STANFORD MEDICINE
NEW FACULTY ORIENTATION
The Role of the Department and Department Leadership

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The departments of Stanford Medicine

Many different departments with different activities, emphases, and scope with one common goal:

transforming human health
The role of the Department as your academic home

- Context for meaningful work
- Environment for professional growth on your academic path, faculty track
- A collaborative academic community dedicated to excellence, contribution, and wellbeing
- Platform for advancing the missions of academic medicine
  - Science and scholarship
  - Community engagement & collaboration
  - Clinical innovation & service
  - Leadership & professionalism
  - Education & mentorship
Different departments and the different faculty tracks and roles place greater or lesser emphasis on these individual mission areas, but excellence and professionalism in whatever and all that you do are fundamental expectations at Stanford.
multiple developing and overlapping professional roles to influence and lead
**Academic Medicine - Career Development Path**

**Training**
- Fellow/Post Doc
- Instructor
- Assistant Professor
- Associate Professor
- Professor

**“Demonstrating Promise”**
- Specialty/scientific training
- Establishing professional identity
- Developing professional role & expertise
- Effort-driven productivity, service
- Primarily local contribution
- Local and regional influence, reputation

**“Fulfilling Promise”**
- Consolidating, strengthening expertise
- Emerging leadership, enhanced reputation
- Revision of duties, realign with strengths
- Efficient, amplified, higher-yield productivity
- Higher impact service
- Evolving regional, then national contribution
- National and international influence
- Establishing reputation for expertise, integrity
The role of the Department

• The Chair or their designate (Division Chief) will meet with you yearly. These meetings focus on career advancement, and you can raise other issues. You may wish to discuss the balance of your duties and the evolution of your academic goals.

• The Department is responsible for evaluating -- and is your best place to judge -- whether your scholarship, teaching and other roles are meeting the level of excellence necessary for reappointment and promotion.

• The Department advances your candidacy for reappointment or promotion through the process of academic review.
The process of academic review
Taking a closer look at the role of the Department in the academic review process...
The role of the Department

- The department provides resources for mentorship and support.
- The department is the place where your long form is assembled. The department is the most important source for referees for reappointment and promotion.
- Each department has its own evaluation process and A & P committee that is advisory to the chair. The structure of the committees can vary by department for many reasons including the size and culture of the department. (It is important to get to know how things work in your department.)
Department of Psychiatry and Behavioral Sciences

Office of the Chair
 Council of Leaders
 Advisory Committees
 Council of Major Laboratories
 Special Initiatives

Major Laboratories

Divisions
 Child and Adolescent Psychiatry and Human Development
 General Adult Psychiatry and Psychology
 Interdisciplinary Brain Sciences
 Public Mental Health and Population Sciences
 Sleep Medicine

Council of Leaders
 • Chair
 • Vice Chair
 • Associate Chairs
 • Division Chiefs
 • Senior Leadership Team

Council of Advisory Committees
 • Clinical Executive Committee
 • Clinical Operations Committees
 • Appointments and Promotions Advisory Committees
   • Adjunct Clinical Faculty
   • Clinician Educator
   • Clinician Educator Affiliate
   • Professoriate
 • Adjunct Clinical Faculty Advisory Committee
 • Strategic Space Use and Allocation Advisory Committee
 • Departmental Community Engagement Advisory Committee
 • Grand Rounds/CME Committee
 • Advisory Committee on Awards and Nominations
 • Education Leadership and Integration Advisory Committee
Just a few examples from our department... and more...
Department of Psychiatry and Behavioral Sciences
A&P Advisory Committee Review

**Professoriate Advisory Committee**: large committee, co-chaired by 2 senior faculty on the UTL, made up of a total of 13 faculty from a broad range of scientific and medical domains across the department in the UTL, MCL and NTL lines; routine recusal of any faculty collaborators* or mentors from discussion and vote on a given long form action; co-chairs provide a formal written summary of the discussion and vote; long forms may be tabled if there are concerns or if more information is requested by the committee.

