Sample Offer Letter: concurrent Postdoctoral scholar - clinical instructor

Revised 1 August 2016

**To be sent on School of Medicine department letterhead stationery**

[Date]

[Name]

[Address]

[City, State, Zip]

Dear [Name]:

We are pleased to offer you, subject to approval by the Office of Postdoctoral Affairs, an appointment as a Postdoctoral Scholar in the Department of [name] and Division of [name].

Subject to review and approval by the School of Medicine, this appointment is concurrent and coterminous with an appointment as Clinical Instructor in the Clinician Educator line in the Department of [name] and Division of [name] at the Stanford University School of Medicine.

The Stanford University School of Medicine is world-renowned as a premier institution for the education of future leaders in biomedical research and medical practice. We are delighted to extend you an offer to join us at the School of Medicine, where you will find outstanding colleagues, a dynamic environment, and an opportunity to be successful and grow professionally.

Because the issues related to this offer require specific and detailed description, we have placed specific terms and requirements of appointment as a Postdoctoral Scholar in Appendix A and the specific terms and requirements of employment as a Clinical Instructor in Appendix B. This letter, Appendix A, and Appendix B, taken together are the “Offer”; please refer to them for a complete representation of this Offer.

This letter and Appendix A and Appendix B, the “Offer”, represent the entire agreement between us regarding your relationship to the University and supersedes and replaces any prior negotiations, agreements or understandings, whether written or oral.

To indicate your acceptance, please sign this Offer and return it by [insert date two weeks hence] to [name of departmental contact], who can be reached at [phone] or [email].

 [If there is a single Administrator contact for Fellowship and as Faculty Affairs Administrator:]

Should you have any questions about this appointment, please contact [admin name] by phone at [phone] or fax to [fax], or e-mail to [admin e-mail].

[If there are separate Fellowship and Faculty Affairs Administrator contacts:]

Should you have any questions regarding your Postdoctoral Scholar appointment, please contact [name of departmental contact], who can be reached at [phone] or [email].]

Should you have any questions regarding your Clinician Educator appointment, please contact [name of departmental contact], who can be reached at [phone] or [email].]

We encourage you to visit our department website at [department web address]. We are delighted to extend you this Offer. Our exceptional faculty, students and staff all contribute to make Stanford an immensely rewarding place to work. We look forward to welcoming you as a colleague and to supporting you in attaining your professional goals.

Sincerely,

[Faculty Sponsor signature]

I have reviewed the additional information titled Terms and Conditions of Postdoctoral offers at Stanford (enclosed or at http://postdocs.stanford.edu/admin/pdf-forms/Terms\_and\_Conditions\_of\_Postdoctoral\_Offers.pdf).

Sincerely,

[Name], Department Chair [Name], Division Chief

I have read, understand and accept this Offer:

Signature Date

## Enclosures: Appendix A, Terms and Requirements of the Postdoctoral Appointment & Useful Web Addresses

Appendix B, Terms and Requirements of Employment as a Clinical Instructor & Useful Web Addresses

# APPENDIX A

## Terms and Requirements of Appointment as a Postdoctoral Scholar

This Appendix outlines the terms and requirements of your appointment as a Postdoctoral Scholar. Information regarding postdoctoral scholar appointments is available at http://postdocs.stanford.edu.

# Expectations and Responsibilities as a Postdoctoral Scholar

As a **Postdoctoral Scholar**, you will be subject to the applicable policies and procedures of the University set forth in the Research Policy Handbook 10.3 (http://doresearch.stanford.edu/policies/research-policy-handbook/non-faculty-research-appointments/postdoctoral-scholars) and in the Stanford Postdoctoral Scholar Handbook (http://postdocs.stanford.edu/handbook/). Your Postdoctoral Scholar appointment may be terminated prior to the anticipated end date noted above based upon loss of funding, change in programmatic need or unsatisfactory performance on your part.

### **Appointment as a Postdoctoral Scholar**

Your initial appointment as a **Postdoctoral Scholar** will be for the period of [X] year(s), with a start date of [month day, year] through [month day, year] at [#] percent of full-time effort (FTE).

At Stanford, **Postdoctoral Scholars** are considered students in advanced training and must be registered every academic quarter, which provides you with certain privileges such as email, access to the libraries and athletic facilities. Please consult the taxability section of the Postdoc Handbook if your registration fee will be paid by your department on your behalf.

