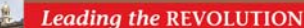







ACPE Guideline 25.8

•“...The college or school must foster an environment that encourages contributions by the faculty to the development and transmission of knowledge and should contribute to the advancement of knowledge and to the intellectual growth of students through scholarship...”















Prevalent Barriers to Scholarship

- Clinical services requirements and teaching reduce opportunities for scholarship
- Promotion and tenure guidelines are not consistent with clinical practice faculty job specifications
- Faculty members are unaware of other forms of scholarship as it relates to promotion and tenure
- Chairs do not recognize alternative forms of scholarship or do not provide adequate mentoring
- Few role models/mentors for scholarship and clinical activities

Smesny, et al. AJPE 2007

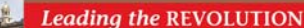






Prevalent Barriers to Scholarship

- Institutional culture does not foster or promote scholarship.
- Lack of support or funding mechanisms to support scholarship of application or teaching in funding agencies or organizations.
- No mechanisms to reward or recognize faculty scholarship of teaching or scholarship of application locally or nationally.
- Time frame for tenure and promotion related to development and demonstration of scholarship of application, teaching, etc may be longer than current time frames.

Smesny, et al. AJPE 2007



Scholarship Committee: Faculty Developing a Culture of Scholarship within Faculty

Kathy E. Komperda, PharmD, BCPS
Assistant Professor of Pharmacy Practice
Midwestern University Chicago College of
Pharmacy



History¹

- Department identified the need to foster scholarly development within faculty
- Goals of the department:
 - Enhance national recognition of the faculty
 - Provide an environment for professional development and collegiality
- Increase scholarly activity of the faculty
- Committee established in June 2002


AJPE 2005;69(5) Article 98.



Goals of the Committee¹

- Alleviate fears
- Raise interest
- Encourage participation
- Encourage collaboration

AJPE 2005;69(5) Article 98.



Structure

- Four pharmacy practice faculty members
 - Non-tenure track member
 - Tenure-track member
 - Pharmacy Administration member
 - Varies – any one of the above
- All activities open to all pharmacy faculty

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**



Activities

- Scholarship Forums
- Virtual Writing Club
- Research Directory
- Resource Information on Blackboard


Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**



Scholarship Forums



- Created based on faculty input
 - Identified barriers during a retreat
 - Surveys during department meetings
 - Suggestions from forum evaluations
- Timing based on faculty need/desire

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**



Scholarship Forums

- “How to...” forums
 - Write a Case Report
 - Find Funding
 - Create a Poster Presentation
 - Endnote Tutorial
 - Basics of SPSS software
 - Tricks of Excel
- “You Asked for It” Series
- Scholarship Speed-Dating



Leading the REVOLUTION
2009
Annual Meeting and Seminars




Scholarship Forums



- Student and Faculty Research Forum
 - Offered annually
- Goal: provide a friendly environment for students to get engaged with research
- 1 to 2 hour open forum for students to discuss research opportunities with faculty
- Offered prior to deadline of student research grant program


Leading the REVOLUTION
2009
Annual Meeting and Seminars

Student-Faculty Research Forum

- Student attendance has grown
 - ~15 attendees in 2006
 - ~ 25 attendees in 2008
 - ~ 75 attendees in 2009
- Project Development
 - 2006: 9 projects
 - 2008: 7 projects
 - 2009: 14 projects


Leading the REVOLUTION
2009
Annual Meeting and Seminars


Virtual Writing Club (VWC)



- Established in May 2006
- Replaced previous face-to-face writing club
- Provides an internal review process
- Author submits document to VWC coordinator
- VWC coordinator then seeks 2 – 3 volunteer reviewers
- Reviewer provides feedback within requested time and focus

VWC Summary




- VWC coordinator tracks number & type of submissions and final outcome
- Variety of submissions
- 54 submissions as of March 2009
- ~60% had positive outcomes
 - Accepted for publication/presentation
 - Received funding

