



**Stanford**  
MEDICINE

# Annual FAA Meeting

September 7, 2016

# Welcome



- Overview of Agenda
- Introductions
- OAA staff responsibilities



# New Long Form for the Professoriate

Scott Walters



# Professoriate

Rebecca Robinson  
Audrey M Yau

# The Numbers

- In the last year (Oct 2015– Sept 2016)
  - 145 long forms
    - » 31 reappointments
    - » 52 promotions
    - » 62 new appointments
- In the last 5 months (for AMY)
  - 55 long forms
    - » 10 reappointments
    - » 18 promotions
    - » 27 new appointments
  - 20 search requests
  - 8 waivers requests
  - 34 search reports/offer letters
  - 52 long form launches
  - 48 referee grids
  - 55 FASA actions
- Since May, 50 files have been approved by the Provost's office
  - Average days in OAA – 33 days
  - Average days with Provost – 52 days

# Take-Away

- On average, we receive one long form every other day (amongst several other requests, submissions, and questions)
- We truly appreciate your hard work in getting these files in to us with all the other responsibilities you have in the Department
- We try to be timely in our responses and reviews.
- To expedite this, please make sure files, grids, and requests submitted for approval are prepared carefully, are complete, and are coherent
- We would like to keep back-and-forth edits to a minimum

# New FAA Resources



To provide more accessible information, we have been working on a couple of resources:

- A general [timeline](#)
- A more detailed [task list](#)

# Frequently Asked Questions

- Future FAA workshops to focus on specific aspects of the Professoriate appointment, reappointment, and promotion process
- To briefly address some reoccurring questions
  - Transmittal memos are required for all UTL/NTL appointments and promotions, as well as UTL and MCL actions conferring tenure or continuing term
  - University review for MCL (3 months) and UTL/NTL (2 months) – please remember this when setting start dates in offer letters and when asking for updates on faculty files
  - Long forms should be truthful and transparent; Please do not make edits just to fit requirements – ex. If the wrong solicitation letter was sent out, include the one actually sent to the referees with a note in the long form indicating the wrong letter was used in the solicitation process and will be noted for the future
- General questions or comments that may be helpful to all Departments?





# CE and Instructors

Jessica Salas-Mendonca  
Ashley Klein

# Numbers

- In the last 6 months
  - Clinical Instructor and Instructor actions
    - April- 90
    - May- 60
    - June- 97
    - July- 82
    - August- 60
    - September- 7
  - A&P actions
    - April- 34
    - May- 26
    - June- 46
    - July- 41
    - August- 55
    - September- 65

# Announcements



- Clinical Excellence Survey's
  - CES' are not required for new appointments to Clinical Assistant Professor and above if a national search was done
    - Include a statement in the Chair's memo and address key elements of search
      - Dates of search
      - Process Description including outreach efforts and advertisements for position
      - Number of applicants in pool
      - Meetings and evaluation of candidate
- Instructor Appointment Term
  - Instructor appointments can now be given terms of either 1, 2, or 3 years, and may be renewed, upon a showing of high quality performance at Stanford and programmatic need (including budgetary considerations) for up to a 3 year period.

# Friendly Reminders

- Late submissions
  - Reminder- we need a minimum of 30 days for School review
  - A&P-20 actions for each committee
- Referees
  - At the rank at least equal to that proposed for the candidate
  - All letters should fully identify the writer
- Transmittal Memo's
  - New appointments need to include how the candidate was identified
  - Reappointments need to have explanations as to why there are low scores or comments and why they do not have enough of a variety of the required spectrum on the CES' (how many were solicited, how many times were they reminded, ect.)
- Requesting an Instructor appointment for a person too senior
  - This line is for individuals who have just completed a fellowship and need a few additional years to develop toward an academic career.

# Helpful to OAA

- Emails
  - Subject line: name, action type, rank and start date
  - Body paragraph:
    - Name, Department-Division
    - Action type as Rank
    - Dates of appointment
- Concurrent Fellow/Clinical Instructor
  - Chair's memo should include if fellowship is through the Office of Postdoctoral Affairs (OPA) or Graduate Medical Education (GME)



# Adjunct Faculty

Sharon Freiberg



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# Adjunct Faculty line

REPLACED Consulting Faculty line

*Separate from Adjunct Clinical Faculty line*

Advances the teaching mission of Stanford University  
Appointments for up to three years at a time



# Adjunct Faculty

Two choices of titles  
**Adjunct Professor**  
**Adjunct Lecturer**

These are defined by the level of responsibility they bring to the teaching mission

