



STANFORD MEDICINE

NEW FACULTY ORIENTATION

The Role of the Department and Department Leadership

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The departments of Stanford Medicine

Anesthesiology, Perioperative & Pain Medicine
Biochemistry
Biomedical Data Science
Bioengineering
Cardiothoracic Surgery
Chemical & Systems Biology
Comparative Medicine
Dermatology
Developmental Biology
Emergency Medicine
Genetics
Health Research & Policy
Medicine
Microbiology & Immunology
Molecular & Cellular Physiology
Neurobiology
Neurology & Neurological Sciences
Neurosurgery
Obstetrics & Gynecology
Ophthalmology
Orthopaedic Surgery
Otolaryngology-Head & Neck Surgery
Pathology
Pediatrics
Psychiatry & Behavioral Sciences
Radiation Oncology
Radiology
Structural Biology
Surgery
Urology

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
 - Clinical innovation & service
 - Education & mentorship
 - Community engagement
 - Leadership & professionalism

Transformational,
interdependent missions
of academic medicine

- Science and scholarship
- Clinical innovation and service
- Education and mentorship
- Community engagement
- Leadership and professionalism

NB:

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

scholar
scientist
clinician
educator
citizen

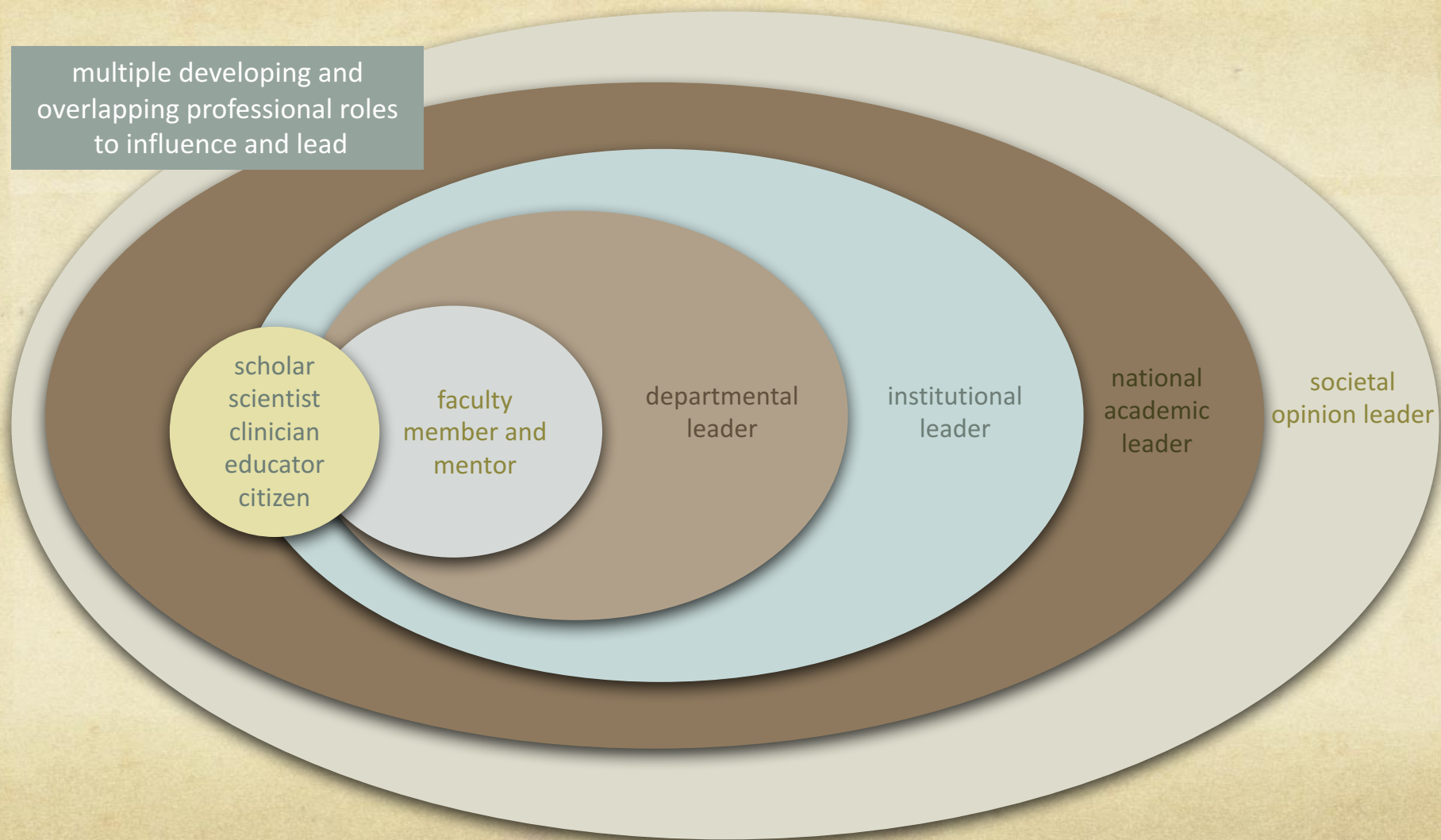
faculty
member and
mentor

departmental
leader

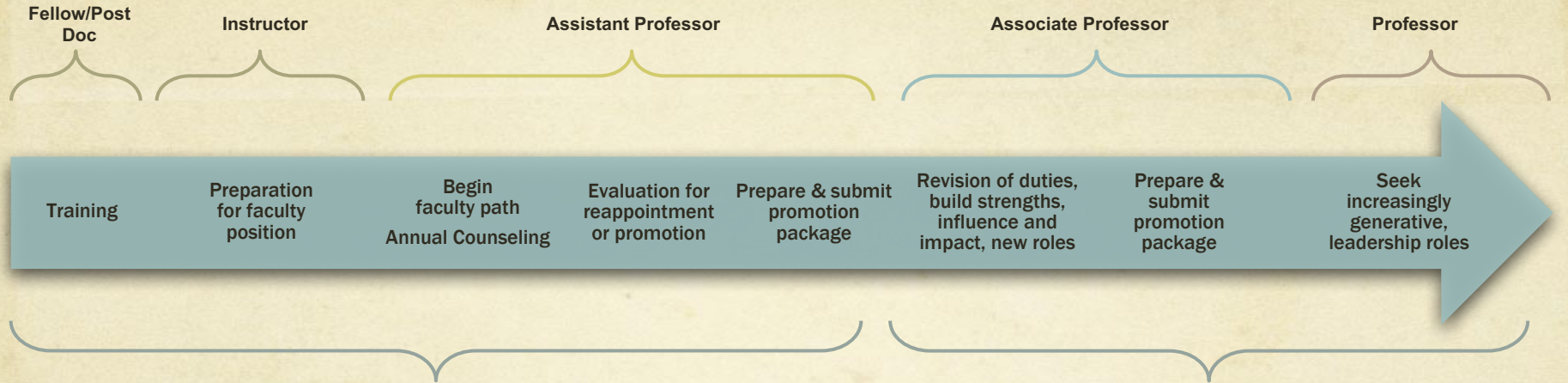
institutional
leader

national
academic
leader

societal
opinion leader



Academic Medicine - Career Development Path



“Demonstrating Promise”

