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**Leadership Changes in the Office of Academic Affairs**

As announced by Dean Minor in an email communication to faculty, students and staff, Dr. David Stevenson will be ending his twelve-year tenure as Senior Associate Dean for Academic Affairs (and seven-year tenure as Vice Dean) on August 31, 2013. He will be succeeded by Dr. Linda Boxer, Senior Vice Chair in the Department of Medicine, who will serve as Vice Dean of the School. Dr. Boxer has extensive experience in academic affairs, including service as Chair of the School’s Appointments and Promotions Committee and as a member of the University’s Advisory Board.

We look forward to celebrating Dr. Stevenson’s outstanding service and to welcoming Dr. Boxer to her new role in September.

**Announcement from Dean Minor on Billet Cap and Expanded PI Waivers for CEs**

The following announcement has been made by Dean Minor regarding the School’s billet cap and expanded Principal Investigator waivers for Clinician Educators:

“It is with great pleasure that I would like to share the following announcements.

Provost Etchemendy has agreed to expand the School’s billet cap from 900 established in 2003 to 1,200 for the Professoriate. This expansion will allow us to, with thought and planning, grow the faculty to meet the needs of our clinical and basic science enterprises. As in the past, the billets will be fungible across the Medical Center, Tenure and Non-Tenure Lines.

In recent years, Clinician Educators (CEs) have been granted waivers specifically to serve as
Principal Investigators on multicenter industry sponsored clinical trials for which they serve as a site director. This opportunity for requesting a PI waiver will now be expanded to all CEs at the rank of clinical assistant professor and above, for any clinical trials that include participants at the Stanford Hospital & Clinics, the Lucile Packard Children’s Hospital, the Palo Alto Veterans Administration Health Care System, the Santa Clara Valley Medical Center and/or Stanford affiliated medical centers, whether as an overall PI for a multisite study (industry, NIH or other funded) or as the PI for a single site study. Clinical trials are as defined (http://grants.nih.gov/grants/glossary.htm).

The prior “Practice of Medicine” PI waiver criteria for CEs has also been expanded to apply to clinical research studies that include, but are not limited to patients directly served by Stanford Hospital & Clinics, the Lucile Packard Children’s Hospital, the Palo Alto Veterans Administration Health Care System, the Santa Clara Valley Medical Center as well as the Stanford affiliated medical centers. These clinical studies may involve diagnosis, treatment, or rehabilitation of patients as well as population studies, innovative systems of care, novel methods of clinical teaching, and other forms of clinical research. Specific instructions about making waiver requests will be posted on the RMG web site.

Some types of research that do not meet the PI waiver criteria include laboratory-based research requiring the use of research laboratory space (even if it is available to the department or on loan from a faculty member with PI status). However, CEs may wish to pursue lab based components of their studies through a collaboration with a faculty member who has a research laboratory and may request a waiver to be a co-PI under these circumstances.

These expanded privileges to conduct clinical research studies will be granted with the approval of relevant Department Chair and the School’s Senior Associate Dean for Research. Whether a CE can apply for such grants would typically take into account the context of the CE’s clinical practice and teaching responsibilities and the fact that implementation of the clinical research project would not require additional resources from the Hospital or School. Moreover, the CE must be able to conduct the work in a manner consistent with the CE’s job description and FTE assignment for clinical duties and consistent with the programmatic need of the department. The CE will also be required to comply with the University’s research policies and to complete any necessary training around proposal policies and research methodology.

I would like to acknowledge the work of the Billet Task Force, chaired by Dr. Robert Jackler, for its efforts in establishing a framework that has led both to an expansion of the billet cap and incremental PI privileges for Clinician Educators.

I look forward to deeper collaboration to achieve our planned growth, transform patient care, promote our research mission and build our identity as Stanford Medicine.”

(End of Dean Minor’s message.)

As it has for the last several years and for the time being, the fixed size of departments will remain the sum of occupied positions, searches or waivers in process, and idle commitments. All of this information is recorded and tracked in the Faculty Billet Database to which faculty affairs
administrators have access. Any questions regarding a department’s or institute’s billet allocation should be directed to Kathleen Warmoth.

Unless exceptions have been recorded, billets that become vacant for any reason are retained by departments or institutes. Also, incremental billets, which are still at a premium, will continue to be considered on a case-by-case basis.

Questions regarding billet policy issues should be directed to Judith Cain.

The Research Management Group is responsible for promulgating policy and managing processes pertaining to the Clinician Educator Principal Investigator waivers. Questions should be directed to Kathleen Thompson or Debbie Leong-Childs.

**Announcing Faculty Appointments, Reappointments and Promotions**

We are pleased to let you know that faculty appointments, reappointments and promotions, which were previously announced in former Dean Pizzo’s Newsletter, will now be posted at [http://facultyappts.stanford.edu/](http://facultyappts.stanford.edu/) (there is also a link to this page on the OAA website home page in the “New” section). It is anticipated that the listing, which will include all faculty lines, will be updated and posted around the middle of each month.

Questions should be directed to Craig Spencer (senior Professoriate actions), Rebecca Robinson (junior Professoriate actions), Jessica Mendonca (CE actions) or Lisa Joo (ACF actions).

**Begin using FASA for all “blue form” actions on May 13, 2013**

The University began using the new Faculty Academic Staff Appointments (FASA) web form system on May 1st for all “Blue Form” transactions.