Research Directory



- List of faculty research areas or interests
- Intent is to foster collaboration
- Electronically posted on department Blackboard site
- Updating has been taken over by Department Program Coordinator



Blackboard™

- Scholarship committee folder
- Contains all handouts and guides from forums if provided
- Contains the research directory
- Allows access to information even when away from campus

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACCP



Summary

- Barriers to scholarship exist among pharmacy faculty
- Faculty scholarship committees can create a culture of scholarship
- Faculty may view committee activities as non-threatening and helpful since forums/activities are designed by peers

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACCP

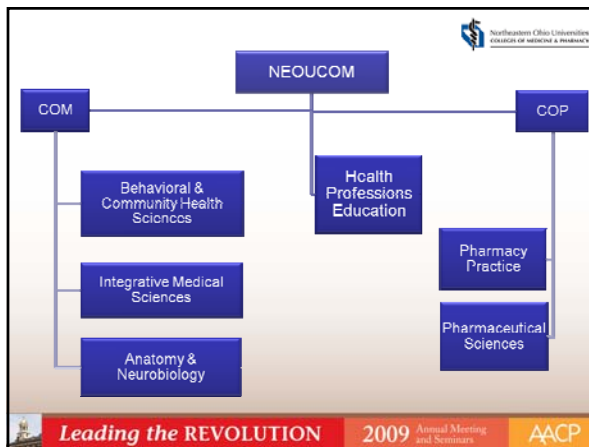
Acknowledgements

- Other committee members
 - Thomas Reutzel, PhD
 - Justin Schmidt, PharmD, BCPS
 - Brian Cryder, PharmD, CACP
- VWC Coordinator
 - Thomas Reutzel, PhD

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACCP


Scholarship within Department of Pharmacy Practice

Susan P. Bruce, Pharm.D.
Associate Professor and Chair
Department of Pharmacy Practice
Northeastern Ohio Universities College of
Medicine and Pharmacy



Initiatives to Develop Culture of Scholarship



- Pharmacy Practice Department
- NEOUCOM
- Northeast Ohio


Northeastern Ohio Universities
colleges of nursing & medicine

Initiatives within Pharmacy Practice

- Faculty orientation
- Annual evaluation and planning
- Faculty development

- Greatest impact:
 - Identify potential collaborations for junior faculty


 **Leading the REVOLUTION** 2009 Annual Meeting and Seminars 


Northeastern Ohio Universities
colleges of nursing & medicine

Initiatives within NEOUCOM

- Faculty Development
- Collaborations of Pharmacy Practice faculty with:
 - Behavioral & Community Health Sciences
 - Family Medicine
 - Health Professions Education
 - Internal Medicine
 - Pharmaceutical Sciences
 - Wasson Center for Clinical Skills Assessment



 **Leading the REVOLUTION** 2009 Annual Meeting and Seminars 



Northeastern Ohio Universities
colleges of nursing & medicine

IMPACTS Project

Interprofessional Medicine and Pharmacy students Addressing Community health Through Service

- Behavioral & Community Health Sciences
- Pharmacy Practice

 **Leading the REVOLUTION** 2009 Annual Meeting and Seminars 

 Northeastern Ohio Universities
colleges of nursing & medicine

Community Mental Health Research Focus Area

- University of Akron
- Kent State University
- NEOUCOM
 - Behavioral and Community Health Sciences
 - Family Medicine
 - Pharmacy Practice
 - Psychiatry


Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**

 Northeastern Ohio Universities
colleges of nursing & medicine

Innovative Patient Care Models

- Mental health clinic integrating primary care & community pharmacy
- Collaboration includes:
 - Community Support Services
 - Klein's Pharmacy
 - NEOUCOM
 - University of Akron

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**

 Northeastern Ohio Universities
colleges of nursing & medicine

Innovative Patient Care Models

- Interdisciplinary Acute Care for the Elderly (ACE) team
- Collaboration includes:
 - Summa Health System
 - NEOUCOM