Your Postdoctoral Scholar appointment may be terminated prior to the anticipated end date noted above based upon loss of funding, change in programmatic need or unsatisfactory performance on your part. At the end of the initial Postdoctoral Scholar appointment, and subject to the term limits set forth in the Research Policy Handbook section 10.3 on Postdoctoral Scholars (http://doresearch.stanford.edu/policies/research-policy-handbook/non-faculty-research-appointments/postdoctoral-scholars) and the Postdoc Handbook (http://postdocs.stanford.edu/handbook/), your appointment may be eligible for renewal based upon satisfactory performance, the existence of funding, and programmatic need.

**Assignment as a Postdoctoral Scholar**

In your role as a **Postdoctoral Scholar** you will be expected to be involved in [brief description of research/studies anticipated work location and anticipated primary supervisor].

**Funding as a Postdoctoral Scholar**

Your total support for the initial year of training for the **Postdoctoral Scholar** appointment will be [$$], reflecting the [#] FTE of your postdoctoral scholar appointment, plus certain medical, dental, vision and life insurance coverage through Postdoc Benefits programs.

The source of your funding will be [brief description of source(s)]. At this time or during the term of your appointment, if you will receive other funding to support your postdoctoral training at Stanford, you are required to provide a copy of the funding letter to the Office of Postdoctoral Affairs and to [contact name]. [Contact] can be reached at [phone number]. Receiving external support towards your postdoctoral training at Stanford may alter the amount of funding offered to you from Stanford or other sources, or the responsibilities associated with your appointment.

Effective on October 1 of each year of your appointment your postdoctoral scholar funding level may change in order to meet the university’s stipend/salary levels of support for postdoctoral scholars in a given academic year.

**Benefits**

*You will receive Stanford benefits through your Postdoctoral Scholar appointment.* Certain health, welfare and retirement benefits are available to you as a Postdoctoral Scholar. Information is available at the Postdoctoral Benefits Office page at <http://postdocs.stanford.edu/benefits/>.

Postdoctoral Scholars are required to attend a mandatory “Postdoctoral Benefits Session” upon their arrival at Stanford. Please visit http://postdocs.stanford.edu/benefits/location\_orientation.html for information about upcoming sessions. Please ask your department administrator to enroll you prior to your start date.

Stanford provides a range of health and other benefits for postdoctoral scholars. You will have a choice among medical plan options, plus dental, vision, disability and life insurance coverage. In order to secure health care coverage through the Stanford plans, you must enroll within your first 31 days of your appointment’s start date. The cost to you for insurance benefits will vary according to the plan options you choose and if you elect individual or family coverage. If you are paid a “salary” by Stanford, you also can save for your retirement by contributing to our Tax Deferred Annuity Plan.

**Vacation and Sick Leave**

As a Postdoctoral Scholar, you are eligible for leave benefits as follows: vacation of one day paid leave per calendar month of appointment (in addition to official University holidays); sick leave of 15 calendar days of absence due to illness per year; and paid maternity leave of up to six weeks. In addition, you may be eligible for family and medical leave. Please refer to the Research Policy Handbook and the Postdoctoral Scholars Handbook for more details. Any leave policy must be acceptable to outside funding agencies.

**Requirements as a Postdoctoral Scholar - Completion of a Doctoral Degree Program**

Your **Postdoctoral Scholar** appointment is contingent upon your providing evidence of completion of a doctoral degree program. Please send [admin] a copy of your doctoral diploma. If the final degree has not yet been conferred, a statement of completion of studies from your home institution (Registrar's Office or equivalent) is required before your appointment may start. This statement should indicate the date on which all requirements were completed and the expected date of degree conferral. Please send this statement to [admin] (with a certified English translation, if needed).

# Useful Web Addresses

Research Policy Handbook 10.3

http://doresearch.stanford.edu/policies/research-policy-handbook/non-faculty-research-appointments/postdoctoral-scholars

Postdoc Handbook

http://postdocs.stanford.edu/handbook/

Postdoctoral Benefits

http://postdocs.stanford.edu/benefits

# APPENDIX B

## Terms and Requirements of Employment as a Clinical Instructor

This Appendix outlines the terms and requirements of your employment as a **Clinical Instructor**. Information on certain health, welfare and retirement benefits is available from the Stanford University Benefits Office (https://cardinalatwork.stanford.edu/benefits-rewards). For a wide range of additional information about Stanford University and the Stanford School of Medicine, please refer to the list of useful web addresses.

# Expectations and Responsibilities as a Clinical Instructor

Clinician Educators are subject to the University’s applicable policies and procedures, including (in general) the employment policies and procedures in Chapter 2 of Stanford University’s Administrative Guide, https://adminguide.stanford.edu/chapter-2.

