To: Faculty
From: FAPC
Re: Faculty Development Priorities
Date: 2/17/2014

Members of FAPC seek feedback on priorities identified during our recent discussions of the Career Path and Faculty Development initiatives at our open meeting and in subsequent emails). A constant theme among these discussions has been the fundamental importance of original research to our primary responsibilities as scholars and teachers. Many of us feel the acute pressures of *limited time and resources for such research*.   Good pedagogy, as one of our colleagues has aptly observed, *begins and thrives* on good research; excellent instruction derives from sufficient research time and resources. Adequate funding for faculty scholarship is a necessary condition for the caliber of excellent teaching we stand for at Haverford.

We need your help in articulating Faculty priorities as the College finalizes the goals of the upcoming capital campaign (to be approved by the Board during its April meeting and publicly launched in October). Based on the feedback we heard during the recent open meeting with FAPC, we seek further opinions on the *relative* importance of the following specific initiatives, as well as suggestions on any initiatives missing here. How would you weigh these as priorities?
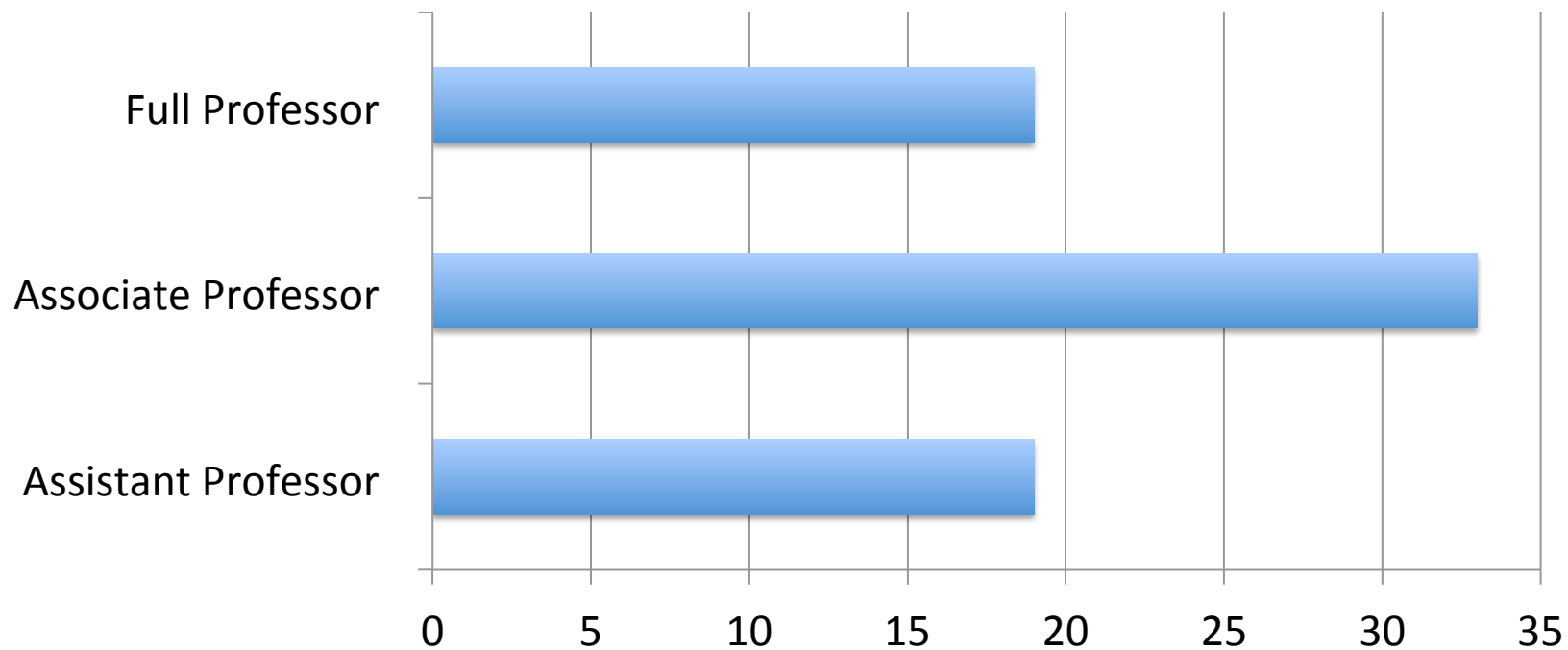
- Significantly increase funds for Faculty research, including Travel Fund, Faculty Research Fund, funds to sustain *current* research, undertake *new* directions, and provide a pool of *second* start-up funding.
- Institute a Sabbatical Leave after every five years, in order to help Faculty sustain momentum of research projects, and also help us distribute service obligations in an equitable way.
- Create a set of Term (e.g. 5-year) Chaired Professorships, with dedicated multi-year research funds, to be awarded to Associate or Full Professors with promising research trajectories.
- Implement a system of work-load release and support for Department Chairs, including options for stipends, release time, or other support, in alignment with best practices at peer institutions, aimed at making us more effective leaders for existing and emerging programs.
- Enhance administrative and technical support, possibly including the creation of more department-based administrative assistants, in an effort to avoid the inefficient use of faculty time and skills that could be better spent on teaching and research.
- Fund (a possibly revised version of) the Teaching and Learning Initiative to provide time and resources for development of courses and pedagogical approaches at all stages of a faculty career, and with particular emphasis on the various needs of faculty at liberal arts institutions to address how to translate research insights into classroom; how to teach writing; how to use online and digital technologies in appropriate ways; how to collaborate with colleagues at other institutions.

