



FACULTY  
DEVELOPMENT  
ACADEMY

# FACULTY DEVELOPMENT ACADEMY

COMSATS UNIVERSITY ISLAMABAD

# RAISING THE BAR

The report offers our response to a fundamental question: How will COMSATS University Islamabad (CUI) best serve our students, our society, and the broader global society over the next decade? Our innovative and entrepreneurial attitude and our culture of diversity and accessibility have served us well over the past two decades. Pakistan in 2021 is far different from the one the university's founders faced in the 1990s. New technologies have reshaped the way we work, live, and learn; the world has become more interconnected and interdependent than it has ever been; human talent and innovation have become central drivers of economic competitiveness; new disciplines have emerged and old ones have been redefined.

COMSATS University Islamabad as an institution has grown impressively in size, stature and influence. It has set standards for new public universities given its student diversity and ongoing research. Since its inception COMSATS University Islamabad has crafted a new path; it has embraced new ideas and remained adaptable to the evolving needs of its society. Given today's complex challenges and rapid pace of change, CUI is in a unique position to capitalize on its strengths and make an even greater impact—producing the very kinds of leaders, professionals, scholars, ideas, and solutions that our country needs.



**We envision making CUI “the University of Choice” in Pakistan and across Asia.**

–Prof. Dr. Muhammad T. Afzal (Rector CUI)



# RESPONDING TO CHALLENGES

Quality of effective teaching methodologies is becoming a very important issue of higher education as excellent teachers are very passionate to learn for their field and for their students. Learning of students and building knowledge through interactive intellectual sessions to enhance students' learning and judged by increased satisfaction of teachers and students that can be measured against standardized procedures of prescribed university. University ranking based on the research publications and quality teaching along with quality assurance.

Quality assurance can be defined as effective or value for money for different stakeholders and required more efficiency through teaching. Quality teaching may be perceived as fit for the purpose of institutions that drives from the standardization of Higher Education. So, the quality teaching is a way of teaching that transforms the students' perception and they have idea to apply their knowledge in real world problems.

Teaching is an important aspect of academic life, and it is the input from the personal scholarship and research expertise of the academic staff that distinguishes university education. Nonetheless, there must be a transparent and logical structure underlying programs, the modules of which they are composed and the teaching, learning and assessment methods that they employ, so that faculty, current and prospective students are all clear about what is expected of them. Quality learning through assessment of best teaching methodology has become an issue of grave concern in Pakistan. Keeping this challenge in mind, Faculty Development Program (FDP) was established in 2004 and upgraded into Faculty Development Academy (FDA) in 2011.

# SHAPING THE FUTURE

Its major objective is to become a potent resource to promote quality teaching methodologies and help teachers become catalyst of change in our society. Accordingly Faculty Development Academy has been mandated to arrange Pre-Service and In-Service training for faculty as well as for their allied staff. FDA has been vigorously pursuing its aims and rendering its services to expand knowledge and sharpen skills of the CUI's staff as well as of other educational institutions by organizing training, workshops and seminars.

Experts from their fields are engaged for planning and conducting these work-shops to best suit the requirements of the target audience. They help creating a stimulating environment in the training sessions which boost the participants' morale and arouse their eagerness for learning. The FDA has been receiving constant positive feedback about the quality of training, course contents and logistics with the request to repeat courses for the benefit of their participants in their respective fields.



Faculty members should learn something about everything and everything about something.

-Dr. S. M. Junaid Zaidi (Founding Rector CUI)

## VISION

To take a leadership role and become a hub for innovation, excellence and quality in the field of training, interdisciplinary research and continuous professional development of tertiary level of education.

## MISSION

To strive for excellence in teaching and learning, academic advancement and mentoring, entrepreneurship and leadership while developing a shared repertoire of resources aimed at quality enhancement at all levels within the institution.



Technology can never replace great teachers but teachers with technology are the ones who are going to change the world.

