



FACULTY DEVELOPMENT STRATEGIC PLAN 2013

KCUMB Mission: Kansas City University of Medicine and Biosciences is a community of professionals committed to excellence in the education of highly qualified students in osteopathic medicine, the biosciences, bioethics and the health professions. Through life-long learning, research and service, KCUMB challenges faculty, staff, students and alumni to improve the well-being of the diverse community it serves.

KCUMB Vision: KCUMB will be recognized as a national leader in education, research, clinical practice and service.

KCUMB Values:

- Integrity - demonstrating respect, honesty and professionalism
- Compassion - caring for students, patients, colleagues and all humanity
- Excellence - achieving quality in all that we do
- Collaboration - working with others to achieve mutual goals
- Intellectual Curiosity - pursuing personal and professional growth
- Innovation - embracing new practices to improve outcomes
- Heritage - honoring the legacy of our past.

Faculty Development Mission: To improve KCUMB faculty members' knowledge and skills in areas relevant to their faculty role and position.

FD Director – Maria Cole, Ph.D.

Resources and Data that inform this Plan:

- KCUMB 2010 Strategic Plan
- Discussions with Vice President for Institutional Effectiveness and Accreditation Compliance
- Interviews with Associate Dean for Clinical Affairs and Medical Education, Associate Dean for Curricular Affairs, and Director of Sponsored Programs
- Literature review on Faculty Development and Strategic Planning (see Annotated Bibliography)
- Internet review of Faculty Development webpages for all Osteopathic Medical Schools and select allopathic institutions
- Report “New and Developing Medical Schools: Motivating Factors, Major Challenges, Planning Strategies,” Michael Whitcomb, MD, funded by the Josiah Macy Jr. Foundation
- COCA Standards and 2011 Self-Study
- HLC Criteria and 2013 Self-Study
- UNECOM Office of Faculty and Professional Development, Strategic Plan

Introduction:

Faculty development is essential in order to enhance teaching and learning outcomes for the sustained health of our osteopathic medical schools. One way to support faculty development is through professional development programs targeted to faculty from early career through senior leadership. While attendance at state, regional and national meetings is an important component of professional development, faculty development actually encompasses a broad range of activities, and these activities must address the variable needs of all faculty. Professional development needs of junior faculty may be different from those of seasoned, senior faculty. Additionally, development needs of clinical faculty are not the same as those of basic science faculty.

Faculty development programs must also address the standards set by the Commission on Osteopathic College Accreditation (COCA) that “COMs must develop and implement an ongoing faculty development program, which includes a performance evaluation process, and is in keeping with the COM’s mission and objectives” (4.6). This program should ensure that faculty have adequate knowledge and educational resources to deliver the current curriculum. In addition, research and scholarly activity should be included in the faculty development process.

As defined by the Professional and Organizational Development Network in Higher Education (POD), an organization devoted to improving teaching and learning, faculty development actually consists of three major areas: faculty development, instructional development, and organizational development, and effective instructional improvement must address all three areas:

Faculty Development refers to those programs that focus on the individual faculty member. The most common focus for programs of this type is the faculty member as a teacher. A second frequent focus of such programs is the faculty member as a scholar and professional, with the faculty member as a person as a third area of focus.

Instructional Development programs have as their focus the course, the curriculum and student learning. The philosophy behind these programs is that members of the institution should work as teams to design the best possible courses within the restrictions of the resources available.

Organizational Development programs focus on the organizational structure and maximizing institutional effectiveness. The philosophy is that if one can build an organizational structure that will be efficient and effective in supporting the faculty and students, the teaching/learning process will naturally thrive.