As a condition of your appointment, you are subject to and are expected to comply with all applicable University policies and procedures, including but not limited to those in the School of Medicine Faculty Handbook <http://med.stanford.edu/academicaffairs/administrators/handbook/chapt3.html> the University Faculty Handbook http://facultyhandbook.stanford.edu/, and the Research Policy Handbook http://doresearch.stanford.edu/.

### **Appointment and Assignment as a Clinical Instructor**

**Term of Appointment**

Your appointment as **Clinical Instructor** in the Clinician Educator line is for a fixed-term effective [month day, year,] through [month day, year,] at [#] percent of full-time effort (FTE). This appointment is concurrent and coterminous with your Postdoctoral Fellow appointment.

Stanford University School of Medicine reserves the right to advance the date of your separation from employment. You may be separated from employment prior to the planned termination of your appointment as set forth in Administrative Guide 2.1.9 and 2.1.17.

**Employee Classification**

Administrative Guide 2.2.2 defines types of academic and non-academic employees, and other groups who have a specified relationship with the University. Your position is that of a staff employee as defined in Administrative Guide 2.2.2.7 and an exempt employee as defined in Administrative Guide 2.2.2.12. Your position is also that of a casual employee as defined in Administrative Guide 2.2.2.9.

**Renewal of Appointment**

Administrative Guide 2.1.9.5 defines a fixed-term appointment as “an appointment for which a planned termination date is established and recorded at the time the employee is hired or appointed.” Although term appointments are frequently made with the possibility of reappointment or promotion, there is no entitlement to such action at the end of the term and it is by no means automatic. Renewal of your appointment will depend on availability of faculty to fulfill the Department’s clinical obligations and the match between your clinical, teaching and interpersonal skills and our needs at the time. At the end of your term, you may be offered a renewal for the same or a different term at the sole discretion of the University.

**Responsibilities**

In your role as **Clinical Instructor** you will be expected to fulfill the following responsibilities: [Please specify percent of effort in each duty category; the overall total must equal 100 percent irrespective of appointment FTE.]

**Clinical Duties**

[Typically, 80-90% of a Clinician Educator’s effort is allocated to clinical care]Your clinical duties, which will comprise approximately [#] percent of your effort, will be [concrete description of hours, days of clinic service, number of procedures, etc.]. The location or locations of your practice will be determined by your department chair and/or division chief and may be subject to change. Your practice will be primarily at [location – full name, not abbreviation].

You will also have a Postdoctoral Fellow appointment. School of Medicine policy draws a distinction between training program and staff assignments when an individual has a concurrent appointment as a trainee and as a Clinical Instructor. No billable activity is allowed in your area of training.

**Teaching Duties**

[Typically, 10-20% of a Clinician Educator’s effort is allocated to teaching activities.]Your teaching duties, which will comprise approximately [#] percent of your effort and may occur in conjunction with your clinical activity, will be [what is to be taught and to whom].

[Alternate teaching responsibilities for Nocturnists/Moonlighters:] As a Clinician Educator it is expected that a proportion of your time will be spent educating others about your field of medicine. Because your assignment does not involve teaching students, residents, and fellows, the beneficiaries of your teaching are expected to be predominantly nurses and ancillary staff, as well as other physicians at your primary facility. You may also be asked to participate in outreach education at other facilities.

Due to fluctuating programmatic needs or other circumstances, your duties and responsibilities as outlined above may be subject to change. Should that occur, we will discuss how best to achieve your goals and ours at that time.

For planning purposes the University requests that employees notify their supervisors as soon as possible of any intention to resign. At least four weeks' prior notice is expected from exempt employees. Therefore, if you resign before your appointment ends, you will be asked to submit a written statement of resignation that includes the date of and reasons for the resignation.

### **Compensation as a Clinical Instructor**

**Salary**

Your annual salary as a **Clinical Instructor** will be $[amount] based on [#] percent FTE pro-rated from your actual start date. [Include this sentence only when FTE is less than 100%]This amount is derived from an annual salary of $[amount] based on 100 percent FTE. Your salary will be paid twice monthly, less applicable payroll withholdings and includes all compensation for office hours, on-call time and time required to complete applicable hospital and administrative responsibilities.