-Dr. Aneel Salman (Incharge FDA)



# LEARNING OBJECTIVES

- Design programs to promote the participants' knowledge, skill set and passion for high quality performance both for the purpose of self-fulfillment and progression up the ladder
- Help faculty to keep abreast of changes in teaching learning process and enable them to have awareness of the advancement in technologies and the development of curricula and instructional mode
- Prepare employees of all tiers of administration to adopt change realizing the significance of their roles and responsibilities for efficient management of CUI
- Enhance understanding of modern university good governance tools based on international practices
- Strengthen the participants' emotional and interpersonal effectiveness to meet their professional and societal needs in the pursuit of preferred scenario.



I believe CUI faculty and admin personnel all are capable and ultimately responsible for their own growth and development yet certain structured programs are essential to boost their morale, kindle their passion and compassion for learning and interpersonal effectiveness.

-Dr. Mumtaz Fatima Jafari (Ex-Advisor FDA)

# TARGET AUDIENCE

- Newly inducted faculty & staff.
- Already inducted & serving faculty and Admin Personnel (at all tiers).
- Heads of Departments (HoD)/ Senior Members of the Faculty & Admin Personnel.
- Customized Training for Faculty & Staff of other Higher Education Institutes (HEIs).

**156 TRAININGS**

**2004**

**2020**

**4997 PARTICIPANTS**



People who change themselves after the change, they survive. The people who change themselves with the change, they thrive and the people who change themselves before the change, they lead.

-Mr. Khursheed Yusuf (Ex-Director FDA)

# OUR PHILOSOPHY

Faculty members at the university level are considered experts in their field of study, many may not have been trained in practices of effective teaching, how to share their expertise, or how to improve their teaching. Faculty Development Academy is a place where diverse and talented faculty and staff can thrive personally and professionally.

Learning is relational and reciprocal, our instructional practices are case methodology, gamification, role playing, Socratic Method to increase the competency of faculty in meeting the challenges of educating students.



Great teachers are those who awaken joy in students through creativity and knowledge.

-Mr. S. M. Junaid (Ex-Director FDA)



# STRATEGIC FOCUS

## LEARN

We are creating a personalized and applied learning environment supported by high quality trainers and staff.

## LAUNCH

We are creating experiences that will challenge and equip our faculty members and administrative staff to tap their UNIQUENESS.

## LEAD

We are creating engaging experiences that will challenge and equip faculty and staff to make a difference in society.

# PRE-SERVICE TRAINING (PST) PROGRAM FOR NEWLY INDUCTED FACULTY

Reforms in Teacher Education are an essential element for achieving better student learning outcomes in basic education. In the context of Pakistan's education scenario, we cannot achieve the objective of quality education without pre-service training course for teachers. Professional preparation and professional development of teachers is a continuous process. It begins with the selection of an aspirant teacher and includes his/her initial preparation induction into the profession and his continuous development throughout his teaching carrier.

Realizing the vital significance of Pre-Service Training (PST) for the new entrants of COMSATS University (CUI) in the wake of competitive environment and innovative learning. Faculty Development Academy (FDA) organized the first ever Pre-Service Training at Islamabad from Oct. 10 to Nov 04, 2011 for the faculty members of CUI Islamabad campus.

After successful completion of 1st PST in 2011, it was decided to conduct Pre-Service Training as a regular activity of FDA for the new entrants of all campuses of CUI to keep pace with modern andragogical requirements. Accordingly, a detailed training schedule was developed giving due emphasis to classroom training, group work, visits and indoor games. Heads of the CUI Campuses send their nominations for suitable candidates for this course. FDA has so far conducted 8 PST courses.

# PROGRAM COVERAGE

## **a- CUI Specific Information**

The rationale of this module is to acquaint newly recruited faculty with the system operational at CUI, its growth and linkages with the outer world. Its main objective was to inculcate a spirit of ownership and pride among the faculty members associating themselves with CUI while arousing their will and skill to set higher academic goals for pursuance.

