The end of the 2021-2022 academic year marked a milestone as the Office for Faculty Advancement turned five years old. During our first five years, we focused on building a foundation, experimenting and setting up structures around three pillars:

- Hiring for Inclusive Excellence
- Faculty & Leadership Development
- Climate, Culture & Community

In partnership with schools, programs and units across Duke, we introduced and refined a portfolio of initiatives to 1) strengthen academic excellence through equitable recruitment and hiring, 2) support faculty members at all stages of their careers, and 3) improve the learning and research environments.

Collectively, we have made progress that we can build on for the long term. There is a new culture of faculty development at Duke, and an enhanced focus on investing in our faculty, supporting their growth and addressing the ecosystem where they work.

Thanks to successful collaborations with departments and schools on the campus side, we have increased the number of underrepresented faculty, including a 50% increase in the number of Black faculty. While progress remains uneven across units and disciplines, we are hopeful that the foundation we have laid will enable us to address pipeline and hiring challenges across the university. Inclusive excellence is vital to our learning, discovery and engagement missions.

I am grateful to my office’s capable and dedicated team, to our vital partners within and beyond Duke, and to Provost Sally Kornbluth, who has been instrumental to our success.

Finally, I want to thank Duke’s extraordinary faculty for making this place such a vibrant intellectual community and for being the reason that all of us in the Office for Faculty Advancement are proud to engage in this work.

Our office is committed to strengthening faculty excellence, and we want to hear from you. How has OFA helped you, and what else should we be doing (or doing differently)? Please reach out to anyone on our team or email facultyadvancement@duke.edu, and visit our website to view current offerings.
MISSION

Duke Faculty Advancement provides leadership, guidance and oversight of university-wide strategies and programs to support faculty excellence and foster an inclusive and equitable learning, research and work environment. We offer faculty and leadership development programs and partner with Duke schools, departments and other academic units to advance faculty careers and enhance faculty success at Duke. We work to recruit and retain outstanding faculty and strive to promote an academic environment that lives up to the Duke values of respect, trust, inclusion, discovery and excellence.

TEAM

In 2021-2022, our team included Vice Provost Abbas Benmamoun, Associate Vice Provost Sherilynn Black, Assistant Vice Provost Carolyn Mackman, Director of Communications Sarah Dwyer, Director of Faculty Mentoring and Coaching Programs Maria LaMonaca Wisdom, Senior Program Coordinator Jennifer Goins, Senior Program Coordinator Maggie Elliott, and Administrative Assistant Jan Carico.

At the end of the academic year, Carolyn Mackman retired from Duke after 12 years of service. Shana Lassiter joined the team as assistant vice provost, Craig Henriquez began serving as associate vice provost and Abbas Benmamoun was reappointed to a second term as vice provost.
HIRING FOR INCLUSIVE EXCELLENCE

Strengthening academic excellence across schools and programs through rigorous and equitable recruitment and hiring

STRATEGIC HIRING FOR FACULTY EXCELLENCE INITIATIVE

Building strong academic programs rooted in inclusive excellence is a top priority for Duke. The Strategic Hiring for Faculty Excellence (SHFE) initiative, launched in Fall 2017, provides financial support for recruiting and hiring outstanding faculty members who can enrich the diversity of our faculty. (See page 19 of the Together Duke academic strategic plan.)

EQUITABLE HIRING PRACTICES WORKSHOPS & RESOURCES

To enhance faculty excellence and ensure that our faculty hiring programs are fair, transparent and inclusive, OFA organizes workshops for faculty search committees and department leaders so they can learn about effective, equitable guidelines and best practices.

The workshops cover the different stages of the search process, including effectively running search committee meetings, publicizing the search, recruiting applicants, evaluating applications, interviewing and hosting candidates, and crafting and negotiating job offers. In 2021-2022, department chairs and staff who support faculty search committees were invited to attend the workshops for the first time.

DUAL CAREER ASSISTANCE PROGRAM

Through this program, OFA aims to connect the spouses/partners of faculty being recruited to Duke with leaders in the area who can provide job opportunities.

2021-2022

4 workshops
129 Duke faculty from 8 schools

49 clients served
FACULTY & LEADERSHIP DEVELOPMENT

Providing support for all Duke faculty to ensure long-term career growth and success through specialized faculty development programs, resources and partnerships with academic units.