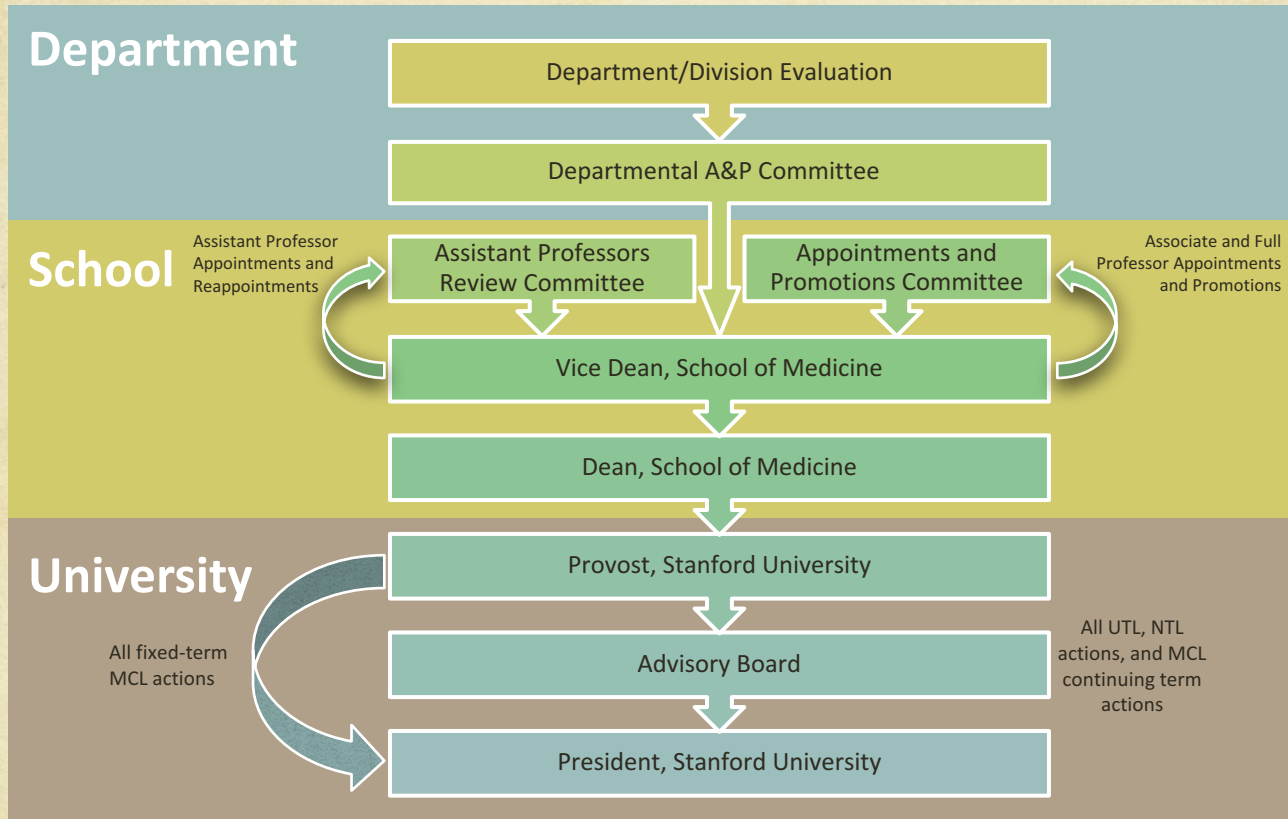
- Specialty/scientific training
- Establishing professional identity
- Developing professional role & expertise
- Effort-driven productivity, service
- Primarily local contribution
- Local and regional influence, reputation

“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

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
A&P Advisory Committee Review

Professoriate Advisory 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

Clinician Educator Advisory Committee: co-chaired by 2 senior faculty on the CE, made up of 9 CE faculty from a broad range of clinical domains across the department

NB:

routine recusal of any faculty collaborators* or mentors from discussion

may be tabled if there are concerns or if more information is needed by the committee

Department of Psychiatry and Behavioral Sciences

Example of Reappointment/Promotion Timeline: Professoriate

ONGOING

Formal annual counseling, mentorship, 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

Department of Psychiatry and Behavioral Sciences
Example of Mary Smith, MD Assistant Professor UTL

September 1, 2017

- 4 year initial appointment begins, through 8/31/21

2018

- Annual Counseling

2019

- Annual Counseling
- BABY - apply for new parent extension; new expiration date is 8/31/22

2020

- Annual Counseling

2021

- January – meet with mentor, prep for reappointment
- Annual Counseling
- July – update CV for department review
- September - Reappointment long form launched

- Annual Counseling
- September 1, 2022 – 3-year reappointment term begins through 8/31/25

2023

- Chair/Division Chief review of CV
- Annual Counseling

2024

- January – meet with mentor, prep for promotion/tenure
- Annual Counseling
- July – update CV for department review
- September – promotion and tenure long form launched

2025

- Annual Counseling
- September 1, 2025 – promotion and tenure!!!!

