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Executive Summary

The University of Massachusetts Amherst Office of Faculty Development (OFD) supports the professional development of faculty in their multiple roles as scholars, teachers, and members of the University and wider community. During 2009-2010:

- The OFD sponsored 28 programs for faculty across career stages and disciplines, including 4 orientation opportunities for new faculty, 9 writing retreats, 3 school and college tenure preparation and sabbatical planning seminars, 2 summer writing fellowships, 3 seminars for new department chairs and heads, and 2 professional development seminars. The total number of participants in OFD programming was 710, and included faculty members and administrators from all schools/colleges and most departments and programs. Women comprised 56% of the participants, and faculty of color 22%.

- The OFD also coordinated the third year of the Mellon Mutual Mentoring Initiative, a program funded by a three-year, $400,000 grant from The Andrew W. Mellon Foundation to support mentoring on campus. The OFD distributed $130,220 in grant funding through two grant competitions, the Mellon Mutual Mentoring Team Grant Program and the Mellon Mutual Mentoring Micro Grant Program. The OFD supported 12 Team Grants and 15 Micro Grants, which provided mentoring opportunities for 124 participants. Women comprised 74% of participants, and faculty of color 41%.

- The OFD distributed 391 FLEX Grants to support the just-in-time teaching development needs of faculty.

- The OFD staff offered a wide range of services and resources to the UMass Amherst community, including a welcoming reception for new faculty, a designated space for faculty writing, as well as a website containing information for faculty new to the area, mentoring best practices, a list of academic editors for hire, and support of a positive work/life balance.

- The OFD collaborated and co-sponsored programs with the UMass Amherst Center for Teaching, deans, chairs, the Office of the Chancellor, the Office of the Provost, the Office of the Vice Chancellor for Research and Engagement, the Office of Information Technology, the UMass Amherst Libraries, the Writing Program, and the Five College Consortium (comprised of Amherst, Hampshire, Mount Holyoke, Smith, and UMass Amherst).

- OFD staff also gave multiple conference presentations, consulted with numerous universities, and completed review and editorial work.

This Annual Report describes the ways in which the OFD promoted excellence in faculty development, and provides assessment data for the OFD’s programs and services during the 2009-2010 Academic Year (August 2009 through July 2010).
Program Areas

Orientation

At the start of each academic year, the OFD welcomes the many new tenure-track and full-time, fixed-term instructors who elect to be part of the UMass Amherst community. The OFD staff endeavors to welcome them graciously, inform them of key services and programs, direct them to appropriate on- or off-campus offices that can answer their questions, and provide them with opportunities to meet and network with their new colleagues, not only at UMass Amherst, but throughout the Pioneer Valley. The OFD staff has designed, organized, and facilitated a range of orientation and welcoming programs and services that include:

- **New Faculty Orientation:** Held on August 25, 2009, this campus-wide orientation for new faculty included 62 participants and presenters from the Center for Teaching, the Office of the Vice Chancellor for Research and Engagement, the Office of Information Technologies, and the UMass Amherst Libraries. New faculty rated the overall effectiveness of the event as 4.51 on a 5-point scale, and stated that the event was “well-organized,” “informative,” and provided “rich resources.”

- **Welcoming Reception for New UMass Amherst Faculty:** This campus-wide reception, held on September 3, 2009, hosted 92 new faculty and their partners, department chairs, deans, and campus-level academic leaders.

- **January Hire Orientation Consultations:** Aimed at new faculty who arrive at UMass Amherst in the spring semester instead of the fall, the consultations provided new faculty members with a personalized introduction to campus resources.

- **New Faculty Breakfasts:** On behalf of the Chancellor, the OFD administered and attended a series of small-group breakfasts during the spring at Hillside, the Chancellor’s home. The Chancellor extended a breakfast invitation to new tenure-track faculty, and provided them with an opportunity to take stock of their first-year experience, ask questions, share resources, and connect with peers. In 2010, the Chancellor hosted 28 faculty at orientation breakfasts.