FACULTY ADVANCEMENT & SUCCESS WORKSHOP SERIES

Designed for all faculty at Duke, this workshop series provides learning opportunities, resources and networking for faculty peers, experts and key campus leaders on issues relevant to the professional development and advancement of all faculty throughout their careers at Duke. The links below offer related videos, articles and/or resources.

- Discussing Difficult and Controversial Topics in the Classroom
- Taking Advantage of Opportunities for Faculty Support and Career Guidance
- Building Your Academic Networks and Partnerships
- Lessons for Faculty and Academic Leaders Learned From the Pandemic
- Engaging with the Community Through Your Scholarship
- Promoting an Equitable Learning and Research Environment for Students
- Effective Faculty Leadership Under Challenging Circumstances
- Advancement and Promotion for Non-Tenure Track Faculty
- Tenure and Promotion for Tenure Track Faculty
- Navigating Professional and Personal/Family Challenges During the Pandemic
- Churn (offered through the Ivy+ Faculty Advancement Network)

LEADING AN ACADEMIC UNIT AT DUKE WORKSHOP SERIES

This workshop series is designed for department chairs and other unit and program leaders across campus. Workshops engage participants in dialogue about academic leadership issues and share strategies to strengthen programs.

- How to Lead a Thorough, Rigorous and Fair Promotion and Tenure Review Process
- Actualizing Racial Equity Throughout the Faculty Hiring Process (offered through the Ivy+ Faculty Advancement Network)
- Supporting Your BIPOC Faculty Colleagues (offered through the Ivy+ Faculty Advancement Network)
PROFESSIONAL COACHING FOR FACULTY

Coaching is a series of confidential, structured conversations that help people reflect on complex situations, navigate challenges, enhance self-awareness, set goals and exercise accountability for meeting those goals. Duke faculty may receive 1:1 professional coaching with the nomination of their chair or dean, or sign up directly for group coaching.

FACULTY MENTORING WORKSHOPS

A workshop titled Clarifying Your Role and Purpose as a Mentor provided space for in-depth reflection and discussion of faculty participants’ current mentoring practices. The group also received scaffolding and tools to clarify roles, scopes of activities and boundaries as a mentor, and to better align mentoring efforts with the needs of a diverse set of young scholars and junior colleagues.

Another workshop, Creating Productive Space for Your Mentees, focused on practical applications of mentorship strategies. Faculty participants shared what they thought was working well in their mentoring practice and what challenges they faced. The group received tools to refine skills such as active listening, delivering effective feedback and creating space to let mentees manage their own learning and growth.

NEW FACULTY ORIENTATION

To welcome all full-time regular rank faculty who are new to the university, this annual event provides attendees with the opportunity to engage with other newly recruited faculty and learn from experienced colleagues about Duke and the opportunities it provides for growth and success.

The New Faculty Orientation includes a comprehensive introduction to the range of offices and resources, professional development opportunities and units that support faculty success, as well as an overview of Duke’s administrative leadership and structures. See the August 2021 schedule and videos.

NEWLY TENURED FACULTY CELEBRATION & LEADERSHIP RETREAT

This annual celebration and leadership retreat for newly tenured faculty members returned after a two-year hiatus due to the pandemic. Held in March 2022 at Pinehurst Resort, the weekend gathering celebrated the career milestone of achieving tenure at Duke, provided networking opportunities with senior faculty and colleagues, and gave newly tenured faculty a unique opportunity to strategically evaluate and plan the next stage of their career progression and the core missions of teaching, research and service.
NATIONAL CENTER FOR FACULTY DEVELOPMENT & DIVERSITY

Duke’s ongoing institutional membership in this program provides free access to services and offerings aimed at increasing writing and research productivity while maintaining a healthy lifestyle. The Faculty Success Program (FSP) is designed for faculty who would like to improve their productivity and time management. Since 2017, 57 faculty have received support from OFA and their schools to complete the program. OFA has also supported six of these FSP alumni to participate in Pathfinders, a program for associate professors to engage in a discovery process about what’s possible in their next chapter.

OFA provides schools with matching funds for participation of tenure-track and non-tenure track faculty.

