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# A Competency-based Approach to Faculty Development

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### Background

Faculty development at the Virginia Commonwealth University School of Medicine (VCU SOM) has previously focused on enhancing teaching and learning in the medical and clinical education settings. While this work is important, the narrow focus does not address all facets a faculty member's role. To broaden their programming, the VCU SOM faculty development team adopted a competency-based approach to the development and planning of faculty development activities. In January 2019, this new approach was implemented.

### Summary of work

The Senior Associate Dean for Faculty Affairs completed a research project focused on successful medical faculty who promote through the tenure process and advance in their careers. She identified the following categories for success: teaching, service, scholarship, advancing, and leadership. Each of these categories contains action-focused competencies that align with career progression within a focus of work. The faculty development team adopted the identified competencies to their curriculum development and planning processes.

### Summary of results

The results of this adoption have been clearer goals for learners, a mapped structure for faculty development activities, and a broader range of topics offered that align with focus of work stages.

### Discussion

Faculty development activities are now categorized into five (5) categories: Teach, Lead, Serve, Discover, and Advance with each category color coded for easy recognition in event marketing materials. A new logo reflecting these competency categories is now included on all Office of Faculty Affairs communications. Faculty are beginning to recognize and register for activities they need for promotion, tenure, and advancement.

### Conclusions

The adoption of the competencies for success from the Senior Associate Dean's study has enriched faculty development offerings providing a recognizable structure allowing faculty to easily identify competency areas for development.

Clear organization of faculty development activities aligned with competencies for success can lead to a comprehensive approach to career development and growth for medical school faculty.



	TEACH	DISCOVER	SERVE	LEAD	ADVANCE	
	<b>Foundation</b>  Faculty are just starting out	Formulate learning objectives ...and 7 more competencies	Find and interpret literature and use reference software ...and 6 more competencies	<b>Academic</b>  Participate in department, school, university, national and international committees and organizations ...and 1 more competency	Establish trust and value diverse perspectives and talent ...and 1 more competency	Identify and use university and SOM policies including Code of Conduct, Outside Professional Activity, Conflict of Interest, Promotion and Tenure, and Faculty Handbook ...and 8 more competencies
	<b>Transition</b>  Faculty are transitioning into a depth and breadth of area	Demonstrate curriculum design and instruction including the development of courses, presentations, and other course materials ...and 8 more competencies	Use basic statistics and work with a statistician, as appropriate ...and 7 more competencies	Demonstrate ability to work on, establish, and lead a team by fostering collaboration and cooperation ...and 2 more competencies		<b>View a list of ALL competencies</b>  <a href="https://tinyurl.com/vcusomfaccomp">tinyurl.com/vcusomfaccomp</a>
	<b>Focus of work</b>  Faculty are narrowing focus to achieve mastery	Provide educational leadership and administration	Design appropriate study including physiological, educational, social behavioral, and clinical trials ...and 7 more competencies	<b>Clinical</b>  Identify and model the roles and responsibilities of an attending ...and 10 more competencies	Identify and manage the finances of projects, schools, medical centers, and university, as appropriate ...and 3 more competencies	Develop emotional intelligence through training and development opportunities ...and 1 more competency
<b>Total # of competencies</b>	18	23	13	9	11	