



Faculty Development Program at Yale

by Paula Kavathas

Rationale: New faculty enter an unfamiliar culture with high expectations, challenges and unknowns. An environment that facilitates a smooth transition into this new culture and enhances the chances of success and psychological wellbeing, maximizes the investment that a university makes when it hires new faculty. A great university needs a strategic plan to that gets the best out of a diverse set of faculty. The lack of a plan allows Darwinian selection to eliminate or enervate many that would be stars in the long term. Women have not been fully served by faculty development and mentoring relationships especially in male-dominated fields contributing to the historic exclusion of women of all colors from the faculty ranks. A potential plan is outlined below.

A. Faculty Development Coordinator: A faculty member will be appointed as faculty coordinator, a position within the Provost's Office. Responsibilities include:

- Orientation Workshop for new faculty across departments. Prepare a written orientation document which includes expectations and goals for mentoring.
- Organize workshops for junior faculty during the year, e.g., (i) building a national reputation, (ii) awards and funding opportunities (iii) strategies for integrating work and family.
- Mentoring Responsibilities: Advise departments on how to create mentoring programs specific for their department. Monitor and evaluate departments' mentoring programs. If desired, pair junior faculty member with senior faculty mentor outside their department to meet mentee's diverse needs. This may be particularly useful for women of color. Train faculty in effective mentoring.
- Educate and heighten awareness of micro-inequities and forms of subtle discrimination. Suggest ways to create a climate that accepts different styles

- Conduct and disseminate yearly exit surveys for junior faculty that leave Yale. (See attached survey as prototype).
- Provide mechanisms to link junior faculty between departments. Link women faculty and faculty of color to special resources or networks.
- Serve as resource for faculty development (e.g building leadership skills)

B. Departmental Responsibilities

Chair will appoint committee of senior faculty (or an individual) to mentor junior faculty.

This committee will be responsible for the following:

- Discuss junior person's progress in scholarship. Provide detailed and constructive feedback. Identify possible problem areas and suggest ways to ameliorate them and enhance scholarship.
- Discuss teaching experience. Suggest mechanisms for improvement
- Review teaching and service workloads to assess appropriateness for junior level position
- Foster collaboration with senior faculty in research and teaching.

Chair will provide timely feedback with regard to promotion issues. Will create a climate where faculty member is valued as integral member of a department and differences of gender/race are not a liability.

C. Administration Responsibilities

Integrating work and family requires a strategy that includes employers. In addition to providing resources appropriate to scholarship and teaching, administration will:

- Develop and review Family Support Policies in the following areas: (i) Childcare (ii) Spouse or domestic partner employment opportunities (iii) Leave policies
- Evaluate the feasibility of faculty town homes for junior faculty. Would facilitate creating friendships and building a support network outside the workplace if neighbors had shared interest and goals.