Department of Psychiatry and Behavioral Sciences

Example of Reappointment/Promotion Timeline: Clinician Educator



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

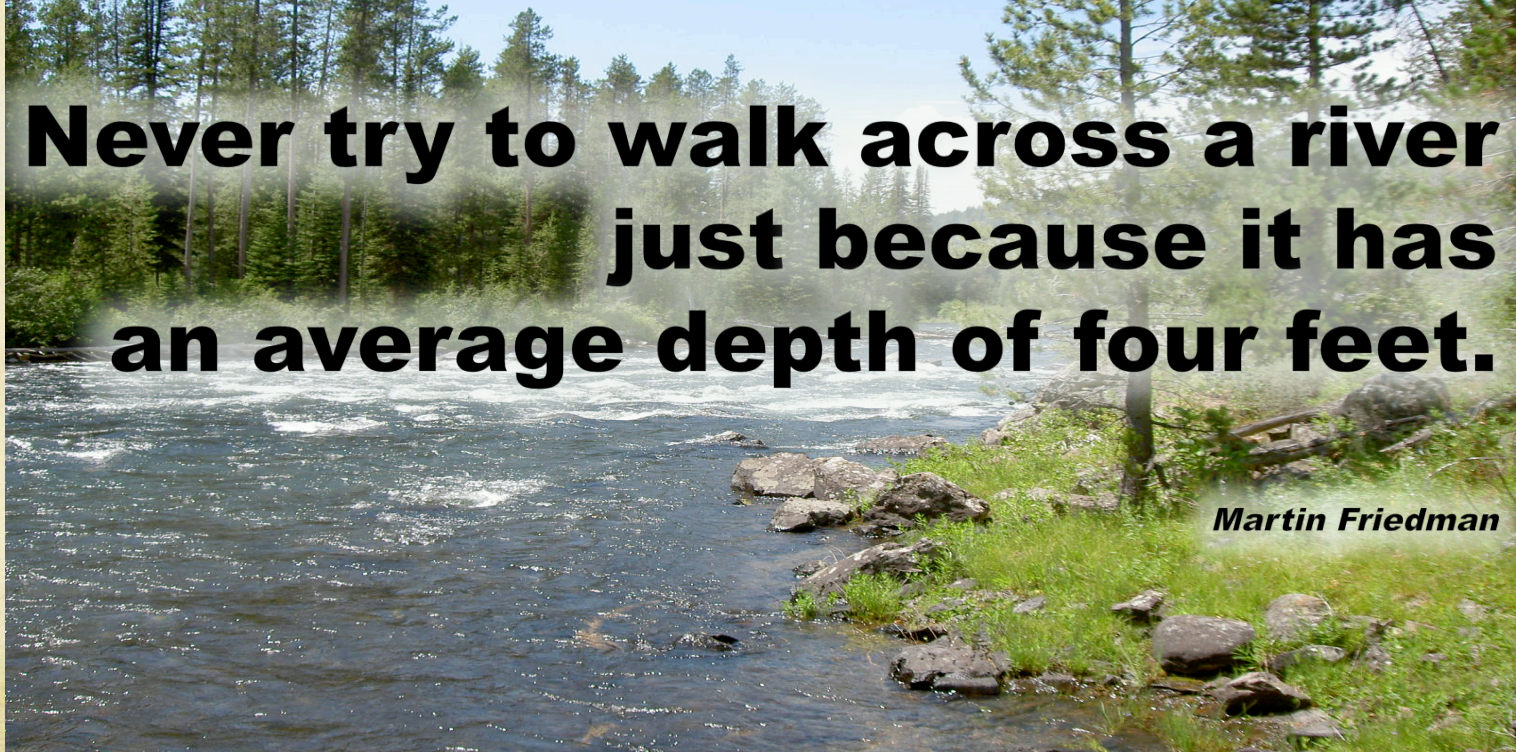
- When you have challenges and problems, your division chief or department chair can help you. You should attempt to address these problems “locally” first.
- Be thoughtful about your approach. It is wise to consult with a mentor or senior colleague to get guidance and alternatives. Always be prepared with solutions.
- Remember that your division chief and department chair may be your advocates and mentors, but they also serve in evaluative roles.