[Language for casual employees paid hourly] If you choose to accept this offer, your hourly salary as a **Clinical Instructor** will be $[amount]/hour based on [#] percent FTE, and will be paid twice monthly based on hours worked and reported, less applicable payroll withholdings. You will be required to enter all hours worked into Axess Timecard. Please see [contact name] for more information regarding this process. [Contact] can be reached at 650-[phone number]. This hourly amount includes all compensation for office hours, on-call time and time required to complete hospital and administrative responsibilities.

[Alternate language for casual employees paid daily/per session/wRVUs:]Your salary as a **Clinical Instructor** will be based on [days/sessions worked/ wRVUs generated] at a rate of ${amount} per day/session/wRVU. If you choose to accept this offer, your salary will be paid twice monthly based on worked and reported [days/sessions worked/wRVUs generated], less applicable payroll withholdings. Please see [contact name] for more information regarding this process. [Contact] can be reached at 650-[phone number]. This rate includes all compensation for office hours, on-call time and time required to complete hospital and administrative responsibilities.

Salary is reviewed annually, with changes based on merit, your performance, department resources, and in accordance with the overall annual salary programs promulgated by the Provost and the School of Medicine. Changes in salary occur annually and are effective for the start of the fiscal year.

**Vacation and Sick Leave**

Vacation is not available to Clinician Educators. Casual and temporary Clinician Educators accrue sick time at the rate of .03334 hours per hour of straight time. This equates to one (1) hour for every 30 hours worked. Casual and temporary Clinician Educators may begin using sick time on the 90th calendar day after the start of employment with the University. Sick time must be accrued before it can be used. The use of sick days is limited to 24 hours or three (3) scheduled work days each year of employment, whichever is greater. They may use this sick time for themselves or a family member for absences due to illness; for preventive care or diagnoses, care, or treatment of an existing health condition; or for specified purposes related to domestic violence, sexual assault, or stalking.  In addition to notifying the department chair or supervisor of the need to take sick leave, the employee should notify Payroll through a HelpSU request.  If the need for sick time use is unforeseeable, the employee should provide notice of the need for sick time use as soon as practicable.

Your Postdoctoral Scholar vacation and sick leave benefits are described in Appendix A of this Offer.

# Requirements

**Authorization to Work**

This offer is subject to your authorization to work as required by the Immigration Reform and Control Act. You will be required to complete a verification form (INS Form I‑9) when you begin work. Before beginning work at Stanford, please set up a time to meet with [name], who can be reached at [phone number or email address]. Please bring official forms of identification with you on your first day in order to complete the I-9 form process. Visit the US Citizen and Immigration Services’ I-9 Central web site https://www.uscis.gov/ for accepted documents.

**SUNetId**

The SUNetId is a unique account name that identifies you as a member of the Stanford community with access to the Stanford University Network of computing resources and services. Your SUNetId is a permanent and visible part of your Stanford identity.  If you do not already have a SUNetId, request your eight digit employee identification number from your departmental contact.  Once you have your Stanford employee identification number, go to [https://accounts.stanford.edu](https://accounts.stanford.edu )to select your SUNetId.  If you had a SUNetId in the past and cannot recall it, please contact your department contact to obtain it.

**School of Medicine Data Security Program**

The School of Medicine Data Security Program mandates enterprise backup and encryption of all computers and mobile devices used for Stanford business by faculty, staff, students and other affiliates, if the device might store or access Protected Health Information (PHI) or other High Risk Data. This requirement applies to both Stanford-owned and personally-owned equipment. All individuals in the School of Medicine must complete a Data & Device Attestation to Identify whether they are exposed to High Risk Data and, if so, the kinds of devices they use. Within seven days of your appointment start date you must submit a Data & Device Attestation at <https://med.stanford.edu/datasecurity>. You must have a SUNetId to complete the attestation.

**Licensing and Medical Staff Membership**

As a condition of your appointment and throughout your employment at Stanford University, you must obtain and maintain a license to practice medicine in California, obtain and maintain medical staff membership at Stanford Hospital and Clinics and/ or Lucile Packard Children’s Hospital with privileges applicable to your duties, comply with applicable policies of Stanford University, Stanford Hospital and Clinics and Lucile Packard Children’s Hospital (e.g., physician billing compliance policies), and not be disqualified from the Medicare or Medicaid programs.

[If assigned to an alternative site] You must obtain and maintain unrestricted privileges at [facility name] as required by your assigned duties and at any other facility to which you may be assigned.

The application process for medical staff membership and privileges can take some time. As soon as you decide to accept this offer, please call the Stanford Hospital and Clinics Credentialing Office at (650) 725-6021 or (650) 723-7857 for an application package. If you wish to practice at Lucile Packard Children’s Hospital, you may also obtain their application forms by calling the same number.

