



International Journal of Recent Development in Engineering and Technology  
Website: www.ijrdet.com (ISSN 2347-6435 (Online) Volume 15, Issue 04, April 2026)

# International Empowering Educator for Excellence through Faculty Development Programme in Quality

Dr. Jitendra B. Patil<sup>1</sup>, Dr. Lahu Teli<sup>2</sup>, Dr. Rohitkumar G. Singh<sup>3</sup>, Dr. Kshama D. Lokhande<sup>4</sup>, Dr. Sainath Bhawsar<sup>5</sup>

<sup>1,3,4,5</sup>Department of Engineering Sciences and Humanities, Thakur College of Engineering & Technology, Mumbai, Maharashtra, India

<sup>2</sup>Department of Engineering Sciences and Humanities, L R Tr College of Engineering, Bhumi Malhotra Mumbai, Maharashtra, India

**Abstract**— This Educator development has become one of the most crucial drivers for sustaining quality and relevance in higher education landscape. This study explores the purposes of FDPs in enhancing quality education by analyzing their effect on teaching effectiveness, student learning outcomes, accreditation processes and institutional sustainability. From a pedagogical standpoint, FDPs enable educators to adopt learner-centered teaching strategies, integrate digital technologies, and implement outcome-based education (OBE) frameworks that promote active learning and critical thinking of students. From a research perspective, such programs cultivate scholarly exploration, interdisciplinary collaboration and innovation in teaching and research.

Furthermore, FDPs contribute significantly to institutional development by supporting quality assurance mechanisms and aligning academic practices with accreditation frameworks such as those of the National Assessment and Accreditation Council and NAAC. In the Indian context, governing bodies encompass the All India Council for Technical Education (AICTE), University Grants Commission and the as well as policy initiatives such as the National Education Policy (NEP 2020), focusing on continuous faculty development as a key component of academic outstanding in quality education.

This paper argues that FDPs should be viewed not simply as uphold initiatives but as strategic investments in human assets within higher education institutions. When systematically designed and implemented, they act as accelerator for career advancement, novel pedagogical innovation, and institutional progress. Ultimately, faculty development provides a sustainable framework through which higher education institutions can continuously enhance educational quality while responding effectively to emerging international challenges

**Keywords**—Keyword Faculty development, pedagogy implementation, career advancement and quality education

## I. INTRODUCTION

Quality education has the main intent of educational amend worldwide. There is now a common view that the advancement of a nation is largely based on the proficiency and dedication of its faculty.

In the 21st century, education systems are undergoing transformative changes based on globalization, technological advancement, and quickly changing socio-economic conditions. In this context, higher education institutions are expected to develop critical thinking, creativity, ethical values, and problem-solving abilities and not just provide knowledge (UNESCO, 2015)<sup>1</sup>. These outcomes cannot happen without a teaching workforce, who are able and willing to grow and develop. As a result, Faculty Development Programs (FDPs) have emerged as a principal strategy for achieving and maintaining quality education in all disciplines.

Faculty members are the core foundation of institutions of higher education, afford to the quality of teaching, research advancement and learning experience. As educational and instructional practices continue to involve and demand new curriculum development and pedagogies, faculty development must keep pace<sup>1</sup>. In many instances, educators enter their educational vocation with strong disciplinary acumen but a limited background in contemporary pedagogical practices or recent research in such areas as outcome based education, digital pedagogies and research ethics etc. Faculty development programs (FDPs) attempt to address this important gap in the new faculty person's professionalism by providing developmental structured, ongoing, professional learning activities designed to address issues of pedagogy, scholarship, and leadership in the higher education workplace. Well-designed and sustainably delivered FDPs assist educators to not only refine their pedagogical practice but also to situate their pedagogies into the institutional and national agenda of excellence and equity<sup>2</sup>.

Quality education significantly means more than academic success; it is also about equity, relevance, environmentally-friendly practice and lifelong learning. The United Nations Sustainable Development Goal 4 focus on "quality education" as which content "equal and equitable learning opportunities" for everyone and sustaining the growth of a school's faculty through ongoing professional development is one of the primary methods of achieving.



**International Journal of Recent Development in Engineering and Technology**  
**Website: www.ijrdet.com (ISSN 2347-6435 (Online) Volume 15, Issue 04, April 2026)**

Therefore, faculty development programs (FDPs) are not just an option; they are a growth investment in improving the quality of teaching and learning. FDPs help strengthen faculty so they can utilize "best practices" in teaching, such as: outcome-based learning, flipped classrooms and technology enhanced education; thus increasing student involvement and success and academic growth<sup>3-5</sup>.