- **Web-based Resources:** The OFD website (www.umass.edu/ofd) provided new and returning faculty with comprehensive information and resources on grants, faculty mentoring, campus leadership training, scholarly writing programs, tenure preparation, maintaining a work/life balance, as well as benefits, diversity, pedagogy, teaching technologies, course registration, and resources for researchers. In 2009-2010, the website received over 8,915 hits from 2,623 individual visitors in every state in the United States, as well as from 60 other countries.
Mentoring

The OFD encourages pre-tenure faculty to develop robust professional networks that include a variety of mentoring partners within and outside the UMass Amherst campus, and at a wide variety of career stages. This approach, which the OFD refers to as “Mutual Mentoring,” is based on the premise that the traditional mentoring model (i.e., top-down, one-on-one) does not necessarily fit all, and faculty should have access to funding and support in order to proactively create the mentoring networks that best address their unique contexts and professional needs. The OFD’s mentoring grant programs are funded by a generous grant from The Andrew W. Mellon Foundation. The 2009-2010 grants were designed by faculty to focus on research productivity, tenure preparation, work/life balance, teaching tools, grant-writing, professional networking, and supporting mid-career female faculty.

Mellon Mutual Mentoring Team Grant Program

These one-year grants supported departmental, school/college, or interdisciplinary teams that designed their own mentoring programs for pre-tenure faculty. The OFD offered funds up to $10,000 per group. The following teams received grants in 2008-2009:

- African American Studies Faculty Cluster, HFA
- College of Social & Behavioral Sciences/Center for Public Policy & Administration Grants Workshop, Interdisciplinary
- Communication Department Pre-tenure Writing Group, SBS
- MRI User Group, Interdisciplinary
- Legal Studies Department, SBS
- Life Sciences Women Faculty, CNS
- Mutual Mentoring for Mid-Career Women Associate Professors, Interdisciplinary
- Political Science Department, SBS
- Teacher Education & Curriculum Studies Department: Scholarly Writing & Networking (SWAN) Project, SOE
- Teaching Humanities in the Digital Age, HFA
- UMass Amherst/Five College Asian Pacific American Studies, Interdisciplinary
- Women, Gender, Sexuality Studies, HFA

Mellon Mutual Mentoring Micro-Grant Program

These one-year individual grants were awarded directly to pre-tenure faculty who proposed discrete projects that enabled them to expand their mentoring networks. Fifteen grants were awarded at $1,200 each. The following individuals received grants in 2009-2010:

- Joselyn Almeida-Beveridge, Assistant Professor of English, HFA
- Benita Barnes, Assistant Professor of Educational Policy, Research & Administration, SOE
- Maria José Botelho, Assistant Professor of Teacher Education & Curriculum Studies, SOE
• Mwangi wa Githinji, Assistant Professor of Economics, SBS
• Karen Kalmakis, Assistant Professor of Nursing, SON
• Lisa A. Keller, Assistant Professor of Education Policy, Research & Administration, SOE
• Jenna L. Marquard, Assistant Professor of Mechanical & Industrial Engineering, COE
• Rachel Mordecai, Assistant Professor of English, HFA
• Karen Y. Morrison, Assistant Professor of Afro-American Studies, HFA
• Jon Olsen, Assistant Professor of History, HFA
• TreaAndrea Russworm, Assistant Professor of English, HFA
• Frank Sleegers, Assistant Professor of Landscape Architecture & Regional Planning, SBS
• Erin Snook, Assistant Professor of Kinesiology, SPHHS
• Melissa Wooten, Assistant Professor of Sociology, SBS
• Elena Zaretsky, Assistant Professor of Communication Disorders, SPHHS

Mutual Mentoring Assessment

At the end of the year, the OFD conducted a comprehensive, 14-item online survey of all Team and Micro Grant recipients. The results of the assessment were highly promising and indicate that the faculty-driven infrastructure of the Mellon Mutual Mentoring Grant Programs supports the goals of the broader initiative. Highlights include the following:

Team Grants

• Approximately 47% of the Team Grant participants reported having no mentors or only one mentor at the beginning of their grant year, but 91% reported that they ended their grant year with at least one new mentor. Seventy-eight percent of that subset reported having established two or more new mentoring partners. Of these new mentoring relationships, an overwhelming majority (94%) were considered likely to continue after the end of the grant year.

