School of Public Health
Faculty Development Program
Draft August 2022

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SPH Faculty Development Program Overview

Beginning in the 2022-2023 academic year, the SPH Office of the Dean will begin to implement a tiered faculty development program to complement the department-level support offered to new faculty. This program will take a holistic approach to support new faculty, operating on individual, interpersonal, and structural levels. The Faculty Development Program is informed by the Public Health Critical Race Praxis framework. This praxis will allow stakeholders to "integrate critical analyses of their lived experiences and disciplinary conventions to advance knowledge on inequities" (Ford and Airhihenbuwa, 2010, p.32). **The goal of the SPH Faculty Development program is to develop and implement a robust and sustainable anti-racist faculty development program where faculty are not only supported within research and teaching activities, but also, they are supported as people within a warm and nurturing academic system where new faculty can thrive and grow in their career.** Taking this approach, these monthly sessions will fall under at least one of four pillars to support SPH faculty: Navigating the Hidden Curriculum of Academia, Teaching Support/Inclusive Classroom, Surviving on Soft Money and Community & Engagement. Each session will serve faculty in understanding the 'hidden' nuances of academia (See Hafler et al., 2011), as it runs with the assumption that many policies and procedures within academia are often non-transparent and unclear. Figure 1 shows the activities we want to implement starting in Fall 2022.

Figure 1: Faculty Development System and Resources
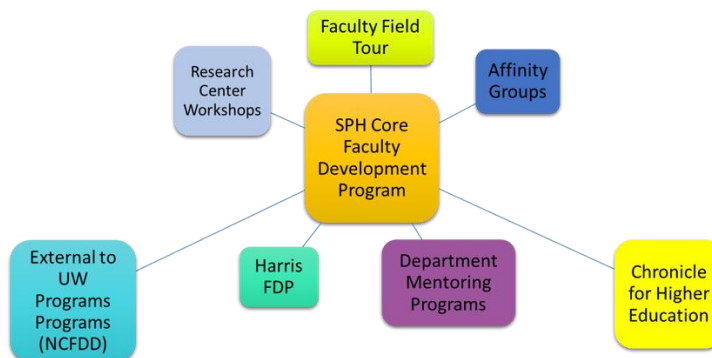
The program will be an iterative process and will be composed of three tiers.

Tier 1: The SPH program activities will start with a cohort of new faculty who joined the SPH in the professorial ranks between July 1, 2020 to October 2022. This cohort will be invited to attend a New Faculty Orientation (NFO) in October 2022 and will be eligible to attend monthly Faculty Development Program (FDP) meetings during the 2022-2023 academic year. We realize that faculty have many programs available within and outside of the SPH, and as such, these

meetings will be recommended but not required. Members of the new cohort can choose which sessions they would like to attend.

Tier 2: In the 2023-2024 academic year, we will roll out a second tier of activities around promotion and tenure (P&T), including assistant professors who are considering promotion and assembling promotion packets in the next 1-2 years. These activities may include representatives from the department P&T committee as well as faculty council members. These meetings will also take the form of monthly, group meetings over 6 months.

Tier 3: This tier will support mid-career and senior faculty in two ways: leadership capacity building and a Mentoring of Mentors program. In Winter 2023, we will bring in support for department chairs to help strengthen department culture and antiracist leadership. In addition, we will periodically hold leadership workshops for mid-career and senior faculty looking to grow in their careers. In Spring 2023, we will pilot a Mentoring of Mentors program that will aim to develop a learning community of senior faculty with topics related to mentoring with an antiracist lens. This will include a structured onboarding process and ongoing group peer-coaching circles. Content and format for this learning community is currently being adapted from examples implemented at peer institutions.

