



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller

EC SPONSOR: Steven Scheinman

RECOMMENDATION NO: MI 2 Balance of missions for departmental efforts

Date: 10/27/07

FORM COMPLETED BY: Lynn Cleary

Additional staff assigned: Joe Smith (for MI 2 #4)

RESPONSE STRATEGY: The response strategy is outlined for each of the four components of this recommendation:

1. Needs assessments for larger courses such as Practice of Medicine (POM)
 - Course and clerkship directors from POM and all clerkships offering ambulatory rotations will be asked to outline staffing and resource needs requiring support from the Dean's office by January 2008 as part of planning the 2008/09 academic year
 - Dr. Cleary will review this with Dr. Scheinman as soon as needs are submitted in order to identify methods of meeting the needs.
 - Dr. Smith has expressed interest in exploring this issue and will be meeting with Dr. Loftus (Medicine clerkship), Dr. Scheinman, and Dr. Cleary.
2. Analysis of teaching resources prior to consideration of class size expansion
 - This has already been done. All required course and clerkship directors were surveyed for their ability to expand class size in winter/spring 2007 by the COM Admissions Task Force. Results showed that expansion of the class beyond 160 would only be possible by expanding basic and clinical faculty size, building larger auditoria, and expanding the patient care base available for teaching, which will require additional clinical affiliations (new hospital affiliations, practice affiliations, and/or [an]additional clinical campus[es]).
3. Advance efficiency in structuring medical student clinical courses
 - One of the goals of Curriculum Renewal 2000 was to improve the efficiency of the curriculum. Some efficiencies were achieved across the three years of the curriculum. More efficiencies could be achieved and this goal is charged to the Curriculum Coordinating Committees (CCCs).
 - The Clinical Years CCC had a retreat in early October 2007 to begin the work of improving the third and fourth year curriculum. One of their goals is to improve the efficiency of this curriculum. A recommendation is anticipated by July 2008 for potential implementation in July 2009.

- The Year 1 and 2 CCCs have identified minor changes for 2008/09 and will be asked to address efficiency again as part of planning for the 2009/10 year.
4. Advance distance learning technology and support
 - This recommendation is identical to one made by the student team; please refer to the response to Student Team Recommendation 5.1.

TIME FRAME:

1. Needs assessment will be completed by Feb. 1, 2008; response to the needs will be completed by April 15, 2008.
2. Completed; will require updating periodically as plans for a new academic building and new clinical affiliations are identified.
3. Efficiency in the curriculum is an ongoing focus of quality improvement and will always require attention. Specific recommendations for years 3 and 4 will be finalized by July 2008 for implementation in July 2009.
4. See response to Student Team Recommendation/Response 5.1.

RESOURCES:

1. To be determined after needs assessment is complete. Anticipate additional compensation to clinical faculty for teaching time.
2. New academic building with two large auditoria, new clinical affiliations (new hospitals, additional RMED sites, development of additional clinical campuses)
3. Minimal, to be determined after recommendations are made, may require some online curriculum development (consultant, faculty development, web development)
4. See Student Response 5.1

REPORTING MECHANISMS: Through Curriculum Office to Dean, COM.

PERFORMANCE MEASURES:

1. Surveys of course and clerkship directors regarding whether they have adequate resources to deliver their courses/clerkships.
2. Annual data regarding contact time for COM courses
3. Student surveys regarding curriculum
4. Track online curriculum development over time.

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman, MD

RECOMMENDATION NO: _Recruitment #2: Enhance Upstate website as recruitment tool to promote Central New York__

Date: 7/31/07

FORM COMPLETED BY: Paula M. Trief, PhD

Additional staff assigned: Joe Smith, Carol Ceraldi

RESPONSE STRATEGY: Dr. Trief, Mr. Stein and Ms. Ceraldi have met and have developed a process and content for improvements to the website. As recommended by the task force, information that has been included, with appropriate links, are: child care options, real estate/relocation information, a list of other large employers in CNY. The webpage for prospective faculty will be accessed via the url: [jointheupstatefaculty](http://jointheupstatefaculty.com). Other information will be considered as we get feedback about the site.

