Vice Chair for Faculty Development

Vision: Recruit, retain, promote and nurture faulty by providing the tools that allow contributions in the educational, research, clinical and service missions of the Department of Pediatrics, SOM, Health System, and community at large.

Mission:

Support, enhance, promote the professional activities of all faculty

- Promotion and Tenure
- Developing meaningful mentorship, increase networking opportunities
- Identification of appropriate awards, programs, and opportunities for skill development

Foster a positive, collaborative, and equitable work environment

- The approach to faculty development can inform and shift culture
- Faculty Professionalism Processes and Resources
- Onboarding and retention strategies

Improve career satisfaction and promote work-life integration

- Service Opportunities
- Resiliency Tools/Workshop
- Liaison to existing Health and Wellbeing Resources

Support leadership development for a diverse faculty

- Identify resources to develop faculty leaders in the areas of clinical, educational and research

Be a champion regarding faculty/staff wellness, recruitment, and retention in departmental and institutional strategic planning
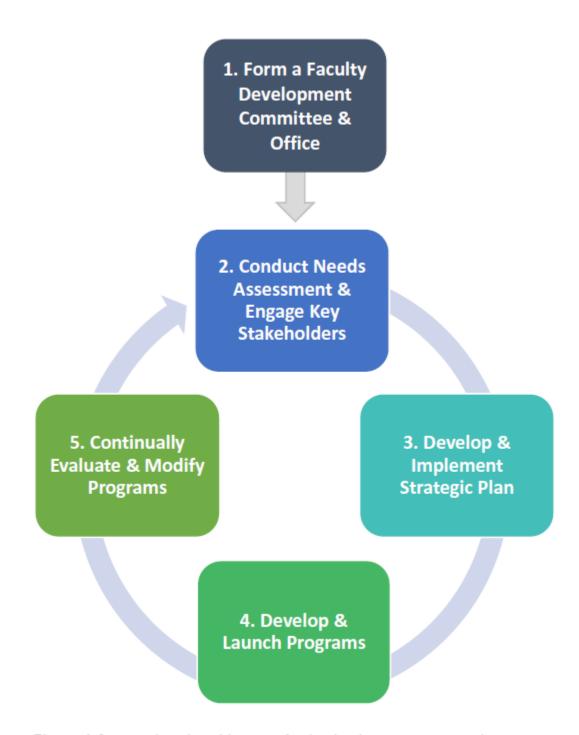
Figure 1 Steps to launch and improve faculty development programming.

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Source: How to Launch and Continually Enhance an Effective Medical Campus Faculty Development Program: Steps for Implementation and Lessons Learned. Journal of Healthcare Leadership 2021:13 147-156.

1. **Establish a Vice Chair for Faculty Development and form a Faculty Development Committee**
   - Vice Chair: Will develop relationships with colleagues within VCU (VC for Faculty Development in the Department of Medicine) and externally (VC for Faculty Affairs in Pediatrics at other institutions including Dr. Cooper), information gathering from professional organizations (APA, PAS, AAP, Association of American Medical College's Group on Faculty Affairs)
   - Committee: This should be a diverse group of individuals who have an interest in faculty development, to vet programs, guide the activities of the Vice Chair, serve as champions in their divisions/spaces for the activities of the Vice Chair

2. **Conduct Needs Assessment and Engage Key Stakeholders**
   - Needs Assessment
     - Leverage results from current employee engagement survey to inform initial surveys
     - Survey faculty regarding needs around career development, culture, and professionalism
     - 1:1 meetings with pediatric faculty
     - Exit interviews with all departing faculty
     - Exit interviews with recruits who chose positions elsewhere
   - Key stakeholders may include:
     - Pediatric Faculty, Division Chiefs, Medical Directors, Departmental Leadership
     - SOM Office of Faculty Affairs
     - Director, Grace E Harris Leadership Institute
     - The Langston Center for Innovation in Quality and Safety at the SON
     - Other Vice Chairs in Pediatrics

3. **Develop and Implement Strategic Plan using a Lifecourse Framework. Key concepts:**

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- Benefit all faculty regardless of their career timeline, specific strengths and goals.
- Faculty Development will begin at recruitment and will continue through retirement with emphasis on times of transition
- All faculty will work to develop a clear career trajectory
    - This will include assessment of strengths, goals, resources needed
- Faculty will define skills/experiences necessary to develop along trajectory and seek opportunities in real time that will help develop those skills
- Faculty resources can be divided into three categories:
    - Information: Includes clear expectations from the Department, SOM and Health System. Includes programs/resources both within and outside of the institution
    - Peer support: Mentoring, networking and relationship building
    - Opportunities that may be accessed by specific faculty: programs that require specific application or experiences to access

4. **Develop and Launch Programs**
    - Information available to all faculty:
        - First Hundred Days program for onboarding new faculty
        - Workshop Series "Foundations for Building a Career in Academic Medicine"
        - Formalized Annual Career Trajectory planning that will be embedded in the annual assessment process
        - Career Coaching
        - Assistance with Promotion and Tenure
        - Compile centralized location for faculty to find opportunities
            - Example: Work with VC of Education to develop a list of "Medical Education Opportunities for Faculty"
    - Peer Support
        - Mentorship Programs
            - Mentoring the Mentors: Develop a core group of expert mentors who have completed a program specifically designed to develop mentorship skills
        - CV Faculty Committee
        - Promotion and Tenure Faculty Committee

- Special Interest Groups (Women in Medicine, Leadership, Basic Scientists, New Faculty, Service Programs)
- Faculty Wellness Committee
- Programs for Kudos
- Program to acknowledge faculty who promote their peers
  - Opportunities that may be accessed by faculty
    - Longitudinal Programs
  - Faculty Development Training Grant
  - Resources for Strategic Networking Events

5. **Continually Evaluate and Modify Programs**
   - Annual needs assessment and feedback surveys that can be followed longitudinally