- ✓ No Research duties
- ✓ On campus only

*We are aware that many Consulting Faculty may no longer fit within any title we have.  
You are welcome to explain more fully the duties of an applicant.  
Each applicant will be based on their own merit.*





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## Adjunct Professor

- primary instructor or co-instructor of courses
- teach graduate seminars
- may be co-advisors on masters or doctoral theses
- serve on departmental committees

## Adjunct Lecturer

- assisting in courses on a regular basis
- may serve as mentors, coaches or advisors for student projects
- work with faculty members to develop a course or organize and manage a lecture series

We will waive recommendation letters for current Consulting Faculty who are switching over to Adjunct Faculty



# Faculty Compensation: Overview

Sue Kingston



**Stanford**  
MEDICINE

# Faculty Compensation

The Team, the Rules & the Tools

# The Team



Mi Jiang

Alejandra Barragan

Janet Kim

Ann Bjelland

Chia-Yu Chan



## FISCAL AFFAIRS

Budget & Financial Planning

Controller

Faculty Compensation

Strategic Investment Analysis

Process Excellence

Contact Us

## Fiscal Affairs

### Mission Statement

The **mission** of the Fiscal Affairs Group is to provide innovative solutions to the financial challenges of the School via a strategic partnership with the departments. We provide quality financial and budget data, oversight, analysis, reporting, operations, and sound financial management counsel to our user community.

The Fiscal Affairs Group is composed of five distinct operating units - **Controller, Budget & Financial Planning, Faculty Compensation, Strategic Investment Analysis, and Process Excellence** - which provide essential financial services to the Dean's Office and the School's Departments and Programs. To carry our mission, we:

- Focus our efforts towards the support of teaching, research, and patient care missions of the School
- Promote sound financial management practices and risk mitigation strategies in the allocation of resources
- Deliver innovative business solutions
- Ensure fair and equitable faculty compensation and incentive programs
- Collaborate with the University's Office of the President, Provost, Budget and Finance Groups to ensure a synchronicity with University policies and objectives
- Collaborate with both SHC and LPCH, and our other affiliated hospitals, to ensure financial relationships are sound and effective

Contact Us:

e: [kim.leung@stanford.edu](mailto:kim.leung@stanford.edu)

t: 650.725.3141

# The Tools

<http://med.stanford.edu/fiscalaffairs/faculty-compensation.html>



## FACULTY COMPENSATION

Budget & Financial Planning

Controller

Faculty Compensation

Strategic Investment Analysis

Process Excellence

Contact Us

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## Faculty Compensation

*Susan Kingston, Executive Director and Assistant Dean*

### Resources:

#### Faculty Compensation Offer Approval:

[Sue Kingston, Chia-Yu Chan](#)

[Salary Pre-Approval Process](#)

[Department Incentive Plans](#)

#### Annual Faculty Salary Setting:

[Chia-Yu Chan, Janet Kim](#)

[BI Salary Setting Dashboard](#)

[BI Salary Setting Manual](#)

[BI Salary Setting Instructions](#)

#### Employment Update Processing:

[Ann Bjelland, Alejandra Barragan](#)

[Offer Letter Review Process](#)

[Offer Letter Templates \(OAA\)](#)

[New Hire Payroll Action Forms \(SOSS\)](#)

[Other Faculty Actions](#)

[Other Actions Form \(SOSS\)](#)

#### Administrative Supplements:

[Sue Kingston, Mi Jiang](#)

[Administrative Supplement Approval Process](#)

#### Market Survey Management:

[Chia-Yu Chan, Janet Kim](#)

[AAMC Specialty Codes](#)

[MGMA Specialty Codes](#)

[SCA Specialty Codes](#)

#### Supplemental Payment Processing:

[Alejandra Barragan, Ann Bjelland](#)

[HRTS/Payroll Processing Guidelines](#)

[One-Time Pay Form \(OTP\)](#)

[Recurring Pay Form \(RPF\)](#)

[Payroll Earning Codes](#)

#### Faculty Housing:

[Sue Kingston, Sam Zelch](#)

[Housing Programs \(UTL, NTL, MCL\)](#)

[Housing Programs \(CE\)](#)

#### VA Salary Parity Program:

[Mi Jiang, Ann Bjelland](#)

[VA Parity Process](#)

[VA Parity FAQs](#)

#### Honoraria Pre-Approvals:

[Ann Bjelland, Alejandra Barragan](#)

