

Win-win! Encouraging Individual and Team Success through Professional Development, Deliberate Effort Allocation, and Team Functionality

William A. Prescott, Jr., PharmD; Kelli Cott, MA; Nicholas Fusco, PharmD, FCCP; Calvin Meaney, PharmD, FCCP; Nicole Pizzutelli, MS; Kristin Gniazdowski, EdM; Kathleen Boje, PhD.

University at Buffalo School of Pharmacy and Pharmaceutical Sciences



Bottom Line

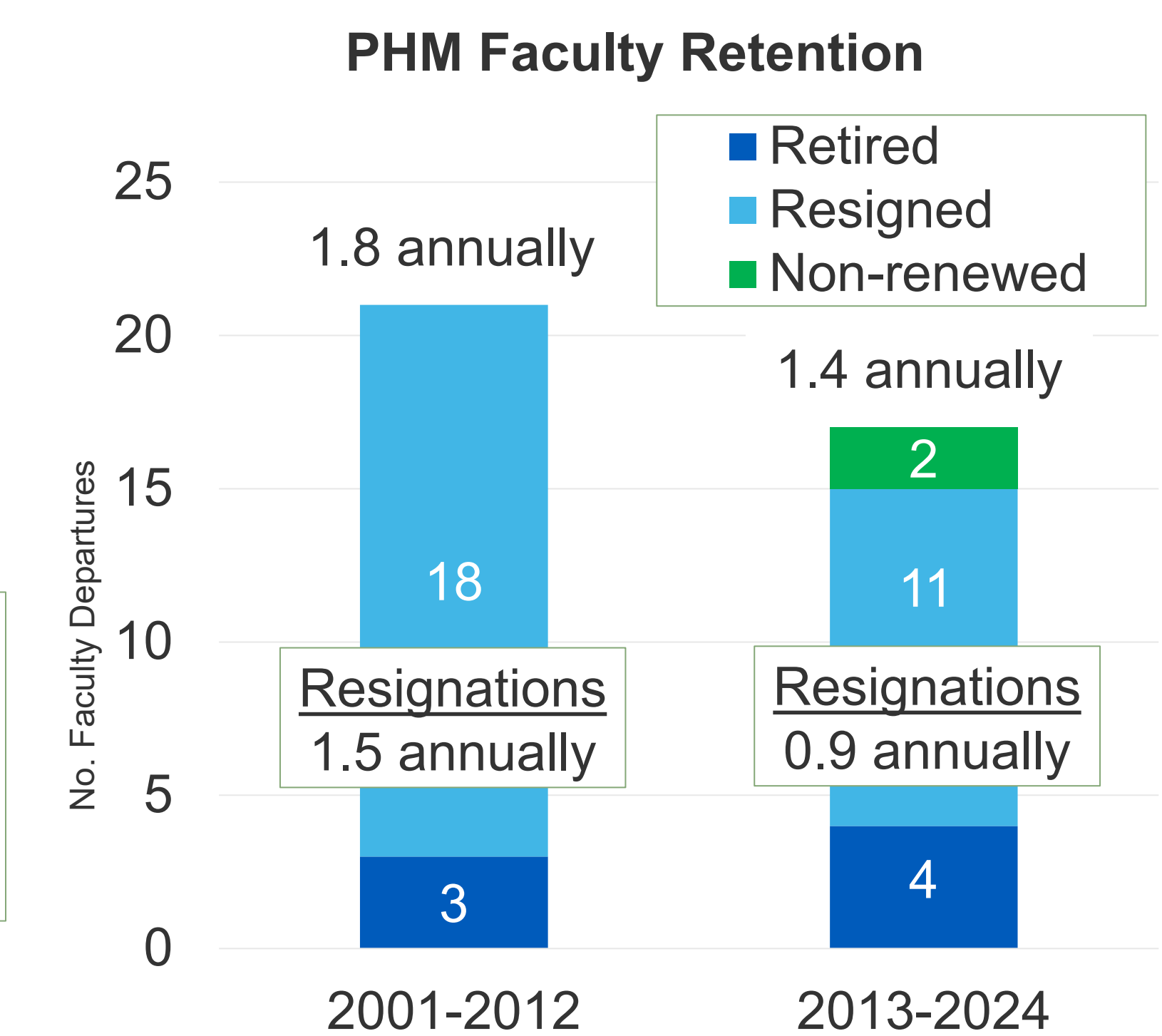
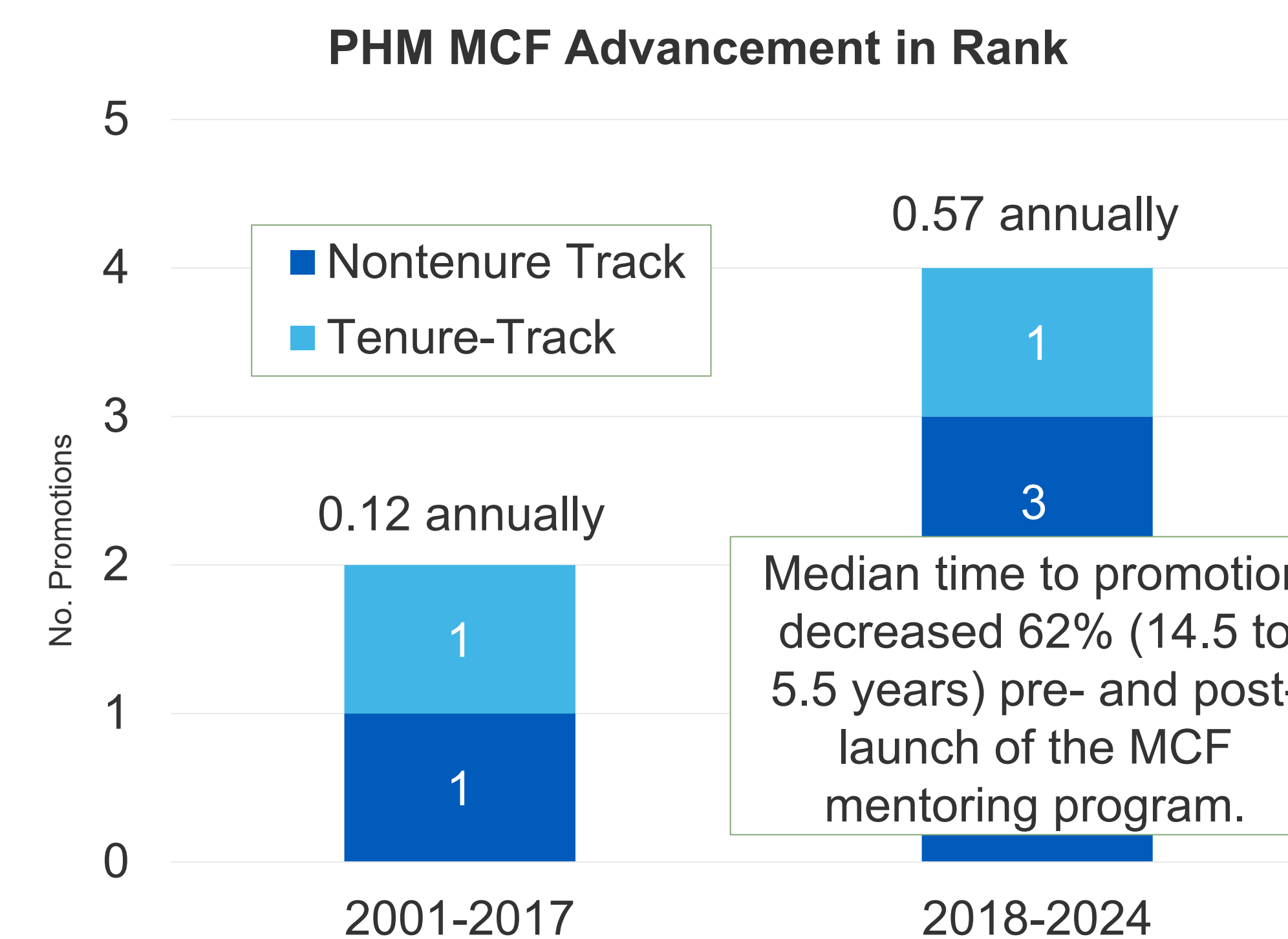