In addition to upgrading educational practices, It also linked to developments throughout the academic ecosystem. Institutions that prioritize faculty development help establish inquirers, collaborators and innovators, which are necessary for the success of academia and sustainable change. Also provide the opportunity for educators to link current trends in knowledge generation to their teaching using such methods as workshops, mentorships, interdisciplinary collaboration and research-based best practices. Thus, educational excellence and cluster resource centre excellence create a loop of continuous improvement that has prepared faculty members to view themselves as change agents instead of simply delivery systems for the curriculum<sup>6-7</sup>.

In developing nations such as India, which is experiencing rapid growth in higher education, one of the primary issues facing institutions is the stability of quality across schools. The University Grants Commission Human Resource Development Centres (UGC-HRDCs) as well as agencies like AICTE, RUSA, and NAAC have promoted FDPs as a means to develop faculty capabilities and ensure educational delivery is consistent and ultimately, national standards are achieved. While some studies show evidence that institutions involved in systematic FDPs, show demonstrable evidence of increased levels of faculty teaching innovation, curriculum design, and student engagement/satisfaction<sup>8</sup>. Ultimately, if FDP is done successfully, it helps to achieve one of its most strategic role, which is fulfilling accreditation requirements of the institution, while also meeting a standard of educational delivery within a global context<sup>9</sup>.

However, just having an FDP does not guarantee its success; rather the success depends directly on its level of design, implementation, and follow-up. The best type of FDPs are needs-based, interactive, and outcomes-driven with a component of time allotted for reflection, peer learning, and mentorship. The opposite might be a time where too many lectures occurred in separate sessions, thus not to promote continuity of practice and the effect is lost. Sustaining quality education through faculty development also requires the institution a dedicated commitment, allocation of funds, and a culture of continuous improvement.

FDPs aid in advancing educational equity as well as innovation in this domain as they provide an opportunity for faculty to interact with new methods of pedagogy and digital tools across all types/disciplines of institutions; therefore, FDPs have practically eliminated the gap of belief. The faculty development program is an essential component of providing a high-quality education and developing the capacity of teachers through knowledge, skills, and attitudes for continual improvement. In addition, faculty development programs reflect the principles of reflective practice, innovation, and lifelong learning; ensuring that our education system will continue to adapt to respond to changing societal and technological changes. As postsecondary education continues to grow in complexity and breadth, the systematic implementation of FDP's with the evaluation of those programs will continue to be a critical means of supporting institutions in achieving their mission, to be excellent, relevant, and socially responsible.

## II. ROLE OF FACULTY DEVELOPMENT PROGRAMS IN SUSTAINING QUALITY EDUCATION

Faculty Development Programs (FDPs) are becoming increasingly significant as a means to assure and advance educational excellence in postsecondary institutions. Educational excellence encompasses a number of dimensions; these include high-quality instruction, creative and innovative curriculum, high levels of research output, and scholarly conduct based on ethics. The faculty member is the focal point connecting these dimensions; thus, his or her knowledge and ability to teach effectively, along with their professional obligation to promote student learning and the overall success of the institution, is based on these characteristics. The purpose of the Faculty Development Programs (FDPs) is to provide institutional faculty with structured, organized, and formal opportunities to develop and expand these qualities for the purpose of ensuring that high-quality instruction, research, and student learning are continuous with world developments, sufficiently rigorous, and relevant to student learning. Importantly, FDPs may also contribute to improvement of teaching quality. Modern education emphasizes an active, learner-centered model of education rather than the traditional, institution-based, instructor-centric model where instruction is in lecture format. FDPs allow educators opportunities to explore new practices in pedagogy as well as learn how to communicate effectively with their students and manage the classroom effectively. Staff development often involves attending workshops on interactive pedagogy, collaborative learning, problem-based pedagogy and how to best use digital tools as pedagogical tools.



**International Journal of Recent Development in Engineering and Technology**  
**Website: www.ijrdet.com (ISSN 2347-6435 (Online) Volume 15, Issue 04, April 2026)**

These experiences typically help prepare an educator to better engage students and encourage critical inquiry and create a more significant learning environment for students. There is a great deal of empirical evidence that the use of systematic faculty development will result in demonstrably improved quality of instruction, greater student engagement and improved students' academic achievement (S).