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**



Scholarship In the Department of Pharmaceutical Sciences

Shridhar V. Andurkar, Ph.D.
Chair, Associate Professor
Department of Pharmaceutical Sciences
Midwestern University
Chicago College of Pharmacy



Scholarship


- Scholarship is an essential component of pharmaceutical education
- All faculty have a responsibility to generate and disseminate knowledge through scholarship



Purpose of Scholarship

- Scholarship ensures:
 - The continued intellectual vitality of faculty
 - That faculty will be capable of dealing with change in science and practice
 - Student exposure to scholarly philosophies and principles


Exposing Students to Scholarship



- Pharmacy graduates need to use scientific knowledge and scholarly principles in solving problems
- An understanding of scholarship is absolutely necessary if students are to embark on a professional career of life-long learning

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**


CCP Faculty Handbook



- Subsection of the faculty handbook
 - Boyer's definitions of scholarship
 - Discovery
 - Integration
 - Application
 - Teaching/Dissemination


Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**

Resources: Personnel



- Within the last five years
 - 3 new faculty
 - 1 Associate Dean for Research
 - 2 Research Associates
 - Postdoctoral Fellows
 - Mentoring – Junior Faculty


Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**



Resources: \$\$!

- Start-up packages to new faculty
- Capital support for equipment purchase
- Maintenance of equipment
- Outsourcing of services
- Intramural grant program
- Funds to access facilities from other universities
- Supplies

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**



Resources: Time

- Senior Faculty
 - Rearrange teaching schedules to the extent possible-uninterrupted time for scholarship
- New Faculty
 - First year of appointment
 - Minimal teaching/service responsibilities
 - Allow time for lab set-up
 - Plan research activities
 - Subsequent years gradual increase teaching and service responsibilities

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**



Resources

- Space
 - Laboratories, animal facilities
- Equipment
 - According to research needs of individuals

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**

Setting Expectations



- Professional Plans
 - Towards the end of spring quarter (May)
 - Set goals and expectations - teaching, scholarship, service for the year

Providing Feedback




- Mid year meeting
 - Revisit the Professional Plan
 - Track Progress
- Annual Performance Review
 - Written Feedback
 - Meeting

Measuring Productivity



- Grant applications submitted/funded
- Peer reviewed publications
- Book chapters
- Presentations
- Others



Rewarding Productivity

- Increased allocation of resources
- Merit increases
- Grants: recaptured salary dollars
- Recognition

Leading the REVOLUTION
2009 Annual Meeting and Seminars
AACP



Scholarship Midwestern University Chicago College of Pharmacy

Anil Gulati, MD, PhD
 Professor and Associate Dean
 Midwestern University
 Chicago College of Pharmacy

Leading the REVOLUTION
2009 Annual Meeting and Seminars
AACP



Research activities

- Research
 - Clinical
 - Preclinical
- Teaching and Education
 - Symposia, conferences and workshops
 - Training courses
- Publications
 - Peer reviewed original research publications
 - Abstract presentations at national and international meetings
- Fellow and Memberships
 - Editorial Boards, National and International committees
- Intellectual property

Leading the REVOLUTION
2009 Annual Meeting and Seminars
AACP

Mentorship Program



Establish a voluntary new and junior faculty mentorship program at CCP

The presence of a mentor is highly predictive of young faculty members' attainment of higher levels of career development as measured by publications, grants, leadership, academic rank, income, and job satisfaction

The purpose of the mentoring program is to create an environment to guide and assist new and junior faculty in

- adjusting to the new environment
- fully engage in activities related to teaching, research and scholarship, service
- successfully navigate the tenure and promotion process

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACU

Mentorship: Selection/Initiation stage

(within first year of employment)



- New faculty joins and a meeting is held during the first month with chair or vice-chair to talk about interests. Chair or vice-chair briefs the new faculty of the interests of existing faculty.
- Mentor and mentee meet one another.
- They agree to work with each other and enter into a mentor/mentee relationship.
- They establish how to proceed forward by reviewing the guidelines and making key early decisions on their relationship.
- They frame a conversation regarding roles, goals, and relationship of each party.
- Topics to discuss and consider include expectations, work plans, ways to meet each others' expectations, how to review progress, how often they will meet, how feedback shall be provided to each other, and handling of unmet expectations.