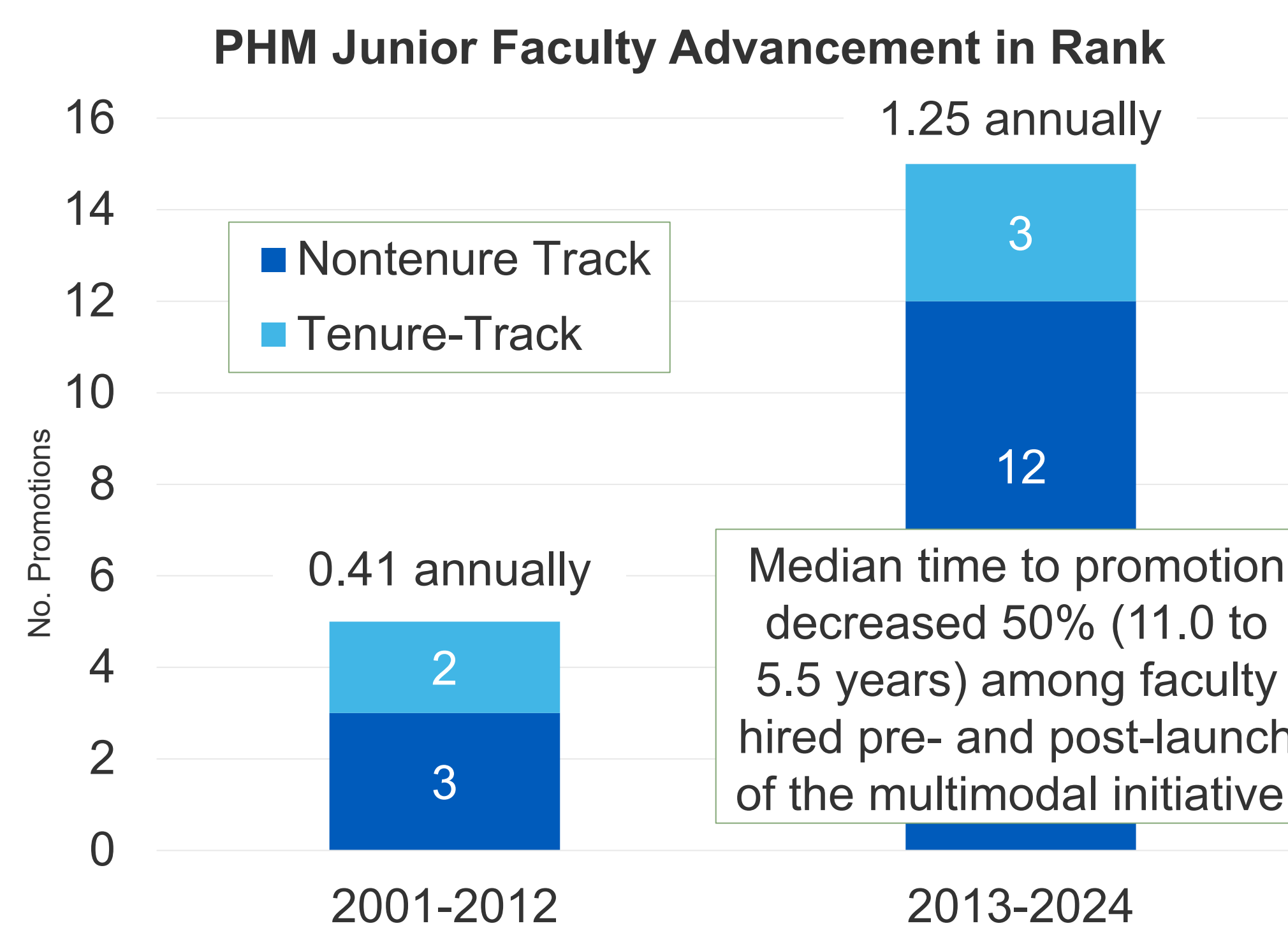
- The University at Buffalo SPPS Department of Pharmacy Practice (PHM), in partnership with the school's Dean's Office, launched a multimodal, stepwise initiative to encourage individual and team success, starting in 2012.
- This initiative improved advancement in rank among both junior and mid-career faculty (MCF), facilitated growth of the leadership team, encouraged faculty/staff retention, and was well-received.

