UNC DEPARTMENT OF PEDIATRICS FACULTY DEVELOPMENT PROGRAM: AN OVERVIEW OF NEW INITIATIVES AND RESOURCES

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OCTOBER 18-19, 2012
**Academy:** (Greek Ἀκαδημία) an institution of higher learning, research, or honorary membership. The name traces back to Plato's school of philosophy, founded approximately 385 BC at Akademia. In modern usage, academies are often national bodies for scientists, artists or writers that are usually state-funded and often are given the role of controlling much of the state funding for research into their areas, or other forms of funding. 

## THE CHANGING ACADEMY...

### The Old Academy
- Higher NIH paylines
- Little public scrutiny
- Little pressure for clinical productivity
- “Inward” scholarship:
  - Deliberate reflection
  - Competitive, individual achievement
- Educational methods:
  - Apprenticeship model
- Most Faculty tenure-track
- Little documentation burden

### The New Academy
- Low NIH paylines
- Lots of public scrutiny
  - Increased need to “market” ourselves
- Steady pressure for clinical productivity
- “Outward” scholarship:
  - Multidisciplinary collaboration
  - Attention to rankings and benchmarks
- Educational methods:
  - Structured and frequent feedback
- Most Faculty fixed-term
- Heavy documentation burden
“Especially among our front-line faculty colleagues, I encountered expressions of great concern or even deep disillusionment regarding our ability to advance our core missions. These concerns... seemed centered on the ways our professional lives are changing. Strikingly, when I asked our colleagues why they felt this way, more often than not their answer reflected a perception that there is simply not enough funding – as if more money could bring back ‘the way it used to be’...

Increasingly, it appears to me that the source of our discontent is a fundamental imbalance within our institutions – an imbalance that stems from a failure to put at least as much energy into improving our culture as we put into advancing our strategy...

I believe that the root cause of much of the discontent... is a direct expression of the dislocation we are experiencing in trying to move from a culture focused on autonomy, competition, and individual achievement to one that values collaboration, shared accountability, and team performance.”

- Darrell Kirch, 2007 AAMC President’s address
The Faculty and staff that make up our Department of Pediatrics community are our greatest asset.

- We aim to support our Faculty as they acquire the knowledge and skills essential for becoming successful researchers, effective educators, productive clinicians, and institutional leaders.

- The Faculty Development Program seeks to support our Faculty in all ranks and tracks as they pursue their professional goals.
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AIM #1

Enhance and support the academic development of junior and mid-level Faculty

2012

- Pediatrics Dept. Mentoring Program
- Pediatrics Faculty Development Program website/resource hub
- Faculty research/CME travel funds
- Children’s Promise Junior Faculty pilot grants (continue)
Help provide faculty with support, direction and intentional academic guidance through collaboration with experienced mentors who will:

- Foster support for faculty to thrive in the changing academic health center environment
- Stimulate development of a successful career plan
- Review academic activities and help meet established goals
- Facilitate productive networking and collaboration, both inside and outside the Department and UNC
- Help identify funding opportunities and provide support for improved productivity
- Provide written feedback for the faculty member, Division Chief, and Department Chair

- Mentoring Committees formed, summer 2012 (44/48!)
- Fall 2012: Initial Committee reports are coming in (12/48...)
Welcome to the Department of Pediatrics at the University of North Carolina School of Medicine! Although most of us think of children as generally healthy, nearly one in five will have a chronic or complex illness during childhood that will require care by a pediatric subspecialist. With more than 2.1 million children living throughout the state, this is a challenge to say the least.

Each year, our dedicated medical experts treat more than 70,000 children at North Carolina Children’s Hospital and more than 25 satellite outreach clinics throughout the state. In every instance, we understand that treating a sick child is more than doing tests, giving medicine or performing surgery. We are caring for a child and a family—perhaps your child, your family. We take this responsibility very seriously.

The Department has a faculty of nearly 150 physicians, every one of whom is dedicated to the care of children, from the tiniest premature infant to the critically injured adolescent. Among these doctors are experts in every pediatric and pediatric surgical subspecialty you can imagine—and even those that might not readily come to mind. Our goal? To be here if and when you need us.

