

**FACULTY DEVELOPMENT GOALS IN SIX DOMAINS**  
*Use this list as a personal guide to assess your competencies  
and develop your personal faculty development plans.*

**Education**

1. Develop a systematic approach to planning educational activities and programs that includes goal setting, needs assessment and the development of learning objectives, teaching methods, and evaluation.
2. Apply the principles of adult learning to routinely assess the specific learning needs of individual learners or groups of learners as part of the educational process.
3. Effectively orient learners to a clinical education site or educational experience.
4. Develop a repertoire of teaching and supervision methods that are effective in enhancing a learner's knowledge base, clinical skills, and attitudes/behaviors.
5. Teach learners effectively and efficiently in the context of delivering patient care.
6. Develop and conduct instructional activities appropriate for small and large group teaching settings.
7. Directly observe learners in clinical settings, using methods that efficiently assess their performance.
8. Give frequent, behaviorally specific feedback to learners with skill and tact.
9. Identify, assess and remediate problem learners, seeking expert help when needed.
10. Develop or select valid and reliable summative evaluation methods that reflect the learning objectives of the educational activity being evaluated.
11. Develop evaluation strategies to document a learner's attainment of knowledge, skills, and attitudes that fall within mandated ACGME competency domains.
12. Create effective course and program evaluation tools to ensure continuous quality improvement in your educational activities.
13. Lead workshops and other learning experiences for professional audiences.

**Research**

1. Define a research program with appropriate balance/focus, and master the theories and current state of knowledge in the field.
2. Access and critically read the research literature in the domains that relate to your professional interests, and develop a plan to stay current.
3. Formulate testable research questions and operationalize the variables.
4. Design descriptive and/or hypothesis-testing studies that use appropriate sampling and measurement strategies.
5. Evaluate potential sources of bias and create a research design that limits and documents sources of bias.
6. Use quantitative or qualitative research methods that are valid and reliable to address specific research questions.
7. Conduct and manage research projects.
8. Collect, manage, and interpret data with awareness of appropriate statistical methods.
9. Evaluate, interpret and discuss study findings.
10. Apply evidence-based medicine approaches to patient care, remaining vigilant for new questions to be systematically studied.
11. Understand and correctly apply the rules and regulations for responsible conduct of research.
12. Publish and present research findings in a timely fashion.
13. Write research proposals that secure funding for a research program.
14. Establish an understanding of the complexity of research in medical education.

**Advocacy and Health Policy**

1. Develop and implement a curriculum that teaches the principles and methods of child advocacy.
2. Identify and disseminate advocacy information in order to enlist the support of others in your advocacy goals.
3. Understand the legislative process and skillfully use methods to influence legislation.
4. Implement and critically evaluate advocacy activities in order to advance the field in a scholarly fashion.
5. Communicate your ideas effectively to a variety of audiences, including community-based organizations, legislators, the media, and other key stakeholders.
6. Train faculty and learners to develop and support advocacy programs at their institutions.
7. Effectively role model advocacy activities and mentor trainees who conduct advocacy projects.
8. Work effectively with community partners/agencies and as a member of multidisciplinary teams.
9. Understand structure and functions of complex healthcare systems & principles and methods of health care finance.
10. Understand the principles and use the methods of population-based pediatrics to assess the needs and evaluate the health outcomes of your practice and community.
11. Incorporate advocacy activities in a variety of practice settings.
12. Know the different levels of advocacy as they pertain to patients, communities and the legislative process.

## **Communications/Technology**

1. Write clear, concise and effective prose.
2. Efficiently edit your documents to improve clarity and brevity, making effective use of computer tools.
3. Write articles that clearly describe and interpret your primary findings, following the conventions of a targeted journal.
4. Write grant proposals that clearly describe a proposed study, demonstrate the study's importance, and convince reviewers of your ability to do the work.
5. Organize your academic work prospectively to maximize productivity in presentations, publications, and grant applications.
6. Edit and evaluate the documents of colleagues and learners, finding constructive ways to share your findings with authors.
7. Communicate effectively to large and small groups in the role of teacher or advocate.
8. Master use of information technology tools required to conduct your professional work efficiently and effectively.
9. Use email and telephone to maintain a vital professional network and conduct business efficiently.
10. Skillfully access, evaluate, and use web-based, peer-reviewed medical information resources, databases, and clinical decision support systems.
11. Skillfully access and use web-based educational resources for continuing education and enrichment of student and resident learning experiences.
12. Use computer and internet technologies resourcefully in teaching, research, patient care, and administration, keeping abreast of new applications that may improve your academic performance.

## **Leadership/administration**

1. Develop skills required to be a successful leader, including time management, productive interpersonal interactions, delegation, and negotiation.
2. Understand the differences between leadership and management.
3. As a leader, assess your institutional environment (including the people within it) with an understanding of past events and future challenges, in order to develop a plan for change.
4. Effectively share your vision for change and gain support for it.
5. Conduct strategic planning collaboratively and follow through in a systematic manner.
6. Understand the barriers to organizational and personal change, and use effective methods to win support for new initiatives and make them happen.
7. Understand the fundamentals of business accounting and basic financial principles.
8. Develop a repertoire of strategies to lead and motivate people.
9. Understand the importance of learning the "organizational culture" of your institution in order to develop effective ways to work within it.
10. Run meetings efficiently and get the job done with a minimum of interpersonal conflict.
11. Identify and develop a network of people who can help you to succeed, and whom you can help to succeed.
12. Become skilled at using verbal and non-verbal communication skills to manage and motivate people and win their support for your agenda.
13. Develop skills in understanding and working effectively with the leadership style of your boss.

## **Career development**

1. Identify job opportunities that match your skills and interests, and assess your potential "fit" in a new institutional setting.
2. Clarify the distinctions between promotion, advancement and career satisfaction, and identify the steps required for you to achieve the career goals that matter to you.
3. Identify regional and national opportunities for personal career growth and obtain support for such activities.
4. Study the hierarchical structure of power and influence at your institution, and develop strategies to achieve your goals that acknowledge your position in that structure.
5. Develop a complete educational/administrative portfolio to supplement your curriculum vitae, and use it effectively for advancement and promotion.
6. Study good role models and use mentors effectively to help you meet the challenges of an academic career.
7. Develop skills in both politics and networking, and use each appropriately in context.
8. Develop a good mentoring relationship with selected students, residents and junior colleagues, match your skills to their needs, and use good judgment in helping them to advance in their careers.
9. Create an individual career development plan that takes into account your strengths and weaknesses; develop short-term and long-term goals and identify potential strategies to meet them.
10. Build support systems that sustain you in all aspects of your life.