To: Linda M. Boxer, M.D., Ph.D.  
Vice Dean, School of Medicine

From: Department Chair

Re: Recommendation for promotion of Dr. Y to Professor in the Department of XX (BB Division) in the Medical Center Line for a continuing term

Dear Dr. Boxer:

I am very pleased to support the promotion of Dr. Y to Professor in the MCL for a continuing term. She is an active clinical investigator in the specialty of ZZ.

Dr. Y has been very productive in scholarship with X number of publications as senior author in her current term in very high-quality specialty journals. She is recognized as a leader in the treatment and investigation of novel therapies for disease ZZ, and she has been invited to speak at national and international meetings. The referees (8 of 8 external and 4 of 4 internal) are all strongly supportive of promotion. In addition, Dr. Y has been active in national professional societies and committees with leadership roles. Her clinical skills are excellent, and she is very highly regarded as a teacher and mentor by her trainees. We received 5 of 5 letters from her trainees, and they are all very positive, describing her as a caring and supportive mentor.

During the current term, we did counsel Dr. Y about improving her availability to respond promptly to trainees and staff in the clinical settings. She took this feedback very seriously, and we have noted a marked improvement and have no concerns in this area.

The department A&P Committee voted unanimously in support of promotion to Professor for a continuing term based on her excellence in scholarship, clinical care, and teaching and her recognition as a national leader. I am in agreement with this recommendation, and I provide my strong support.

Sincerely,

Chair
Narrative Report

Scholarship (30% FTE)
Description
Dr. Y has 30% effort for scholarship currently, and her scholarship is very collaborative. She is interested in improving the care and treatment of patients with disease ZZ, and she has become recognized as a leading clinician investigator in this area. Dr. Y has started two investigator initiated clinical trials in the current term, and she has been the site PI for a number of clinical trials. She has participated on national planning committees for all of the major clinical trials in disease ZZ. At Stanford, she worked with a multidisciplinary team to establish the Center for ZZ, and patients are referred from around the Western U.S. for treatment and clinical trials. She has been productive in the current term with X publications as the senior author, and she has given national and international invited talks.

Citation for publication with Dr. Y as senior author.
This publication reports the results of a multi-site national clinical study, and Dr. Y is the senior author. She was involved in the concept and design of the trial, and she helped to coordinate the enrollment of patients at 12 different centers. The disease ZZ affects multiple organ systems, and there is no cure. Dr. Y and her colleagues have been advancing the therapy of the disease for 10 years, and the current manuscript demonstrates a significant survival advantage with this aggressive treatment regimen. Describe details of the clinical study. These results were presented at the national professional society meeting two months ago, and the trial was described as groundbreaking. Dr. Y and colleagues are currently initiating the next clinical study to build on these results.

Evaluation
External referees describe the extensive experience that Dr. Y has in collaborative clinical research that is leading the field in the development of novel therapies for disease ZZ. They note that she has published original research in all of the major relevant specialty journals, and she has been the PI or site PI on many grants and contracts. She has a national reputation for her investigational work, and this is clearly documented in the letters from external referees. Dr. Y plays important roles in national organizations, and she was recently elected as the president of the DD Society. All of the referees enthusiastically support her promotion to Professor.

Clinical care (50% FTE)
Description
Dr. Y attends on the inpatient service for 6 weeks each year, the inpatient consult service for 6 weeks/year, and she has three half-day clinics each week. She supervises fellows, residents, and medical students on the clinical service. In addition to seeing patients with a wide variety of specialty diseases, she also sees many patients with ZZ, and a number of these patients are enrolled in her clinical trials.

Evaluation
The referees and trainees note that Dr. Y has a reputation as a consummate clinician. They describe her as skilled and empathetic. She models caring, professional behavior and is able to provide appropriate explanations to patients and their families which helps to put them at ease. Her scores on the clinical excellence surveys are 4’s and 5’s, and all of the comments are very positive except for
a single comment that mentions her lack of availability at times with a note that this has improved recently. This isolated concern was noted two years ago, and Dr. Y was counseled on the importance of prompt responses. In the past two years, there have been no additional complaints, and Dr. Y has made an effort to make herself available when needed.