TIME FRAME: Accomplished

RESOURCES:

REPORTING MECHANISMS:

PERFORMANCE MEASURES:

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman, MD

RECOMMENDATION NO: _Recruitment #3- Dual Career Assistance Program__

Date: 7/31/07

FORM COMPLETED BY: Paula M. Trief, PhD

Additional staff assigned:

RESPONSE STRATEGY: 1. Chairs will be encouraged to assess spouse/partner employment goals when appropriate. Brochure about HERC (Higher Education Recruitment Consortium) will be included in new recruitment packet that Dr. Trief has developed for potential faculty candidates, so that they can raise this issue, as chairs are not allowed to do so.;

2. Chairs will refer spouses/partners to Office of Faculty Affairs for additional information;

3. If spouse is seeking a position in academics, the HERC will be used, to post the spouse's CV and identify other positions in nearby universities;

4. Information about other large employers has been posted on prospective faculty webpage ("jointheupstatefaculty"), and spouses will be referred to this information. This includes information about other major employers;

5. Dr. Trief and Stacy Mehlek will continue their membership in, and involvement with, HERC to identify other dual career assistance strategies that are being used successfully at other institutions that might be implemented at Upstate.

TIME FRAME: Accomplished

RESOURCES: Time and resources for website redesign, to include a link to HERC; brochures to market dual career assistance.

REPORTING MECHANISMS:

PERFORMANCE MEASURES:

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:

DRAFT



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, Ph.D.

EC SPONSOR: Steve Scheinman, M.D.

RECOMMENDATION NO: __REC # 4__

Date:

FORM COMPLETED BY: Mary Ellen Keeney

Additional staff assigned:

**Paula Trief
Maryann Merklein
Stacy Mehlek
Patty Brecht**

RESPONSE STRATEGY:

- Utilize notes section of On-line Employment system to track status of COM faculty appointments and communicate with departments
- Provide training to department assistants on the recruitment and appointment process for COM faculty, to include Affirmative Action requirements
- Create standardized recruitment packet of information for faculty candidates who interview- ACCOMPLISHED
- Faculty Appointments Specialist to advise Medical Staff Office and hiring department via e-mail when a final candidate is selected and department offer letter approved, so that the credentialing process can be initiated
- Add Medical Staff Office web site to departmental offer letter instructing the candidate to begin the process of applying for privileges
- Consider utilization of On-Line Employment system to support an streamline the process
- Consider adding an additional full time FTE to the Medical Staff Office to respond to the needs of credentialing for locum tenens

TIME FRAME:

3-6 Months

RESOURCES:

- Possible new FTE (1.00) for Medical Staff Office
- Funding for recruitment packet (Development and duplication of new or existing brochures)

REPORTING MECHANISMS:

PERFORMANCE MEASURES:

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:

DRAFT



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, Ph.D.

EC SPONSOR: Steve Scheinman, M.D.

RECOMMENDATION NO: __REC # 9__

Date:

FORM COMPLETED BY: Mary Ellen Keeney

Additional staff assigned:

Paula Trief

Maryann Merklein

Stacy Mehlek

Patty Brecht

RESPONSE STRATEGY:

- Dr. Trief has met with Joe Smith and Carol Ceraldi in Educational Communications to review Faculty Development web site and are in the process of making enhancements that will better outline the hiring process for COM faculty
- Human Resources will survey the College of Nursing, College of Health Professions and the Library to determine web needs related to the faculty recruitment and appointment process [???? Not sure where this stands]

TIME FRAME:

6-12 Months

RESOURCES:

- Educational Communications

REPORTING MECHANISMS:

PERFORMANCE MEASURES:

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman, MD

RECOMMENDATION NO: Retention #3

GENERAL IT SUPPORT (1 OF 3): Promote a more personalized approach to support of faculty for general IT resources such as desktop, networking and selected application categories, particularly as relates to faculty research efforts.

PROPOSED TIME FRAME:

6 months to hire and orient initial FTE. 12 months to assess impact and determine value in expanding program.

STRATEGY

Desktop support enhancements for basic science faculty

- Create a small team of general IT professionals who are able to understand and respond effectively to the individualized needs of the various researchers and labs. (As a starting point, the Research Computing Advisory Committee has requested that IMT be funded to add an FTE in desktop support/networking.)
- Assess benefits/feasibility of site licenses for certain desktop productivity software such as reference management software; Adobe. (For a relatively small user base, site licensing may not make financial sense.)

