Goal 6 – Excellent Faculty and Staff

VISION FOR FACULTY RECRUITMENT AND CAREER DEVELOPMENT

Recruitment and career development should be a seamless and connected process

- Brian Murphy
- Paul D. Allen
- Isaac Pessah
Identify Recruitment Needs

We are faced with an aging but highly experienced faculty
>30% of our faculty are near retirement age

Proactive succession planning is key to keep ahead of retirements
**Phased succession rather than reactive succession**

Process needed for succession
Immediate (1-2 years)
Long term (2-5 years)

Initiated at the level of Departments in consultation with
Dean and Center Directors
- define needs for the school and campus
- Identify stakeholders (joint appointments)
Succession and Recruitment

Recruitment

Requires a highly desirable academic environment

• Clear evidence of collegiality
• Collaborative environment
• Clear roadmap for academic advancement
• Rich opportunities for career development
• Sufficient research laboratory facilities
• Teaching facilities and teaching aids
• Accessible and state of the art
  shared facilities for teaching and research
Succession and Recruitment

Develop a desirable academic environment

• Clear evidence of collegiality
• Collaborative environment
• Clear roadmap for academic advancement
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  shared facilities for teaching and research
Recruitment plan
Originates at Department Chair in consultation with faculty

Chairs Committee
Align integrate departmental needs for teaching and research

Academic Council
Presented by Chair
Align integrate school wide needs for teaching and research

Initiate International Recruitment
• Broad advertisement
• Personal invitations targeting the best and brightest

Follow Through
• Interviews (well organized and attended)
• Timely decision process
• Realistic offer (startup, lab space, teaching expectations)
• Proactive alternate plan (don’t loose the runner up)
Recruitment and career development should be a seamless and connected process
Orientation of New Faculty is Critical For Success
Orientation of New Faculty is Critical For Success (Departments)

Working with your Departmental Chair and/or Director

- What are their expectations with regard to research, teaching, clinical/diagnostic effort (if applicable), and service
- Get their view of the UC Davis roadmap to success
- Do you have two bosses? Split appointments (Academic/Clinical; Academic/Diagnostic)
- Arrange to meet with department and selected non-department faculty and potential collaborators
- Advice on membership in Graduate Group(s) and contacts
- Departmental policy on shared equipment
Orientation of New Faculty is Critical For Success (Departments)

Provide consolidate information list with weblinks and contact numbers for required training

- IACUC
- BUA
- Chemical Safety
- IRB
- Teaching resources

How to work with your departmental MSO and Account Manager

- Equipping your laboratory
- Buying supplies digitally- VMCS store (Haring), Fisher (UCD Buy) and VWR (UCD Buy)
- Purchase Orders
- Balancing personal and departmental equipment needs
- Fiscal management of your accounts
- Hiring and firing
- Maintaining purchasing control or delegating?
Establish School-wide Office of Career Development (OCD)

Mission:
• To retain and advance a diverse faculty that represents the mission of the School of Veterinary Medicine

Composition:
• Director
• Staff
• Office has a OCD Advisory Committee
• Post Doctoral Leadership Council

Goals:
To deliver and publicize programs that promote academic advancement and career development
• Help identify mentors (research, clinical and teaching)
• Provide support and education regarding merit and promotion
• Develop strategies, guide policies and advocate to support faculty and trainees at all stages
• Collect data/analyze trends of recruitment, advancement and retention of faculty
• Utilize current programs that are available UCD wide, especially those offered by the CSTC
• Create programs designed for professional career support, e.g. communication skills, negotiation techniques, and conflict management.
For Junior Faculty and Postdoctoral Fellows

- Address the specific needs of postdoctoral scholars, and clinical and translational scientists
- Establish Institutional Policies to improve Postdoctoral experience
- Sponsor career development activities for post doctoral fellows and research faculty
- Develop leadership training specific to junior basic, clinical and translational investigators.
- Strengthen networks and communications in the UCDSVM research community
- Create resources, training, and toolkits for faculty to support staffing their labs
- Weekly newsletter
- Outreach to research community with website and weekly newsletter
- Career and professional development program
- Specific Research Leadership Program for Junior Faculty

Build a collaborative learning environment among faculty mentors

- Design would use facilitators, guest speakers and each other to:
  - Increase effectiveness as mentors
  - Enhance Mentoring Skills
  - Become mentoring leaders at UCDSVM
- Monthly sessions with CMEs at lunch, collaborative development of curriculum, confidential, and case sessions at each meeting
Establish School-wide Office of Career Development (OCD)

Program Development (Mid Level Faculty)
Academic Advancement
Professional Development
Communication and interpersonal skills
Professional and career pathways
Work Life Balance
Leadership and Mentorship
Community building and Networking Events

One idea is to organize a leadership program for mid career faculty, along with the UCD Business School
Culturing Local Talent for Independence

• Transitioning from Postdoctoral Fellow to:
  - Professional Research Series
  - Adjunct Professor
  - Competitive tenure track candidate

• Define Independence

• Mechanisms for achieving independence
  - BIRCWH Award
  - K series mentored grants
  - Other (MPI on R01, R21 etc)

SVM Support mechanisms for Independence
  - Role of Research mentor
  - Role of Chair
  - Role of OCD