Methods: Intervention Timeline

- 2012**
 - Established a systematic faculty/staff onboarding process, faculty development program, and formal junior faculty mentoring program.
- 2013**
 - Developed and implemented a process for assessing faculty workload.
- 2018**
 - Undertook a team functionality initiative informed by 1-on-1 faculty/staff meetings and a teamwork survey.
- 2018**
 - Established an optional, informal MCF mentoring program.
- 2020**
 - Developed and implemented a process for assessing staff workload.
- 2022**
 - Established a school-wide professional-staff development program.
- 2024**
 - Assessment:
 - Individual success: Faculty advancement
 - Team success: Faculty/staff retention

Results

This faculty and staff-led endeavor, rooted in principles from "The Five Dysfunctions of a Team" (Lencioni), culminated in 22 recommendations that have been implemented to improve culture and team functionality.



These data represent a 19% decline in overall faculty attrition and a 39% decrease in resignations. Notably, PHM had only 1 faculty resignation in 2020-2024 (0.2 per year) and 2 staff resignations from 2013-2024 (0.2 per year)

	Delayed Promotion (>8 y at rank)	On-time Promotion (6-8 y at rank)	Early Promotion (<6 y at rank)
2001-2012	3 (60%)	2 (40%)	0 (0%)
2013-2024 (Hired pre-program)	6 (67%)	2 (22%)	1 (11%)
2013-2024 (Hired post-program)	1 (17%)	2 (33%)	3 (50%)
Total (Hired post-program)	1 (17%)	5 (83%)	3 (50%)

PHM MCF Advancement: Administrative/Leadership

Nine of the 15 (60%) MCF promoted since 2013 advanced into leadership positions at the school. This included an assistant/associate dean (1), department chair (1), division head (3), and director (4). In several cases, this was paired with AACP-ALFP participation. Together, this was intended to encourage MCF leadership development, grow the leadership team, and facilitate succession planning.

Median time at rank among assistant professors in the Department of Pharmacy Practice is 4.5 years.

Attrition Risk Survey Data

On a scale of 1-10, with 1 being "very unlikely to leave" and 10 being "very likely to leave" in the next 5 years, the mean ratings for faculty and staff were 3.4 and 1.7, respectively. This is in line with stress and cohesion metrics which indicated low/moderate stress and high cohesion among faculty/staff.

- ### Thematic comments among faculty and staff regarding why they are NOT considering leaving their position
- Work-life balance
 - Strong working/mentoring relationships w/ colleagues
 - Job satisfaction/enjoyment
 - Positive work environment
 - Schedule flexibility/independence