[Honorarium Approval Guidelines and Requests](#)

# Stanford Terminology



- Base and variable salary applies only to Professoriate
  - University Tenure Line (UTL)
  - Medical Center Line (MCL)
  - Non-Tenure Line (NTL) faculty
- Base salary is University “minimum” for tenured or continuing appointment
  - Professor \$110k
  - Associate Professor \$84k
  - Assistant Professor \$66k
- Variable salary is the market element; together base & variable equal “salary”
- Clinician Educators have (base) salary only
  - Equivalent of base plus variable

*Tip: When speaking just use “salary” to avoid confusion*

- Compensation philosophy, generally
  - Salaries target 75<sup>th</sup> percentile of Top 16 schools for researchers and 50-75<sup>th</sup> percentiles for clinical faculty
  - New California Fair Pay act requires equal pay for “substantially similar” work making it difficult to match other institutions’ offers without adjusting internally to eliminate immediate salary compression
- Administrative supplements
  - Paid to faculty “who take on significant administrative duties that are outside of their usual faculty responsibilities or normal committee work”
    - Departmental chairs, division chiefs, senior associate deans, and significant program directors
  - Amount reflects the level of commitment and complexity of the administrative role
  - Some departments (Medicine for example) use a leadership incentive for smaller roles



- Faculty Compensation reviews salary and proposed incentives
  - To internal salaries for equity
  - To external benchmarks
  - Controller reviews Dean's commitments if any
  - Handles approval process with the Dean and Provost
- Sign-on bonuses need advance review Faculty Compensation
- Handles required University approval processes
  - Dean or Vice Dean approves for School (all faculty lines)
  - Provost approves UTL, MCL & NTL offers

- Offer letters require both OAA and Faculty Compensation approval before release to the candidate
  - Always start from most current sample offer letters on OAA website and use “track change” mode for edits
    - Don’t go back to an old letter as it’s guaranteed to be outdated
    - OAA and Faculty Comp “share” a single edited version which will be released to you by Faculty Compensation after OAA approves the appointment
  - Per OGC, draft offer letters may not be released prior to approval by OAA and Faculty Compensation
  - If an approved letter needs to be changed, always start from the letter that’s been released to you
    - Accept all the changes in the approved letter
    - Show new changes in “track change mode”
- Very important to start the approval processes as early as possible

- Used for post-offer letter changes to
  - Additions to a signed offer letter
    - If unsigned can be reissued with change after OAA & Faculty Compensation approve
  - FTE changes
    - Document new FTE and related salary change
  - New administrative roles
    - Document role, term, responsibilities and related supplement
  - Any other change to compensation

- University housing programs
  - Have very specific eligibility requirements
  - Important to get faculty/candidate in to the Housing Office for eligibility assessment
- Exception requests must go through Sue Kingston or Sam Zelch
  - After faculty/candidate has met with housing office
  - Always based on financial need
  - Required approval by Provost managed by Faculty Comp
- Offer letters
  - Do not offer based on a prior faculty/candidate experience!
  - Do not use prior offer letter language in a new candidate's letter
  - Approved requests may have key conditions that are included in the draft language we'll provide after Provost approval



# Faculty Onboarding

Andrea Gray

# Feedback from New Faculty

## Focus Groups

- To understand how the School of Medicine can best support new faculty with their onboarding by gathering specific feedback on what has worked well and what could be improved.

## Participants

- 36 new faculty (12-18 months in role)
- 6 UTL, 13 MCL and 16 CE from Basic Science and Clinical Science departments

## Feedback

- Although individual experiences varied, overall faculty found the onboarding process frustrating and confusing.
  - Feel on their own to figure things out
  - University systems and processes are hard to navigate
  - Too many Stanford websites, with too much content and no easy way to navigate

# Feedback from Faculty Affairs and Functional Areas



- Processes are typically static checklists (e.g. spreadsheets) that don't allow for easy collaboration or tracking
- Lists can become outdated very quickly because they are based on personal contact information
- No universal trigger points for communication at key milestones and events
- Each functional area has their own process and forms
- Faculty member is asked to provide the same information multiple times
- Process is very manual is mostly done through email communication, there are many opportunities for miscommunications
- Functional areas are not getting the information that they need or they are getting the information too late

# Faculty Onboarding Recommendation



## Faculty Information Form

- Create one common form which captures key information for all the functional areas
  - Information initiate the process managed by the functional areas
  - Faculty member and faculty affairs/DFA will work together to fill out the form
  - Initiated once offer letter is issued (Professoriate) or at intent to hire (CE)