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACU

Mentorship: Cultivation stage

(up to fourth year of employment)



- Continue regular meetings as agreed upon, assess progress and determine whether goals are being or have been met.
- Rate professional and career development.

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACU

Maturation stage
(fifth and sixth year of employment)

- Continue regular meetings as agreed upon.
- Reassess plans from time to time.
- Assess whether mentorship needs have been met, and whether or not there are any plans to network with other leaders in the field.
- Assess whether the mentee is becoming an independent member of the faculty and can mentor others.

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACP

Research initiatives

CCP has established a competitive intramural grant program at College and Department levels

Departmental support for faculty to participate in national pharmacy association research training programs

Success rate - 24.67% funded

Three new research associate positions created from external funding

Intellectual property development - invention disclosures, patents

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACP

Thank you

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACP

Developing A Culture of Scholarship: College-Level Initiatives

Wendy Duncan-Hewitt, Ph.D.
Dean of Pharmacy
VP for Academic Affairs
St. Louis College of Pharmacy

Systems Changes

- Systems are self-sustaining: attempts at change induce “push-back”
 - “Fixes That Fail”
- Identify leverage points
 - Make changes strategically



A Great Workplace ...

- Produces the results it seeks
 - Teaching, service, and RESEARCH
- People are satisfied with their jobs
 - Buckingham M., Coffman C. *First, Break All the Rules: What the World's Greatest Managers Do Differently*



12 Characteristics

1. I know what's expected
2. I have the appropriate resources
3. I can do what I do best every day
4. I receive recognition
5. Someone cares
6. Someone encourages my development
7. My opinion counts
8. My job is relevant to the mission
9. My associates do quality work
10. I have a best friend at work
11. I get feedback
12. I can learn and grow

#1: Expectations



- Faculty Evaluation System
 - Research performance criteria clear
 - Developed collaboratively (Also linked to #7 – my opinion counts)
 - Also linked to #11: feedback
 - Also linked to #6 (mentoring) and #12 (faculty development)
- Used the approach described by Arreola

#2: Resources



- Institutional Review Board
- Animal Use Committee
- Committee on Scholarly Affairs
- Support Services
- Strategic Alignments (e.g., ICTS)
- Students as Research Assistants
- Research Funds
 - Start-up, and merit-based (annual)

Three notes on resources ...

1. Don't spread yourselves too thin
 - Research interest groups
 - Self-organizing, but strict limits on number
 - Preferably cross-divisional
 - “my opinion counts” while discouraging chaos
2. Don't RELEASE people from teaching;
RETHINK the way teaching is done
3. Two birds with one stone
 - Scholarly teaching; practice-based research

#3: Using my strengths daily

- Skills / Motivation
- **High skill – high motivation:** get out of their way
- **Low skill – high motivation:** development
- **High skill – low motivation:** cultural change? Help them “off the bus?”
- **Low skill – low motivation ...**



#4: Recognition

- This very personal, and varies from individual to individual
 - Research awards
 - Research recognition (newsletters etc.)
 - Rituals (award ceremonies, poster presentations)
 - Praise



#5, 6, 11: Mentoring

- Someone who cares
- Someone who encourages my development
- Someone who gives useful feedback
 - Division/department director
 - Mentor-for-hire
 - Strategic alignments with strong research institutions
 - Research and Scholarly Activities Committee

#8: My job is important to the mission

- Mission statement?
- Culture?
- Rewards?
- Hiring?