IVY+ FACULTY ADVANCEMENT NETWORK

Duke is active in the Ivy+ Faculty Advancement Network (FAN), a consortium of national research universities collaborating to advance diversity and inclusion in the American professoriate. Every year, faculty can join online workshops in inclusive leadership. Workshops in included:

- **Churn: Life in the Increasingly Diverse World of Higher Education and How to Make It Work**
- **Actualizing Racial Equity Throughout the Faculty Hiring Process**
- **Supporting Your BIPOC Faculty Colleagues: Guidance for Senior Faculty, Chairs and Deans**

Early in the 2022-2023 academic year, five Duke faculty in STEM were selected as Ivy+ Provost Leadership Fellows in FAN’s inaugural Institute on Inquiry, Equity and Leadership in the Academic Department.

ACC ACADEMIC LEADERS NETWORK FELLOWS

The Atlantic Coast Conference (ACC) Academic Leadership Network was created by the provosts of the ACC member institutions. In Fall 2021, five Duke faculty members who hold leadership positions in their schools were nominated by their deans and selected as 2022 Duke ACC Academic Leadership Network Fellows.

Faculty from all 15 ACC institutions worked together in communities of practice. Coming together during weekend gatherings at Virginia Tech, Boston College and the University of Virginia, the faculty fellows took part in sessions to build leadership effectiveness and spent time in conversation on a range of topics. Each university cohort also participated in discussions with key leaders on their home campuses.
CLIMATE, CULTURE & COMMUNITY

Fostering a campus-wide commitment to faculty advancement and success, and promoting an equitable, respectful and collegial academic environment

FACULTY ADVANCEMENT SEED GRANT PROGRAM

OFA’s seed grants are intended to provide a financial foundation for novel faculty-led initiatives within academic units aiming to foster a sense of community and a welcoming and respectful climate for all members. In February 2022, OFA awarded seed grants to 13 faculty-led projects on the theme of “Improving Departmental Climate and Building Community.”

RACIAL INEQUALITY RESEARCH GRANTS

In November 2021, Provost Sally Kornbluth announced a funding opportunity that built on the previous year’s grant program focused on race, racism and the history of the American South. In May 2022, 18 research projects related to the issue of racial inequality were selected for funding through The Duke Endowment. Priority consideration was given to proposals that engage with issues of particular relevance to Durham and North Carolina. These projects are being led by Duke faculty during the 2022-2023 academic year.

SPONSORED PROGRAM INITIATIVES

Seed grant projects that result in year-to-year success with committed faculty leaders may be considered for longer-term support in full or in partnership with another unit. Sponsored program initiatives in 2021-2022 included two such programs, as well as additional key partnerships:

- Center for Truth, Racial Healing and Transformation
- Writing and ReseArch Productivity (WRAP) Group for Black Faculty
- Delta Leadership Coaching (for associate professors)
- Black Think Tank
- National Center for Faculty Development & Diversity Faculty Success Program and Pathfinders Program
- National Academies of Sciences, Engineering and Medicine Action Collaborative on Preventing Sexual Harassment in Higher Education Summit
- The ARC of Justice: From Here to Equality (Sanford podcast)
Nationally, OFA participates in the National Academies of Sciences, Engineering and Medicine (NASEM) Action Collaborative on Preventing Sexual Harassment in Higher Education. Through this effort, OFA is collaborating and sharing best practices with other universities committed to improving climate in higher education.

In October 2021, Duke and NASEM cohosted a public summit in which 244 organizations took part. President Vincent Price and Provost Sally Kornbluth gave opening and closing remarks, and several Duke faculty, staff and graduate students gave presentations during the two-day online event.

A day-long retreat in January 2022 brought together more than 175 academic leaders to explore the data from the 2021 Duke Campus Survey and get started on action plans to move their units forward. Discussions focused on several data trends from the survey that revealed inequities related to policy, infrastructure and people’s lived experiences as well as a need for accountability and transparency with actions and progress. Three follow-up workshops and two support sessions helped participants continue to make progress.

**ACTION COLLABORATIVE ON PREVENTING SEXUAL HARASSMENT IN HIGHER EDUCATION**

Nationally, OFA participates in the National Academies of Sciences, Engineering and Medicine (NASEM) Action Collaborative on Preventing Sexual Harassment in Higher Education. Through this effort, OFA is collaborating and sharing best practices with other universities committed to improving climate in higher education.

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