- CY 2016 Actions: 5 New Appointments, 2 Reappointments, 2 Promotions

**Clinician Educator Advisory Committee**: large committee, co-chaired by 2 senior faculty on the CE, made up of 9 CE faculty from a broad range of medical domains across the department; routine recusal of any faculty collaborators* or mentors from discussion and vote on a given action; files may be tabled if there are concerns or if more information is requested by the committee; administrator provides a brief formal written summary of the committee’s discussion and vote.

- CY 2016 Actions CE: 22 New Appointments, 19 Reappointments, 12 Promotions
- CY 2016 Actions CE Affiliates: 10 New Appointments, 3 Reappointments, 2 Promotions

* Only past or current collaborations that represent a conflict and/or warrant a recusal from the standing departmental committee.
Department of Psychiatry and Behavioral Sciences

Example of Reappointment/Promotion Timeline: Professoriate

**ONGOING**
Formal annual counseling and other ad hoc/secondary counseling

**14 MONTHS AHEAD**
CV review & discussion with Division Chief re: reappointment or promotion

**12 MONTHS AHEAD**
long form launch; candidate asked to provide updated CV and statement, suggestions for ≤ 3 referees, list of trainees, and teaching evaluations

**7 MONTHS AHEAD**
long form is assembled for OAA review

**8 MONTHS AHEAD**
final CV updates; draft long form is assembled and reviewed by Department Professoriate A&P Committee

**9-11 MONTHS AHEAD**
Chair selects and solicits referees and trainees for letters, and evaluators for the Clinical Excellence Survey (if clinical)

**6 MONTHS AHEAD**
long form is finalized with Office of Academic Affairs and the Vice Dean for SoM committee review

**4 MONTHS AHEAD**
long form is generally approved by the SoM committee and Dean, and is then sent to Provost

**1-3 MONTHS AHEAD**
long form is finalized by Provost’s office
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 1, 2017</td>
<td>• 4 year initial appointment begins, through 8/31/21</td>
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<tr>
<td>2018</td>
<td>• Annual Counseling</td>
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<tr>
<td>2019</td>
<td>• Annual Counseling</td>
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<tr>
<td></td>
<td>• BABY - apply for new parent extension; new expiration date is 8/31/22</td>
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<tr>
<td>2020</td>
<td>• Annual Counseling</td>
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<tr>
<td>2021</td>
<td>• January – meet with mentor, prep for reappointment</td>
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<tr>
<td></td>
<td>• Annual Counseling</td>
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<tr>
<td></td>
<td>• July – update CV for department review</td>
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<tr>
<td></td>
<td>• September - Reappointment long form launched</td>
</tr>
<tr>
<td>2022</td>
<td>• Annual Counseling</td>
</tr>
<tr>
<td></td>
<td>• September 1, 2022 – 3-year reappointment term begins through 8/31/22</td>
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<tr>
<td>2023</td>
<td>• Chair/Division Chief review of CV</td>
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<tr>
<td></td>
<td>• Annual Counseling</td>
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<tr>
<td>2024</td>
<td>• January – meet with mentor, prep for promotion/tenure</td>
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<tr>
<td></td>
<td>• Annual Counseling</td>
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<tr>
<td></td>
<td>• July – update CV for department review</td>
</tr>
<tr>
<td></td>
<td>• September – promotion and tenure long form launched</td>
</tr>
<tr>
<td>2025</td>
<td>• Annual Counseling</td>
</tr>
<tr>
<td></td>
<td>• September 1, 2025 – promotion and tenure!!!!</td>
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**Department of Psychiatry and Behavioral Sciences**