## Custom Reports

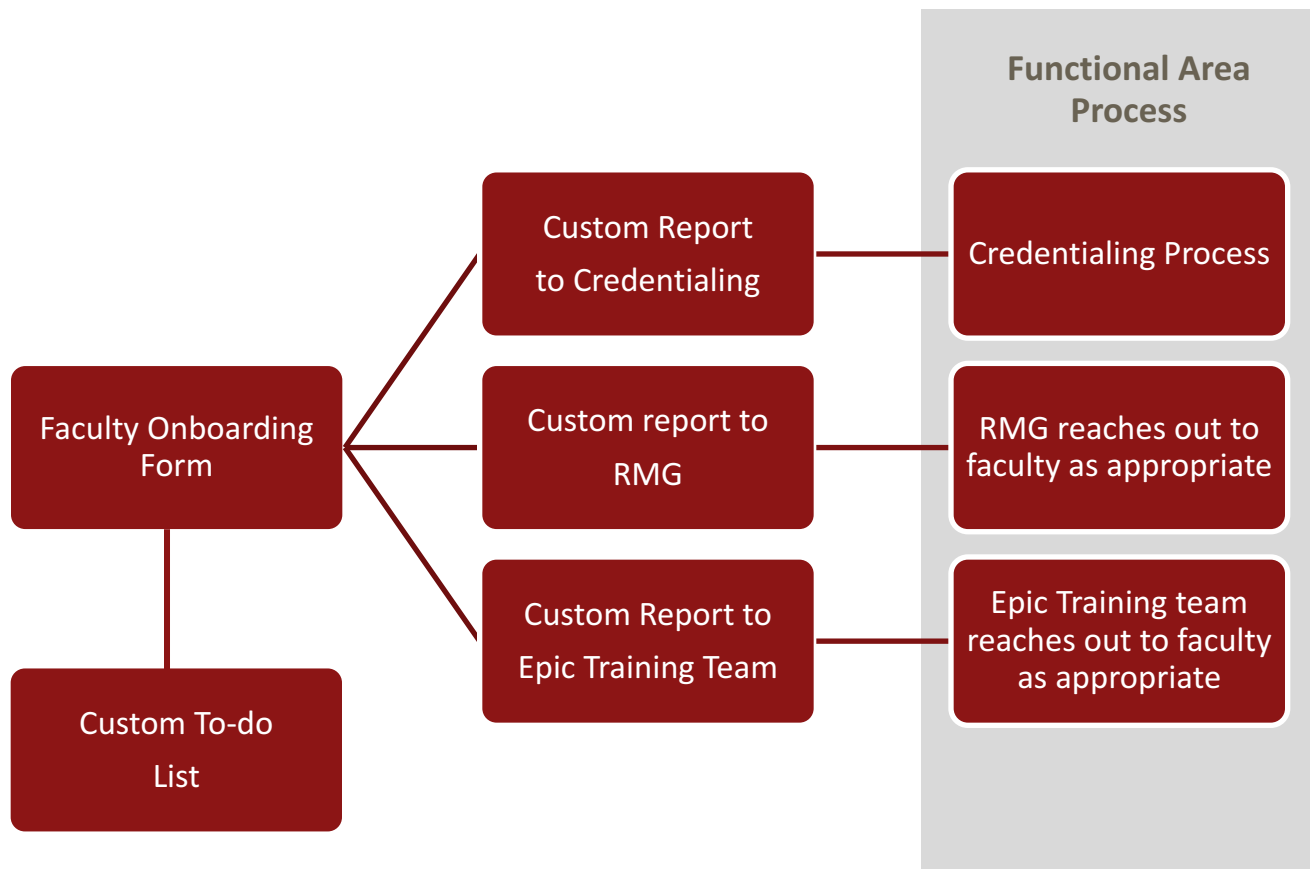
- Functional areas will receive custom reports with the information that they need to initiate their onboarding processes
  - Each functional area can determine content and frequency of the reports
  - Reports are sent to unique list serves for each functional area

## Custom To Do List

- Create a custom to do list (based on information gathered on the form) so onboarding faculty and faculty affairs/DFA have a list and description of all the tasks



# Overview of Solution



# Faculty Onboarding Form



## Stanford

Please enter your new Stanford department and division (if applicable). If you are unsure of this information it is found in the email that contained the link to this survey.

