

Tips For Faculty Success From Department Chairs

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Panel Discussion Goals

- Provide participants with specific and concrete tips and tools they will be able to use when they experience barriers or unanticipated issues that may impede their ability to accomplish their goals for promotion and advancement or fulfill their roles and responsibilities

Panel Discussion Format

■ Three Sources of Questions for Discussion

- Specific case-based vignettes
- Questions submitted by faculty during the online registration
- Questions from faculty participants

Question Submitted In Advance

- **Productivity During COVID-19 Pandemic:**
- What are some work-from-home tips for maximizing productivity?
 - Please address this for faculty with and without significant childcare responsibilities.

Vignette 1: My Chair Wants Me To Take On More Administrative Responsibilities

Faculty A is an Assistant Professor, Step 4. He has a very busy clinical practice (5, half-day clinics, and 16 hours of call/month), leads two blocks in the Bridges curriculum, and directly mentors 3 residents and 2 fellows. In addition, his local schools are closed due to COVID and he is responsible for supporting remote learning for his two elementary school-aged children on the days he is not in clinic.

Without warning or any prior conversation, his Department Chair has requested that he lead the Department's new QI program. Faculty A feels that he has always been a "good citizen" and is willing to pitch in for the short-term, but he feels his Chair's request is unreasonable and may potentially jeopardize his ability to pursue other creative interests and support his family's needs. However, he does not know how to communicate his concerns to his Chair in a productive way so that a mutually agreeable solution could be found.

- What would be helpful for him to do prior to meeting with his Chair?
- What is your advice for Faculty A?
- What arguments can he use to respectfully discuss and decline, or renegotiate, his Chair's request?

Participants' Questions



Vignette 2: I Want to Change My Academic Series

Faculty B is an Assistant Professor, Step 3, in the HS Clinical series. She will be eligible for on-time promotion to the rank of Associate Professor in the coming year. On the occasion of her promotion to Associate Professor she wishes to change her academic series from HS Clinical to the Clinical X series. Faculty B cites that since her last merit review, she has engaged in appreciably more departmental teaching, has mentored more residents and fellows, and has collaborated on a colleague's NIH project. She feels that her increased teaching and mentoring contributions as well as her successful research activities are excellent reasons for changing to the Clinical X series. From her perspective she thinks that a change in series will strengthen her application to serve as Principal Investigator on a K08 grant that she is planning to submit in the coming year. When meeting with her Chair she will request: a change to the Clinical X series and some laboratory space to accommodate her planned research activities.

- Does Faculty B have a strong case for seeking a change in academic series?
- If you were Faculty B's Chair, would you support her requests?
 - o If yes, why?
 - o If no, why not?
- What specific advice would you give to Faculty B?

Participants' Questions



Question Submitted In Advance

■ Promoting DEI

- In your role as Chair, please comment on diversity, equity, inclusion and approaches to building the pipeline with a particular focus on Black/African-American faculty?

Participants' Questions



Scenario 3: Funding Shortage

Faculty C is an Associate Professor, Step 2, with an In Residence series appointment. She has been successful and productive in prior years but is now having difficulty covering her salary through grants. Specifically, she has a high level of scholarly and creative productivity, including a strong program of research with publications, an exceptional record of teaching, and has consistently provided university and public service at a high level. She is committed to staying at UCSF, but she's now worried about job security and wishes to discuss this with her Chair?

- From your perspective, what should she do prior to going to her Chair?
- What specific tools or advice would you give to her in moving forward?
- If you were Faculty C's Chair what can you do support her?
- Are there options to provide monetary support to Faculty C?