Another critical outcome of faculty development is the modernization of curricula. The curriculum must be continually updated to keep up with the rapid change occurring in both education and technology; therefore, the curriculum must reflect the latest trends, the increasing use of interdisciplinary knowledge, and the needs of the business community. FDPs provide faculty with a context to learn about current trends in their discipline, whether it is the use of technology use, for teaching purposes, adopting virtual labs or digital simulations. Faculty also learn how to include global best practices, pedagogy frameworks, and/or rubrics for assessment in their courses. Teachers can thus assure that students gain skills that are not only innovative but applicable to real-world challenges, resulting in more relevant and higher quality educational goals. By preparing faculty to redesign and modernize curricula, FDPs close the gap between traditional knowledge delivery and a changing academic landscape.

FDPs also serve an important role in developing institutions that have a research culture. High-quality education is related to and relies on scholarly inquiry and the production of new knowledge. Faculty development programs provide faculty training in research methods, experimental design, data analysis and ethical publication practices. Faculty development programs, again determine the degree of structure and precision, foster engagement in collaborative research/interdisciplinary, apply for research funding to external sources, and present findings at conferences, or in publications (journals, papers, books, etc). An active research culture not only strengthens the reputation of the institution, but also contributes to a larger research movement and community. The FDPs have an additional role that is in promoting the adoption of Outcome-Based Education (OBE) frameworks. OBE is centered on a clear and measurable set of learning outcomes that students will accomplish. FDPs help prepare faculty to develop courses, assessments, and instructional methods for teaching that meet those learning outcomes. Faculty develop skills and experience to assess students' performance in a systematic way, provide feedback that leads to actionable improvement, and adjust instruction to accommodate learning objectives.

This way of teaching and learning increases accountability, develops student understanding, and assures that graduates have the competencies needed to meet professional and societal needs. In this way, FDPs not only improve teaching practices, they improve quality assurance for the institution, and help the institution prepare for accreditation requirements.

Educators can transform their teaching and learning by participating in FDPs that provide opportunities for their ethical and professional development. Educators cannot provide quality education without ethical- and integrity-based, high-quality, accountable educational staff members. Professional development programs (PDPs) develop and emphasise professional educators' responsibility to provide quality, inclusive teaching that is continually improved. Educators are now bringing greater transparency into faculty evaluation, committing to honesty in academia and professionalism, and creating mentoring relationships with their students. When an educator supports these behaviours, he or she contributes to his/her institution's effort to validate that it provides quality academics and that it has created an appropriate climate for a culturally responsible learning community (Steiner, 2020); PDPs contribute to the continued success of institutions' ability to provide quality, credible educational programmes in the future (Steiner, 2020).

### III. PROFESSIONAL DEVELOPMENT AND INSTITUTIONAL DEVELOPMENT

Quality education does not occur as the result of the individual efforts of faculty; rather, it occurs as a result of the collaboration of faculty members within an institution, who are provided a supportive environment in which to collaborate on behalf of their students (Trawler & Cooper, 2002). FDPs contribute to the institutional development of educational quality by creating a professional culture focused on academic integrity, inclusive of all forms of pedagogy, and on creating sustainable mechanisms for ongoing quality improvements through the provision of professional development opportunities and supporting faculty members' professional growth.

One of the more visible results of the FDPs is the ability to improve the mode by which accreditation and quality assurance measures can be improved. Different accreditation agencies worldwide — particularly in India — such as the National Assessment and Accreditation Council (NAAC), and the National Board of Accreditation (NBA) — weigh faculty development as one measure by which to compare and assess quality.

Each of these agencies has a close correlation to the agency's framework for ensuring the educator understands OBE, curriculum alignment, and innovative approaches to assessment. This close correlation allows institutions, by providing evidence of compliance with guidelines, to be able to demonstrate either maintaining or enhancing their respective placement in national and world rankings (Harden & Crosby, 2000).