KCUMB Faculty Development Goals: Five Strategic Initiatives

- Align faculty development services to the college strategic plan, core values and curriculum design (all Initiatives)
- Office Administrative initiative
 1. Facilitate enhanced faculty development program at KCUMB
 2. Contribute to KCUMB educational mission by participating in working groups, task forces, committees and/or leading curricular initiatives
 3. Contribute to local, national and international stature of faculty development
 4. Technology
 5. Education
- Educational initiative
 1. Promote teaching excellence (Master Teacher Program)
 2. Develop mentoring program
 3. Improve Peer Review of Teaching process
 4. Improve Student Evaluation of Teaching process
 5. Improve institutional understanding of and commitment to assessment of student learning
- Research initiative
 1. Promote research excellence
 2. Support Division of Research
 3. Expand Research Curriculum
 4. Support Clinical Research
- Leadership and Service initiative

1. Plan and implement faculty development activities that ensure effective and successful retention and promotion of faculty
 2. Plan and implement faculty development activities that improve academic advising
 3. Plan and implement faculty development activities that support service initiatives
 4. Plan and implement faculty development activities that provide leadership training
- Clinical Practice initiative
 1. Develop mechanisms for assessing needs and measuring the impact of programs.
 2. Collaborate on development of C.O.A.C.H. project
 3. Collaborate with KCUMB OPTI for faculty development
 4. Explore local opportunities for clinical research training

The Education, Research, Leadership and Service, and Clinical Practice initiatives are the preliminary stages in the development of four curricular “tracks” within faculty development. When fully-developed, completion of a track would be recognized as ‘mastery’ in teaching/learning, research, leadership/service or clinical practice.

KCUMB Faculty Development Strategy Map

Office of Institutional Effectiveness and Accreditation

Office Administrative Initiative				
Goals	Goals	Goals	Goals	Goals
What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?
Facilitate enhanced faculty development program at KCUMB	Contribute to KCUMB educational mission by participating in working groups, task forces, committees and/or leading curricular initiatives	Contribute to local, national and international stature of faculty development	Technology	Education
Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?
<ol style="list-style-type: none"> 1. Job description for Executive Director of Academic & Institutional Research to Director of Faculty Development (DFD) 2. Develop and administer a biennial faculty survey to identify trends in faculty development needs 3. Update post-session faculty development feedback form 4. Director of Faculty Development (DFD) attend 1-2 professional meetings to inform curricular development in education, research, service and clinical practice. 5. Align faculty development strategic plan and services with KCUMB strategic plan 6. Develop quarterly newsletter 	<ol style="list-style-type: none"> 1. DFD serves on Curriculum Delivery Task Force 2. DFD serves on Curriculum Committee 3. DFD serves on Outcomes and Assessment Committee 4. DFD is a member of the Medical Education research group 5. DFD works with LearnIT and Faculty Senate to facilitate technology training for new curriculum technology 	<ol style="list-style-type: none"> 1. Continue monthly collaboration meetings with trainers from Continuing Medical Education; Leadership, training & Development; and Learn IT 2. Collaboration as need with Curricular Affairs, Research and Office of Community Clinical Education to provide development training (see education and Research Initiatives) 3. Develop collaborative relationships with faculty development directors for UMKC-SOM (foxworthj@umkc.edu) and KUMed (rklein@kumc.edu) 4. FDF – now member of Central Group on Educational Affairs (CGEA) faculty development interest group 5. Develop process to identify and recommend basic and clinical science faculty to attend national medical education conferences (AACOM, IAMSE, STFM, or others) or non-medical conferences and to host sharing session at KCUMB 6. With Medical Education Research Group, develop training to encourage use of and submission to MedEdPortal 	<ol style="list-style-type: none"> 1. Update of Faculty Development website to reflect initiatives related to Education, Research, Service and Clinical Practice 2. Maintain website to include calendar, links, contact information and archives of previous presentations. 3. Provide information on development activities scheduled at UMKC-SOM, KUMC, Center for Practical Bioethics and Stowers Institution 4. Assist OCCE in maintaining training material for Clinical Preceptors on intra- or internet site. 	<ol style="list-style-type: none"> 1. DFD will complete Masters in Medical education Leadership at UNECOM. Training from this program will be used to improve KCUMB faculty development offerings. 2. Identify other faculty that might benefit from this program or other similar programs: CGEA LEAD Certificate program (Leadership, education and Development); UMKC Graduate Certificate in Health Professions Curriculum and Evaluation