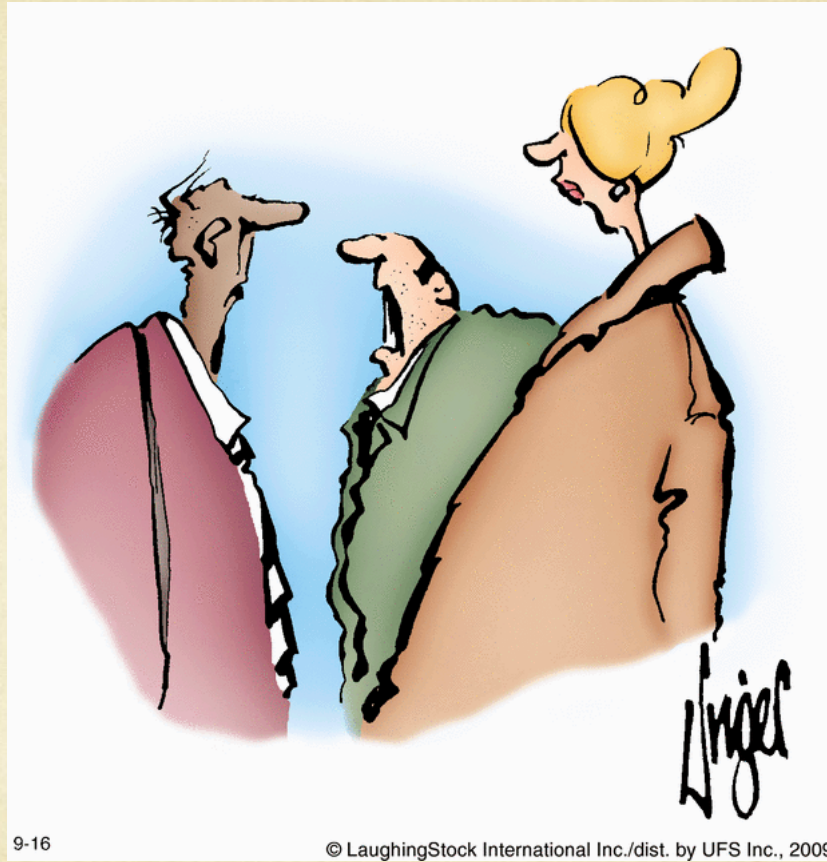
ADVICE...

**Never try to walk across a river
just because it has
an average depth of four feet.**

Martin Friedman



Stanford is
different.



9-16

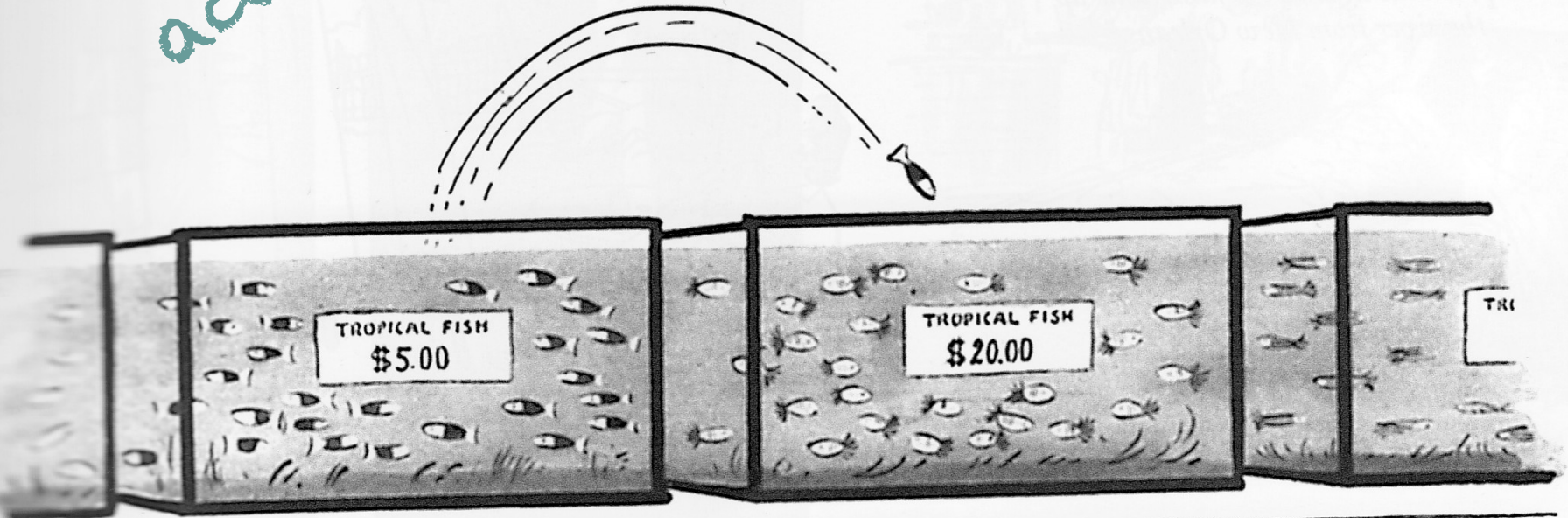
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“She coulda been Miss Universe on any other planet.”