Another important aspect of FDPs is their role in providing support for collaboration across disciplines to address the connections to the issues that the academic system and students face. require that real-world learning exemplifies multi-disciplinary experiences. Additionally, closely aligned to forward to effective learning experiences at the cross-disciplinary nexus, an FDP can also help faculty experience non-subject related cross disciplinary perspectives. Moreover, FDPs help in building a culture of continuous improvement within academic institutions. Instead of relying on outdated teaching practices, FDPs encourage reflective pedagogy, adaptability, and responsiveness to change. This culture ensures that institutions remain dynamic, resilient, and responsive to both local and global educational demands<sup>10</sup>. From a policy standpoint, FDPs are no longer optional but have become systemic mandates. In India, agencies such as the University Grants Commission (UGC) and the All India Council for Technical Education (AICTE) require faculty members to undergo FDPs as part of career progression and promotion pathways<sup>11</sup>. This policy emphasis highlights the recognition of FDPs as a structural element of higher education quality rather than a supplementary activity. Furthermore, the National Education Policy (NEP) 2020 reinforces the significance of regular FDPs, advocating for continuous professional development to ensure that faculty remain aligned with emerging knowledge systems, digital technologies, and innovative teaching models<sup>11</sup>.

Key component of faculty development		
Sr.No.	Component	Description
1	Workshops & Seminars	Training sessions on teaching skills and educational strategies
2	Pedagogical Training	Enhancing instructional methods and curriculum design
3	Research Support	Assisting in research

		activities and publication
4	Mentoring & Coaching	Guidance from experienced faculty for professional growth
5	Assessment & Feedback	Evaluation and feedback for continuous improvement

**Figure 1: key component of faculty development**

FDPs also foster a culture of continuous improvement in institutions of higher education. Rather than reverting to outdated teaching strategies, FDPs promote reflective pedagogy, flexibility, and responsiveness to change. This type of culture assures institutions remain dynamic, resilient, and responsive to local and global educational needs<sup>12</sup>. There are different key component of faculty development in shown in figure 1.

#### IV. CHALLENGES, GAPS, AND FUTURE DIRECTIONS

While Faculty Development Programs (FDPs) are recognized tools for ensuring educational quality, the translation of theory to practice is often challenged by a number of barriers which constrain their overall effectiveness. One of the largest obstacles is the strain on resources. For many institutions particularly those in developing countries budgets are highly limited, influencing the consistency, depth, and quality of FDPs. Often programs involve either short terms, possess little in the way of continuous follow-up, or lack a systematic, consistent approach to change all reducing the likelihood for sustainable change. Another barrier is low engagement and participation by faculty. Heavy teaching loads, administrative duties, and research obligations often complicate educator's willingness to become involved in FDPs<sup>13</sup>. some educational systems/faculty members believe FTPs are required "courses" necessary for accreditation, and the ethos of professional learning becomes less of priority works against their idea of professional development. This instrumental view can potentially undermine the ethos of FDPs, which is to promote a culture of lifelong learning and reflection on practice<sup>14</sup>.

Another gap exists when an institution lacks means to truly evaluate their outcomes. In many institutions the success of FDPs is often measured by completion of course or attendance in the workshop not ascertaining if earning credits made brought professional change in terms of teaching, research, or student outcomes. Unless there is rich feedback and impact-analysis.



**International Journal of Recent Development in Engineering and Technology**  
**Website: [www.ijrdet.com](http://www.ijrdet.com) (ISSN 2347-6435 (Online) Volume 15, Issue 04, April 2026)**

A further poorly addressed gap is that many institutions do not have mechanisms in place to evaluate the success of FDPs and only measure success through attendance or completion certificates. Rather, institutions should be asking whether faculty learning connects to enhanced teaching and research, or to improved student experiences and outcomes. Absent a clear framework for feedback and impact analysis, FDPs will devolve into symbolic activities and away from being enactments of change. Addressing these types of barriers, future directions for FDPs are highly influenced by innovation and institutional change. To begin, it is necessary to develop and integrate curriculum that takes into account digital pedagogy, AI, and data-driven teaching tools (OECD, 2020). This infusion into FDPs would create space for educators to prepare themselves to meet the demands of online and blended learning environments. Equally important, providing faculty opportunity to collaborate globally and participate in international benchmarking are also opportunities place faculty and educators with world-wide practice which entails best practice and exemplars that faculty can adapt locally<sup>13-14</sup>. Further, FDPs must be mindful of soft-skill development, mentorship, leadership and emotional intelligence, along with the technical skills, as these important factors are critical to establish a safe, inclusive learning space<sup>15</sup>. Finally, developing models that are evidence-based and utilize feedback for evidencing positive scholarly outputs is critical. Programs need ongoing feedback from students voices and input from peers through the process of designing their program to understand how much engagement from faculty in learning equals engagement and success for students. The largest barriers are the limited financial resources available and institutional support for faculty development programs (FDPs). In order for high-quality FDPs to be developed there often needs to be an investment in infrastructure development, learning resources, training in expert use and application of technologies, etc. Many institutions, particularly those located in developing regions, do not have the financial support necessary to implement comprehensive FDP initiatives. Lack of sufficient funding creates programs that do not have the time, depth, or breadth necessary to provide faculty with the skills to teach advanced pedagogical strategies, research skills and/or integrate technologies into their teaching and learning. In addition to having sufficient financial resources, institutions must provide support for FDPs in the form of administration encouragement, faculty time to participate in FDPs, and recognition of achievement associated with faculty development through professional growth and progress. Without institutional commitment to FDPs, it becomes difficult for FDPs to become transformative experiences instead of formalities.

