Guidelines on Non-Professorial Appointment File Retention**

OAA was recently asked how long a department must retain the appointment file for a non-professorial appointee after the appointment Administrative Guide Memo 22.2 is the controlling policy. Section 22.2.5.b states “[r]ecords of former Stanford employees should be retained until the later of eight years following the date of termination or, if a claim is brought (e.g. grievance, lawsuit, or charge with state or federal agency), until the disposition of the claim is final.” We recommend that the records of non-employee affiliates who formerly held an academic appointment (e.g., Clinician Educator (Affiliated), Instructor (Affiliated), visiting faculty, unpaid consulting faculty) be handled similarly.

If the department wishes to retain some essential documents pertaining to an academic appointment after the university’s document retention requirements have been met, it may scan those documents (e.g., appointment and salary confirmation letters, the most recent appointment file) for permanent retention and confidentially dispose of the rest.

**Professoriate and Clinician Educator Disability Leave Presentation**

On August 18, 2010 Employee Relations and the Office of Academic Affairs offered a presentation for the School of Medicine’s Human Resources professionals and Faculty Affairs Administrators on how disability leaves are handled for members of the Professoriate and for Clinician Educators. For those who could not attend, the presentation slides are available on OAA’s web site. Click on the Clinician Educator tab http://med.stanford.edu/academicaffairs/CEs/ and look under the heading “Presentations”.

**Updated Letter of Invitation – Visiting Scholars**

The Visiting Scholars letter of invitation template has also been updated effective September 1, 2010. The change brought the template in line with the privileges allocated to Visiting Scholars
during their visit to Stanford. Please begin using the new template immediately, and delete any old copies off of your desktop or hard drive.

**New on the OAA Home Page: Question of the Week**

The Academic Affairs home page will now feature a Question of the Week: this will be one of the questions that the Academic Affairs staff has received during the preceding week, along with a short answer and a longer, more detailed answer with link(s) to relevant resources. Questions of the Week will be saved and organized on an FAQ page off of the Administrators page; please keep these in mind as new resources for information. If you have a suggestion for Question of the Week, please e-mail it to Rebecca Robinson.
Update on Faculty Applicant Data Collection System and New Grid for 2010-11
Good News on Annual Counseling Compliance
Annual Meetings for Senior Faculty – Input Requested
October FAA Dialogue to Highlight A&P On-Time Performance
Good Ideas Generated from Dialogue on “Learning the Ropes in Faculty Affairs”
Highlighted Sections Added to Offer Letter Templates
Another Reminder about Departure Notifications
Reminder about Biographical and Demographic Information for New Professoriate
Clinician Educator and Instructor Signed Offer Letters

Update on Faculty Applicant Data Collection System and New Grid for 2010-11

As a result of new legal regulations pertaining to the EEO categories for faculty applicants, the Provost’s Office has made some changes to its data collection system to ensure compliance with these new regulations. In addition, they have taken this opportunity to make the grid easier and more efficient for departments to use.

The following changes are now in effect:

- The new grid will populate for the departments as the data is collected, so departments no longer need to manually enter numbers. Just close the search and print the PDF grid, and your grid is ready to be placed in the applicant long form.
- The new grid can be viewed any time during the search so departments can evaluate diversity efforts.
- The grid will be available in an “Interim” form and a “Final” form. View the “Interim” grid at any time. Once the search is closed, the “Interim” grid becomes your “Final” grid.
- Applicants may now select as many races as they choose and are not limited to just one race.

Please note that the new regulations define Hispanic/Latino as “ethnicity”, and define the other categories as “race.” Therefore “No race selected” on the grid is for those who identify their ethnicity as Hispanic/Latino but do not identify any races.

For those searches already created in our 2009-2010 Faculty Applicant Self-Identification System, departments may continue using that system until their searches come to a close.

Example of the new grid and instructions may be viewed on the Provost’s Office website and clicking on the user login link in the upper right hand corner. Any questions should be directed to Valerie Meeks.
**Good News on Annual Counseling Compliance**

We are very pleased to report that 78% of departments have now confirmed that annual counseling took place during the 2009-10 academic year. This compares with 59% in 2008-09 and 67% in both 2006-07 and 2007-08.

