

The SPH Faculty Development Program

Overview

The Faculty Development Plan of the School of Public Health (SPH) at the University of Minnesota is based on the assumption that faculty have different career goals, opportunities, and challenges as they progress in rank from Assistant Professor to Professor to Professor Emeritus. The goal of the SPH Faculty Development Plan is to provide information and resources, in human, digital, and structural forms, that faculty can consider and use throughout their academic careers. The Plan will be implemented over the next several years by the SPH Dean's Office and faculty. This list of topics will be modified as faculty indicate interest in additional topics.

This Faculty Development Plan is based on the following structure:

Instructors & Lecturers: Focusing on Knowledge Development

Assistant Professors: Realizing the Scholarly Potential

Associate Professors: Gaining Mastery Throughout the Academy

Professors: Creating a Legacy

Professors Emeriti: Sharing Through Growth and Wisdom

Introduction

From the early middle ages, universities have been set aside in societies throughout the world as places where scholars could gather together to engage in thoughtful discourse, advance knowledge, and teach students. In Western Europe and North America, traditions of the 'Academy of Scholars' have been passed down today in the form of the rights of academic freedom and responsibilities. The University of Minnesota carries forward these traditions.

The 21st Century has brought new opportunities and complexities throughout academia, and faculty need to develop new skills as they progress through their academic careers. Each stage of the academic career, from Instructor/Lecturer to Assistant, Associate, and Full Professor to Professor Emeritus, carries different requirements, opportunities, and responsibilities. In order to facilitate this growth, the School of Public Health has created a faculty development program targeted at each stage of professional achievement, although these sessions are open to all SPH faculty, regardless of academic rank. Open discussion and advice from experienced colleagues at each session are encouraged. This is document that provides an overview of that program. This document is also under continual development. Contact the Associate Dean for Academic Affairs for suggestions and comment. Your input is welcome!

Instructors & Lecturers: Focusing on Knowledge Development

To be further developed.

Assistant Professors: Realizing the Scholarly Potential

The Assistant Professor in SPH has two major career tasks: to establish an independent program of scholarly research and develop expertise in teaching and advising. Resources exist to facilitate both of these endeavors in the form of presentations and discussions, opportunities for furthering skills, and recognition and awards of achievements.

What is Public Health? -- Deans' Forum

This one-session forum will provide an overview of the history, the field, and the School of Public Health. The AHC organizational structure and examples of collaborative research within and across Schools/Colleges will be discussed.

How to Benefit from Mentoring

This session, or series of sessions, consists of (1) finding or recruiting a mentor, (2) how to identify orientation and mentoring opportunities throughout the University, (3) becoming part of a cohort of other assistant professors in the School and elsewhere in the University, and (4) taking time to benefit from the opportunities available to you.

Funding Opportunities for Research

This series of presentations/discussions will concentrate on developing an understanding of the funding opportunities for research at the federal, state, and local levels and in the private sector, including major philanthropic foundations. Each session will be led by one of the SPH senior faculty with experience with this funding source. An electronic Resource Booklet will be prepared for all SPH faculty with the information presented during these sessions.

National Institutes of Health (NIH) -- Russell Luepker, MD -- COMPLETED, January 2006

The series will begin with an overview of the NIH system, types of funding opportunities (e.g., R01, K-awards), and advice from experienced principal investigators (PIs) and study section members. Prior to the presentation, all SPH faculty who have been a PI, study section member, or NIH Advisory Council member will be asked to attend the second session for a group discussion about 'Advice to Applicants.' In the second session, round tables will be set up, with PIs and Study Section members for NIH Institutes at each table, and participants will be encouraged to rotate around the tables to learn more about the details for each Institute and identify SPH contacts for their own grant proposals.

Centers for Disease Control and Prevention (CDC) -- Marguerite Pappaioanou, DVM, MPH

The CDC is in the process of reorganizing and intends to move away from block grants to a system similar to the NIH extramural system. How this new CDC will be organized, funding opportunities and sources of information will be presented. PIs and review panel members will provide additional 'Advice to Applicants.'

Other Federal Funding Sources -- Moderator: To be named

The third series will concentrate on research funding opportunities in other federal agencies. After a 30 minute overview of all agencies, the remaining one hour will be

conducted in the form of round tables, led by the moderator, with PIs and study section members at the table.

