

**SAAC/AAPD Annual Meeting  
Washington D.C., 2007**

# **Creating an Anesthesiology Faculty Development Program**

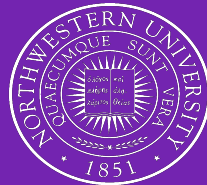
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**Associate Chair for Faculty Development,**

**Department of Anesthesiology,**

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# Origins of “Faculty Development”

- Envelope: “encapsulate”, “confine”
- Develop: “to expand”, “to empower”
- Faculty: “academic role”, “one’s capabilities”



# Academic Anesthesiology milieu



# Faculty Development Programs are necessary!

- Junior faculty inadequately prepared
- Decreased government financial support
- Increased faculty practice contributions
- Decreased reimbursement for clinical services
- Increased research costs, fewer grants
- Family commitments



# What does Faculty Development involve?

- Recognition of career advancement skills
- Planned, paced, process for academic achievement
- Process consciously integrated into daily activities
- Activities pursued over entire career



# Faculty Development Program: Departmental Philosophy

- Leadership committed to fostering long-term academic success of faculty
- Facilitating faculty success will foster positive dept milieu
- Faculty primarily responsible for career development



# Faculty Development Program: Fundamental Requirements

- Chairperson's role is vital
- Motivated faculty
- Core of capable faculty
- Integration into evaluative process
- Support staff, time allocation



# Structure of Anesthesiology Dept. Faculty Development Committee

## Faculty Development Committee

- Leadership:
  - Chair: coordinator, facilitator, contributor
- Core faculty:
  - Members: experts in areas of focus, junior faculty
- Consultants: local, national



# Faculty Development Program: Necessary Resources

- Administrative support
- Technical support
- Financial support



# Mission Statement of Faculty Development Program

“To promote the **professional development and advancement** of the faculty members of the Anesthesiology Department of the Northwestern University Feinberg School of Medicine, through a program **targeted and tailored to their specific needs.**”



# Goals of Faculty Development Program

- Create climate for professional advancement
- Increased access to opportunities
- Tailored to specific faculty needs
- Increase job satisfaction
- Increase dept stature & prominence



# Objectives of Anesthesiology Dept. Faculty Development Program

- Individual needs assessment
- Provide info on academic advancement
- Identification of a mentor
- Foster interdepartmental relationships
- Expand network of collegial relationships
- Socialization into professional organizations



# Department Self Study

- Senior faculty:
  - Academically successful
  - Nationally recognized
- Junior faculty:
  - Need for:
    - Mentorship
    - Time management skills
    - Networking skills



# Details of Areas of Focus

- **Promotion Process: Orientation**
  - Enhancing CV
- **Research Skills: Protocol / Grant Writing**
  - Introduction to research infrastructure
- **Scholarly Writing: Manuscript Preparation**
- **Computer Skills: Literature Search**
  - Powerpoint, endnotes
- **Time and Stress Management**
  - negotiation skills, conflict resolution



# Web-based Program



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# Faculty Development Website

- Requirements for promotion & deadlines
- Correct NU format of CV
- How to create a teaching portfolio
- How to write a grant proposal
- Developing a research protocol
- Guide for mentors & mentees
- Web based library



# Chair's Initiatives

- Actively promote program
- Facilitate & encourage participation
- Reward mentorship efforts
- Annual faculty self assessment (structured form)
- Annual faculty evaluation
- Recruit donor support for
  - Junior faculty research award
  - Resident research award



# Chair and Senior Faculty

- Identify external institutional collaborators and mentors
- Help jr faculty make contacts outside institution