We are proud to be champions in children’s health here in North Carolina, throughout the Southeast and beyond. The Department is already considered one of the top 25 pediatric programs in the country and ranked 14th nationally for our innovative, multidisciplinary research. Even so, we are always striving to improve, to make this already world-class institution even better.

While you’re here, we invite you to learn more about what we have to offer and how we’re expanding and improving our clinical offerings, research programs and educational opportunities. You will soon see that the department is not only a community partner and resource for information and support but also a national leader in proactively keeping all children healthy, happy and safe.
WEBPAGE CONTENT

- Contacts and event calendars
- Career development tools and resources
  - C.v. builder/Infoporte
  - Help with writing
- Mentoring resources
  - Mentoring literature
- Promotions
  - Policies
  - Individual timeline worksheet
  - Tips
- Leadership training resources
- Teaching resources
- Research resources
Update and clarify appointment and promotions processes to align with Faculty development goals

**2012**

- Revision of Dept. promotions policy as a supplement to SOM, including Dept.-specific criteria for fixed-term Faculty
- Standardize appointment durations and review cycles to reduce confusion and busywork

**Longer term**

- Align appointment/review mechanisms for FTF with evolving SOM policy
SOM revised its APT policy in 2012. Our Departmental policy must reflect SOM-mandated changes, and should clarify fixed-term promotions criteria where possible.

Our promotions review process needs to be more efficient and shortened where possible.

DOP promotions policy revision process:
- VCFD draft revisions
- Consultation with DOP Chair and SOM Vice Dean for Academic Affairs
- Revise after input from DOP Promotions Advisory Committee

Next step: DOP Faculty comments (Oct 1-31).
Timeline for reappointments and reviews for promotion in Dept. of Pediatrics. DC = division chief review and letter, PAC = promotions advisory committee, FP = full professors vote, SOM = review by SOM APT committee and Dean’s Advisory Council, UNC = review by Provost, HSAC, Chancellor, Board of Governors. * No fixed appointments after tenure.
PROMOTIONS REVIEW PROCESS (INTRA-DEPARTMENTAL)

1. Standing Promotions Advisory Committee (PAC) comprised of Full Professors (both tenured and fixed term) and the Vice Chair for Faculty Development.

2. Monitor faculty appointment and review timelines, and notify Division Chiefs of faculty who are due for review.

3. Division Chief will provide recommendation whether promotion or reappointment is sought in a letter to the Vice Chair, submitted with the faculty member’s c.v. A template for the letter will expedite this process and ensure that the relevant areas are addressed.
4. PAC meets ~quarterly to review promotion requests. Based on this discussion, Chair may recommend continuation at same rank, request additional information, or move the process to the next step (request for external letters); recommended action will be communicated back to the faculty member and Division Chief.

5. Once external letters are received and reviewed, the Full Professors vote for promotion (vs. reappointment).

6. Based on #1-5, Chair may request review for promotion by the Dean’s office (via SOM HR).
AIM #3

New Faculty Orientation Package

2012

- Develop a new faculty orientation package to include track- and rank-specific promotions criteria and timelines; mentoring program description and documents; and resources page.

- Elements of the package could be useful for existing faculty as well.
NEW FACULTY ORIENTATION PACKAGE

- School of Medicine New Faculty Welcome Reception
  - September 27, 6-8 pm, Kenan Center Dining Room

- School of Medicine New Faculty Orientation session:
  - October 1, 2012, 2:30-4:30 pm, Bondurant Hall Lobby and G010

- Dept. of Pediatrics Mentoring Program
  - Review mentoring program document
  - Identify mentoring committee

- Dept. of Pediatrics Faculty Development Program
  - Web page* http://pediatrics.med.unc.edu/

- Promotions criteria and policies
  - School of Medicine APT policy
  - Dept. of Pediatrics modifiers*
AIM #4

All faculty: Support adaptation to changing skill requirements for academic success

2012

- Pediatric Leadership Development Program
- Pediatrics Faculty Development Curriculum Series
- Infoporte (data access)
- Marketing and public relations seminars

Longer term

- Community engagement and service program
- Faculty commons area to foster collaboration
Thoughtful, engaged leaders are an organization’s most valuable asset and provide the foundation for an organization’s success. The Leadership Development Program in the Department of Pediatrics at UNC Chapel Hill will develop leaders through individualized learning opportunities and an emphasis on participatory rather than didactic leadership training approaches.