- Agency for Health Research and Quality (AHRQ)
- Centers for Medicare and Medicaid Services (CMS)
- HRSA
- Fogarty Center -- although technically part of NIH, the Fogarty has a specialized focus on international research and other opportunities.
- Other

State and Local Funding Opportunities

- Minnesota Health Department
- MPAC
- Other

National and International Philanthropic Foundations -- Moderator: To be named

The session will begin with information about how to present a proposal to each of the major foundations and how the review and funding systems work. The role of the SPH Development Office in helping faculty identify and work with foundations will be discussed. Following an overview of each foundation, a round-table format will be used and attendees will be encouraged to rotate around to multiple tables. PIs and review panel members will be available at each table.

- Robert Wood Johnson Foundation
- Kellogg Foundation
- Other

Local Philanthropic Foundations -- Moderator: To be named

The 'rules of engagement' for local foundations will be explained, followed by overview, and round table format.

- List local foundations and discussants at each table for this round table session.

Enhancing Skills in Grant Applications

Advice to New Applicants -- discussion by 5-6 experienced faculty in developing a grant proposal. How to work with the financial preparer in your Division. What happens to a grant proposal after the narrative section is handed over to the financial preparer (role of Dean's office, SPA, getting it out on time).

Grant Writing Skills 101 -- Resource: Robert Jones workshop

Grant Writing Workshop -- Recruit a speaker from NIH (several names suggested by Division Heads) for a half day workshop.

Managing a Grant or Contract

Roles and Responsibilities of a PI

One session, led by experienced senior faculty members: managing funds, hiring and managing research assistants, working with financial staff, role of the certified approver, getting the work done on-time and on-budget.

Fulfilling Teaching Responsibilities

One session that addresses the following:

- Teaching Expectations -- Roles and Responsibilities
- Teaching Evaluations -- Getting feedback from colleagues
- Improving your teaching -- Resources in your division and elsewhere
- Other forms of teaching -- Distance education, the Public Health Institute
- Service Learning -- Mentoring MPH students

Professional, University, and Community Service Activities

- A few good SPH Committees -- importance of limiting university level activities until after promotion; serving on a few SPH committees.
- Networking at Professional Meetings
- Service on ad hoc NIH or AHRQ study section
- Serving as a Journal Reviewer

Honors and Recognitions

List of honors and recognitions for which assistant professors are eligible.

Associate Professors: Gaining Mastery Throughout the Academy

With promotion and tenure, the career goals of the Associate Professor can broaden to include more involvement as an academic leader and citizen of the Academy. If Associate Professors limit themselves to just the activities they practiced as assistant professors, then they are cheating themselves and the University of opportunities to grow. There is a wonderful world out there -- elsewhere in the Academy, in the Community outside of the University, and globally. Developing leadership capability is a key goal at this stage of academic stage. The faculty development program for Associate Professors describes some of those opportunities

Career Enhancement and Service -- What happens after tenure?

- ***Developing Your Leadership Skills.*** There are local and national programs available, usually on a competitive basis, that help faculty develop leadership skills. The SPH is committed to helping faculty apply for these programs.
- ***Sabbatical.*** This session will concentrate on career enhancements through sabbaticals (session consisting of discussions by faculty who have taken a sabbatical in past five years -- what they did and how it helped their professional careers; practical advice about obtaining funds to support a sabbatical, how families managed, etc).
- ***Developing an International Program of Research.*** Thinking about extending your research to an international audience. Identifying additional funding support through the Forgery Center (NIH) or one of the private foundations.
- ***Leadership in Your Professional Field.*** Thinking about how to take a leadership role in your professional field at national or international meetings.
- ***Serving on NIH/AHRQ/Other Study Sections.*** How study sections work, who gets nominated and how, what such service consists of, why do it?

Training Grants/ Distance Education

One or more sessions that will focus on developing teaching or training grants, developing distance education courses, opportunities available through TEL grants.

Community Based Research

Working with the community, e.g., participatory research opportunities. How to do it, time commitment, advantages and disadvantages, personal and professional 'payoffs.'

How the University Works -- John Finnegan

This session will present a mini-summary of University systems, similar to what was presented at the University's Deans/Directors/Dept Heads Orientation sessions: organization, finance, development, legislative relations, role of central administration.

Faculty Governance & Service -- Judy Garrard

Opportunities to participate in faculty governance at the SPH, AHC, and University levels. What is involved, how to get nominated, advantages and disadvantages.