A little
more
advice...

If you aren't rich,
you should always look useful.

Louis Ferdinand Celine



KoVarsky

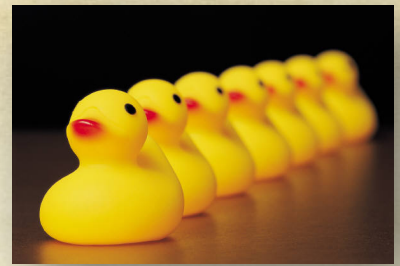
Where things get stuck...



"Mind your own business! This is how I like it."

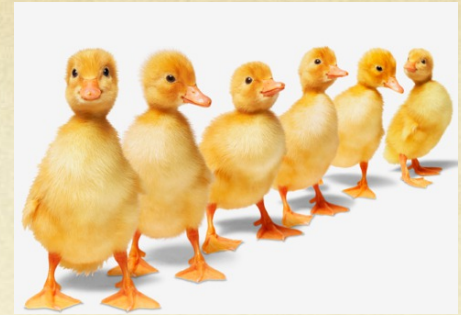
Watch for
'negative
cognitions'...

So, 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
- Investing in your relationships with colleagues, students and mentees, mentors, division chiefs, and the chair as well as others throughout the School and the university

Get your 'ducks in a row' by....

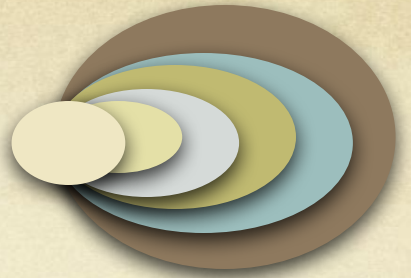


- Develop a narrative – why does your work matter, how has your work evolved, what is the impact of your work, and what is the future of the work
- Contributing the strongest-possible candidate materials for formal consideration in the academic review process

Stay organized by....



- Keeping your c.v. up to date - and maintaining 2 versions at all times, i.e., a “clean”/ready-to-go version and a “working” version
- Saving all of your teaching evaluations and information on all of your mentees, evaluative data from outside presentations
- Keeping your mentors and chief/chair apprised of important milestones (e.g., publications, grants, committees)
- Watching the “clock” carefully and staying ahead of deadlines



It is really, really important to take care of yourself

multiple developing and overlapping professional roles to influence and lead

scholar
scientist
clinician
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faculty
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mentor

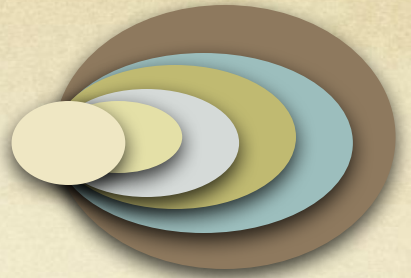
Spouse, Parent,
Child, Sibling,
Friend

professional
academic
leader

societal
opinion leader

- 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
- Who you are and the work you do truly matters





It is really, really important to take care of yourself