Department Name

Biochemistry

Division

Division 1

Personal Information (as it appears on your medical license and or passport)

First Name

Andrea

Middle Name

# Sample Report for Functional Areas



Research Management Group (RMG)										
Last Modified: 2016-09-02 13:32:56 MDT										
First Name	Last Name	Department Name	Line	Expected Start Date	Preferred Email	Mobile Phone	Are you PI on any sponsored project awards (grant, contract, or subcontract...	Do you plan to transfer any of these sponsored awards to Stanford?	Are you planning to submit a proposal to an external sponsor for a sponsored project at Stanford?	What is the anticipated submission date?
Amy	Smith	Medicine	CE	7/30/17	adgray@stanford.edu	650-724-2334	No		Yes	More than 3 months
Emilie	Silva	Structural Biology	UTL	6/30/17	emilie.s@stanford.edu	650-724-6798	Yes	Yes	Yes	More than 3 months

# Sample To do list

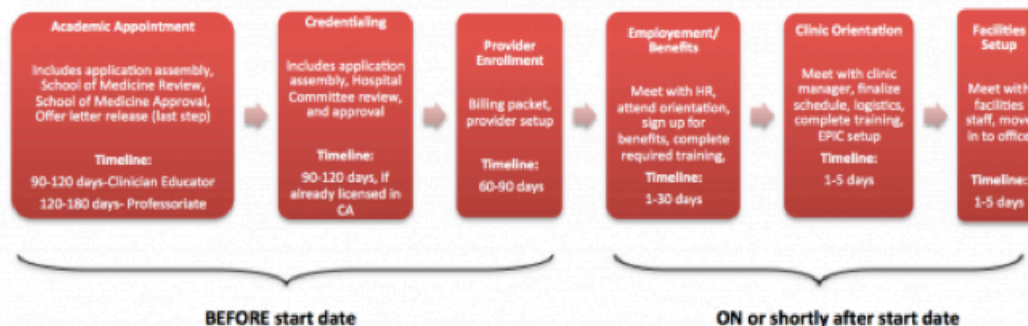
## Welcome to the onboarding process at Stanford Medicine Jane!

This to-do list is designed to help you onboard to your new role as **Assistant Professor** in the department of **Pediatrics** at Stanford Medicine. Please review this list and start the process as soon as possible to avoid any potential problems with time sensitive requirements. This is especially important if you are new to working at Stanford. The goal is to prepare for a start date of **June 10, 2017**. Please note, however, that your position is subject to both Stanford University's approval of the faculty appointment and the agreement to the formal offer.

There are many different aspects to the onboarding process. As a faculty member with clinical effort you will have professional roles at both the University and at the Hospital(s)/Clinic(s) which are independent entities with separate onboarding systems and processes. You will be an employee of the University, within the division of **Infectious Diseases** of the department of **Pediatrics**, and a member of the Medical staff of the following: **Lucile Packard Children's Hospital**. There will be several offices involved in your onboarding, and each group will work with you to complete their process with your target start date in mind.

If you have any questions, please do not hesitate to contact your onboarding contact, **Andrea Gray at [adgray@stanford.edu](mailto:adgray@stanford.edu)**. We would like to help make this as seamless a transition for you as possible!

## General Overview of Onboarding Process



## Jane's To Do List

### California License- Immediately

No action required

# Sample To do list

## **Faculty Appointment Process- 120 to 180 days prior to start date**

The information that you provided in the *faculty information form* has been sent to the faculty affairs contact for your department. Please note that the standard processing time for academic appointments is 120 to 180 days prior to start date. Your faculty affairs contact will reach out to discuss the process and give you detailed instructions.

## **Credentialing- 90 to 120 days prior to start date**

The information that you provided in the *faculty information form* has been sent to the Stanford Health Care Medical Staff Services Department (MSSD). Please note that the standard processing time for credentialing is 90-120 days. A designated credentialing coordinator from MSSD will email you a link to your credentialing application, including instructions. We encourage you to talk to your credentialing coordinator about the time that will be required for credentialing based on your individual circumstances.

Complete Credentialing Application.