Three notes on cultural change

1. Everyone does it: students, faculty and administrators
2. Insist on a **scholarly culture**: scholarly teaching; scholarly practice; scholarly service
3. ALL the interventions described CAN influence culture
 - Experience shows: hiring, especially in cohorts has the greatest chance for success

#9: My associates do quality work

- Strategic hiring
- Actions reflect policies – hiring, reward



#10: I have a best friend at work

- This person often is the research collaborator
 - Encourage the development of synergies among existing faculty (this takes dialogue and rewards)
 - Hire for synergy (complementarities)



#12: I can learn and grow

- Scaffolding
- Additional degrees (MPH, PhD) on the job
- Faculty Development
 - Research design seminars
 - Project development workshops





Developing a Culture of Scholarship: Postgraduate Programs

Susan R. Winkler, Pharm.D., BCPS
Professor and Chair
Department of Pharmacy Practice
Midwestern University Chicago College of Pharmacy



Promoting Scholarship in Postgraduate Programs

- Potential Barriers to Scholarship
 - Resident knowledge and interest in research
 - Clinical service, staffing and teaching requirements of residency programs
 - Time limitation to complete research
 - Lack of formal research training for residents
 - Few role models/mentors active in both clinical activities and scholarship
 - Lack of support and funding mechanisms available to residents



Promoting Scholarship in Postgraduate Programs

- Potential Solutions
 - Create collaborative mentoring programs for residents in manuscript preparation and grantsmanship
 - Design postgraduate programs geared more toward research and scholarship than education
 - Development of practice-based research networks
 - Establishment of additional research training fellowship programs

Promoting Scholarship in Postgraduate Programs



- MWU Research Skills Seminars
 - Taught by faculty skilled in research methods and design and clinical research
 - Residents/Fellows attend skills seminars in addition to TLC and PMLC
 - Designed to develop and enhance basic research and presentation skills
 - Topics presented in advance of research project deadlines

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACP

Promoting Scholarship in Postgraduate Programs



- MWU Research Skills Seminars
 - Topics include:
 - Research Methods
 - Abstract Preparation
 - Manuscript Development
 - Submitting a Manuscript
 - Developing Poster Presentations
 - Journal Reviewing

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACP

Promoting Scholarship in Postgraduate Programs



- MWU Research Skills Seminars
 - Initiated in the 2001 – 2002 residency year
 - Continuously evaluated and improved each year
 - 7 residents have received grant funding since 2004 – 2005 residency year

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACP

Promoting Scholarship in Postgraduate Programs



- New Faculty Development Seminars
 - Monthly seminars on issues related to academic life
 - Residents invited to attend
 - Research-related topics include:
 - Research Issues: Navigating the Process
 - Promotion in Rank and Tenure

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACCP

Promoting Scholarship in Postgraduate Programs



- Required Residency Project
 - Beneficial to residents, programs and institutions (Murphy JE, Downhour N. Am J Health Syst Pharm 2001;58:889-895.)
 - Completion of required IRB training (CITI)
 - Presentation of research proposal (Background, Methods) early in process
 - Collaboration with faculty experienced in study design and statistics
 - RPD and preceptor review of abstract, grant and IRB submissions

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACCP

Promoting Scholarship in Postgraduate Programs



- Required Residency Project
 - Formal presentation of research project in advance of platform presentation at GLRC
 - Development of research projects involving multiple clinical sites
 - Wider faculty involvement in research through interaction in residency project
 - Development of research skills in residents and faculty
 - Difficulty with multiple IRB submissions, coordination of research

Leading the REVOLUTION 2009 Annual Meeting and Seminars AACCP






Scholarship: Benchmarking and Recognition

Robin M. Zavod, Ph.D.
 Associate Professor of Pharmaceutical Sciences
 Midwestern University Chicago College of
 Pharmacy

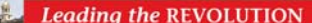






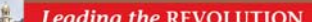


ACPE Standards 2007




- Guideline 25.8
 - “...Scholarship, including the scholarship of teaching, should be evident and demonstrated by productive research and other scholarly activities, such as contributions to the scientific, professional, and educational literature; publication of books and review articles; and successes in securing extramural funding to support research and other scholarly activities. ...”