Our thanks go out to all of you who played such an important role in ensuring compliance with this School (and University) policy.

For questions regarding annual counseling, please contact Rebecca Robinson.

**Annual Meetings for Senior Faculty – Input Requested**

At a recent meeting of the School’s Executive Committee, Dr. Gary Schoolnik, Associate Dean for Senior Faculty Transitions, presented a proposal regarding the initiation of annual meetings between senior faculty members (defined for this purpose as full professors with tenure or an continuing term) and their department chairs (or designees). This recommendation originated with the Dean’s Task Force on Senior Faculty Transitions; its purpose is to provide a regular forum for the exchange of information regarding current and future directions of the faculty member’s research, teaching and clinical activities and their relationship to a department’s programmatic needs and academic planning efforts. For some faculty, such discussion topics might involve changing the size or scope of their research, stepping down from a period of administrative service to a more focused faculty role, moving from a phase of intense research activity to one of lesser intensity due to a short- or long-term loss of funding, reducing clinical loads, taking on different roles in education or administration, or transitioning from active duty to emeritus status.

At the Executive Committee meeting, a few department chairs indicated that these types of annual meetings are already being held. If your department falls into this category, would you please let Judith Cain know as soon as possible? This information will be very helpful as we prepare for another round of discussion with the Executive Committee in early November.

**October FAA Dialogue to Highlight A&P On-Time Performance**

As you know, 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, reviews must be conducted with clarity, consistency, transparency and timeliness. With respect to timeliness, we know that many departments have worked hard to improve their performance in this area, and several departments are currently performing well, with on-time performance rates in excess of 90%. However, other departments continue to struggle, such that the School’s overall on-time rate last year was 57%. This stands in stark contrast to Stanford’s other six schools, where the on-time rate is nearly 100%. Such significant variance from standard University practice reflects poorly on all of us in the School of Medicine, and we should all be committed to doing better.

Toward that end, a FAA Dialogue on “Improving On-Time Performance Rates” will be held on Tuesday, October 26, from 2:00 to 3:00 p.m. in MSOB X181. The session will be led by Deepa Basava, Associate
Director of Administration in the Department of Surgery, and Judith Cain, OAA Assistant Dean. Our goal is to use this time to identify obstacles and share ideas about what has worked and what hasn’t worked in overcoming them. To register, please contact the Office of Academic Affairs.

**Good Ideas Generated from Dialogue on “Learning the Ropes in Faculty Affairs”**

The inaugural FAA Dialogue was held on September 28th and brought together a small group of FAAs who are new to the School of Medicine to discuss the ways in which they are “Learning the Ropes in Faculty Affairs.” Some excellent ideas were generated during the session, including development of a faculty affairs glossary, organization of informal brown bag luncheons to network and brainstorm issues, and creation of “what not to do” lists. All of these ideas and more will be very useful to OAA as we set out to design an orientation page for our website. Thanks to all who participated in this session and especially to Gretchen Picache (Medicine) for leading the session.

Any questions regarding FAA Dialogues, including suggestions for topics, should be directed to Judith Cain.

**Highlighted Sections Added to Offer Letter Templates**

Based on a suggestion from a faculty affairs administrator (thank you, Deepa Basava!), we have highlighted sections in all offer letter templates that need input from departments. We hope that this will help you in filling in all of the blanks that were sometimes difficult to spot.

This is an example of how everyone can benefit from suggestions offered by those who work most closely with faculty affairs policies and processes. We encourage you to share your ideas about how we can improve the ways in which we carry out our work.

**Another Reminder about Departure Notifications**

The April Communique included a reminder about departure notifications. Since this continues to be a problem, the reminder is repeated below to emphasize its importance. In addition, we are now beginning to track the reasons for departures and ask that you include this information when informing us about departures.

“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) and Faculty Billets system.

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.”
Reminder about Biographical and Demographic Information for New Professoriate

For new Professoriate appointments (MCL, UTL, NTL), you must include a separate sheet of confidential biographical and demographic data for the new faculty member with the final copies of the long form when you submit them to OAA. This information is required by the Provost’s Office for the appointment to be finalized and entered into the administrative systems. It is often missing and this causes problems.