A second significant barrier is faculty resistance to change or workload concerns. Faculty members often face heavy teaching loads, administrative responsibilities, and research obligations, leaving limited time and energy for professional development activities. Additionally, some educators may be hesitant to adopt new teaching methods, assessment strategies, or technological tools, preferring familiar approaches that have worked in the past. Resistance may also stem from a lack of perceived relevance; if faculty do not see the direct benefits of FDPs for their teaching or career growth, their motivation to participate actively can be low. Overcoming this challenge requires carefully designed programs that demonstrate clear value, provide incentives, and foster a culture of continuous improvement.

Another area of concern is a significant problem due to the fact that there is no evaluative follow-up after the program. There are many times you will find Faculty Development Programs delivered only as single session of either a workshop/seminar-style. As a result, there is no way to systematically evaluate the effectiveness or sustainability of any of these Programs. Assessment will be done and may or may not occur in some form after program completion by many faculty members' internalization of new skill sets or application of new methodologies for their teaching or improved research conduct as a direct result of their participation in the FDPP. Monitoring and providing regular evaluations of participant performance through on-going follow-up and peer feedback is critical to determining whether the knowledge and skills participants developed through their participation in the FDP actually resulted in the improvement of the quality of instruction they provide to students and their education outcomes. The lack of evaluation and follow-up systems affects how effective Faculty Development Programs are over time and limits the ability of institutions to improve their development programs as well as to achieve their respective missions. One additional challenge is unequal access to FDPs across institutions. There is a significant difference in faculty access to high-quality FDPs between those at urban and rural institutions or those that are well funded versus those that are under-funded. Faculty at smaller or more remote colleges and universities have limited opportunities to participate in high-quality FDPs because of physical logistics, expenses and/or lack of technology. This unequal access will only increase the differences in quality of teaching and student learning outcomes and will not further the larger goal of equitable and sustainable quality education.



**International Journal of Recent Development in Engineering and Technology**  
**Website: www.ijrdet.com (ISSN 2347-6435 (Online) Volume 15, Issue 04, April 2026)**

Solutions to this challenge should be inventive and innovative; they may include creating online FDPs, developing local/regional collaborative networks, creating mobile training units, or supporting initiatives through government funding to create greater access for all faculty members.

The effectiveness of faculty development programs (FDPs) can be limited by design and relevance obstacles. Generic, lecture-focused, and/or not aligned with the specific needs of faculty in their respective discipline may prevent meaningful engagement of participants. For instance; science and technology educators, for example, need to be able to engage directly with new laboratory techniques, simulation tools, and current best practices in research; if these opportunities/references are absent from FDP content, there's no guarantee that faculty will achieve improved performance in the classroom or in their research after participating in an FDP. Addressing these design-related barriers will require customizing FDPs to address the unique needs of faculty, providing hands-on educational experiences with FDP content, and including post-FDP follow-up support.<sup>16</sup>

FDPs play an integral role in the ongoing provision of educational quality and face numerous implementation barriers including: limited funding; lack of institutional support; resistance from faculty; limited post-FDP evaluation; and inequity among institutions in access/distribution of FDP resources. Strategic planning, institutional commitment, and innovative means of programmatic delivery will all be needed in order to overcome these barriers. Institutions of higher education will need to treat faculty development as a long-term investment (rather than as a short-term requirement) so that FDPs are delivered with adequate resources, are relevant to faculty's needs and provide equitable access to all faculties. Institutions of higher education that successfully meet these obstacles will maximize the effectiveness of FDPs; enabling faculty members; improving the quality of teaching and research; and sustaining the quality of education in a continuously changing academic environment.<sup>16-18</sup>

#### V. CONCLUSION AND RECOMMENDATION

Faculty Development Programs have become a core component of sustaining quality education in higher education institutions. By empowering educators, pedagogical expertise, research capabilities, and technological competencies, it enables institutions to respond effectively to the growing demands of modern education.