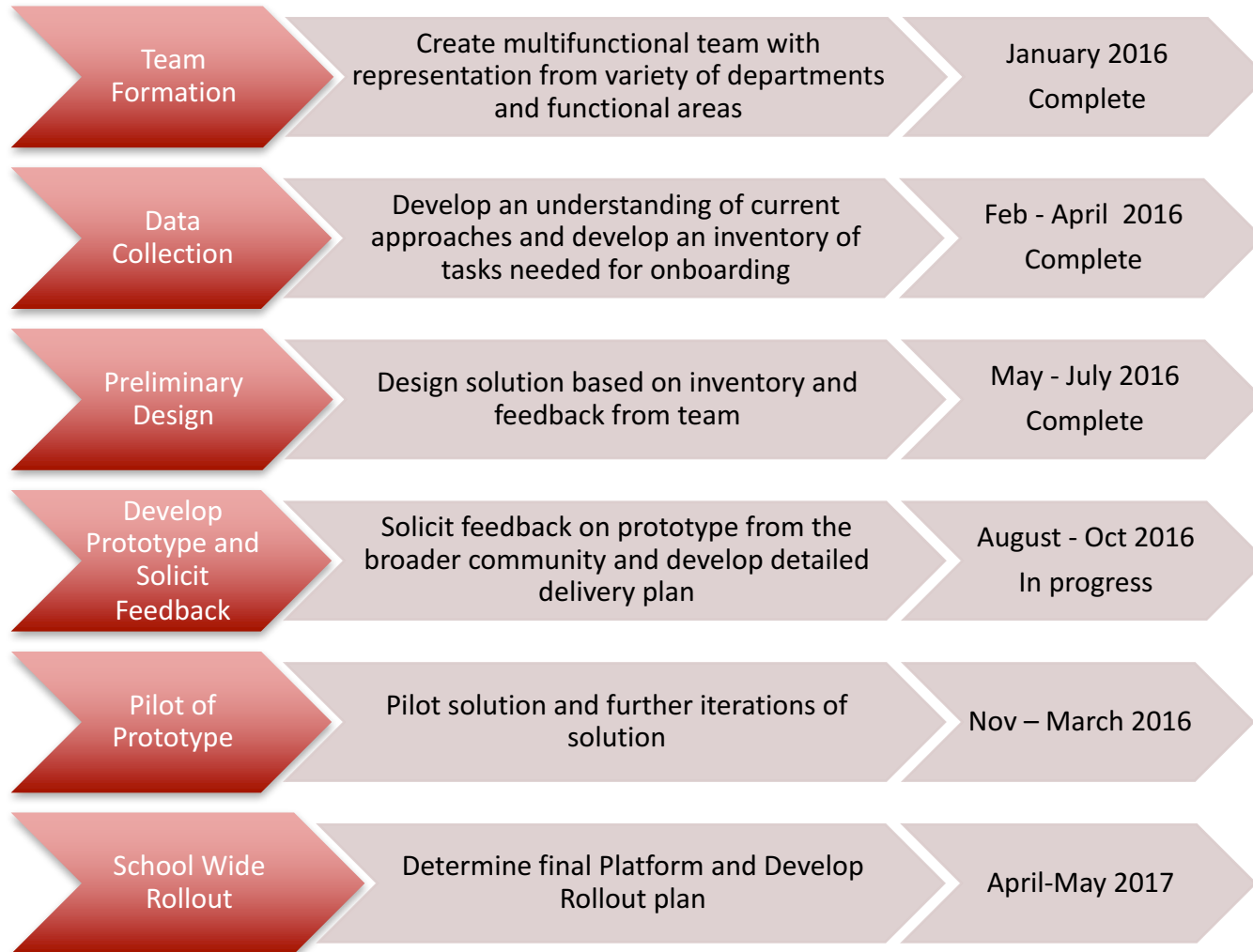
You will receive two emails from MSSD. The first will include instructions and the link to your online application. The second email will include your password to login. **You have 10 days to complete the credentialing application once you have received the email from MSSD.** PLEASE REVIEW these instructions for a list of documents required during the online application process.

Complete Health Care Screening.

MSSD is required to obtain a health screening clearance to complete your credentialing application. You should initiate your health screening through Occupational Health Services (OHS) at Stanford Health Care at the same time that you complete the credentialing application. MSSD will obtain your clearance directly from OHS once your health screening is complete.

Contact OHS (650-723-5922) to know what items are required for the screening and to make an appointment. If you are not local, please contact OHS to determine the process for completing the health screening at an institution other than Stanford Health Care.

# Project Timeline



# Feedback from Group



- Do CEs in your department go to the University welcome center onboarding?
  - If no why not?
- What is the typical time between start date and start of clinical work?
- Will you be willing to offer feedback on the faculty onboarding form and to do list?

# Open Discussion / Q&A



- Topics to cover in upcoming workshops?
- Process Improvements?
- Focus on questions/discussion that would be applicable to all Departments