Professional Development
Resources for Faculty

OFFICE FOR FACULTY DEVELOPMENT
DEAR FACULTY MEMBER,

It is with great pleasure that we welcome you to the Cincinnati Children’s family! Your role is critical to the institution fulfilling its vision and mission, and we are here to support you in achieving optimal career success.

The vision of the Office for Faculty Development is to:

- Promote an academic environment that supports, enhances and rewards the professional activities of the faculty
- Promote recruitment, retention, and academic career advancement of all faculty
- Improve promotion rates and increase leadership opportunities for women and minority faculty
- Improve career satisfaction and promote work-life integration among faculty

We accomplish this vision by collaboratively designing and implementing initiatives to support faculty. Information regarding career development resources and initiatives can be accessed through our intranet and extranet sites. We also maintain a listerv to inform faculty of upcoming events; please email faculty.development@cchmc.org to be placed on this listerv.

Faculty members seeking to gain access to the Faculty Development intranet site on CenterLink (found under the Managers tab) should complete the System Access Request Form. This form is used to grant access to systems beyond the standard network account. When completing this form, please route it to your Business Director. Once a form is submitted and approved, it usually takes 3–5 business days for access to be granted.

In addition to the resources and programs provided by the Office for Faculty Development, numerous other career development resources are available at CCHMC and the University of Cincinnati. The Center for Career Development in Academic Pediatrics is directed by Dr. Sandra Degen, Associate Chair for Academic Affairs. The center runs the Schmidlapp Women Scholars Program, programs for high school and undergraduate students such as the Summer Undergraduate Research Program and the WISE (Women in Science and Engineering) Program, the Office of Post-Doctoral Affairs, and the Annual Faculty Awards Program.

The Center for Clinical and Translation Science and Training (CCTST) is directed by Drs. James Heubi and Joel Tsevat (http://cctst.uc.edu/). The CCTST provides consultation to investigators on research design and implementation, provides support for young investigators in clinical and translational research through help in preparing career development awards, helps divisions write training grants, sponsors career development awards and pilot grant programs, and coordinates the Master of Science in Clinical and Translation Research Training Program.

We wish you many years of fulfillment and career success as a member of the CCHMC team! Please feel free to contact us at any time – we are here for you!

Regards,

Jessica Kahn, MD, MPH
Director, Office for Faculty Development

Jamilah Hackworth, EdD
Consultant, Office for Faculty Development

Mallory DePalma, MEd
Administrative Director,
Office for Faculty Development
Cincinnati Children's Hospital Medical Center

VISION
To be the leader in improving child health.

MISSION
Cincinnati Children’s will improve child health and transform delivery of care through fully integrated, globally recognized research, education and innovation.

For patients from our community, the nation and the world, the care we provide will achieve the best:

• medical and quality of life outcomes
• patient and family experience and
• value

CORE VALUES
The Core Values describe the behaviors expected from everyone at Cincinnati Children’s.

Patients and families are always our primary concern.

• Respect everyone.
• Tell the truth.
• Work as a team.
• Make a difference.

Office for Faculty Development (OFD)

Jessica Kahn, MD MPH, Director
Jamilah Hackworth, EdD, Consultant
Mallory DePalma, MEd, Administrative Director

VISION
To create effective faculty development programs and resources to achieve the following goals:

• Create an academic environment that supports, enhances, and rewards the professional activities of the faculty
• Promote recruitment, retention, and academic career advancement of all faculty
• Enhance recruitment, and leadership development of women and minority faculty
• Improve career satisfaction and promote work-life integration among faculty

INITIATIVES
• Centralize resources and communication about faculty development
• Provide resources for career development at all levels
  • Individual career counseling
  • Career development and grantsmanship seminars
  • Networking opportunities
  • Leadership development programs
  • Mentorship programs
  • Late-career development programs and resources for faculty approaching retirement
• Provide support for psychosocial issues and work-life integration
• Enhance recruitment, retention, promotion and leadership development of a diverse faculty
OFD Resources

CONFERENCE ROOM
The Office for Faculty Development (OFD) conference room is available for use by faculty. It is on the seventh floor of the Kasota building, room BN7.758. The room accommodates up to 16 people. A computer, printer and copier are also available for use. To reserve this room, please contact Mallory DePalma at mallory.depalma@cchmc.org.

OFD LIBRARY
The OFD library is housed inside the Office for Faculty Development conference room and contains books and other resource materials relevant to personal and professional development. The library also houses a DVD collection of previous OFD seminars.

LISTSERV
The OFD maintains an active listserv and sends emails regularly about faculty development events and resources. To be added to the OFD listserv, please email faculty-development@cchmc.org.

NEWSLETTER
The OFD newsletter, Faculty Flash, is emailed to faculty monthly, and contains information about OFD initiatives, events, and resources.

WEBPAGE
The OFD webpage contains numerous resources for CCHMC faculty and is updated on a regular basis. On the webpage, faculty have access to information about career development resources; grants and fellowships; leadership development opportunities; the reappointment, promotion and tenure process at Cincinnati Children's; diversity and inclusion initiatives; CCHMC policies, organization and strategic initiatives; professional health resources; work-life integration resources; and leadership opportunities.

To gain access to the Faculty Development webpage, which is located under the Managers tab on CenterLink, please complete the System Access Request Form.