## **b- Andragogical Skills**

The purpose of this module is to enhance and promote prospective teachers' repertoire to become effective teachers and reflective practitioners both in learning and teaching processes. The topics covered are teaching as a Profession, Classroom Management etc. while the major emphasis is given on Curriculum Designing, Micro-teaching and Testing & Assessment.

## **c- Curriculum Development**

Curriculum Development is another most significant module of Pre-Service Training Program of the FDA. The training sessions under this program are organized through creative and practical strategies to develop a course using Bloom's Taxonomy. All out efforts are made to keep the participants focused on the fundamentals of course design, from developing learning outcomes to understanding the concepts and principles of latest curriculum design.



**d- Research Methodology**

Professional development as a researcher is an integral part of the teaching profession. In this module, FDA gives opportunity to faculty members to benefit from a variety of lectures, interactive sessions and exercises in research methodology. It helps them sharpen their inquisitiveness, share their findings with the world and set new targets.

**e- Capacity Building**

The objective of this module is to actualize and strengthen the teachers' potential and their coping skills. It also helps them to examine and develop techniques and tools for leadership roles in the classroom, for team work and for other settings that require effective role models and leadership skills. The corner stone of any competent individual is the ability to communicate. Hence a variety of sessions were conducted on emphatic and effective communication.

**f-General Knowledge & Current Affairs**

These sessions are expected to boost their self-esteem and morale to accept the life challenges. A variety of general knowledge sessions are organized to enhance the teachers' general awareness about the world scenario, country affairs, and empower them with essential skills that are valuable in the classroom as well as in practical life.

**g-Field Visits**

Visits to government offices and influential people are always an important part of the Pre-Service Training Course. The objective behind these visits is manifold: it is important for the participants to be informed about the offices and officials that are part of the system of Pakistan. The impact of seeing these places in person is far greater than merely reading about them.

**h- Co-curricular Activities**

The participants are kept fully involve in diverse co-curricular activities like indoor games (table tennis, ludo, Carrom board, chess and dart).

# TRAINING METHODOLOGY & LEARNING APPROACH

A modular approach is adopted and distinguished eminent scholars, researchers, practitioners and high officials are requested to act as resource persons in the said training to share their knowledge and experience with the participants.

All these presentations are followed by exhaustive question answer sessions. The participants put a number of questions to the presenters for seeking clarification and sharing their experiences.

## **a- Classroom Sessions**

As the entire day is divided into 90 minute sessions, resource persons are invited to deliver lectures for one or more sessions depending on the need and relevance of their topic. Resource persons are encouraged to keep their sessions interactive and allow approximately 40 % of the time for questions and answers.

## **b-Micro Teaching**

Micro-teaching is a training technique whereby each participant has to deliver lecture on any topic/ theme in a recording session. Thereafter, the resource person and the participants together view the videotape to find out what has worked, which aspects have fallen short, and what needs to be done to improve the teaching technique. The identification of training gaps through a participatory approach is unique experience for the participants.

### **c- Group Discussions**

Group discussion on various topics is also an important aspect of the training course. It is a popular technique of personality testing. This technique provides an opportunity to the participants to think and give their views and opinions on the topic.

### **d-Parliamentary Style Debates**

These debates help them to attain competence in thought processes such as problem-solving and decision-making. Besides, it is an opportunity for showing profound commitment for self-development, better understanding of the purpose and philosophy of education supported by current knowledge, facts and figures.

### **e-Thought Paper/ Portfolio**

With the increasingly diverse facets to research, knowledge and our understanding of “subjects”, it is important to develop interests outside one’s narrow field of expertise. The purpose of this assignment is to encourage them to think of a topic completely separate from their subject and discuss it in a thought provoking manner in the form of a 2000 word paper. The main objectives of the Thought paper assignment are to:

- Inculcate habit of thinking on issues
- Develop strong writing skills
- Enable open and candid writing
- Make rational arguments

The participants are given guidance on the format on which to write their respective papers. A reasonable time frame is also given to them to write their papers and submit them to their respective Coordinators. The assignments are then individually evaluated for rationale, coherence, writing style and originality.