• Team participants saw several key benefits in the Mutual Mentoring model, including strengthening the connections between early- and mid-career faculty and between early-career and senior faculty (69%); promoting networks of mentors instead of a single senior mentor (63%); and empowering early-career faculty to be proactive about their mentoring needs (56%).

• Overall, 79% of the respondents described their experience as a Team Grant member as “Excellent” or “Very Good.”

Micro Grants

• Fifty percent of Micro Grant recipients reported having no mentors or only one mentor at the beginning of their grant year. Ninety-two percent of the Micro Grant recipients established at least one new mentoring partner as a result of their grant, and 92% of these new relationships were considered likely to continue after the grant year ended.
Overall, 100% of the Micro Grant recipients described their experience as “Excellent” or “Very Good.”

Women comprised 74% of participants in Mellon Mutual Mentoring Team and Micro Grants, and 41% were faculty of color. The Mutual Mentoring Program also was instrumental in supporting scholarly productivity on campus. Seventy-two percent of Team Grant Participants and 58% of Micro Grant participants reported that the program supported their writing and publishing goals.

Other Funding

In addition to administering the Mellon Mutual Mentoring Grant Program, the OFD supported the STEM Faculty Network, which in 2009-2010 provided networking opportunities for over 20 faculty members. The OFD also provided support for the Five College Women’s Studies Research Center (FCWSRC) Graduate Student Mentors Program, which pairs UMass Amherst graduate students in English, Anthropology, Art History, History, and Sociology with visiting faculty and scholars at the FCWSRC. These cross-career-stage mentoring partnerships focus on research consultations and the sharing of local resources. In addition, the graduate students benefit from meeting scholars in their field from other institutions.

FLEX Grants

In 2009-2010, the OFD worked with the administration and the faculty union to create a grant distribution program to support the just-in-time teaching development needs of faculty. The FLEX Grant program provided $500 to individual faculty to pay for travel to enhance teaching or area knowledge; membership in professional associations; classes or workshops to enhance teaching or area knowledge; books; software; equipment; catering a meeting or seminar; inviting a speaker to campus; hiring a graduate or undergraduate student; and other resources that enhance professional development related to teaching. In total, 391 faculty from all disciplines and career stages received grants and praised the helpfulness and efficiency of the program.

Tenure Preparation & Sabbatical Planning

The OFD offers college-specific tenure, promotion and sabbatical workshops to give faculty the most specific, “local” career advancement advice possible. After evaluating individual college needs for tenure and sabbatical support, the OFD co-designed the following programs in 2009-2010:

- The College of Humanities & Fine Arts (HFA): Fifteen participants attended the HFA sabbatical planning workshop – the first offered on the UMass Amherst campus – on April 28, 2010. A panel of faculty presented tips on
making the most of a sabbatical, and OFD and HFA staff explained procedures and provided helpful resources for faculty. Participants rated the overall effectiveness as 4.69 on a 5-point scale.

- **The School of Public Health & Health Sciences (SPHHS):** Held on January 22, 2010, the SPHHS workshop provided 31 participants with mini-tenure procedures; sample mini-tenure statements; and perspectives from near peers, department chairs, and personnel committee members. Faculty rated the overall effectiveness of the workshop as 4.55 on a 5-point scale.

- **The College of Natural Sciences (CNS):** Forty-six participants attended the CNS workshop on April 7, 2010. Presenters discussed the timing of the personnel process, committee operation, letters from reviewers and materials required for tenure, and peers within the college shared their experiences. Faculty rated the overall effectiveness as 4.71 on a 5-point scale.

The tenure preparation workshops featured a post-workshop networking event. In the evaluations of the events faculty lauded the opportunity to receive detailed feedback on expectations from their departments and colleges.

### Scholarly Writing

Faculty at every career stage often struggle to find the time to invest in their scholarly writing. The OFD’s portfolio in this area is aimed at helping faculty develop positive, lifelong writing habits – alone and in professionally-facilitated groups – by encouraging regular, consistent investments in their writing. Our programming for 2009-2010 included the following:

- **Faculty Writing Place:** In cooperation with the UMass Amherst Libraries, the OFD maintained a quiet, distraction-free location in the W.E.B. Du Bois Library where faculty may self-schedule writing time. In 2009-2010, 34 faculty members made 132 visits to the Faculty Writing Place to work on academic manuscripts and network with other faculty on campus.

