



# Center for Faculty Development & Advancement

UNIVERSITY OF COLORADO DENVER | ANSCHUTZ MEDICAL CAMPUS

## Executive Summary of Growth: CFDA Strategic Plan 2021-22

### Introduction

In Fall 2020, the Center for Faculty Development & Advancement (CFDA) crafted its initial Strategic Plan. That plan guided our work throughout Calendar Years 2021 and 2022. This document outlines the outcomes that resulted from each of our six Strategic Priorities.

### Strategic Priorities

The strategic planning process revealed numerous themes in terms of faculty needs and goals. Major themes that arose from the strategic planning process align well with the first two prongs of the CFDA's mission. The third prong, emphasizing thriving as a member of the community, is woven throughout.

**Strategic Priority 1:** Foster a campus culture that supports faculty from marginalized groups.

- Goal 1: Integrate values and practices of diversity, equity, and inclusion (DEI) into CFDA portfolio, as well as the CFDA's practices.
  - **Outcomes:**
    - **The CFDA frequently consults with Antonio Farias in the Office for Diversity, Equity, and Inclusion to explore potential offerings.**
    - **The CFDA collaborated with Equity Working Group member Ivan Ramirez to evaluate and work to improve our DEI-related practices in 2021-22.**
    - **The CFDA has co-sponsored the Multicultural Mentoring program with the Office for Diversity, Equity, and Inclusion twice in 2022. We look forward to offering it in future years.**
- Goal 2: Collaborate with CU Denver's Faculty Fellow for Equity, Diversity, and Inclusion to design programming, integrate values, and assess success of DEI efforts.
  - **Outcome: The CFDA hired Ivan Ramirez as its Faculty Fellow supporting the National Center for Faculty Development & Diversity's resources. His work focuses on integrating them into practice at CU Denver.**
- Goal 3: Create several communities of practice to support faculty who self-identify as belonging to marginalized groups, partnership with CU Denver's Faculty Fellow for Equity, Diversity, and Inclusion.
  - **Outcome: For two years, the CFDA offered a BIPOC Tenured and Tenure-Track Community of Practice, led by Edelina Burciaga and Yang Wang.**
    - **Comment: At this point, late pandemic, participation has waned. The group is currently paused; we are exploring related faculty needs and wishes.**

**Strategic Priority 2:** Create a system of support for associate professors working toward promotion to professor rank.

- Goal 1: Create “associate to full” mentoring group. (Initiate on Denver Campus; follow with offerings for AMC.)
  - **Outcomes:**
    - **The Associate to Full Professor Program (Denver Campus) is now wrapping up its second calendar year. Karen Sobel and Faculty Fellow Sarah Hagelin share its leadership.**
    - **The CFDA is entering discussions with AMC Associate Deans for Faculty Affairs, as well as Dr. Roderick Nairn, to explore suitability for AMC.**
- Goal 2: Provide training for mentors in the “associate → full” program.
  - **Outcomes:**
    - **In collaboration with CU Denver faculty member Dr. Jim LoPresti (specialist in coaching), we offered mentor training in 2021.**
    - **We have transitioned to offering training for \*all\* mentors across campus. Initially, we are co-sponsoring the Multicultural Mentoring training. We are now exploring potential additional offerings.**
- Goal 3: Begin offering programming for associate professors interested in promotion (welcoming both mentoring program participants and others).
  - **Outcomes:**
    - **We now offer workshops tailored to this group every semester.**
    - **We subscribe to the National Center for Faculty Development & Diversity’s resources, many of which are tailored toward associate professors.**
    - **We hired Faculty Fellow Sarah Hagelin to support associate professors in their progress toward promotion.**

**Strategic Priority 3:** Expand outreach and programming for instructional, research, and clinical (IRC) faculty members.

- Goal 1: Hire a Faculty Fellow who will gain insights into IRC needs, and will also develop relevant programming for IRC faculty.
  - **Outcome: We hired a Faculty Fellow for IRC Faculty who eventually became our Assistant Director, Dr. Thorsten Spehn!**

**Strategic Priority 4:** Grow faculty leaders.

- Goal 1: Collaborate with Faculty Affairs to design tailored faculty leadership program(s).
  - **Comment: This program was eventually moved entirely into Faculty Affairs. It is no longer within the CFDA’s scope.**

**Strategic Priority 5:** Build the CFDA’s awareness of other campus resources in order to become a stronger resource for all faculty.

- Goal 1: Scan professional development opportunities across the Denver Campus and AMC; work on better connecting faculty members with existing professional development that meets their goals and needs.
  - **Outcomes:**
    - **Throughout the past two years, we have developed much greater familiarity with offerings from other offices across campus. We have also developed a**

**greater understanding of the norms of organization of professional development offerings.**

- **Our daily work brings us into continual contact with and greater knowledge of opportunities for faculty professional development.**
- Goal 2: Assess existing mentoring offerings at AMC. Build structure for connecting faculty with existing AMC mentoring.
  - **Outcome: Since 2021, we have met with our designated contact person, Dr. Roderick Nairn, as well as with AMC faculty development professionals (Associate Deans for Faculty Affairs, as well as faculty development professionals in the School of Dental Medicine and the College of Nursing, to learn more about structure and offerings.**
- Goal 3: Increase the CFDA's knowledge of funding opportunities for IRC faculty and develop department/school/college referral contacts.
  - **Outcomes:**
    - **Thorsten Spehn comes with great knowledge of IRC funding options.**
    - **The CFDA has increased its level of collaboration with UCDALI, which has also increased our knowledge of IRC funding opportunities.**
    - **Additionally, the CFDA is working with the Office of the Provost to consider offering IRC professional development grants.**

**Strategic Priority 6:** Connect with Anschutz Medical Campus (AMC) faculty units; initiate selected CFDA supports for AMC faculty.

- Goal 1: Hire a Faculty Fellow from AMC who will support the CFDA as it identifies partners and existing programs at AMC.
  - **Outcome: Sonja Ziniel (School of Medicine) is our first AMC-affiliated Faculty Fellow.**
- Goal 2: Identify missing parts of AMC mentoring offerings; build mentoring services as needed.
  - **Outcomes:**
    - **This is a work in progress, in partnership with Dr. Nairn, Associate Deans for Faculty Affairs at AMC, AMC faculty development professionals, and Dr. Ziniel.**
    - **We are planning the implementation of a "beta testing" Mentoring Circle for faculty in the School of Medicine.**
- Goal 3: Support greater understanding of rank advancement processes, documents, and expectations on both the Denver Campus and AMC.
  - **Outcomes:**
    - **Continual work with Dr. Nairn, the Office of Faculty Affairs at AMC, and with AMC faculty incrementally increase our knowledge.**
    - **We will begin participating in AMC Associate Deans for Faculty Affairs meetings in Fall 2022.**
- Goal 4: Connect with senior faculty who can represent AMC at CFDA programming.
  - **Outcomes:**
    - **Faculty Affairs professionals (particularly Jennipher Murphy, School of Dental Medicine) from AMC have now represented AMC perspectives at our programming upon request.**
    - **Our network of senior colleagues at AMC continues to grow. Many are open to providing support upon request.**