Updates Regarding the A&P Process
Internal Referee Letters Now Optional for Tenured Appointments
Minor Changes Made to Offer Letters
Submissions for the January 2014 CE A&P Committee
ACF Journal Available Online

Updates Regarding the A&P Process

Last month, Vice Dean Linda Boxer held a discussion with the School’s Executive Committee regarding a number of issues related to appointment and promotion processes. Many of the changes that were announced were based on feedback from the Provost and Advisory Board of the University. The following points were discussed:

- Search waivers will be used very selectively, including in cases where a candidate would bring diversity to the faculty or in situations involving a truly outstanding senior appointment target-of-opportunity hire with national/international renown.

- Several issues of concern have been identified with our searches, including small applicant pool sizes (especially for searches in the University Tenure Line); the tendency to hire internal candidates; and suboptimal diversity efforts as described in the search report.

Typical searches across the University for candidates with Ph.D.s yield around 100 applicants; the pool size is likely to be smaller for M.D.s or M.D./Ph.Ds. In the new year, the Office of Academic Affairs will be issuing suggested applicant pool sizes by rank and line.

- Another issue that was identified involves conflicts of interest between members of the search or evaluation committee and the candidate. Please remember that a collaborator or mentor should not be involved in the selection or evaluation process. It is crucial that any known candidates be identified when the search is initiated so that any potential conflicts can be managed appropriately.

- While timeliness of our actions is improving for reappointments and promotions, the message is that we have more to do with respect to new appointments. Specifically, we want to minimize the number of acting appointments and limit the time that a candidate is
in this type of appointment. Our shared goal should be to have the long form approved at all levels prior to the candidate’s start date.

- Annual counseling compliance reached 100% last year. However, it has become apparent that in some cases, the quality of the counseling needs to be improved. In particular, several recent problematic reappointment and promotion cases have underscored the need for focused annual counseling that specifically addresses the faculty member’s progress toward advancement.

The opportunity exists for a change in faculty line (“right-lining”), but only well in advance of any promotion review. The annual counseling process should be used to assess whether the faculty member is in the appropriate line.

- We have been reminded that the evidence in the long form must support the decision of the evaluation and A&P committees. In other words, any issues that are not explicitly revealed in the referee and trainee letters or clinical and teaching evaluations but have had an effect upon the recommended action should be summarized in the long form. Departments are encouraged to discuss such circumstances with OAA.

- The peer set for senior appointments in the University Tenure Line basic sciences should be comparable to and include members of the National Academy of Sciences, Howard Hughes Medical Institute, etc.

Any questions should be directed to Judith Cain.

**Internal Referee Letters Now Optional for Tenured Appointments**

Please note that internal referee letters for new tenured associate and full professor appointments are now *optional* rather than required. Department chairs should use their judgment in determining whether having such evaluations would add value to the appointment review process.

Questions should be directed to Craig Spencer or Judith Cain.

**Minor Changes Made to Offer Letters**

Some minor changes have recently been made to Professoriate and CE offer letters. Up-to-date versions of these letters are posted on OAA’s website and should always be used (as opposed to those that have been saved on desktops, for example).
Submissions for the January 2014 Clinician Educator A&P Committee Meeting

Please note, all actions to be reviewed at the January CE A&P Committee meeting must be submitted by Friday, December 20, 2013.

Any questions should be directed to Jessica Mendonça.

ACF Journal Available Online

The Association of Adjunct Clinical Faculty, which represents the interests of the ACF community, has just released the December issue of its ACF Journal. Features include profiles of ACF members along with an Op-Ed about the Department of Anesthesia’s Career Transitions Program in which ACF members provide mentorship to residents and fellows.

We encourage you to bring this publication to the attention of faculty in your department.