# IN-SERVICE TRAINING PROGRAM FOR FACULTY/ ADMIN PERSONNEL

Faculty Development Academy organizes In-service training program for existing faculty as well as for Admin personnel to refresh and update their knowledge skills and attitudes to meet new challenges and learn emerging techniques. This helps them to gain confidence and improve their performance. The In-service training ranges from 3 to 5 day duration. To-date it has organized more than 100 trainings.

## Modules

**Module I-** Language Proficiency

**Module II-** Personality Development

**Module III-** Good Governance

**Module IV-** Leadership

**Module V-** Managerial Skills

**Module VI-** Office Procedures & Practices



# STRATEGIC DEVELOPMENT WORKSHOPS FOR HEAD OF DEPARTMENTS

Specialized Strategic Development workshops have been organized for the Head of Departments of all COMSATS University Islamabad campuses. The sessions are interactive and the purpose is to communicate the vision of COMSATS which needs to be shared with every faculty member.

Heads act as bridges between the University administration and faculty. In these workshops, the idea is to gain their valuable insights and create pathways helping them realize their expertise, effective strategies and operational management regarding their departments and future direction.

To date, the DA has organized 7 workshops for them. Various problem solving hands-on activities and case studies are also carried out in this module. These workshops develop a relationship of trust and collaboration among them. This helps them to become more effective leaders. FDA also conducts an open dialogue session at the end of the workshop which helps to find new areas of training.

## **Training Modules**

- Interpersonal Relationships
- The Adaptive Leader
- Cultivating Educator Efficacy
- Influence Tactics
- Engage and Motivate
- Decision Making
- Public Dealing
- Negotiating Skills
- Team Building

# ACCELERATED IMPACT

These trainings equip Department Heads with latest skill set to cater for challenges of 21st century pertaining to teaching and administrative tasks. They facilitate them in acquiring in-depth knowledge of strategic plans and policies of the CUI. ICT tools and techniques are applied to demonstrate the best practices related to their job requirements. It also help them to understand the academic, administrative, financial and ethical dimensions of their current position and prospective role to accelerate.



# KNOWLEDGE NETWORKS

The Faculty Development Academy is also actively involved in organizing customized workshops for faculty and admin personnel of other universities/ organizations. These workshops are an effective way to provide focused learning opportunities. Our client organizations are US-Aid, HEC, Foundation University, Bahria University, Air University, National Defense University, International Islamic University, Islamabad, National University of Modern Languages, Institute of Space Technology, Islamabad, University of Faisalabad, AJK University, Baluchistan University of Information Technology, Engineering and Management Sciences, Khuzdar University, Baluchistan, Overseas Pakistani Foundation, National Testing Service, Pak-Turk School etc.



# SIGNATURE COURSES

Faculty Development Academy has developed Signature Courses to cultivate skills that are needed to become successful in meeting academic rigor expected in academic settings. FDA also offers customised self-paced courses.

- Creating Blue Chip Professor
- LeaderSHIFT- Decoding and Reinventing Leadership
- Teaching in Innovative Spaces
- Big Data and FinTech, from Technology to Performance
- Zoom Fatigue to Zoom Vroom
- EQ-AQ Management
- Learn, Engage, Accelerate and Disrupt
- Knowing the Unknowns
- Personal Branding-Stand out in the Crowd
- Anthropological Perspectives
- Ethnographic Thinking
- Green Supply Chain Management

# PROPELLING TO NEW HEIGHTS

Professional Development Programs (PDP) produce promising outcomes in the learning and teaching practices. The scope of planned PDPs will extend beyond the teaching disciplines, to include social skills necessary for collaboration, professional growth as well as management, and leadership abilities.









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