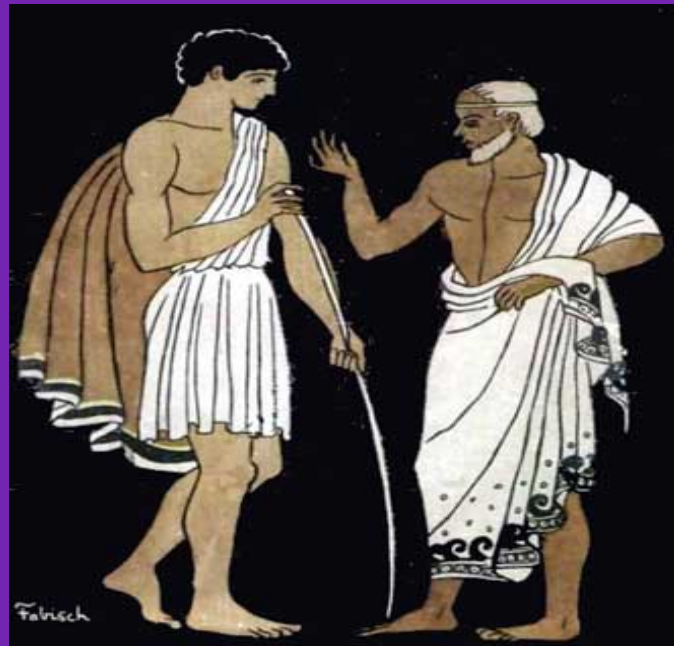


# Institutional Resources

- University Programs:
  - “Navigating the Professorate”
- Medical School Programs:
  - “Mentoring the Mentors”
- Interdepartmental communication



# Mentorship Program



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# Mentorship: Definition

**Voluntary, dynamic, reciprocal relationship**, in a work environment, between an advanced career incumbent (mentor) and a beginner (protégé); aimed at **promoting career advancement, educational and personal development.**



# Mentorship: Philosophy

- Necessary for professional development, career socialization, advancement and success
- Professional interaction based on mutual respect, trust, understanding and empathy
- Rich mentoring relationships ensure successful educational, research and administration programs



# Goals of the mentorship program

- **Facilitate career development**
  - exposure: local, national
- **Increase academic productivity**
  - proposal development
  - grant application
  - manuscript writing
- **Increase professional satisfaction**
  - decrease stress/burnout



# Development of Mentorship Program

- **Survey Senior Faculty:**  
mentor recruitment
- **Survey Junior Faculty:**  
needs assessment
- **Website:** Database  
mentor selection
- **Implementation**
- **Evaluation**



# Guidelines for Potential Protégé

- Must be proactive
- Must perform critical self assessment
- Must have defined career goals
- Must select an area of focus
- Must understand department values and expectations
- Must be familiar with promotion requirements at NU



# Attributes of Effective Mentor

- Committed to program & department
- Willing to commit time, energy & resources
- Must be open, accessible & approachable
- Self confident, inspirational & supportive,
- Willing to share knowledge & celebrate success
- Active listener & respects protégé' s goals
- Provide constructive feedback & able to identify strengths



# Mentorship Survey

- Demographic Data
- Mentorship Queries
  - willingness to mentor
  - need for mentor
- Needs Assessment
  - career focus
  - promotion process
  - research related issues
  - education related issues
  - administration skills



# Mentorship Survey

- Individual Characteristics
  - Departmental Leadership
  - University Committees
  - Hospital Committees
- Local & National Organizations
- Networking opportunities



# Mentor Database

- **Demographics:**  
Rank, Subspecialty, Research Interest
- **Areas of Expertise:**  
Promotion process, Research proposals  
Exp. Design & Analysis, Surveys  
Grant writing, Manuscript preparation  
Book chapters, Program / policy development  
Negotiating skills, Networking opportunities



# Program Evaluation

- Mentor Effectiveness Questionnaire
- Productivity Measures



# Mentor Effectiveness Questionnaire

- Accessible, approachable
- Integrity, acknowledged contributions
- Support, encouragement, motivation
- Constructive criticism
- Resources: literature, people



# Productivity Measures

- Research: protocols, publications
- Editorial service
- Educational: invited speaker, moderator
- Service: local, national org. involvement
- NU, NMH, Dept.: committee service
- Promotions



# Distinguished Mentor Awards

- All faculty who made a significant contribution to the career of fellow faculty member(s)
- Nominated by faculty members
- Publicly awarded annually
- Recognition for mentoring



# Faculty Development Program fosters Culture Change

- Culture change necessary for growth
- Fostered by leadership & faculty
- Shared knowledge, beliefs, attitudes
- Builds trust, working relationships
- Increases job satisfaction



# Faculty Development: Role of the Chairperson

- Actively promote program
- Facilitate and encourage participation
- Reward mentorship efforts
- Garner financial support: starter grants

## Role of Chair & Senior Faculty

- Provide mentorship and guidance
- Identify external institutional collaborators and mentors
- Help jr faculty make contacts outside institution



# Haydn

1732-1809

# Beethoven

1770-1827



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