Starting on May 13, the School of Medicine's official will require departments to use FASA when any of the following must be accomplished for a member of the Professoriate:

- Add a department, school, or policy center/institute affiliation
- Extend an appointment
- Change the percent time of appointment
- Provide notice of a resignation, retirement, termination, death
- Recall Emeriti (FRIP and non-FRIP)

The logon page address is [http://med.stanford.edu/academicaffairs/fasa/](http://med.stanford.edu/academicaffairs/fasa/) (a link also appears on OAA's home page under “New” and in the left navigation).

Before using FASA, your department must decide if the department chair, and when applicable, division chiefs, intend to personally approve the transactions or will delegate the authority to approve transactions?
Please inform Jane Volk-Brew of each user’s name and the appropriate role (described below) he/she will have in FASA. Allow a minimum of 24 hours for FASA access to be granted.

**fasa_user (originator/contributor)** may
start a transaction, add data, attachments and comments, and submit a transaction for approval
cancel and start a transaction over before it has been submitted
withdraw a transaction after it has been submitted *(this role has no approver capabilities)*

**fasa_dept_approver** or **fasa_div_approver** may
start a transaction, add data, attachments and comments, and submit a transaction for approval
(and, in this case, cancel and start a transaction over before it has been submitted
withdraw a transaction after it has been submitted)
and/or
approve/deny a transaction
return an action to an approver lower on the approval hierarchy
reassign an action to another approver
add another approver
edit the transaction data, add/delete attachments, add comments

More than one name may appear in the drop down menu for each approver level (division, department, school), but the approver workflow allows the selection of only one name for each level.

FASA training will be offered through open labs from May 15 through June 7 (see schedule below). Faculty Affairs Administrators are encouraged to drop into a lab session before the first instance of starting a transaction in FASA. Contact Jane if you need individual training outside of the open labs.

**Open lab schedule for FASA training**

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Training Location: Alway M206 Computer Lab
**FAA Workshop: Visiting and Consulting Faculty and Visiting Scholars**

A workshop will be held on Tuesday, May 28, 2:30 - 4:00pm in LKSC 203/204 to discuss the process for appointing and reappointing Visiting and Consulting Faculty and Visiting Scholars from the perspective of the Faculty Affairs Administrator. A panel of two experienced administrators will provide their expertise on the subject: Mindy Hantke from Psychiatry and Behavioral Sciences and Kara Sjoblom-Bay from Orthopaedic Surgery.

All departmental and divisional FAAs in all departments who deal with visitors and visas are encouraged to attend. Please register here: [http://www.stanford.edu/~rrobinso/faa0528.fb](http://www.stanford.edu/~rrobinso/faa0528.fb)

**Changes in Financial Documents Required**

The Controller and Faculty Compensation no longer need to receive/approve Sources of Salary Support (SOSS) initiating faculty searches. This includes the Business Plans that were required with all MCL searches as well as the Eighths VA support memos for appointments at the VAPAHCS. The SOSS continues to be required for all specific faculty/CE/OTT actions, for example, hires/rehires, FTE changes, promotions, mid-year increases, etc.

In addition, the Financial Impact of Leave form previously required with sabbatical leave requests is no longer required by the Controller.

Please contact Faculty Compensation if you have questions regarding these changes.

**Reduction in Number of Paper Long Form Copies**

As part of an ongoing effort to transition to electronic review, we have recently reduced the number of paper long form copies required for review by the School of Medicine’s Appointments and Promotions Committee (note that some paper copies are still required for review by the School and University). The current copy count requirements are posted on OAA’s website.

Any questions should be directed to Craig Spencer.

**OAA’s Annual Report on the Professoriate (second in a series of excerpts)**

As reported in the April Communique, every year the Office of Academic Affairs prepares a report on the Professoriate that provides data on the most recent academic year within the context of the previous five years. Last month, we shared data with you on 2011-12 gains and losses. This month, we turn our attention to search authorizations and definitive pools.
Search Authorizations

After a three-year slowdown, last year saw an increase in the number of searches authorized or reauthorized. 87% of searches were in clinical science departments.

Definitive Pools

The Office of Academic Affairs has expanded its reporting efforts to include an analysis of definitive pools drawn from national searches. This chart provides a look at these pools over a five-year period (2007-2011). A total of 947 candidates were selected for inclusion in definitive pools during this period; approximately one-fifth were hired. The data was also analyzed by gender and, to the extent possible, by race/ethnicity. Confirming the competitiveness of the academic job market, 50% of female candidates who declined offers were retained by their current institution. Of those who withdrew from consideration prior to the conclusion of the selection process, 54% of the female candidates and 42% of the underrepresented minority candidates did so to accept a position at another university.

Further analysis needs to be conducted to determine the “tipping point,” if any, in the negotiations with the candidates who ended up declining offers. It would also be helpful to determine whether there is a link between the length of our search processes and the drop-out rate of candidates.
We have heard anecdotally that departments have made informal offers to female candidates and that these have been declined. We should explore whether there is a mechanism to capture this information systematically.

**Outcomes of Open Line and Open Rank Searches**

Over the last five years, approximately one-fifth of authorized searches have been open as to faculty line, which has provided departments flexibility in casting the widest possible net in seeking highly qualified candidates. In terms of outcomes, a majority of hires were in the Medical Center Line, although Tenure Line hires made up almost 40% of the total.

As displayed above, two-thirds of authorized searches were open as to rank in varying combinations (e.g., assistant/associate/full, assistant/associate, associate/full). These applicant pools resulted in significant hiring at the assistant professor level and, to a lesser extent, at the associate professor level. The low percentage of search authorizations at the full professor level is consistent with the finding that most senior hiring takes place through waivers of search. The searches that were conducted at the senior level usually involved leadership positions, such as department chairs or division chiefs.

Any questions should be directed to Judith Cain.