**Example of Reappointment/Promotion Timeline: Clinician Educator**

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>6-7 MONTHS AHEAD</td>
<td>CV review and discussion with Division Chief re: reappointment or promotion</td>
</tr>
<tr>
<td>5-6 MONTHS AHEAD</td>
<td>Candidate asked to provide updated CV (and statement, if applicable), suggestions for referees and trainees, and teaching evaluations</td>
</tr>
<tr>
<td>2-3 MONTHS AHEAD</td>
<td>2-3 MONTHS AHEAD appointment package is finalized and submitted for SoM committee review</td>
</tr>
<tr>
<td>3-4 MONTHS AHEAD</td>
<td>3-4 MONTHS AHEAD final CV and statement revisions; draft appointment package is assembled and reviewed by the department CE A&amp;P committee</td>
</tr>
<tr>
<td>5 MONTHS AHEAD</td>
<td>5 MONTHS AHEAD referee letters and Clinical Excellence Surveys are solicited and collected</td>
</tr>
<tr>
<td>0.5-2 MONTHS AHEAD</td>
<td>0.5-2 MONTHS AHEAD appointment is finalized with the Office of Academic Affairs</td>
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*Example of Reappointment/Promotion Timeline: Clinician Educator*
The role of the Department

• When you have challenges and problems, your division chief or department chair can help you. You should attempt to address these problems “locally” first.

• Be thoughtful about your approach. It is wise to consult with a mentor or senior colleague to get guidance and alternatives. Always be prepared with solutions.

• Remember that your division chief and department chair may be your advocates and mentors, but they also serve in evaluative roles.
If you aren’t rich, you should always look useful.

Louis Ferdinand C`eline
Taking Steps along the Academic Path

- Get clarity about your role and performance expectations
- Get clarity about your faculty track and rank and criteria for reappointment and promotion
- Learn what is written down -- and what is implicitly understood -- about academic expectations
Never try to walk across a river just because it has an average depth of four feet.

Martin Friedman
“She coulda been Miss Universe on any other planet.”
Invest in your relationships

- Peers and ‘near-peers’
- Mentors, members of division/department committees
- Supervisors
- Division Chiefs, program leaders
- Department Chair
- Colleagues throughout the School, the Dean’s Office, and on main campus
Get your ‘ducks in a row’ by…. 

- Participating conscientiously in annual counseling to review your progress toward academic goals
- Seeking guidance and engaging in mid-point reviews regarding preparedness for reappointment/renewal or promotion
Stay organized by....

• Keeping your c.v. up to date

• Saving all of your teaching evaluations and information on all of your mentees

• Keeping your mentors and chief/chair apprised of important milestones (e.g., publications, grants, committees)....

• Watching the “clock” and keeping on top of deadlines
Get your ‘ducks in a row’ by....

- Develop a narrative – why does your work matter, how has your work evolved, what is the impact of your work, and what is the future of the work

- Contributing the strongest-possible candidate materials for your long form and for formal consideration in the academic review process
Where things get stuck...

“Mind your own business! This is how I like it.”
DATA! DATA! DATA!
I CAN’T MAKE BRICKS WITHOUT CLAY.

Sir Arthur Conan Doyle, 1888
### Academic Medicine - Career Development Path

<table>
<thead>
<tr>
<th>Training</th>
<th>Preparation for faculty position</th>
<th>Begin faculty path Annual Counseling</th>
<th>Evaluation for reappointment or promotion</th>
<th>Prepare &amp; submit promotion package</th>
<th>Revision of duties, build strengths, influence and impact, new roles</th>
<th>Prepare &amp; submit promotion package</th>
<th>Seek increasingly generative, leadership roles</th>
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#### “Demonstrating Promise”
- Specialty/scientific training
- Establishing professional identity
- Developing professional role & expertise
- Effort-driven productivity, service
- Primarily local contribution
- Local and regional influence, reputation

#### “Fulfilling Promise”
- Consolidating, strengthening expertise
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Don’t let your fears get in the way of doing great work or being a good advocate for work of importance...
It is really, really important to take care of yourself
• Approximately 130,000 faculty in academic medical schools in the US, a country of more than 319 million people

• Entrusted with transforming human health, entrusted with the future

• Stanford is an exceptional institution with special responsibilities in our neighborhood and our world
multiple developing and overlapping professional roles to influence and lead