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# Chairs and Faculty Development

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## **Help faculty create a circle of advisors**

- no single person can provide all the information, constructive criticism, emotional support, and challenges that someone needs in order to become as effective as possible
  - rather than a "mentor", think of a "composite mentor", "mentor mosaic", or "circle of advisors"
- a circle of advisors changes as someone's needs change
  - people never outgrow a need for advisors
- without being intrusive, help faculty determine what they need
  - suggestions for places to apply to for research funding
  - knowledgeable tips for and critiques of grant proposals
  - constructive criticism of papers
  - analysis of rejection letters
  - suggestions for writing the diplomatic cover letter when resubmitting a revised manuscript
  - information about eligibility for prizes and awards
  - information about how to advance into academic leadership positions
  - challenges to do better
  - reassurance that they can be successful when they have self-doubt
  - specific courses of action for various problems
  - time-management and procrastination
  - suggestions about items to negotiate for
  - experience role-playing negotiation scenarios
  - sympathetic critiques of person's self-presentational style
- without being intrusive, help faculty determine who can fulfill their needs and how to approach them
  - aim for limited and specific questions where possible
  - keep in mind that people enjoy providing advice and information in limited quantities

## Nominate faculty for prizes and awards

- create a database
  - awards, eligibility requirements, dates nominations due
- assign senior member in charge of each faculty member's nominations

## Delineate hallmarks of success for faculty member's field

### For junior faculty, consider adapting the Hunter College Gender Equity Project's sponsorship program

- **application**
  - curriculum vitae
  - statements of past, present, and future scholarly interests
  - resources needed for the coming year
  - research goals and commitments for the coming year
  - budget and budget justification
  - statement of other sources of funding
  - description of the ideal sponsor(s)
  - interview
- **award**
  - \$10K for research purposes, including release time if chair approves
    - renewal for total of 3 years of funding
  - sponsor: senior person from a different department or different school
    - receives \$2.5 K per semester
    - talks at least bi-weekly with associate
    - reads associate's papers and grant proposals; gives detailed feedback
    - makes suggestions about what conferences to attend
    - discusses associate's progress and next steps with extra-departmental person once a semester
  - intensive summer workshops; monthly workshops during academic year
    - *career development* – balancing work responsibilities, making effective public presentations, preparing one's vita, developing self-presentation skills, building a national reputation, creating a circle of advisors, handling power and politics, teaching effectively and efficiently, increasing negotiation skills, preparing for tenure and promotion, capitalizing gains and maximizing progress in the summer
    - *writing and publishing* – managing time, publishing and handling rejection, writing grants
    - *mentoring and leadership* – being sponsored and sponsoring others, managing students and assistants
    - *balancing work and personal life* – developing equality in personal relationships, balancing work and personal life
  - qualitative and quantitative progress reports