KCUMB Faculty Development Strategy Map

Office of Institutional Effectiveness and Accreditation

Clinical Practice initiative, the Scholarship of Application

Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?
Develop mechanisms for assessing needs and measuring the impact of programs.	Collaborate on development of C.O.A.C.H. project	Collaborate with KCUMB OPTI for faculty development	Explore local opportunities for clinical research training
Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?
<ol style="list-style-type: none"> 1. Update and administer a clinical preceptor needs assessment to identify trends in faculty development needs 2. Work with Director for Regional Assistant Deans to identify development needs 3. Assist Office of Community Clinical Education in providing on campus training for Regional Assistant deans 4. Individual, immediate regional request (urgent, problem-based) 5. Analysis of faculty and student feedback to Office of Clinical Education 	<ol style="list-style-type: none"> 1. Assist Office of Community Clinical Education and clinical faculty in creation of curriculum and content delivered asynchronously to clinical preceptors (compendium of Osteopathic Academic and Community Hospitals) 2. Outline curricula for Clinical Educators, Clinical Research and Clinical Administration and Leadership tracts 3. In collaboration with Office of Community Clinical Education and Continuing Medical Education develop certification programs for completion of the three curricula 4. Provide content of faculty Development Website 	<ol style="list-style-type: none"> 1. DFD works with OPTI committee to coordinate faculty development at OPTI sites. 2. Work with DMEs to identify areas of need for on-site workshops and/or individual options via online workshops 	<ol style="list-style-type: none"> 1. Schedule presentation by the Department of Biomedical and Health Informatics at the UMKC School of Medicine regarding the Graduate Certificate Program in Clinical Research (see also Research Initiative) 2. Schedule additional presentations by Frontiers: The Heartland Institute for Clinical and Translational Research to encourage participation by KCUMB faculty.
KCUMB Strategic Plan Goal 3: Promote and Increase Internal and External Service, Objective 1. Evaluate current clinical practice settings to ensure the University's clinical practice investment best supports the mission of the University and its academic programs.	KCUMB Strategic Plan Goal 1: Enhance Student Success, Objective 2. Improve overall curricular content, delivery and evaluation as well as assessment processes to increase KCUMB's overall academic reputation.	KCUMB Strategic Plan Goal 3: Promote and Increase Internal and External Service, Objective 3. Enhance external service program and develop a communications strategy around it which, in turn, will improve institutional reputation. External service program to include: OMM/OPP practice, service learning, global health initiative, community service, professional leadership.	KCUMB Strategic Plan Goal 2: Enhance Research Activity, Objective 3. Work collaboratively and with partner institutions and alumni to develop research programs and research centers that result in regional and national recognition for KCUMB. Research programs and research centers should build on existing strengths.