- ***Developing Leadership through Faculty Governance.*** Participation in faculty governance is an important part of being a fully engaged faculty member. This half day workshop is for chairs of SPH faculty governance committees (EPC, FCC, APT, RAH, Policy Council, Research Committee) and SPH representatives to the AHC-FCC and the University Senate. The workshop is an opportunity to further develop leadership skills and take an active role in organizational responsibility for the Academy. Serving as chair of a faculty committees at the School, AHC, or University level provides faculty with additional opportunities for demonstrating their leadership and administrative capabilities. This workshop is for faculty of all academic ranks who are chairs or representatives in the SPH.

How to be a Mentor

This session or sessions concentrates on your role as a mentor to junior faculty and to graduate students. We will take advantage of experts available in the Academic Health Center, in the University, as well as national speakers to help SPH faculty in this part of their development.

Honors and Recognitions

List of honors and recognitions for which associate professors are eligible.

Professors: Creating a Legacy

Promotion to Professor is a crowning achievement and brings about the opportunities for greater involvement as an academic leader and citizen of the Academy. More than ever, achievement at this rank offers the opportunity to explore new areas of research and fully realize academic creativity and generativity. The nurturing of others in their academic careers, especially other faculty as well as students, can be a source of major professional satisfaction. The faculty development program for Professors is intended to help them think about some of those opportunities

Renewal and Revitalization

- ***Sabbatical.*** Additional opportunities for sabbaticals, including those funded by private foundations (e.g., Robert Wood Johnson Foundation), the federal government (e.g., working with NIH intramural groups), and professional societies/organizations. Opportunities also include spending a year in private industry or with a public organization.

Successful Mentoring

- ***Mastering Mentoring*** -- a session to be led by a nationally known speaker to be invited.
- ***K30 Awards*** (NIH) -- new funding opportunity to fund faculty mentors.

Academic Leadership

- ***Academic Leadership Training Programs***
 - *Committee on Institutional Cooperation (CIC) Program* -- Established in 1987, the Academic Leadership Program is designed to develop the leadership and managerial skills of faculty on CIC campuses who have demonstrated exceptional ability and administrative promise. Participation in four site visits to other universities.
 - *American Council on Education (ACE) Program* -- Since 1965, hundreds of vice presidents, deans, department chairs, faculty, and other emerging leaders have participated in the ACE Fellows Program, the nation's premier higher education leadership development program that has prepared senior leaders to serve American colleges and universities. The ACE Fellows Program enables participants to immerse themselves in the culture, policies, and decision-making processes of another institution. comprehensive leadership development program in American higher education today. This is a year-long program at another university.
 - *Council for Advancement and Support of Education (CASE) Program* -- Headquartered in Washington, DC, the Council for Advancement and Support of Education is the professional organization for advancement professionals at all levels who work in alumni relations, communications, and development. Attendance at annual meeting offers faculty development opportunities.
- ***Future of Higher Education*** -- Understanding the role of the University from a historical perspective and its role in contemporary society. Issues, pressures, funding, and importance.
- ***Teaching for 2050*** -- What will the US look like in 2050 and how can we teach for that future? A workshop to be developed.

- ***Professorial Leaders in Current Issues*** -- Obtaining training and providing School-wide leadership in emerging issues in the Academy. Some of the issues include:
 - Diversity -- Developing a classroom climate that includes minority viewpoints, controversial diversity issues, and information about health disparities.
 - Global Issues -- Integrating current global issues in teaching and research.
 - New Technologies -- Becoming aware of new technologies that can inform, encourage, or prohibit public health. Examples include: use of the Internet, globalization, almost instant transmission of worldwide infectious diseases, bioterrorism.

Beyond the R01 -- A Broader Arena of Grant Opportunities

- Training Grants
- Leadership Awards
- Center Research Awards

Honors and Recognitions

List of honors and recognitions for which professors are eligible.

Professors Emeriti: Sharing Through Growth and Wisdom

Retirement is usually thought of as an ending, but for a faculty member, becoming a professor emeritus can be a beginning. We propose to develop a Professors Emeriti Corps -- a cohort of post retirement faculty who choose to stay connected, at whatever level of involvement they wish. They are valued and will be included in a variety of programs, seminars, and ceremonies. Professors Emeriti are a valuable source of wisdom and a well of resources that could benefit faculty and students, and could enhance the retirement years of SPH faculty. The faculty development program for Professors Emeriti is still in the planning stage, but will be further developed in the coming years.

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