RESEARCH ARTICLE

BEST PRACTICES IN FACULTY DEVELOPMENT: A NEW PERSPECTIVE IN INDIAN HIGHER EDUCATION SCENARIO

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ARTICLE INFO	ABSTRACT
	The faculties in higher education have to become change leaders in bringing out innovation in the teaching pedagogy and they have to become successful researchers. They have to become high contributors inside the classroom and outside as well ie contributors towards the academic institution, professional organizations (in and around) and more importantly contributors towards the society and towards the human kind at large. With the increase in global challenges towards excellence in imparting quality education to the future leaders it has become very important for the faculty members to be equipped with the latest innovation in teaching pedagogy and learning strategies and it demands the perfect delivery methodology as well.

INTRODUCTION

The long term goal of higher education relies upon a great faculty. Well-prepared, fully engaged faculty and staff represent the most important asset the University/Campus has in times of change. The skills, knowledge, creativity, innovation, dedication and motivation they bring to their work are the core of the institution's competitive and strategic advantage. The faculties in higher education have to become change leaders in bringing out innovation in the teaching pedagogy and they have to become successful researchers. They have to become high contributors inside the classroom and outside as well ie contributors towards the academic institution, professional organizations (in and around) and more importantly contributors towards the society and towards the human kind at large. With the increase in global challenges towards excellence in imparting quality education to the future leaders it has become very important for the faculty members to be equipped with the latest innovation in teaching pedagogy and learning strategies and it demands the perfect delivery methodology as well. The faculties also need to be constantly

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updated regarding the latest, dynamic and ever changing adult learning techniques and tailor made delivery mechanisms. From developing students to creating an environment for learning and imbibing a culture rich in Indian values. The theme of faculty development is to empower, sensitize, equip and strengthen the teachers in discharging their professional responsibilities in developing the society and contributing to human kind at large.

Few suggestions are given below towards Faculty Development

Center for faculty development/ academic staff training college

There is a very important need for coming out with a center for faculty development/ academic staff training college which should take up the challenge of developing the faculties on the current skills required and also on the future skills. It should be headed by a person who is committed for the cause and who has a passion for the same. Faculties with competence and interest towards this cause and willing to do the same should be given opportunities attaching some incentives along with. Trainers from outside should be invited time to time to bridge the skill set gap between the expected and the current.

- **Induction and orientation of new faculties:** At the time of joining, new faculties should be formally inducted and an orientation program should be conducted for them so as to make them adopt the vibrant culture and make them learn the basic skills required to become an effective teacher and role models. They must be trained on teaching pedagogy, learning methodologies and delivery techniques. This program ideally should be of minimum five to seven working days and after that they should be mentored by a senior faculty. It should be followed by a brief report submitted by the mentoring faculty to the HOI`s and a feedback should be taken from the new joining faculty.

- **Regular workshops:** As we all know that learning is a continuous process, regular workshops should be conducted for faculties on teaching pedagogy, newer learning techniques, cross functional learning, competency building and innovative delivery techniques so that teaching and learning excellence of highest level can be achieved. There must be at least three to four workshops per year on the same.

- **Encouragement for seminar/workshop participation:** Encouragement should be given to faculties to attend seminars and workshops, national as well as international so that they are constantly updates with the latest happenings around the world in the field of academics. They must be encourage to attain at least three to four sponsored national seminars per year and one to two international seminars per year.

- **Workshops on research paper writing:** Workshop must be conducted so as to train faculties (especially new faculties who are inexperienced or faculties who come from industry) on the technicalities of writing research papers, writing articles, going for publications, writing a book and going for a patent this would empower them a lot in achieving academic excellence and would propel them towards growth.

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- **Research Lab:** A well equipped research lab should be there so that faculties can access to it and get the maximum support from the lab. It should consist of the required resources and infrastructure needed for a proper research in each corresponding department.

- **Faculty Exchange program:** A faculty exchange program should be initiated so that faculties can get an exposure of different campuses and they can learn cross functionally and cross culturally. It would assist them in learning the best practices and cultures

- **Faculty Dev Prog. in Academic Calendar :** Faculty empowerment program should be planned in advance and should be included while making the academic calendar and it should be religiously followed. Proper follow up and feedback mechanism should be developed.

- **Industry - Academic Partnership:** A learning platform should be created between the industry and the academic institutions so that we as academic institutions can come to know on regular basis the required skills of the industry and we can train our students on the same. Since our students are the future products of the industry and giving a tailor made product would give us an edge over other institutions and would built up a long term mutually beneficial relationship with the industry.

Few more innovative suggestions are also given below

- Total No. of Credits in each course/program need to be reduced/rationalized to give breathing time for Creative thinking & Learning to the students by stressing on self-learning as well as Faculty to be involved & interactive with individual or smaller groups of students.
- It is high time to rethink on the Flexible & Elective courses in view of the Faculty: Student ratio.
- Competency mapping, Feedback from students & peer is to be supplemented by Academic Performance Index of each & ever Faculty and used for Appraisal once in 3yrs.
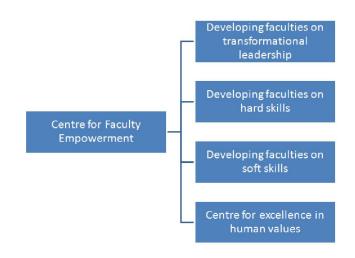
Training Matrix

Keeping in mind the difference in training needs at different stages of faculty life-cycle, a variety of courses have been suggested in the training matrix for each level of the designation. The choices of different training modules available for faculty at different designations are listed in the following table.

