



To: Provost Jere Morehead
From: Balancing Faculty Roles Breakout Group
Date: March 24, 2012
Re: Recommendations from the 2012 Academic Affairs Faculty Symposium

Dear Provost Morehead,

We appreciate the opportunity to share with you the outcomes of our discussion during the Teaching Academy symposium. We were charged with the topic: balancing the faculty roles of research, service, and teaching. Our group consisted of 7 early career faculty and 4 senior faculty.

We identified the following **top 3 issues** as related to balancing and building bridges between research, teaching, and service:

- *The relative importance or priority of the balance between research, teaching, and service is not clear to junior faculty* - junior faculty's perception is not necessarily what the President, Provost, and Deans are saying the balance should be as related to promotion and tenure. For example, junior faculty perceive they should prioritize research (as measured by publication output) over teaching, regardless of the assigned EFT.
- *The challenge of time management*
- *Institutional barriers to interdisciplinary teaching, research, and service*

We identified the following **recommendations**:

- *Department heads should be encouraged to assign junior faculty courses that match their research interests so as to more easily integrate teaching and research as well as recognize and minimize the number of new preparations within the teaching load. [Low cost and long term]*
- *Mentoring should be available for all junior faculty both at the department level to help navigate P/T (mentoring is available in some departments but not others) and beyond the department to assist the junior faculty member in thinking more broadly beyond departmental expectations. The teaching academy fellows program could be expanded to meet this need. We encourage returning to a multi-day orientation of new faculty instead of the one-day orientation. A framework and a process for training mentors should be developed at the university level. [Medium cost and long term]*

- *A scholarly initiative to support faculty in becoming more effective and efficient. We propose an office of scholarly development and support under the direction of the Office of the Provost. This office will assist faculty with succeeding in meeting the university's missions with regard to teaching, research, and service, and provide tools to assist with bridging the gap between research and teaching. This includes helping faculty to use technology effectively to maximize their time efficiently to meet productivity expectations and to provide innovative approaches to the continuum between research and teaching. Possible venues for delivery might include workshops throughout the year for faculty members, a series of one-hour brown bag lunches, and having professionals visit departments to offer training. This also includes faculty mentor training. [Medium cost and short term for beginning]*
- *Flexibility with faculty time allocations and P/T evaluation adhering to these allocations. Junior faculty through mentoring should be encouraged to adhere to these time allocations and the P/T evaluation should match each individual's time allocation. [Low cost and long term]*
- *The formation of a task force to investigate barriers to interdisciplinary teaching. This committee can be modeled after the UGA committee that investigated the barriers to interdisciplinary research. Interdisciplinary teaching should be encouraged as an avenue to improve the quality of teaching, to provide seeds for interdisciplinary research, and to bridge the gap between teaching and research. [Low cost and short term]*

We identified the following **outcomes**:

- This set of recommendations collectively improves faculty job satisfaction, enhances productivity, and faculty retention.
- This set of recommendations collectively promotes the integration of teaching, research, and service.
- The twitter pulse for UGA faculty will stay out of the red zone. *

The group is grateful for the opportunity to make these proposals. Provost Morehead, thank you for supporting the Academic Affairs Faculty Symposium.

Sincerely,
 Christine Franklin
 Cliff Baile
 Nicole Gottdenker
 Timothy Gupton
 Kelsey Hart
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 Tom Lauth
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 Nina Wurzbürger