There are numerous, excellent opportunities for leadership development in the UNC Department of Pediatrics (DOP), the School of Medicine (SOM), University, and at regional peer institutions and organizations.

The program operates on the fiscal year (July 1-June 30). All faculty members whose primary appointment is in Pediatrics may apply. Applications must be submitted by May 1st to be considered for the following fiscal year, and will be reviewed by the Faculty Development Committee. Selections are based on space and resource availability. Faculty are welcome to apply more than once.
No-cost leadership development opportunities:

- **UNC University Leadership and Education Development (U-LEAD) Course**
- **UNC Center for Faculty Excellence** courses, speaker series
- **UNC School of Medicine Program in Leadership Development (PLD)**
  - Mid-Career Leadership Initiative
  - Clinician Leadership Course
  - Seminar Series
  - 360 Feedback Experience
  - Individual Coaching
Funding Required:

- [UNC School of Public Health](#) course(s)
- [UNC Academic Leadership Program](#) (in partnership with the CCL)
- [UNC Bridges: Academic Leadership for Women](#) program
- [Center for Creative Leadership](#) course offerings
- [AMSPDC Pediatrics Leadership Development Fellowship Program](#)
- National Center for Leadership in Academic Medicine (UCSD)
- NC Medical Society Leadership College [http://www.ncmsleadershipcollege.org/](http://www.ncmsleadershipcollege.org/)
A new series of monthly lecture/discussions of career development topics chosen from Faculty survey and input from experts on campus.

Duplicate sessions, 12 noon -1 pm, 3rd Thursday and Friday of each month.

Annual faculty development visiting scholar lecture, hosting a noted speaker in this area.
Scheduled topics and discussion leaders:

- **UNC Pediatrics Faculty Development Program: overview of new initiatives and resources**
  Terry Noah, October 18-19, 2012

- **Research proposal development and the specific aims page**
  Sue Tolleson-Rinehart, November 15-16, 2012

- **Infoporte:** UNC campus-wide software for tracking and organizing individual faculty data relevant to promotions.
  Scott Jackson (Infoporte Project Manager) Dec. 20-21, 2012
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<td>Promotions: the basics</td>
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<td>Writing manuscripts</td>
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<td>How to say “no”, how to prioritize</td>
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<td>The c.v.</td>
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<td>Pilot and feasibility grants</td>
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<td>How to give an academic talk</td>
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<td>Using administrative data for health sciences research</td>
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<td>Mentoring</td>
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<td>Finding support for non-clinical effort (program development, education, research, etc.)</td>
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<td>Career pathways in medical leadership</td>
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<td>5- and 10-yr plans</td>
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<td>Marketing and public relations</td>
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<td>Conflict resolution</td>
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<td>Professionalism</td>
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<td>Burnout/fatigue, “Finding meaning”</td>
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Web portal developed at UNC School of Pharmacy that gives users “personalized access to the tools and information they need to do their jobs at the University of North Carolina at Chapel Hill.”

Relieves faculty and administrative staff of any need to learn complex University systems or create shadow systems and work-arounds in order to get the routine information needed to manage funds and complete administrative tasks.

Features for individual Faculty:
- c.v. formatting and automated updates (SOM and NIH formats)
- Access to up to date grants information (effort, accounts)
- Access to up to date “productivity” measures
- Centralization of all the various portals (RamSES, timetrex, effort etc)
- Annual reviews
AIM #5

Enhance and support the academic development of Dept. of Pediatrics senior-level faculty

2012

- Novel curriculum focused on philosophic/fundamental aspects of professional development at more advanced levels (part of Faculty Development Curriculum Series)

Longer term

- Train the Mentor program
- “Academy of Mentors”
Your Mentoring Committee

Your Division Chief

Dept. of Pediatrics Administration

Wesley Burks, Terry Noah, Katie Eimers, Pam Fogleman, Anna Martin

Dept. of Pediatrics Faculty Development Committee

Mike Kappleman, Margaret Leigh, Eliana Perrin, Wayne Price, Anna Spagnoli, Sue Tolleson-Rinehart

UNC Center for Faculty Excellence

David Kiel
Thank you!