In addition to these programs, the SPH OD will support a quarterly faculty of color affinity group led by Victoria Gardner, which has become a safe space for faculty of color to obtain peer support, networking opportunities, and guidance. Additionally, we will also send out a monthly newsletter that collates research and teaching-specific support offerings for new faculty, whether hosted by the SPH or departments. These offerings will also be posted on the SPH OD website. Details on our faculty development offerings are provided below. We plan to build a robust evaluation of the program based on the FIRST application process, and the goal is to engage in continuous quality improvement to strengthen the program each year.

Figure 2: SPH Core Faculty Development Plan
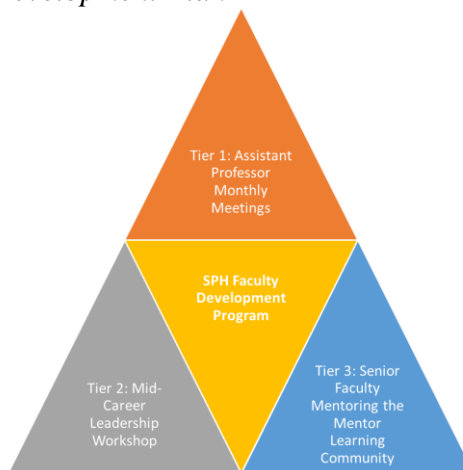
Tier 1: Faculty Development Program (FDP)

The 1st year FDP will consist of monthly meetings with 15-minute check ins at the start of every meeting. Utilizing Critical Race Theory, these sessions will be semi-structured in nature, and flexible enough to absorb ongoing questions and issues that new faculty bring in. Although suggested topics are given below, these may change based on new faculty needs. Further topic ideas will be gathered throughout the year and will be used in subsequent monthly meetings. Below Figure 3 outlines potential topics that will be discussed throughout the academic year.

Figure 3: Faculty Development Tier 1 Pillars and Content

October (Annually): New Faculty Orientation

The New Faculty Orientation will take place in person, to allow for networking amongst the new faculty and ample 'meet and greet' time. The New Faculty Orientation will cover an overview of the Office of the Dean resources with a welcome by the Dean and presentations from all Assistant/Associate/Vice Deans. In addition, the chair of the Faculty Council will provide an overview of the Academic Affairs handbook with a focus on criteria for promotion. We will outline the program activities to follow in the current academic year and set aside ample time for questions and answers. We plan to hold New Faculty Orientations in the Fall annually. We will restart these meetings every year to work with new cohorts of faculty annually.

November - June (Monthly): Rotating Pillar Topics

Each month, we will hold a hybrid session that focuses on a topic requested by faculty covering a particular pillar. In the past, sessions have covered 'How money flows from university to school to departments,' 'Tips on getting your research portfolios strengthened,' and 'Microaggressions in the classroom.'

Tier 2: Promotion and Tenure Preparation

In the 2023-2024 academic year, we will roll out a second tier of activities around promotion and tenure (P&T), including assistant professors who are considering promotion and assembling promotion packets in the next 1-2 years. These activities may include representatives from department P&T committees, and as well, faculty council members. These meetings will also take the form of monthly, group meetings over the course of 6 months.

Tier 3: Mentoring the Mentor Program

In Spring 2023, we will pilot a Mentoring of Mentors program that will aim to develop a learning community of senior faculty with topics related to mentoring with an antiracist lens. This will include a structured onboarding process and ongoing group peer-coaching circles. Content and format for this learning community is currently being adapted from examples implemented at peer institutions. Mentoring of mentors' workshops will be held, at least, once per year. In addition to these workshops, we also plan to hold leadership training workshops for mid-career and senior faculty.

Evaluation Plan

We will use a mixed-methods, quasi-experimental study design to iteratively inform the development and implementation of our faculty development programs to measure process (program implementation) and impact (program effect) evaluation outcomes. We will use anti-racist methodologies that center the experiences of program participants and assess contextual factors impacting the implementation of programs and policies. These methodologies will include qualitative (interviews, focus group discussions) and quantitative (mentor and mentee self-report measures) to examine program satisfaction, effectiveness, and impact.