KCUMB Faculty Development Strategy Map

Office of Institutional Effectiveness and Accreditation

Educational initiative, the Scholarship of Teaching

Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?
Promote teaching excellence (Master Teacher Program)	Develop mentoring program	Improve Peer Review of Teaching process	Improve Student Evaluation of Teaching process	Improve institutional understanding of and commitment to assessment of student learning
Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?
<ol style="list-style-type: none"> 1. Review other institutions of higher learning for best practice models of 'Master Teacher' programs 2. Design multiyear curriculum towards 'Master teacher certificate'. 3. Facilitate faculty applications to National Academy of Osteopathic Medical Educators 4. Identify faculty members to apply for either the Harvard Macy Program for Educators in Health Professions or other related programs 5. Award Masters teachers with medallion to be worn at Graduation 	<ol style="list-style-type: none"> 1. Review other osteopathic and allopathic medical schools for best practices in successful mentoring programs 2. Utilize MMEL cohort for additional recommendations and expertise 3. Develop method to measure the effectiveness of faculty mentoring relationships 	<ol style="list-style-type: none"> 1. Update peer review of teaching policy 2. Update list of peer reviewers 3. Expand PRT to include formal reviews for Anatomy and Family Medicine (OPP) fellows 4. Expand PRT to include Biomedical Sciences and bioethics lectures/labs 5. Enlist Administration to facilitate compliance of all Faculty department chairs in peer review process 6. Develop summer workshop to update faculty on changes in peer review process 	<ol style="list-style-type: none"> 1. Update student evaluation of teaching policy 2. Work with Department of Curricular Affairs to make SET process more efficient 3. Add faculty ranking to individual score sheet for faculty comparison (Completed) 4. Add professionalism reminder to student evaluation page (Completed) 5. Continue working with low-scoring faculty to identify areas and strategies for improvement, including mentoring. 6. Develop summer workshop to help faculty utilize student evaluation of teaching comments to improve teaching. 	<ol style="list-style-type: none"> 1. As part of Master teacher program develop faculty development modules on Assessment. Of Student Learning 2. Utilize KCUMB Student Outcomes and Assessment committee to identify areas of opportunity requiring targeted assessment training 3. Utilize MMEL Assessment course to develop specific faculty development content 4. Develop sessions based on the six HLC Fundamental Questions for Conversations on Student Learning 5. Attend HLC Assessment workshop with KCUMB team 6. Develop summer workshop on KCUMB remediation Program and Process (with Curricular Affairs)
KCUMB Strategic Plan Goal I: Goal I: Enhance Student Success, Objective 3. Ensure appropriate numbers of faculty and clinical faculty (preceptors, CCE, etc.) with exceptional teaching expertise are on staff, recognizing meritorious service.	KCUMB Strategic Plan Goal I: Goal I: Enhance Student Success, Objective 3. Ensure appropriate numbers of faculty and clinical faculty (preceptors, CCE, etc.) with exceptional teaching expertise are on staff, recognizing meritorious service.	KCUMB Strategic Plan Goal I: Goal I: Enhance Student Success, Objective 3. Ensure appropriate numbers of faculty and clinical faculty (preceptors, CCE, etc.) with exceptional teaching expertise are on staff, recognizing meritorious service.	KCUMB Strategic Plan Goal I: Goal I: Enhance Student Success, Objective 3. Ensure appropriate numbers of faculty and clinical faculty (preceptors, CCE, etc.) with exceptional teaching expertise are on staff, recognizing meritorious service.	KCUMB Strategic Plan Goal I, Objective 2. Improve overall curricular content, delivery and evaluation as well as assessment processes to increase KCUMB's overall academic reputation.