**Teaching and mentoring (10%)**

**Description**
Dr. Y has 10% effort for teaching, and she has additional teaching effort as part of her clinical time on the inpatient, consult and ambulatory services. The teaching is directly related to patients under her care as well as to general medical topics. She has a great deal of experience in the education of trainees having been the fellowship program director for six years. She has guided several residents and fellows in their scholarly projects working on her clinical trials. Dr. Y is interested in developing better mentorship programs for trainees and junior faculty, and she wants to enhance programs to introduce medical students to clinical investigation in her specialty area.

**Evaluation**
The letters from current and former trainees are very positive in their assessments of the teaching and mentoring abilities of Dr. Y. They appreciate her guidance and strong support as they develop their research skills. The trainees describe the positive impact that she has had on their careers, and her former trainees continue to look to her for mentorship as they develop their independent careers. She advocates for them and gives them opportunities to get involved at the local and national levels and meet other leaders in the field. The MedHub evaluations are likewise very positive with high scores and positive comments reflecting her ability to teach in many different situations and to different audiences. Trainees believe that she is able to find the right balance between oversight and independence and is able to adjust this as the trainees increase their clinical skills.

**Administrative and leadership (10%)**

**Description**
Dr. Y has held multiple leadership roles. She is currently the medical director of the subspecialty clinic, and she has been in this role for three years. As noted above, she was the program director for the fellowship for six years. She has had leadership roles on many local and national committees, and she will serve as the president of the DD society for the next year.

**Evaluation**
The external referees who have worked with Dr. Y in the national professional societies and the national clinical trial planning committees describe her leadership skills as very high. They view her as a nationally and internationally recognized leader. Referees describe how she has been able to move the professional societies toward acceptance of a culture of change in the organization. She is open-minded and listens to the views of others. Dr. Y encourages open dialogue and negotiation and tries to identify win-win solutions while maintaining positive relationships with those who disagree with her. The internal referees similarly praise her leadership abilities, and they appreciate the organization and coordination of the clinic that she has worked to develop as medical director.

(Authored by Dr. AA.)
This is to provide you with counseling based on your recent promotion to Professor in the MCL for a continuing term.

You spend 50% of your time in patient care with three half-day clinics per week, 6 weeks of inpatient service attending, and 6 weeks of inpatient consult attending each year. We anticipate that there will be no change in your clinical duties. You receive referrals from many physicians in the Western U.S. for patients with disease ZZ, and your clinical skills in this area are acknowledged by the referees who wrote letters for your promotion action. The CES scores are excellent with very positive comments from physicians, trainees, and staff. You are described as a very knowledgeable and empathetic physician. We are very pleased to see that there have been no concerns about your response time in the past two years, and we appreciate your attention to this feedback and your sincere efforts to work to improve your availability.

Your scholarship is 30% of your time, and you have been very productive in furthering the treatment of patients with disease ZZ. The internal referees recognize your key role in helping to establish the Center for ZZ. External referees readily point to your national reputation as a leader in the clinical investigation into novel treatments for patients with ZZ. You have been very active in designing and running both investigator-initiated clinical trials and large multi-site national trials for patients with ZZ. We appreciate your leadership roles in the national professional societies and the national clinical trial planning committees. We anticipate that you will continue your very productive scholarship, and your effort for this will be unchanged.

You have 10% effort for teaching and mentoring, and we expect no change in this effort. You teach medical students, residents, and fellows on the clinical service, and you have mentored a number of trainees in your scholarly work on clinical trials in ZZ. You were the fellowship director for six years, and you have recently handed that position to Dr. W after mentoring her as the associate director for three years. As you know, your MedHub evaluations are very positive, and the residents and fellows appreciate your teaching in different settings. They also appreciate the autonomy that you allow them as they develop as clinicians. The letters from your current and former trainees are likewise very positive, and many of them note that you continue to serve as a mentor for them after they leave Stanford.

Ten percent of your effort is dedicated to administration and leadership roles. You have been the medical director of the subspecialty clinic for three years, and we appreciate the way that
you have reorganized the clinic to improve efficiency and patient satisfaction. External referees commend your participation and leadership skills in the national professional organizations. We anticipate that you will continue with these activities, and we will meet with you on a regular basis to discuss whether you are interested in new and larger leadership roles.

Dr. Y, I want you to know that we greatly appreciate your contributions to the Department and the School. Congratulations on your promotion, and we look forward to continuing to work with you for many years.