- **August Faculty Writing Retreat:** A new addition to the OFD programming, this retreat, held on August 25, 2009 in the UMass Amherst Teaching Commons, provided 15 faculty with a quiet, productive environment in which to work on their scholarly writing prior to the beginning of the semester.

- **Monthly Faculty Mini-Writing Retreats:** These events, held six times throughout the year, provided a productive and collegial writing environment for 35 faculty members at UMass Amherst. Participants used the time and space to work on book manuscripts and chapters, journal articles, and grant proposals.

- **January Faculty Writing Retreat:** Another new addition to the OFD calendar, this retreat, held on January 15, 2010 in the UMass Amherst Teaching Commons, provided 23 faculty with a space in which to work on scholarly
writing projects. A lunch session featured a moderated discussion about writing habits for academics.

- **Annual Faculty Retreat, “A Room of Your Own”:** This writing retreat hosted 44 participants at Mount Holyoke College’s Willits-Hallowell Center on May 25, 2010. In our assessment of the event, faculty members rated the overall helpfulness of the retreat in jump-starting their summer writing projects as 4.82 on a 5-point scale. Faculty rated the overall effectiveness of the event as 4.97 on a 5-point scale.

- **June Summer Online Writing Fellowship:** Facilitated by a local writing coach, the June Online Writing Fellowship program provided a regular, intensive writing structure to 42 faculty from across the Five Colleges. Participants used the fellowships to make significant progress on book proposals, grant proposals, journal articles, book chapters, public lectures, and presentation posters. In the OFD assessment of the program, faculty members rated the overall effectiveness of the writing group as 4.76 on a 5-point scale.

- **July Summer Online Writing Fellowship:** Designed similarly to the June Online Writing Fellowship program, the July fellowship provided a regular, intensive writing structure to 44 faculty from across the Five Colleges. Participants reported making significant progress on book proposals, grant proposals, journal articles, and book chapters. In the OFD assessment of the program, faculty members rated the overall effectiveness of the writing group as 4.21 on a 5-point scale.

## Leadership

The Office of Faculty Development helps foster leadership at UMass Amherst through mentoring programs, consultations with deans and department chairs, and participation in committees across campus. In 2009-2010, the OFD also offered the following programs and resources to develop faculty leaders:

- **LEAD Program for New Department Chairs:** In 2009-2010, the OFD assumed responsibility for the Leadership Enhancement for Academic Departments (LEAD) program, which is designed to support new department chairs, heads, and directors. During this pilot year, LEAD focused on four topics selected by participants: budgeting during difficult times, time management for academic leaders, managing conflict in the academic workplace, as well as a meeting with the Provost. Eleven new chairs, heads, and directors participated in the program throughout the year.

- **Chancellor’s Junior Faculty Fellows Program:** In 2009-2010, the OFD coordinated the Chancellor’s Junior Faculty Fellows Program, which fostered an exchange of ideas between the central administration of the campus and promising new faculty members. As part of the program, fellows met regularly each semester with the Chancellor to discuss the direction of the campus community and how the central administration can assist junior faculty in accomplishing their professional goals. Throughout the year, 17 fellows participated in the program.
January Break Professional Development Seminars

From the newest assistant professor to the most accomplished full professor, many of our faculty struggle to balance their teaching, research, and service responsibilities while also making time for their personal interests and families. To address this, the OFD offers January Break Professional Development Seminars that expose faculty to a diverse array of career-enhancing information, strategies, and techniques. Our January 2010 programming in this area included the following workshops, which focused on productivity and time management:

• “Time Management for Academic Administrators”: In this workshop for chairs, deans, and campus administrators held on January 13, 2010, the 21 participants, when asked the degree to which the workshop “provided specific, practical information on time management techniques,” rated the event as 4.94 on a 5-point scale. When asked to rate whether or not the workshop was “informative and worthwhile,” participants gave the event a score of 4.76.

• “Time Management for Faculty”: This practical skills workshop for UMass Amherst and other Five College faculty, held on January 14, 2009, was attended by 99 participants. When asked the degree to which the workshop “provided specific, practical information on time management techniques,” faculty rated the event as 4.71 on a 5-point scale. When asked the degree to which the workshop was “informative and worthwhile,” participants provided a score of 4.64.

