



Presidential Select Task Team **FACULTY CHARTER**

From Dr. David Smith:

Background

This fall, I launched an initiative of “Engaging Excellence,” the main component of which is the creation of a ten-year strategic plan for Upstate Medical University.

To begin the strategic planning process, I commissioned an environmental scan to evaluate how we serve internal constituents (students, faculty, researchers, and staff) and external constituents (patients, collaborating hospitals, the Syracuse community, and the surrounding region). The consultants focused their attention on five specific areas: Students, Faculty, the Clinical Enterprise, the Research Enterprise, and Human Resources/Employer of Choice. The consultants also assessed these six cross-functional areas: Institutional Advancement, Intergovernmental Relations, Support Services, Information Technology, Marketing and Branding, and Facilities and Space Utilization.

The resulting analysis is being shared with members of the Presidential Select Task Teams as background for the strategic planning process.

A charge for your team is outlined below. This charge *is not meant to limit the scope and work* of your team, but rather to provide a framework from which to build. All team members are encouraged to bring a global perspective to strategic discussions, prompting innovative and progressive recommendations. As the team develops momentum, you are encouraged to implement “early wins” that do not require large resources for people, space or money. Examples of early wins: process improvements, procedure change, etc.

The final outcome of your work will be to develop a metric-based 10 year recommendation for a strategic plan. Your team will hand off the report to your Executive Council Sponsor. An Administrative Response will be developed from your recommendations. The Administrative Response from each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Charge:

Team members are expected to create a collaborative partnership and extend that approach to the greater campus community. **The Faculty Team is charged** with creating recommendations to incorporate into a strategic plan for enhancing excellence in recruitment, retention, and development of Upstate Medical University faculty. Consideration should be given to our

residents and fellows. They are represented by UUP and are salaried employees. This group of learners fall between students and faculty, and attention to their needs should be inclusive in developing recommendations.

The team will include consideration from:

- Existing or planned operational and/or strategic plans
 - Office of Faculty Affairs and Faculty Development
 - Office of the Dean
- Committee work
- Information available from other internal sources (Finance and Management, Facilities, Marketing, Foundation Office, etc)
- Staff comments / suggestions from Town Hall Meetings and the Engaging Excellence website

The team will consider the following elements in developing a strategic plan:

Faculty Development

- What is the definition for success of faculty (e.g. tenure, recognition, career satisfaction)
- Define faculty development elements: research; fund raising; finance; supervision, etc.
- Consider developing a Leadership Institute

Faculty Recognition

- Formally welcome new faculty
- Celebrate career milestones / success
- How do we promote / communicate faculty accomplishments?
- Explore ways in which faculty can find and embrace commonalities of interest across the university – academic, clinical, research
- Faculty retirees: how do we keep them engaged? Consider creating a Faculty Vitality Program

Faculty Recruitment and Retention

- How could we enhance diversity and gender recruitment efforts?
- Explore monetary and non-monetary incentives for recruitment and retention
- Explore methods to decrease faculty-to-student ratios
- How do we encourage an environment of civility and professionalism?

Research:

- Examine opportunities for collaboration across colleges and with other universities
- Explore incentives to encourage interdisciplinary collaboration (metrics to measure)
- Examine how to create research opportunities for junior faculty and how do we integrate students, residents in such?

Space / Facilities:

- Explore the potential for creating a common faculty space

- How do we assign space to faculty?
- Review resources necessary to expand faculty numbers: classrooms, faculty space, etc

Outcomes:

The team is charged with developing a ten year strategic plan that includes

- Measurable outcomes
- A timeline
- Reporting mechanisms

Each team will hand off their report to their Executive Council Sponsor, and will present a power point presentation to the President and his Executive Council. An Administrative Response will be developed from your recommendations. The Administrative Response from each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Executive Council Sponsor

Steven Scheinman

Membership

Chair: Michael Miller

Vice Chair: Ann Botash

Facilitator: Renae Rokicki

Recorder: Michelle Lewis

Leslie Major (Binghamton Campus)

Andrea Manyon

Carol Gavan

David Lehman

Gary Johnson

Jim Vossler

Richard Cross

Phil Smith

Sheila Lemke

Shiu-Chung Au

Stacey Mehlek

Steven Youngentob

Terry Wagner

MaryGrace VanNortwick

Michele Estabrook