All these Programmes can be spread over 2 to 3 years depending upon the priority except for new Joinees.

A New Proposed Model for Faculty Development

A new and innovative model of creating a center for faculty development is proposed below.

Centre for Faculty Empowerment

- **Transformational Leadership:** It is very important that the faculties should be developed on transformational leadership so that they can effectively develop the leaders of tomorrow.

- **Hard Skills:** The faculties should be coached and trained on hard skills like academic knowledge, teaching pedagogy, research domains, learning methodologies and delivery techniques.
- **Soft Skills** : The faculties should be coached on soft skills like communication skills, listening skills, emotional intelligence and cognitive skills.

inculcate the same in the students and we all can contribute towards creating better society and contribute towards the development of a powerful nation as a whole. (*IIM Calcutta, has created a center for human values in their campus where the basic intention is to coach their faculties and inculcate the same in their students*)

S. No.	Training Modules	New joinee	Asst. Professor	Associate Professor	Professor	**Director**
1.	Orientation	Y				
2.	Research Capsule		Y	Y		
3.	Scholarly writing		Y	Y		
4.	Advancement in Knowledge domain		Y	Y		
5.	Crash course in different areas		Y	Y		
6.	Consultancy skills			Y	Y	Y
7.	Technology in teaching/ Use of Multi media in education	Y	Y			
8.	Updation course in various computer languages(as applicable)	Y	Y			
9.	Handling of different softwares	Y	Y	Y		
10.	Communication effectiveness lab	Y	Y	Y		
11.	Counseling skills			Y	Y	Y
12.	Mentoring and advising learners		Y	Y	Y	
13.	Conflict negotiation			Y	Y	Y
14.	Time management (balancing teaching with research and other administrative responsibilities)		Y	Y	Y	Y
15.	Managing multiple levels of learners		Y	Y		
16.	Team learning		Y	Y		
17.	Delivering Effective Feedback		Y	Y	Y	Y
18.	Modern trends in pedagogy		Y	Y	Y	
19.	Curriculum design				Y	Y
20.	Case teaching workshop		Y	Y		
21.	Use of social media in education		Y	Y	Y	
22.	How to make an effective content delivery		Y	Y		
23.	Handling difficult students/ Managing problem students		Y	Y		
24.	Assessing Learner Needs & Designing Individually Tailored Programs			Y	Y	
25.	Effective training & facilitation skills			Y	Y	
26.	Using role plays and simulation in teaching		Y	Y		
27.	Understanding self	Y	Y	Y		
28.	Vision and goal setting	Y	Y	Y		
29.	Role modeling		Y	Y		
30.	Motivating learners and faculty			Y	Y	Y
31.	Team building/ Team working		Y	Y	Y	
32.	Work-Life Balance & Stress Management		Y	Y	Y	Y
33.	Problem solving & decision making				Y	Y
34.	Managing creativity & innovation for organizational excellence				Y	Y
35.	Management of organizational change				Y	Y
36.	Self management & crisis management		Y	Y	Y	Y
37.	Conducting effective meetings				Y	Y
38.	Event management/ project management				Y	Y
39.	Developing a career focus	Y	Y	Y		
40.	Ethical Practices Workshop & Teachers as a role model		Y	Y	Y	Y
41.	Academic Leadership Program			Y	Y	Y
42.	TOTAL MODULES	8	27	32	22	16

Suggested Training Calendar

S. No.	Area	Title	Duration	Target Group
1.	Orientation		4 to 6 days	New joinees (in July/ August)
2.	Knowledge	Advancement in knowledge domain (Subject areas to be decided by respective Directors which would be related to their own departments)	4 to 5 days	Assistant Professor/Asso. Professor
3.	Research	Research capsule	48 Hours spread over two weeks	Assistant Professor/Asso. Professor
4.	Scholarly writing	Writing and publishing research papers	2 days	Assistant Professors/Asso. Professors
5.	IT skills	Technology in teaching/ Use of Multimedia in education	2 days	New Joinees/ Assistant Professor
6.	Soft skills	Time management (balancing teaching with research and other administrative responsibilities)	2 days	Associate Professor/ Professor/ Director
7.	Pedagogy	Handling difficult students/ Managing problem students	1 day	Assistant Professor
8.	Behavioural	Understanding self	1 day	New Joinees/ Assistant Professor/
9.	Behavioural	Managing creativity & innovation for organizational excellence	1 day	Professor/ DirectorI
10.	Administrative	Event management/ project management	2 day	Professor/ Director
11.	Administrative	Facets of student life-cycle	2 day	Programme coordinators (compulsory)

A video conferencing lab or an interactive web lab should be started at campuses so that there can be more and regular interaction between different faculties and different functions. Also this can be used to commonly access (by the faculties) to a resource person addressing a campus.

Education through satellite

An interactive learning model should be developed for creating and accessing different lectures/ workshops with the use of satellite which can enhance the knowledge base of the faculties.

Mobile/Tab Application

A new mobile/tab application should be developed for all the official works and reporting i.e. attendance, leave application, circulars, meetings etc

Stress management and recreational activities

Proper emphasis should be given towards destressing the faculties so that they become more creative and innovative. Recreational activities must be planned for them time to time like outings, adventure trips, pool lunches and informal get together. Faculties should also get an access to recreational courses like music, dance, paintings, photography etc. to enhance their creativity and power of expression

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