**You will not be able to begin clinical work until you have obtained a California medical license and your medical privileges are approved. Once established, these privileges will be coterminous with your appointment and will cease when your appointment ends.**

# Professional Services Income and Outside Clinical Activity

Your signature on page two of this Offer confirms the ownership and disposition of fees derived from your charges for patient-related professional services while a full or part-time member of the faculty or staff of Stanford University School of Medicine. Such services include direct or consultative patient care and diagnostic analyses and are further described in the Practice Policy for the Physicians and Psychologists in the School of Medicine (“Practice Policy”). The Practice Policy is available at <https://med.stanford.edu/content/dam/sm/academicaffairs/documents/administrators/forms/rules-of-practice.pdf>

As a condition of your University appointment and/or employment, any fees which are charged for your services are irrevocably assigned to, and belong to, the University (or other institution designated by the University), and must be transmitted to the accounts designated by the School of Medicine.

This obligation does not apply to professional fees charged by part-time Stanford faculty or staff for the services rendered outside the scope of their employment and faculty duties. However, an exemption to the Practice Policy is required if your percent time of appointment is 50% to 99% FTE and the duration of your appointment is for six months or longer. The exemption request form is available at https://med.stanford.edu/content/dam/sm/academicaffairs/documents/administrators/forms/PracticePolicyExemptionForm-1.doc.

Nor does it apply to certain services provided during scheduled vacation periods, to the extent permitted under the Practice Policy, with the prior approval of your Department Chairman.

Your attention is drawn to the fact that, as noted in the Practice Policy, the insurance program (e.g. malpractice) covers you only for activities that are part of your faculty or employment duties, that is, it does not cover any activities for which you personally retain fees.

As a further condition of your appointment and/or employment, you are bound by the Practice Policy, as now in effect and hereafter amended, or superseded by any successor Rules.

**Mandatory Reporting of Child Abuse and Neglect**

California law requires certain individuals at Stanford to report known or reasonably suspected child abuse or neglect to the authorities. These individuals are known under the law as “Mandated Reporters”. Information about mandatory reporting and links to the California penal code provisions are available at https://hr.stanford.edu/processes/mandated-reporter. Employees and others who have been identified as Mandated Reporters for Child Abuse are required to sign the online “Acknowledgment of Mandated Reporter Status” form following the instructions on https://stanford.app.box.com/s/th3c68pworvd1l44vpubqrjhpbavjapx

**Blood Borne Pathogens**

It has been determined that your position will bring you into contact with human blood and/or other potentially infectious materials (OPIM). The California Bloodborne Pathogen (BBP) Standard requires that you participate in an initial training and an annual, update training session for as long as you remain exposed to those materials. In addition, you are required to either be vaccinated with the Hepatitis B vaccine within 10 working days of your initial assignment or sign a declination statement if you choose not to be vaccinated. Please keep in mind that the School will pay for your vaccination. Please contact [name, phone # and email of departmental contact] for information on the School of Medicine’s BBP training and vaccination programs.

**Health Insurance Portability and Accountability Act (HIPAA)**

The Health Insurance Portability and Accountability Act (HIPAA) regulations provide significant privacy protections for the health information of patients and research subjects. As an academic medical center, Stanford University School of Medicine has implemented training for all staff to address the management of health data in research, education and clinical care. All new employees with the School of Medicine are required to complete HIPAA training within 30 days of your employment date, but, in any case, before you begin any work that requires handling of patient health information (PHI) or human subjects’ health information. The training provides guidelines and requirements regarding handling of PHI, privacy, security, and other aspects of HIPAA. Compliance with School of Medicine policy regarding HIPAA training and handling of confidential/private PHI is required and a condition of employment; failure to complete training, or any inappropriate handling and/or disclosure of PHI may be grounds for termination.

### To register for any of the HIPAA training listed below, please send a request to hipaatraining@stanford.edu. For more information about HIPAA, go to <https://acp.stanford.edu/hipaa/hipaa>

**Patent and Copyright Agreement**

All employees are required to sign a Stanford University Patent and Copyright Agreement. The patent policy applies to all individuals who work at Stanford, or who come here to engage in research. This agreement may be reviewed at [http://doresearch.stanford.edu/policies/research-policy-handbook/intellectual-property/inventions-patents-and-licensing.html](http://doresearch.stanford.edu/policies/research-policy-handbook/intellectual-property/inventions-patents-and-licensing.html%20) and signed online at <https://axess.stanford.edu>. A SUNetId is required to complete the agreement.