- Guideline 26.3 “...all faculty should be evaluated as to their:
 - generation and dissemination of knowledge through research and other scholarly activities, including publications
 - contributions to the advancement and promotion of the profession of pharmacy
 - contribution and collegiality in support of achievement of the college or school's mission and goals
 - “Midwestern University Chicago College of Pharmacy fosters lifelong learning through excellence in education, postgraduate programs, and scholarship...”








- **Guideline 26.4** “Evidence of the effectiveness of continuing professional development of faculty... should include:
 - evaluation of education, research and other scholarly activities, and practice responsibilities
 - development and evaluation of innovative education, research and other scholarly activity, and practice models
 - presentation of scholarly work
 - presentation of continuing education programs
 - other endeavors that promote the profession of pharmacy to society”

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**

Benchmarking




- Annual Faculty Submission (2003-present)

Peer-reviewed Publications (original research)	Grants Applied For	Peer-reviewed Presentations (podium and poster)
Non-peer reviewed Publications	Grants Funded	Invited Presentations (Expertise)
Book Chapters		University/College Present – Teaching
Review Articles	Editorial Leadership	University/College Present – Research

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**

Benchmarking



- Has the culture changed?

Peer-reviewed Publications (2X ↑) (original research)	Grants Applied For (1.5X ↑)	Peer-reviewed Presentations (1.5X ↑) (podium poster)
Non-peer reviewed Publications (=)	Grants Funded (1.5X ↑)	Invited Presentations (Expertise) (1.3X ↑)
Book Chapters (2.5X ↑)		University/College Present – Teaching (↓ 75%)
Review Articles (↓ 50%)	Editorial Leadership (1.4X ↑)	University/College Present – Research (3.5X ↑)

Leading the REVOLUTION 2009 Annual Meeting and Seminars **AACP**

Remaining Hurdles



- Reporting
 - Appropriate categorization
 - Complete Data Capture
 - Current Faculty Participation
 - Vacated Faculty Position(s)
- Timing of Data Collection
 - Annual Evaluation
 - Calendar Year

Information Sharing



- Department Chairs and Faculty
 - College Faculty Meeting
- CCP Students
 - Annual Dean's Update
- MWU Central Administration
 - Semi Annual Retreat (Board of Trustees)
 - Annual Report
 - Vice President for Pharmacy and Health Sciences
 - University President
- Accreditation Documentation

Recognition: Institution and College



- Institution
 - MWU Research Newsletter (monthly)
 - MWU Kenneth A. Suarez Research Day (annual)
 - President Towne Hall meetings (quarterly)
 - University Press Releases
- College
 - CCP Faculty Meetings
 - CCP News and Notes (quarterly)
 - CCP Alumni Update (semi annual)
 - CCP Outstanding Faculty Award (annual)

Departmental Recognition



- Annual Faculty Evaluation Component
 - Merit Increases
 - Additional Resource Allocation
 - Recaptured Salary
- Department Faculty Meetings
- Bulletin board posting

State/National Recognition



- Annual Reports
 - IPhA
 - ICHP
- State Meetings
- Fellow Nominee Applications
 - APhA
- WalMart Scholar Applications
- Leadership Opportunities
 - Editorial Boards
 - Invited Presentations
 - Elected Office
 - Committee Chair

Acknowledgements

- CCP Assessment Committee
 - Kathy Komperda
 - Carrie Sincak, Ana Quiñones-Boex, Margie Felczak, Meri Hix, Shridhar V. Andurkar
- CCP Department Chairs
 - Shridhar V. Andurkar
 - Sue Winkler
- CCP Faculty
- Dean Nancy Fjortoft



Developing a Culture of Scholarship

- Department
 - K. Komperda
 - S. Bruce
 - S. Andurkar
- College
 - A. Gulati
 - W. Duncan-Hewitt
- Post-graduate
 - S. Winkler
- Assessment
 - R. Zavod