We also note the importance of a number of other initiatives discussed in the Career Path document and in the open meetings. Some of these, we think, can be advanced through regular processes rather than through specific campaign priorities. They include:
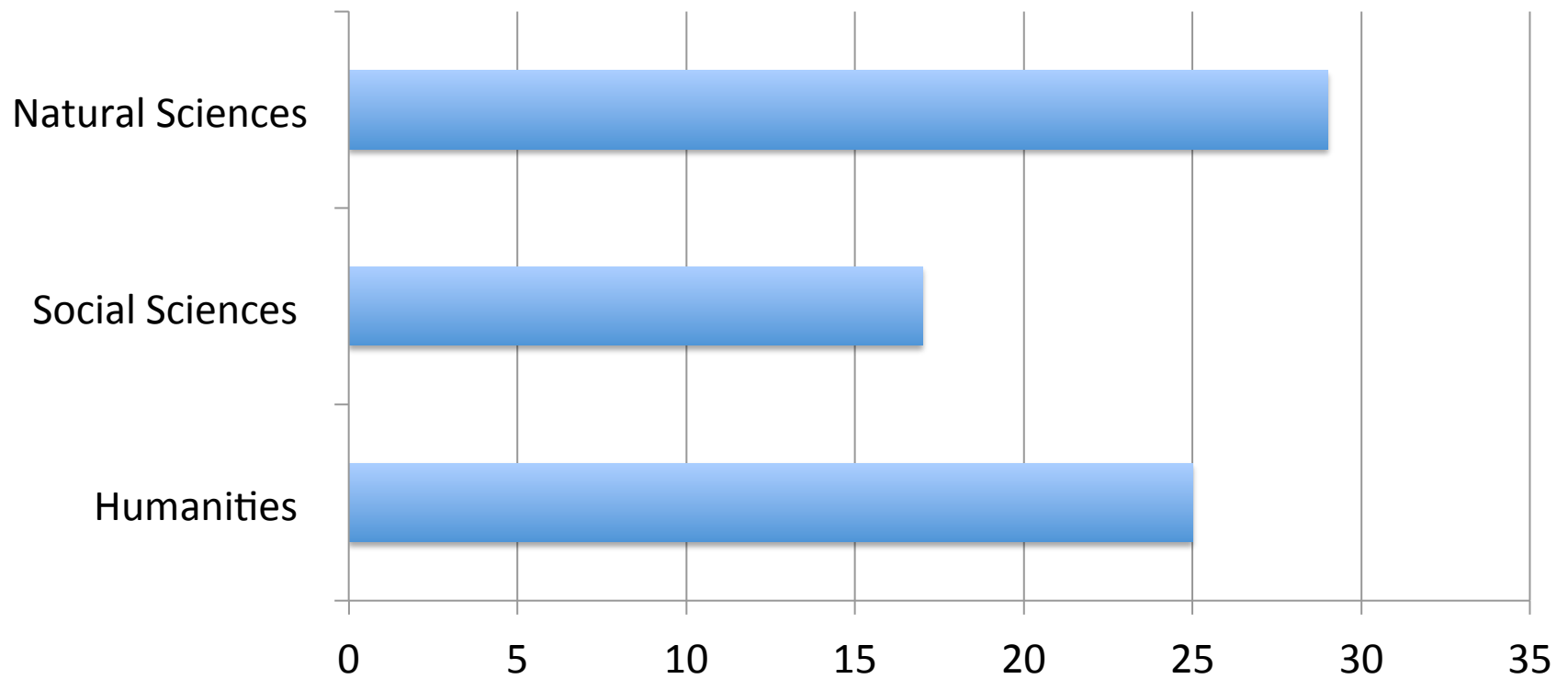
- Exploring new resources to help faculty and staff with dependent and elder care.
- Identification and implementation of best practices with respect to Dual Career Partner Issues
- Development of new options and ideas for pre-retirement transition from full-time work at the College.