EXPECTED BENEFITS

Provide some much needed “bandwidth” required to manage non-standard requests and situations. Should improve faculty satisfaction with essential institutional support for their activities.

MEASURABLE OUTCOMES

- Faculty/chair survey feedback.
- IMT utilization/work tracking statistics

RESOURCES NECESSARY (e.g. FTE, funding, space): Please work with you Financial Representative on your team.

1 FTE immediately; assess impact and expand accordingly; space & equipment for staff

EXISTING POLICY IMPACT (if applicable):

NA

PRIMARY RESPONSIBILITY:

Additional departments/person:

IMT - Operations and Networking Services

RESPONSE STRATEGY:

This recommendation was discussed extensively in the Research Computing Advisory Committee meeting. IMT fully supports this recommendation and is ready to move forward with this position once it has been approved by the Executive Council. The timing of this recommendation is excellent in that there might be a person available that is currently providing this service to a research department and is well-respected by them for his work. This person also happens to have an excellent working relationship with the Operations & Networking Services Department in IMT. We believe this individual could provide the research community with the individualized attention they need while providing the bridge to IMT to draw on the collective expertise and resources of the IMT organization. In addition, this person will serve as the eyes and ears for the infrastructure support folks such that they have a better appreciation of the unique infrastructure needs of our research community.

This person would also be better positioned to address the benefit/feasibility of site licenses for certain desktop productivity software. In the past, it was difficult to aggregate the disparate software needs of this community based on our desktop support model which is based on standardization and economies of scale. Having this person dedicate to the research mission will allow us to aggregate those disparate needs into productive and supportable solutions.

REPORTING MECHANISMS:

ONS will be responsible for implementation. Project participants will report progress to their ONS Manager, who in turn will report to the Director of ONS. The Director of ONS meets periodically with the CIO to report progress on all departmental projects including this project. CIO will report status through Mr. Brady.

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:

Secure approval to commence project.

Form completed 09/4; M. Zeman



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman, MD

RECOMMENDATION NO: Retention #5 Recognition of faculty

Date: 7/25/07

FORM COMPLETED BY: Paula M. Trief, PhD

Additional staff assigned: Melanie Kalman PhD, RN, Jennifer Moffat PhD, Joan O'Brien MS Ed, RTT

RESPONSE STRATEGY:

1. "Recognize faculty efforts in grant awards, highlight faculty accomplishments through a "marketing" short shown on hospital television system and add monitors outside of the elevators in the waiting areas". **RESPONSE:** Our group supports the importance of faculty recognition, not just for grant awards but for many areas. Areas to acknowledge include (but are not limited to): **RESEARCH:** all grants, publications, participation in conferences as speaker, paper or poster presenter, study section participation, editorial board appointment, invited reviewer for journals (this may not be as significant for COM faculty, but is significant for other colleges that are just beginning their research endeavors); **TEACHING:** mentoring of students to include student accomplishments (e.g., papers, award of PhD degree, post-docs placed in faculty positions), Excellence in quality of teaching, advising, innovative curriculum, new or redesigned course, publications about education; **CLINICAL/SERVICE:** Excellence in service to patients, to the dept. and/or

University (committees, new initiatives), to the broader professional community (national and international professional organization committees or leadership). However, we were concerned about the feasibility of the TV monitor approach as it would require a great deal of information that would have to be updated frequently and consistently or it will be ignored. Instead, we'd recommend other recognition activities, including (1) "marketing" posters be placed in several areas (e.g., near hospital elevators, near Weiskotten elevators, library) that highlighted a specific faculty member's accomplishment in research, teaching or clinical work. This poster could be developed by the marketing dept. and changed on a monthly basis; (2) an email-delivered newsletter that includes information about all faculty accomplishments; (3) increased publicity efforts through local media; (4) an electronic link on the student, faculty and hospital websites that the user can click to send recognition to any faculty member who "went above and beyond" in their teaching, research or clinical work. This would automatically generate a letter of congratulations from the Dean's office, with a cc to the President and dept. chair.