The confidential information sheet must contain:

- Name
- Date of birth; place of birth
- Social Security Number
- Gender
- Ethnicity (if known)
- Citizenship status (If foreign, give visa or immigration status)

If the individual has a previous or current PeopleSoft record, much of this information is available from a “Print-a-Person” report (PS_HR033) in ReportMart1 under HR, Payroll, Benefits Systems in the Job Information folder.

Again, this sheet must be submitted to the Office of Academic Affairs with the final copies of the long form. Appointment long forms may no longer be sent forward to the Provost’s Office if this information is missing, so please be sure to include it with the long form to avoid delays.

Clinician Educator and Instructor Signed Offer Letters

Please copy Ellie Saeidi when you send Faculty Compensation the electronic version of a signed Clinician Educator or Instructor offer letter. Ellie will make sure it gets into OAA’s appointment file.
Introducing the Academic Affairs Glossary
Update - New Link for Faculty Self Identification System
Report on October Tutorial on Sabbaticals

Introducing the Academic Affairs Glossary

As we mentioned in the October Communique, several excellent ideas came out of the inaugural FAA Dialogue on “Learning the Ropes in Faculty Affairs.” We are very pleased to announce that one of those ideas, the creation of a glossary of terms used in academic affairs, has been realized. You will find the Academic Affairs Glossary on the Administrators page on the OAA website, and we hope that this will be useful to you whether you are a new faculty affairs administrator or have been in your position for a longer period of time.

Special thanks go to Rebecca Robinson for taking the lead on this project, to the OAA team for their assistance, and to our new FAAs who suggested the idea in the first place.

Questions and/or recommendations for additional glossary entries should be directed to Rebecca.

Update - New Link for Faculty Self Identification System

Please use the following link to access and create new searches on the Provost's Office Faculty Self Identification System:
https://www.stanford.edu/group/facselfid/cgi-bin/applicants_2010/dept_syst_2010

If you have existing searches on the old system, you may continue to use the original link to access them:
https://www.stanford.edu/group/facselfid/cgi-bin/dept_syst_new/

Report on October Tutorial on Sabbaticals

The October Tutorial was held on October 19th and brought together a group of experienced and new FAAs to discuss sabbatical policies, procedures and practices. The conversation covered pay structure, permitted activities, exceptions to policy, and troubleshooting your faculty member's sabbatical, and concluded with a quick quiz on early detection of problems in sabbatical applications, which the participants took in good humor! Copies of the slides are available on the OAA website.
January Tutorial on Policy Changes in the Clinician Educator Line

New Offer Letter Template for Visiting/Consulting Faculty (paid)

Updated Letter of Invitation for Visiting Faculty (unpaid)

Provost’s Office Eliminates Letters for Some Actions

January Tutorial on Policy Changes in the Clinician Educator Line

A tutorial will be offered on Monday January 10, 2011 at 1:30 p.m. The agenda includes forthcoming Clinician Educator criteria, appointment duration, and evidentiary requirement changes. The Office of Academic Affairs’ web page provides a registration link under Upcoming Events. If you have any questions, please contact us.

New Offer Letter Template for Visiting/Consulting Faculty (paid)

We now have an offer letter template specifically for Visiting Faculty and Consulting Faculty who will be paid by Stanford (thanks to all of you who have suggested this over the years!). It can be found on the Academic Affairs website on the Letters page, as well as on the Visiting Faculty and Consulting Faculty pages.

Please begin using the new template immediately for all paid Visiting or Consulting Faculty.

Updated Letter of Invitation for Visiting Faculty (unpaid)

A new Visiting Faculty letter of invitation template has also been added to the Letters page and the Visiting Faculty page. Please begin using the new template immediately rather than the Visiting Scholars template.

Provost’s Office Eliminates Letters for Some Actions

Effective January 1, 2011, formal letters from the Provost will no longer be issued for the following actions: appointments to additional department, changes in primary department, and changes in percent time of appointment.

Actions that will continue to receive letters include appointments, reappointments, reappointments that change the tenure clock (new parent extensions, concluded approved leave without salary, etc.), terminal reappointments, promotions, changes of appointment date(s), and removal of subject to Ph.D.