However, the effectiveness of these programs depends largely on substantial institutional backing, sufficient funding, and modular program design. Institutions must view faculty development as a long-term investment rather than a short-term administrative requirement.

For sustainable impact, FDPs should incorporate continuous and compressive evaluation, encourage collaborative team based learning, and integrate emerging technologies in teaching and research. When implemented effectively, faculty development initiatives not only enhance teaching quality but also contribute to institutional growth and student success.

Ultimately, empowering educators through continuous professional development remains one of the most effective strategies for ensuring excellence, innovation, and sustainability in quality education.

#### *Acknowledgement:*

The authors express their sincere gratitude to their colleagues and institution for their encouragement and support. We also thank the scientific community for their ongoing work and published studies, which provided a crucial basis for this investigation.

#### REFERENCES

The heading of the References section must not be numbered. All reference items must be in 8 pt font. Please use Regular and Italic styles to distinguish different fields as shown in the References section. Number the reference items consecutively in square brackets (e.g. [1]).

- [1] Darling-Hammond, L., Hyster, M. E., & Gardner, M. (2017). *Effective teacher professional development*. Learning Policy Institute.
- [2] Desimone, L. M., & Garet, M. S. (2015). Best practices in teachers' professional development in the United States. *Psychology, Society & Education*, 7(3), 252–263.
- [3] Guskey, T. R. (2002). Professional development and teacher change. *Teachers and Teaching: Theory and Practice*, 8(3/4), 381–391.
- [4] Mishra, P. (2021). Faculty development for teaching in higher education: The role of technology and innovation. *Journal of Educational Technology Systems*, 49(4), 561–580.
- [5] Mukhopadhyay, M., & Bhattacharyya, D. (2013). Faculty development and quality assurance in higher education. *University News*, 51(17), 8–15.
- [6] Steinert, Y. (2020). Faculty development: From workshops to communities of practice. *Medical Teacher*, 42(4), 429–435.
- [7] UNESCO. (2015). *Education 2030: Incheon Declaration and Framework for Action for the Implementation of Sustainable Development Goal 4*. UNESCO Publishing.
- [8] Guskey, T. R. (2002). Professional development and teacher change. *Teachers and Teaching: Theory and Practice*, 8(3/4), 381–391.



**International Journal of Recent Development in Engineering and Technology**  
**Website: [www.ijrdet.com](http://www.ijrdet.com) (ISSN 2347-6435 (Online) Volume 15, Issue 04, April 2026)**

- [9] Mukhopadhyay, M., & Bhattacharyya, D. (2013). Faculty development and quality assurance in higher education. *University News*, 51(17), 8–15.
- [10] Sparks & Loucks-Horsley, 1989, Five Models of Staff Development, *Journal of Staff Development*, Fall 1989 (Vol. 10, No. 4)
- [11] Trigwell, K., Prosser, M., & Ginns, P. (2005). Phenomenon graphic Studies of Teaching and Learning in Higher Education. *Higher Education Research & Development*, 24(4), 349–360.
- [12] Hargreaves, A., & Fullan. (2012). *Professional Capital transforming Teaching*. Teachers College Press.
- [13] Sparks, D., & Loucks Horsley, S. (1989). Five Models of Staff Development. *Journal of Staff Development*, 10(4), 40–57.
- [14] Boyer, E.L. (1990). *Scholarship Reconsidered : Priorities of the Professoriate*. Carnegie Foundation.
- [15] Zepeda, S. J. (2012). *Professional Development: What Works* (2nd ed.). Routledge, New York.
- [16] Algahtani, H., “Barriers to Faculty Development Program for Medical Education: Experience from Saudi Arabia.” *DSHJ / Dr. Sulaiman Al Habib Medical Journal*, 2020
- [17] Y. Guraya & Songsheng Chen. “The impact and effectiveness of faculty development program in fostering the faculty’s knowledge, skills, and professional competence: A systematic review and meta-analysis.”, 26(4): 688-697, 201
- [18] Michael Fullan, *The New Meaning of Educational Change*, Teachers College Press, 2007 - Education - 338 pages