2. "Communications should go to and come from chairs regarding significant accomplishments." **RESPONSE:** Our group supports this strategy and Dr. Trief has already instituted a system so that her assistant, Gail Mead, will receive monthly updates from chair assistants and designated individuals in CON and CHP about faculty accomplishments.
3. "Institute salary increases upon promotion, luncheons and gifts should celebrate successes as well as longevity". **RESPONSE:** The issue of salary increases upon promotion must be addressed by the Deans of the colleges taking into account all of the factors that affect this decision. However, our group felt strongly that a promotion without either a raise or bonus is "hollow" and contributes to faculty feeling undervalued and low morale. Our group also recommends that a restaurant gift certificate be given to faculty who have achieved exemplary success or have reached significant career milestones. A restaurant gift certificate will allow the faculty member to either celebrate his/her success with family or share the recognition with his/her "team", thus broadening the recognition and building community. The process needed to identify faculty deserving of this recognition needs to be determined and should be consistent across colleges.
4. "A long term goal would be to offer larger/nicer office space with promotions". **RESPONSE:** Our group was not enthusiastic about this recommendation, felt that it would be very difficult to implement and unrealistic given the many issues that affect space allocation.

TIME FRAME: 3-6 months. The communication system between chairs and Dean's office has been developed. Dr. Trief is currently working on the e-letter, called "The Faculty Commons", planning to send the first issue in Nov.. Dr. Trief is meeting with EdComm representative to discuss website changes if approved by EC. Dr. Trief will also develop the process for nomination for restaurant gift certificates if approved by EC.

RESOURCES: Ed Comm staff to work on website design. Marketing dept. staff to work on posters. Public Relations staff to work on increased media attention. Funds for restaurant gift certificates. Funds for raises/bonuses for promotion.

REPORTING MECHANISMS: Dr. Trief will coordinate faculty recognition efforts that are approved and departments working on these initiatives will report to Dr. Trief concerning their activities. We also recommend that our group reconvene in 1 year to assess progress.

PERFORMANCE MEASURES: A baseline zoomerang survey of faculty concerning whether they feel adequately recognized and other ideas for faculty recognition. Then, a survey sent 1 year after these new initiatives have been instituted with similar questions. Dr. Trief is currently conducting exit interviews of all faculty who leave and has incorporated questions about recognition into these interviews.

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman, MD

RECOMMENDATION NO: Ret #6 Improved off-campus network access

GENERAL IT SUPPORT:

Promote a more personalized approach to support of faculty for general IT resources such as desktop, networking and selected application categories, particularly as it relates to faculty research efforts.

PROPOSED TIME FRAME:

3 - 4 months from project initiation

STRATEGY

Improve off-campus access via newer, more flexible VPN technologies

EXPECTED BENEFITS

Productivity improvements for faculty due to enhanced ability to work from home and other remote settings. Increased faculty satisfaction. Eliminate/mitigate the requirement for SUNY PC to run VPN.

MEASURABLE OUTCOMES

- Faculty survey feedback.
- System utilization statistics.
- Decrease support calls for SUNY PCs.
- Decrease cost for Internet service.
- Reduction in amount of SUNY PCs sent home with employees/faculty.
- End user satisfaction with access to information as if they were on-campus.

RESOURCES NECESSARY (e.g. FTE, funding, space): Please work with you Financial Representative on your team.

Hardware/software ~ \$30-50K; Fractional FTE depending on support expectations

EXISTING POLICY IMPACT (if applicable):

The requirement of a SUNY owned PC will not longer be required. In addition, the re-evaluation of the use of RSA Key Fobs for access to sensitive patient information should be re-visited as part of this project.

PRIMARY RESPONSIBILITY:

Additional departments/person:

IMT - Operations and Networking Services

RESPONSE STRATEGY:

We agree and support the committee's recommendation. We have assessed the requirements of the committee, considered a number of potential solutions for providing the network access they desire and have selected a solution we feel would best meet their needs. We understand their needs to be the following:

- The ability to recreate their desktop experience from a remote PC with Internet access and a current version of Internet Explorer. The "desktop experience" would give the end user the ability to perform all functions including file access he/she would normally perform from his/her desktop computer.
- Access would be secure in that the potential for unauthorized access to the user's desktop PC would be very small and that the transmission of all data would be protected.
- The solution would provide for ubiquitous access. In other words, secure access to the user's work desktop PC should be possible from any Internet-connected PC running a current version of IE and Windows and access should not require the

installation of client software on the remote PC. If possible, access will also be possible using a Mac or Unix workstation as the end device.

