

Faculty Community Under Construction: A Case Study

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Abstract

This case study describes some of the elements of the social construction of community by faculty involved with an innovative residential and academic subgroup at a small private university in the northeast U.S. Examples from the case study demonstrate that the social construction of faculty community can be accomplished through both routine and marked activities and events; that it is possible to build a resilient sense of community deliberately and overtly, inadvertently, and subtly, and that it is possible to respond to potential vulnerabilities in ways that build a resilient sense of community.

What Builds Faculty Community?

What does it matter whether faculty on any campus successfully construct among themselves a sense of community to enhance their collegiality? Does a sense of community enable us to teach more effectively, to be more productive citizens of our universities or colleges, or to be more productive or successful scholars? Does it give faculty a sense of shared purpose, or does it enhance how faculty feel about their existing shared purposes? Is it merely an element of a pleasant climate within which to teach and think, or is it the necessary fabric from which we construct ourselves as faculty?

Barnes, Agago & Coombs (1998) found that a lack of a sense of community was one of the two most important predictors of faculty intent to leave academia, while a strong sense of collegiality and institutional fit influenced faculty to choose to stay in their jobs, echoing a common theme in the literature on the professoriate (Boyer, 1991; McGuire and Reger, 2003; Palmer, 1998; Rosser, 2004). For faculty, this disconnection underlies much of the notable absence of community in university life (Astin, 1993; August & Waltman, 2004; Barnes, Agago, & Coombs, 1998; Baumeister, 2004; Bennett, 1998, 2004; Boyer, 1991; Calderwood, 1999; Frame, 2002; Hartley & Hollander, 2003; Smith, 2003; Taub, 1998). Although researchers have identified faculty characteristics that are positively correlated to establishing a sense of community, Silver notes that the elusiveness of a unitary, contextualizing university culture within which faculty activity occurs contributes to the challenge of identifying how faculty are, or are not, in community (Armstrong, 1999; Astin, 1993; Lindholm, 2004; Silver, 2003).

Tierney and Minor (2004), in their extensive survey of perceptions of faculty participation in university governance, note, "apathy and lack of trust are the most significant barriers to participation (p. 18)." Others note that faculty service engagement of any kind must be rewarded by the tenure and promotion system in effect at the university (Kreber, 2003; Tierney, 2004; Tierney and Bensimon, 1996; Ward, 2003).

On a hopeful note, Lindholm (2003) notes that, although the cloistered nature of professorial work makes it difficult to establish a sense of community, intellectual engagement with and emotional support from peers can help provide some of the benefits of collegial community on campus. In her recent research, she has learned from faculty that intellectual

The Faculty Community A Case Study In Renewal

Léo Pomar



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sustain mutually beneficial collaborations where knowledge is co created and new ways of knowing and doing are discovered This edited volume examines a variety of university community partnerships in planning education from a number of different perspectives with a focus on transformative models The authors explore broader theoretical issues including topics relating to pedagogy planning theory and curriculum along with more practical topics relating to best practices logistics institutional support outcome measures and the various forms these partnerships can take all through an array of case studies The authors which include academics professional practitioners academic practitioners and students bring an incredible depth and breadth of knowledge and experience from across the globe Australia Canada Chile Europe including Germany Spain Slovakia and Sweden India Jamaica South Korea and the United States

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