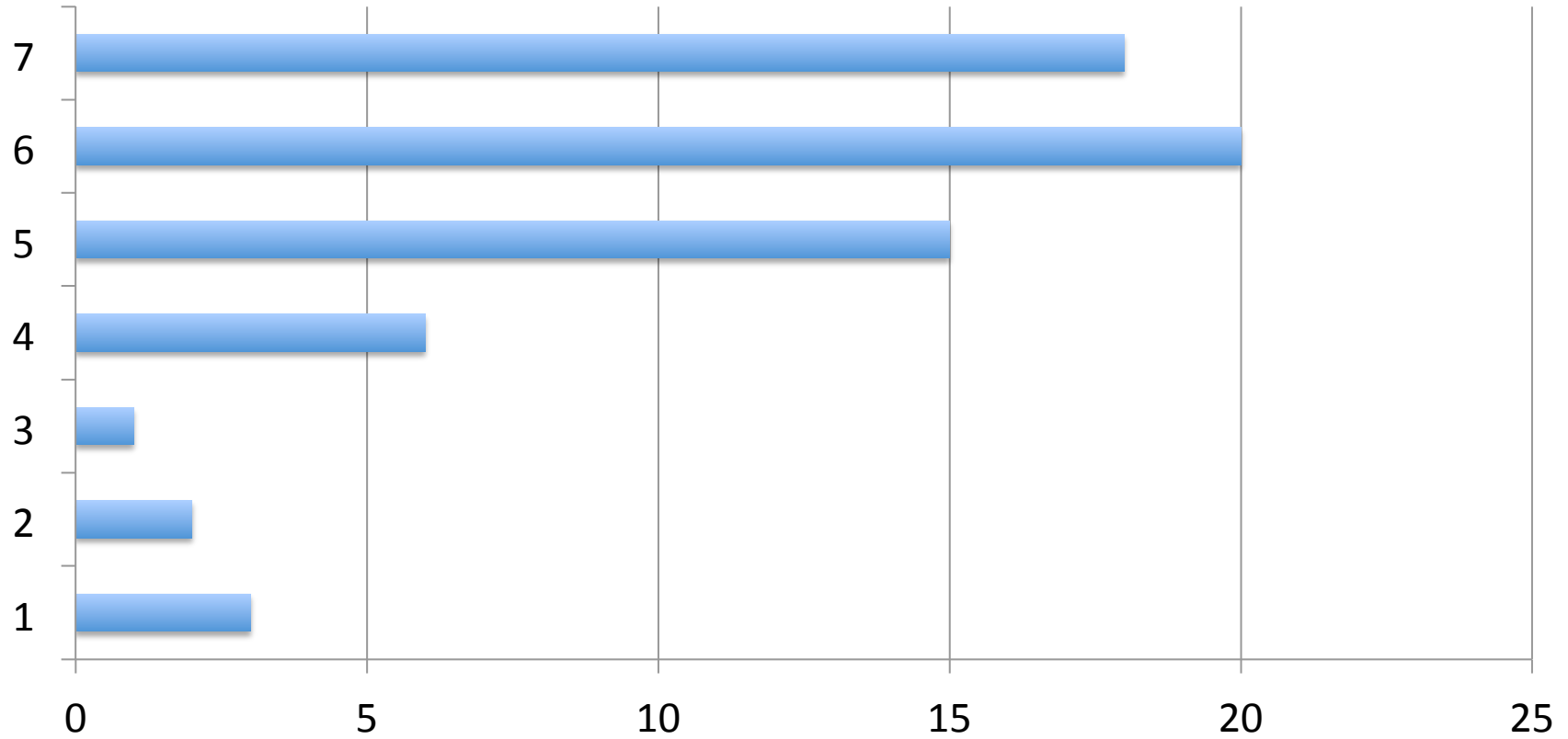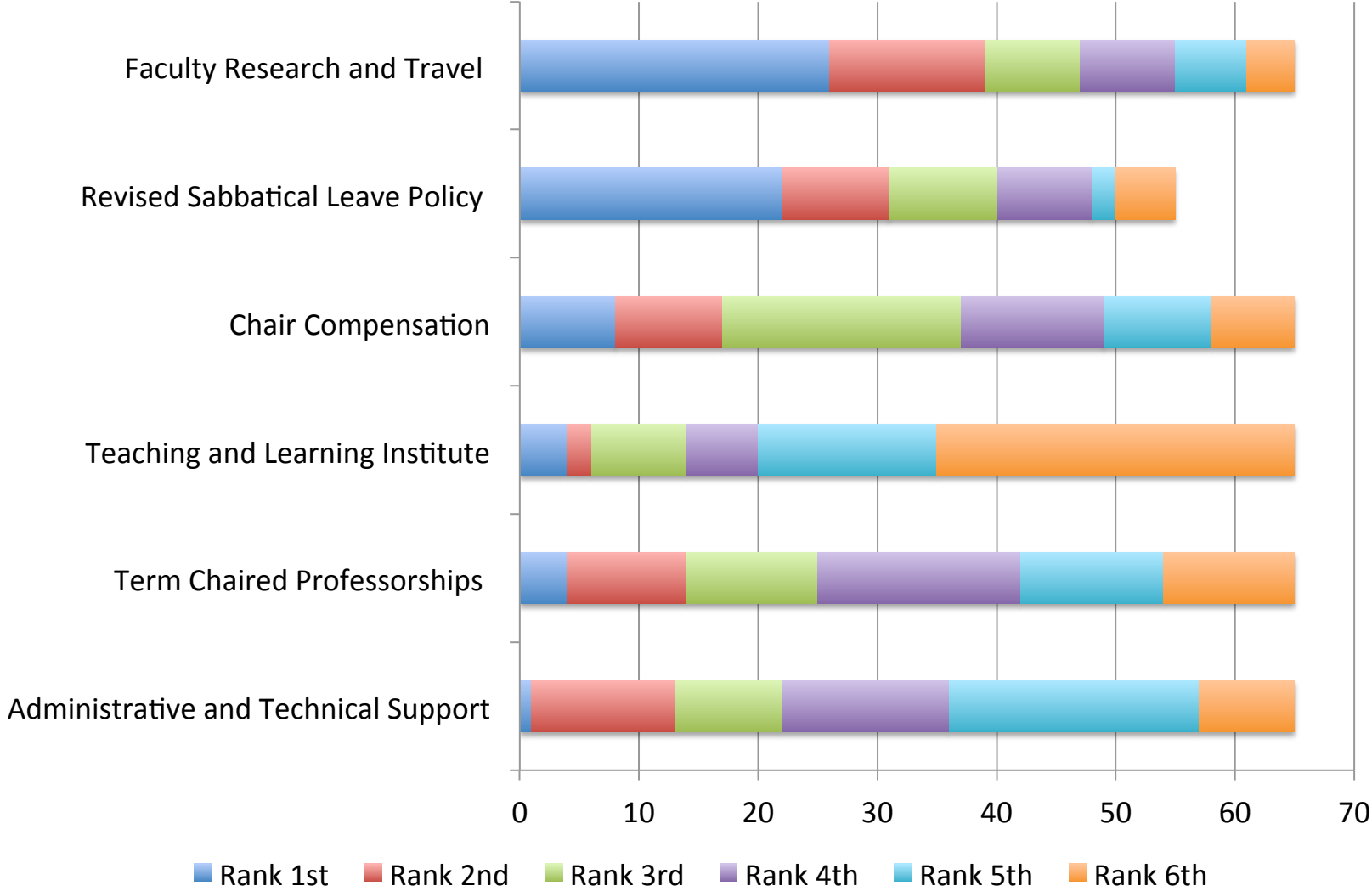# Survey of Proposed Faculty Development Initiatives April 2014

Respondents by Rank

Respondents by Division

Overall Enthusiasm (7=high 1=low)

Relative Rank of Initiatives—Highest at Top

Faculty Research and Travel

Revised Sabbatical Leave Policy

Chair Compensation

Teaching and Learning Institute

Term Chaired Professorships

Administrative and Technical Support

0   10   20   30   40   50   60   70

■ Rank 1st   ■ Rank 2nd   ■ Rank 3rd   ■ Rank 4th   ■ Rank 5th   ■ Rank 6th

Relative Enthusiasm for Each Initiative

Revise Sabbatical Leave

Faculty Research and Travel

Chair Compensation

Technical and Admin Support

Term Chair Professorships

TLI

0   10   20   30   40   50   60   70

■ High ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ Low