Faculty Affairs: The Immersive Experience
Agenda

1. Welcome and Housekeeping (Thurk)
2. Introduction to Vice Dean & Faculty Affairs Vision (Sorond)
3. Introductions to FAO Team Members (FAO Team)
4. Plan for Realizing the Faculty Affairs Vision (Thurk)
5. Audience Feedback
6. Closing Ceremony
   a. What’s Next? (Thurk)
   b. Announcement of Zoom Background Contest Winner (Cherry)
7. The Aftershow (Optional)
Faculty Affairs Vision
Farzaneh Sorond, MD, PhD
Our Vision Begins with Why

What is our purpose?

Why do we have an Office for Faculty Affairs?

**AAMC:** “To support and manage academic processes, including promotion and tenure procedures.”
Faculty Affairs Office Tasks

Administration

• Strategy and planning
• Staffing
• Regulatory/compliance

Recruit & Appoint

• Hiring Plan
• Pre-search
• Leader searches
• New appointments
• Research staff, visitor, postdoc appts
• Secondary appointments
• Transfers, changes, LOA
• Departures

Develop

• Promotion and tenure
• Tenure-eligible reviews
• Annual performance reviews

• Faculty educational development
• Development for researchers
• WFO & MFC
• Academic clinician development
• Faculty educational development
• Development for researchers

Retain

• Appointment changes
• Emeritus nominations
• Endowed professorships
• Institutes & centers

Asset Management
The practice of increasing total wealth over time by acquiring, growing, and investing in assets to increase their value.
To be the destination for the best and the brightest faculty where they know they will be supported to successfully grow as Clinicians, Educators and Investigators.
FAO Team Introductions

1. Marcie Weiss, Associate Dean for Faculty Affairs
2. Ila Allen, Recruitment Coordinator
3. Erin Elmore, Program Assistant
4. Courtney McGrosso, Business Coordinator
5. Danielle Cherry, Senior Program Administrator
6. Julie Piacentine, Business Analyst
Realizing the Vision
How will we realize the vision?

• Focus on the faculty career journey
• Re-envision collaboration within FAO
• Re-envision collaboration at Feinberg
Career Journey & Faculty Experience

• Shift focus to the faculty career journey
• Recognize transactions as moments in the journey
• Consider transitions and linkages between career moments to improve faculty experience

Example Journey (*journeys will vary by faculty member*)

1. Recruitment
2. Onboarding
3. Development event (e.g., participate in FAME program)
4. Retention event (e.g., recognized with teaching award)
5. Promotion to Associate Professor
6. Development event (e.g., participate in grant-writing program)
7. Retention event (e.g., become Center Director)
8. Development event (e.g., participate in LEAP)
9. Promotion to Professor
10. Retention event (e.g., receive endowed professorship)
11. Retention event (e.g., attain Emeritus status)
12. Transition to “The Great Beyond”
Re-envision Collaboration within FAO

• Implement two arms in FAO Administration:

1. **Operations**
   Transactional work, execution of processes

2. **Innovation**
   Focus on improvement and innovation

• Content areas (e.g., develop, promote, etc.) bridge those arms and create feedback loops between arms

• The arms connect content areas creating opportunity for content intersections, relationship-building within and between offices, leveraging resources and skill sets, and transferring innovations across content areas
Re-envision Collaboration Across Feinberg

Faculty Member

Mission

Clinical

Education

Research

Faculty Affairs

Diversity, Equity, Inclusion

Administration
Departmental Faculty Affairs Leadership

• Establish a faculty / staff dyad to provide leadership on faculty affairs initiatives
Departmental Faculty Affairs Leadership

- Establish a faculty / staff dyad to provide leadership on faculty affairs initiatives

- Expand the dyad to a triad to include a DEI partner (when needed) and ensure DEI is integrated into faculty affairs initiatives
Departmental Faculty Affairs Leadership

- Establish a faculty / staff dyad to provide leadership on faculty affairs initiatives
- Expand the dyad to a triad to include a DEI partner (when needed) and ensure DEI is integrated into faculty affairs initiatives
- Leadership nucleus oversees faculty affairs operations and innovation within department and serves as key contacts / partners to the FAO team
- The departmental team that executes the operations/innovation work may be larger
Establish Partnerships: Central & Departments

- Bi-directional information exchange between Feinberg central and departmental faculty affairs teams
- Departmental feedback and initiatives are inputs to central process improvement and innovation
Foster Connections & Community of Practice

• FAO serves as a central coordination hub, connecting silos and reducing duplication of effort
• A community of practice emerges as departmental faculty affairs teams collaborate with each other
Build Community in Department Clusters

• FAO will group departments into clusters based on department similarities
• FAO will convene meetings with clusters to obtain feedback, discuss needs, and advance initiatives
Benefits of New Collaborative Model

Bring structure and intention to the work we do together

- Additional resources (e.g., faculty affairs toolkits)
- Access to innovations and support with adoption
- Consultations with FAO (e.g., implementing processes, revising your staffing model)
- Referrals to other units; network connections
- Opportunities for departments to influence school-wide change
  - Departments have greater voice in identifying problems and solutions
  - Pathways to disseminate innovations developed locally
- Faculty affairs career development (for faculty and staff); development of career paths and a talent pipeline in the faculty affairs realm
Initiatives in Progress

• Centralize email communication through FAO email account
  - Please use fao@northwestern.edu for general questions and routine requests!
  - First week of use has revealed patterns and yielded updates to FAO web content

• Tenure-eligible interim reviews
  - Conducted focus groups with faculty reviewed in prior years
  - Informational session scheduled in February for those who will be reviewed this year

• Annual Promotion & Tenure Information session
  - Planning two sessions: one for Clinician-Educators and one for research-intensive career tracks
Audience Feedback
Vote on Zoom Background
What else should FAO be thinking about?

- Use the Raise Hand feature in Zoom if you wish to speak.
- Alternatively, enter your suggestions in chat.

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12. Transition to “The Great Beyond”
Voting is Closed
Closing Ceremony
What’s next?

• Identify the faculty affairs leadership nucleus for your unit, focusing initially on the faculty / staff leadership dyad
  - This dyad assumes ownership, responsibility, and accountability for faculty affairs initiatives in your department
  - Review the NU-AIMES page for a list of faculty interested in faculty affairs
    https://www.feinberg.northwestern.edu/fao/career-development/nu-aimes/cohort.html

• FAO will assign departments to clusters
• FAO will convene meetings of department clusters in the spring
  - The leadership dyad for each department in the cluster should attend
And the winner is...
The Aftershow

Optional: stay in the meeting if you wish to talk to the FAO team