**Conflict of Interest**

All new faculty members must complete the training tutorial titled *Avoiding Financial Conflicts of Interest*. This is a self-paced, web-based module designed to provide an overview of the high-risk situations that can lead to financial conflicts of interest for faculty. Additional information about the module can be found at the COI website <http://stanford.edu/group/coi/training/training.html>. It is available to all members of the Stanford community with SUNetIds through the Stanford Training and Registration System (STARS).

In addition, all new faculty must disclose any outside professional activities that could reasonably be seen to be related to their Stanford responsibilities in research, teaching, administration, or clinical care activities in OPACS, Stanford’s Outside Professional Activities Certification System. Once you have a SUNetId, access your OPACS dashboard, http://stanford.edu/group/coi/training/training.html, and click on the “add/update” link at the bottom of the page.

**Academic Appointments at Other Institutions**

A concurrent academic appointment at another institution is not permitted for a Clinician Educator holding a full time appointment at Stanford. If your Stanford appointment is to be full time and you hold an appointment at another academic institution, regardless of whether it is a paid position or an unpaid position, you must resign from it before your Stanford appointment begins.

**Outside Consulting**

The general spirit of the Stanford University policies regarding outside consulting activities by members of the professoriate apply to Clinician Educators <http://doresearch.stanford.edu/policies/research-policy-handbook/conflicts-commitment-and-interest>. Consulting activities must be disclosed to and approved by your department chair.

**Stanford Industry Interactions Policy (SIIP)**

The Stanford Industry Interactions Policy (SIIP) governs interactions, largely in the clinical and educational arenas, with the pharmaceutical, biotech, medical device, and hospital and research equipment and supplies industries. Additional information about SIIP is available at [http://med.stanford.edu/coi/siip/.](http://med.stanford.edu/coi/siip/)

**Harassment Prevention Training**

California AB1825 mandates that all faculty and supervisory staff must complete at least two hours of harassment prevention training at least every two years. Newly hired or promoted faculty and supervisors must complete this training within six months of employment or promotion. The university cannot exempt any supervisors – faculty or staff – from this legal obligation. Eligible trainees will receive an email invitation to register for online training that will come from Stanford University or the School of Medicine. The subject line is “Required Harassment Training: Registration Info”. The university has collaborated with LawRoom, a web-based employment law service, to provide a two-hour interactive on-line course with relevance for the university setting. The course can be completed from any computer and it allows you to stop and start at any time at your convenience. It is expected that you will complete the course within the required time frames, initially and during subsequent compliance periods. If you do not complete the training by your deadline date, your name will be forwarded to the Dean and you may not be able to remain in a supervisory role. Go to [http://harass.stanford.edu/training\_register.html](http://harass.stanford.edu/training_register.html%20) for more information.

**Workplace Accommodations**

If you require workplace accommodations for a disability under Administrative Guide 2.2.7, please let the departmental contact listed above know.

# Useful Web Addresses

School of Medicine Data Security Program

https://med.stanford.edu/datasecurity/

HIPAA Information:

https://acp.stanford.edu/hipaa/hipaa

Practice Policy for the Physicians and Psychologists in the School of Medicine

<https://med.stanford.edu/content/dam/sm/academicaffairs/documents/administrators/forms/rules-of-practice.pdf>

School of Medicine Faculty Handbook:

<http://med.stanford.edu/academicaffairs/administrators/handbook.html>

Stanford University Administrative Guide

http://adminguide.stanford.edu/

Stanford University Faculty Handbook:

http://stanford.edu/dept/provost/faculty/policies/handbook/

Stanford University Research Policy Handbook

http://doresearch.stanford.edu/

School of Medicine Academic Affairs (Clinician Educators)

http://med.stanford.edu/academicaffairs/CEs/

Stanford University Human Resources:

<https://cardinalatwork.stanford.edu/>

Stanford University Benefits

https://cardinalatwork.stanford.edu/benefits-rewards

Stanford University Faculty and Staff Housing:

<http://stanford.edu/dept/fsh/CE/>

School of Medicine Relocation

<http://med.stanford.edu/relocation>

IRS Moving Expenses:

<http://irs.gov/publications/p521/index.html>

Stanford University Work/Life Office:

<https://cardinalatwork.stanford.edu/benefits-rewards/worklife>

Stanford University Center for Teaching and Learning

https://vptl.stanford.edu/