KCUMB Faculty Development Strategy Map

Office of Institutional Effectiveness and Accreditation

Research Initiative, the Scholarship of Discovery

Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?
Promote research excellence	Support Division of Research	Expand Research Curriculum	Support Clinical Research
Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?
<ol style="list-style-type: none"> 1. Provide faculty development training on topics related to improving the quality and quantity of research, grant writing, writing for publication, research methods identification of research funding, how to submit to KCUMB IRB. 2. Work with Medical Education research Group to develop faculty development sessions to help promote medical education research 3. Partner with Curricular Affairs to bring MERC certification courses to KCUMB 4. 	<ol style="list-style-type: none"> 1. Facilitate collaboration of Basic and Clinical Science Research through training 2. Work with Research to develop semiannual R15 Training Grant workshop 3. Provide support University lecture series and Science Friday seminars 	<ol style="list-style-type: none"> 1. Develop a Workshop for “Integrating Research into the Curriculum” 2. Work with Research to develop workshop addressing “The Role of Biomedical Scientists at Osteopathic Medical Schools: A Critical Resource for Osteopathic Research” 3. Expand research curriculum to better integrate research training for basic and clinical science department fellows 	<ol style="list-style-type: none"> 1. Assist Associate Dean for Clinical Education and Medical Affairs in developing clinical research curriculum for on campus faculty and clinical preceptors. 2. Schedule presentation by the Department of Biomedical and Health Informatics at the UMKC School of Medicine regarding the Graduate Certificate Program in Clinical Research 3. Incorporate ongoing clinical research presentations as part of future clinical practice track.
<p>KCUMB Strategic Plan Goal 2: Enhance Research Activity, Objective 2. Continue to develop a culture that understands the significant contributions research makes in an academic environment; KCUMB Strategic Plan Goal 2: Enhance Research Activity, Objective 3. Work collaboratively and with partner institutions and alumni to develop research programs and research centers that result in regional and national recognition for KCUMB. Research programs and research centers should build on existing strength.</p>	<p>KCUMB Strategic Plan Goal 2: Enhance Research Activity, Objective 3. Work collaboratively and with partner institutions and alumni to develop research programs and research centers that result in regional and national recognition for KCUMB. Research programs and research centers should build on existing strength.</p>	<p>KCUMB Strategic Plan Goal 1: Enhance Student Success, Objective 2. Improve overall curricular content, delivery and evaluation as well as assessment processes to increase KCUMB’s overall academic reputation; KCUMB Strategic Plan Goal 2: Enhance Research Activity, Objective 2. Continue to develop a culture that understands the significant contributions research makes in an academic environment.</p>	<p>KCUMB Strategic Plan Goal 2: Enhance Research Activity, Objective 3. Work collaboratively and with partner institutions and alumni to develop research programs and research centers that result in regional and national recognition for KCUMB. Research programs and research centers should build on existing strength.</p>

KCUMB Faculty Development Strategy Map

Office of Institutional Effectiveness and Accreditation

Leadership and Service initiative, the Scholarship of Application

Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?	Goals What do we expect to achieve?
Plan and implement faculty development activities that ensure effective and successful retention and promotion of faculty	Plan and implement faculty development activities that improve academic advising	Plan and implement faculty development activities that support service initiatives	Plan and implement faculty development activities that provide leadership training
Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?	Tactical Initiatives – How will we accomplish our goals?
<ol style="list-style-type: none"> 1. Create ‘Lunch and Learn’ seminar for new faculty to discuss including curriculum (including OPP), advising, mentoring, peer review of teaching, research, service and promotion.. 2. Develop faculty mentoring program (will need cost analysis and staffing plan) (see also Education Initiative) 3. Host initial faculty development session on changes in Promotion in rank Guidelines when approved (DFD is on the Faculty Senate subcommittee charged to review promotion guidelines). 	<ol style="list-style-type: none"> 1. Host annual advisor training luncheon 2. Provide SafeZone training to academic advisors 3. Partner with Office of Community Clinical Education to provide training to faculty regarding clerkship match, requirements, and process. 	<ol style="list-style-type: none"> 1. Collaborate with Department of Community Affairs to provide training on on-campus and local opportunities for community service 2. Facilitate presentation by KCUMB Bioethics faculty on opportunities for service learning 3. Provide NonProfit Connect training information on KCUMB faculty Development website 4. Provide Center for Practical Bioethics seminar information on KCUMB Faculty Development website 	<ol style="list-style-type: none"> 1. In collaboration with Leadership, Education and Development specialist, provide activities that help improve management or supervisory skills, committee work and administrative work. 2. Create development program for department chairs
KCUMB Strategic Plan Goal 1: Enhance Student Success, Objective 2. Improve overall curricular content, delivery and evaluation as well as assessment processes, and 3. Ensure appropriate numbers of faculty and clinical faculty (preceptors, CCE, etc.) with exceptional teaching expertise are on staff, recognizing meritorious service.	KCUMB Strategic Plan Goal 1: Enhance Student Success, Objective 4. Enhance student life to develop the best environment for learning and wellness.	KCUMB Strategic Plan Goal 3: promote and Increase Internal and External Service, Objective 5. Define, organize, formalize and recognize service learning.	KCUMB Strategic Plan Goal 1: Enhance Student Success, Objective 3. Ensure appropriate numbers of faculty and clinical faculty (preceptors, CCE, etc.) with exceptional teaching expertise are on staff, recognizing meritorious service.