






**WILLIAM & MARY**  
**OFFICE OF THE PROVOST**  
 Faculty Development

***Balancing the 3-legged Stool:  
 Research, Teaching, Service***

1. **Small Group Discussion** (15 mins). Consider the following question: *How are you thinking about the way you are prioritizing your time as you consider your career progress?* Share your thoughts and plans for how you are envisioning your career path and plans for tenure/promotion, growth and/or potential career shifts.
  
2. **Individual Reflection** (20 mins). Take some time to reflect and examine how you are spending your time.
  - A How are you spending your time?
    - Identify your major areas, or buckets, of responsibility (e.g., research, teaching, service administration) as applicable, and the percent time/effort allotted for each.
    - List your activities within each area for the current semester.

|  | Research<br>(%____) |  | Teaching<br>(%____) |  | Service<br>(%____) |
|---|---------------------|---|---------------------|---|--------------------|
|   |                     |   |                     |   |                    |
|   |                     |   |                     |   |                    |
|   |                     |   |                     |   |                    |
|   |                     |   |                     |   |                    |

- B Reflection: Does the time you are spending in these areas match, or align, with your planned effort?
  - Are any buckets overflowing?
  - What activities could be removed or streamlined?
  - Do any buckets need to be filled?
  - In what ways can you add to a bucket so that the activity aligns with/or supports ongoing efforts in other areas of responsibility?
  - As you have completed this exercise - what questions, ideas or insights have emerged that would be helpful to discuss with others?