For more detailed information on the OFD’s program participation in 2009-2010, please refer to the charts on the following page.
# OFD Program Participation

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<td>Tenure Prep Seminar (CNS)</td>
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<td>Mid-Career Faculty Focus Group #1</td>
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<td><strong>Total</strong></td>
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**Total OFD Program Participation**  **710**

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# Grants to Faculty

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<td>FLEX Grants</td>
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<td><strong>Total Grant Participation</strong></td>
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# Program Participation By Rank

- **Asst. Prof.**
- **Assoc. Prof.**
- **Full Prof.**
- **Chairs/Deans**
- **Administrators/Librarians**

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# Mellon Grant Participation by Rank

- **Asst. Prof.** 10%
- **Assoc. Prof.** 15%
- **Full Prof.** 64%
- **Chairs/Deans/Other** 11%

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# FLEX Grant Participation by Rank

- **Asst. Prof.** 21%
- **Assoc. Prof.** 23%
- **Full Prof.** 33%
- **Librarians/Other** 23%
Additional Contributions

The Office of Faculty Development enhances the community of scholars at UMass Amherst not only through programming and resources, but also through service on councils and committees. In addition, the OFD actively contributes to the larger community of faculty developers, both nationally and internationally. The following is a list of the OFD’s additional contributions to higher education in 2009-2010.

Campus Service
- Assessment and Care Team (ACT) for Student and Campus Health and Safety
- Faculty Work/Life Committee
- Five College Faculty and Teaching Development Committee
- General Education Summer Institute
- Provost’s Deans Council

University and College Presentations
- Gettysburg College, PA
- Miami University, OH
- National University of Ireland, Galway, Ireland
- University of North Carolina Wilmington, NC
- University of Western Ontario, Canada
- Virginia Polytechnic Institute and State University, VA
- Wabash College, IN

Conference and Foundation Presentations
- Academy of Management Annual Meeting
- American Association for Colleges and Universities (AAC&U)
- Biology Leadership Conference
- International Consortium of Educational Development (ICED)
- International Lilly Conference on College Teaching
- Professional and Organizational Development (POD) Conference
- The Andrew W. Mellon Foundation

Other Dissemination Activities
- 2 peer-reviewed journal articles
- 3 book chapters
- 1 book review
- Mellon Mutual Mentoring Guide

Advisory and Review Work
- American Association of Colleges & Universities (AAC&U) National Conference
- Center for Postsecondary Research, Indiana University; Bloomington, IN
- Council on Teaching and Learning, University of Windsor; Ontario, Canada
- International Consortium of Educational Development (ICED)
- National Science Foundation’s Course, Curriculum, and Laboratory Improvement Grant, University of Wisconsin; Madison, WI
- National Science Foundation Institutional Transformation ADVANCE grant, Michigan State University; East Lansing, MI
- Professional and Organizational Development (POD) Conference
**OFD Staff**

MARY DEANE SORCINELLI, Associate Provost for Faculty Development, directs the Office of Faculty Development, which reports directly to the Provost. Dr. Sorcinelli also provides oversight of the UMass Amherst Center for Teaching and represents the Provost’s Office at the Five Colleges, Incorporated, through the Deans’ Council. She is a Professor in the School of Education’s Department of Education Policy, Research and Administration.

JUNG H. YUN, Director of New Faculty Initiatives, co-directs the Mellon Mutual Mentoring Initiative, provides counsel to the Associate Provost on all issues related to new and early-career faculty development, and serves as the organizational lead on select OFD programs.

BRIAN BALDI, Senior Project Manager, coordinates the communication of OFD initiatives, conducts consultations, interviews, and focus groups with faculty, and serves as the organizational lead on scholarly writing programming.

LILY LADEWIG, Graduate Student Intern, was an M.F.A. candidate in creative writing in the UMass Amherst English Department and assisted with all office programming.

The Office of Faculty Development would also like to acknowledge the administrative and collegial support of The Center for Teaching.

Report prepared by Brian Baldi, Senior Project Manager, 2010.