



## Course Summary

Setting expectations is a critical component of the interview process for new faculty, and creates a framework for the early years of professional development. A mismatch between candidate intentions and the chair's needs/resources should be identified in the interview process, leading to a re-alignment or termination of the recruitment.

Upon joining, the junior faculty member and chair can continue this process through creation of a 3-year vision statement of academic goals that will further align expectations and create a professional development path that includes proper assignment of department resources and expected faculty deliverables.

During the early years of faculty development it is important to have frequent meetings. These can take several forms. The success of faculty development often relies on good mentorship, and a mentorship committee aligned with the junior faculty goals can provide feedback, guidance, and assessment of progress. An annual professional review also provides an opportunity to assess productivity in the prior year and review goals for the upcoming years. Semi-annual check-in's are especially valuable in large departments where chair-faculty contacts may not be on a daily basis.

Availability of resources for various academic paths is highly dependent on the institution's set up. Medical school or departmental start-up funding may be part of the recruitment agreement for those on a research path. There are less defined resource allocations for those on the education and clinical paths. Those resources may be in the form of courses provided by the institution or through national societies such as AAN, ANA, AUPN, and subspecialty professional groups.

Early faculty development requires the recognition by departments of the need for diversity and gender equality. Gender salary inequity in academic departments is well recognized and requires conscious effort to combat. It is also recognized that women do not negotiate for salary increases as well as men early in their careers, creating increasing inequity over time.

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