FACEBOOK PAGE
Faculty who “like” the OFD’s Facebook page can receive notifications of OFD events and are able to join networking groups. To join, search “Cincinnati Children's Hospital Office for Faculty Development” from your Facebook homepage.
Opportunities and Initiatives

**INDIVIDUAL CAREER DEVELOPMENT COUNSELING**
The OFD provides individualized career counseling to faculty members to support them in achieving their career and work-life balance objectives. Meetings can be scheduled by contacting Mallory DePalma at mallory.depalma@cchmc.org or emailing the OFD at faculty-development@cchmc.org.

**CAREER DEVELOPMENT SEMINAR SERIES**
The OFD implements regularly scheduled seminars to address the career development topics that faculty identify as most critical to their success. Seminars are delivered by both internal and external content specialists. CME credit is offered for most seminars, and seminars are videotaped and archived for future viewing.

**GRANTSMASTSHIP RESOURCES**
Cincinnati Children’s and the University of Cincinnati offer numerous grantsmanship resources. The OFD maintains an extensive list of grant/fellowship resources and current opportunities on its intranet site, as does the center for Clinical and Translational Science Training (CCTST).

**LEADERSHIP DEVELOPMENT OPPORTUNITIES**
The OFD collaborates with internal and external consultants to develop and implement leadership programs that will create a cadre of understanding faculty leaders at all the career stages, and encourage faculty leaders to create a culture of service, appreciation, inclusion, teamwork and collaboration.

The strategic foci of all OFD faculty leadership development programs are:

- Developing leaders who can lead effective, high-impact, innovative clinical, research and education programs
- Training leaders to successfully recruit, retain and develop diverse faculty and staff
- Giving leaders the knowledge and skills to respond to anticipated national trends in academic health care; e.g. incorporate quality of care into their programs, lead partnerships/collaboration and lead strategically in the era of healthcare reform

**Core Leadership Program**
The primary goal of the Core Leadership program is to support the achievement of the CCHMC vision and mission by assisting faculty leaders in identifying and leveraging their leadership talents. Some of the topics covered through the program include:

- Achieving personal and career success
- Living (and leading others to live) CCHMC values
- Delivering difficult messages
- Values-based leadership
- Leading with passion and purpose
- Financial leadership and program-building skills
- Empowering others to lead and optimizing leadership effectiveness
- Leading across differences and recruiting/retaining/promoting a diverse faculty
- Work/life integration and building a personal support team
- Charting a course for your next leadership opportunity

In addition to launching the third cohort of this program, the OFD is also offering continuation seminars for participants of past cohorts.
Senior Faculty Leadership Development Program

The Senior Faculty Leadership Development Program was the result of collaboration with the Department of Learning and Development and the Harvard School of Public Health. The primary goal of the program was to assist leaders in identifying and leveraging their leadership talents. The program consisted of four two-day modules:

• Maximizing Leadership Effectiveness
• Leading High Performing Teams
• Aligning Strategy and Value-based Healthcare
• Creating a High Value Academic Healthcare System

The program concluded in April, 2013, and follow-up sessions for program participants are planned.

The OFD is currently developing leadership programs to meet the needs of early and late-career faculty. The OFD can also help faculty connect to coaching opportunities provided by the Organizational Effectiveness office. Lastly, other internal and external leadership development opportunities for faculty are regularly posted on the OFD website.

MENTORSHIP PROGRAMS

The OFD has developed and launched a mentorship initiative that supports the career development of all faculty through formal and informal mentoring. The goals are to ensure that faculty members are well integrated into the institution, help faculty to define personal career objectives and achieve promotion and/or tenure, and foster a culture of excellent mentoring.

Program components include:

• Career Development Committees for all junior faculty
• Mentorship skills training
• Annual Mentorship Symposium
• OFD Mentorship Resources
  • Mentorship Handbook
  • Career Development Committee Guidance
  • Mentorship Agreement Template
  • Questions Mentees Might Ask
  • Tips for Mentees
  • Tips for Mentors
  • Mentorship Articles
  • Individual Development Plan Template
  • Developmental Network Plan Template

LATE-CAREER DEVELOPMENT PROGRAMS AND RESOURCES

The OFD is in the process of developing resources for late-career faculty regarding career options and retirement planning, to equip them to lead both within and outside of the institution.

NETWORKING OPPORTUNITIES

The OFD facilitates the development and implementation of networking groups and events that foster collaboration, psychosocial support, recruitment/retention, and career success. The effort has resulted in a number of networking opportunities for faculty with different interests and backgrounds, including work-life integration, educator specialist and Black faculty networking groups. Wine and Wisdom is an informal networking event that occurs 2 or 3 times a year where a successful faculty member shares insights about his/her career. Networking time is also built into all monthly career development seminars.
WORK–LIFE BALANCE
The OFD continues to develop resources and programs to help faculty achieve their psychosocial and physical health goals and balance work and life responsibilities. Resources on the OFD intranet site as well as networking opportunities/support mechanisms around work-life integration are available.

DIVERSITY INITIATIVES
The OFD, in collaboration with the Office of Diversity and Inclusion, has developed a strategic plan to provide the resources, training and opportunities necessary to enhance the recruitment and career development of a diverse faculty, to increase the diversity of faculty members in leadership positions, and to provide the support necessary to help them succeed in those positions. Diversity is defined broadly and includes gender, race/ethnicity, sexual orientation, disability and country of origin. A number of initiatives are underway including development of resource materials, networking opportunities, and leadership development opportunities.