

Balancing scholarship, supervision, and faculty or other responsibilities

Wednesday, March 21st. Concurrent Sessions 2.

Sandy Friedman:

- Really important to have meaningful work that's appropriate to your skill set
- Now in Colorado at JFK Partners for 8.5 years, been in AUCD network for over 25 years
- JFK Partners has undergone multiple changes over the years in where it's been situated
 - Integrated back into section of developmental pediatrics
 - Held retreats to look at strengths and weakness and at what the goals of the staff were. Also looked at culture and strategic planning. This helped in the next UCEDD grant renewal
- Sandy took on a lot of responsibilities, but was spread too thin across her responsibilities. Had to bring on associate directors and give off some responsibilities. When the UCEDD grant was up for renewal, they did a better job of delineating responsibilities, such as who now handles community outreach and education
- Learned to prioritize with the use of sticky notes. Also learned how to delegate a fair amount of work, but still doesn't seem like enough at times. This process of personal balance is still ongoing
 - Learn to set boundaries and say "no" at times. Need to step back from committees over time, as well as step back from the more clinical side of her role
 - In the past, has also delegated tasks and they haven't been done. May have been delegating to the wrong person
 - Couldn't depend on the grants office because they lost carry forward on a grant due to incompetence. Ended up hiring someone just for UCEDD/LEND to do grants
- Mentoring people to do more is essential. This is of mutual benefit because it helps with their professional development, and offloads some tasks from you. JFK Partners encourages faculty and staff to participate in programs to learn.
 - Supporting fellows in their projects is of particular importance. Pairing these individuals with mentors in their area of expertise has also served to improve productivity and learning, particularly with research and publications. Being able to ask for mentorship opportunities is also important
- Support system from outside is also critical, whenever possible
- Now holds regular meetings with department chair, resulting from a long time trying to build good relationship with him. He now has her back, more so than the dean, and she lets him know of any issues arising
- Have to have good support staff, such as administrative assistants. Has also cut down on meeting times in order to improve efficiency
 - Meetings must get input from everyone though
 - Also must focus on keeping valuable staff. Example given of making a long-time employee into a faculty position. This is important to keep people happy and support people in their goals. This also makes it important to find out what your staff's professional ambitions are

- Emphasis on self care and systems of support among staff. This leads to a level of trust that is very important in keeping everyone happy in the long-term

Derek Nord:

- Having grad students handle scholarship components helps, especially since its of mutual benefit to everyone
- Cut back on direct reports (faculty who report directly to you) by a third
- Used the research associate/professor rank where they can differentiate who wants to pursue a leadership route. People can self-select where they want to go eventually, and promotion ultimately depends on productivity

Marcia Moriarta:

- A key part of keeping oneself balanced is offloading tasks to others under your responsibility. This also serves to keep those behind you growing in order to learn key skills.
- Have to keep balance between serving an administrative role and keeping updated on the clinical side of the field
 - Need to have the conversation between directors and the rest of the UCEDD leadership regarding the role of the UCEDD director in the administrative side of things
- Have a mentorship program among faculty, but the direct reports are still a lot to her
 - Delegated some staff supervisions that she had inherited, but still may not be enough
 - One must also keep an eye out for who can be cultivated into taking on more responsibilities

Bruce Keisling:

- Scholarship tends to be the first thing to go when everyone gets busy. What helps is finding a group of likeminded faculty across different colleges and meet once a week just to encourage one another to progress
 - Find a group of people who put in the same amount of work as you do. It shouldn't feel lopsided
 - Tried to work with more mid-career professionals regarding shared databases and patient care
- Reclassification route is hard. Emphasis is placed on retention of valuable assets in the organization
 - It is difficult retaining people on a yearly basis with limited (or not secure) funds

Rhonda Eppelsheimer:

- UCEDD changes in organization and core functions have helped disperse loads among staff. Still struggling with having hand in too many things at once
 - Knowing when to step back is difficult (interplay of personality and management style)
 - Keeping up with the scholarship component is a bit much, especially for someone who doesn't come from the world of academia
- FPE moved out and rehiring new people to align with new strategic plan. This reorganization helps to figure out where people best fit in the grand scheme of things

Brian Freedman:

- They've had a process the past few years where they have inherited a lot of staff. This has given them an opportunity to think about who they want to have in certain projects
 - Search committee review needed for any staff position, ends up in an incredibly drawn out process. Used the loophole of hiring someone as a post-doc limited time researcher. Finding people who are a good fit and cultivating them into fitting as good position

Kimberly Mills:

- Having the right tools to organize one's life is important. Also must have back-up plan in case your critical tools are put in jeopardy
- Lack of funding has actually served as a blessing in disguise because it has forced a reclassification of positions. This works especially good when you have self-starting people