Our recommendation is to implement an SSL (Secure Socket Layer) - VPN (Virtual Private Network) solution in combination with remote desktop control software. The specific products we are recommending are the Citrix Gateway solution and Virtual Network Computing (VNC) remote connectivity software. Based on available pricing information, we should be able to purchase these products within the allotted budget. Resource-wise, I would expect that we can complete this work within 4 months. Before purchasing the required software, we are recommending conducting a pilot implementation of the solution with several potential end users to ensure their specific connectivity needs are satisfied.

REPORTING MECHANISMS:

ONS will be responsible for implementation. Project participants will report progress to their ONS Manager, who in turn will report to the Director of ONS. The Director of ONS meets periodically with the CIO to report progress on all departmental projects including this project. CIO will report status through Mr. Brady.

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval: 8/28/07

NEXT STEPS: Communicate to M. Zeman of approval for implementation: 9/4/07

Mark,

Please provide an update to me when project has been initiated, along with a proposed timeline of project for implementation. Please let me know if you have any questions.

Deb

Form completed 08/14; M. Zeman

Form updated 9/4/07 D. Stehle; emailed to M. Zeman 9/4/07



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman, MD

RECOMMENDATION NO: Ret 7

GENERAL IT SUPPORT (2 OF 3): Promote a more personalized approach to support of faculty for general IT resources such as desktop, networking and selected application categories,

particularly as relates to faculty research efforts.

PROPOSED TIME FRAME:

6-12 months depending on availability of resources and prioritization

STRATEGY

Collaboration Software

- Software that enables easier sharing of files, data and other workproducts among collaborators inside and outside of the Upstate environment.

EXPECTED BENEFITS

Easier collaboration among colleagues at both Upstate and other universities/corporations. Reduce dependence on email for file sharing and collaborative development and review of documents. (Email is not really intended for this purpose and can be cumbersome.)

MEASURABLE OUTCOMES

- System utilization statistics
- Faculty survey feedback

RESOURCES NECESSARY (e.g. FTE, funding, space): Please work with you Financial Representative on your team.

Hardware/software ~\$30-50K; fractional FTE commitment to implement and support software; FTE(s) dedicated to Instructional Technology Center could also be an application support resource.

EXISTING POLICY IMPACT (if applicable):

NA

PRIMARY RESPONSIBILITY:

Additional departments/person:

IMT - Operations and Networking Services

RESPONSE STRATEGY:

We support this recommendation. There is most definitely a need for this type of solution. File sharing/collaboration software is being used at many large universities to support both the academic and research missions. There are a number of viable products on the market that would provide the requested capability in some form or another. All with different capabilities, support paradigms and costs. Given the wide range of products to chose from, we are recommending a selection committee be formed made up of members from the research community that have an interest in this capability along with a few key IT support staff. An alternative to the committee selection approach would be to use the Research Computing Advisory group for this purpose. The process would likely be a little less rigorous, but would still have representation from most of the research community. We would expect that this selection process would take no longer than 3 months depending upon the extent to which the members would want to evaluate the various product

offerings. Once a product has been selected, it would take another 3 to 4 months to purchase the product and the necessary hardware on which to run it, install it and configure it for general use.

An alternative to this approach would be for us to implement one of the more commonly used software solutions, XYTHOS. This would greatly accelerate the implementation process, but might not need the specific needs of certain researchers. Given the popularity of this product, we suspect that it has most of what is needed and ultimately would be a good solution for the research community. This product could be purchased and installed within 3 to 4 months from recommendation approval. The cost of these products is typically between \$10K and \$20K with an annual maintenance fee of \$3K to \$5K.

REPORTING MECHANISMS:

ONS will be responsible for implementation. Project participants will report progress to their ONS Manager, who in turn will report to the Director of ONS. The Director of ONS meets periodically with the CIO to report progress on all departmental projects including this project. CIO will report status through Mr. Brady.

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:

Secure approval to commence project.

Form completed 09/07; M. Zeman



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman, MD

RECOMMENDATION NO: _Dev. #1-Faculty Development Program__

Date: 8/7/07

FORM COMPLETED BY: Paula M. Trief, PhD

Additional staff assigned: Lynn Cleary MD, Eileen Pezzi, Susan Graham MS, MT, Maria

Wheelock, MS, RN (for Carol Gavan EdD, RN)

RESPONSE STRATEGY: “Hire one or more outside consultants...”. The other strategies describe the activities of the consultants, e.g. needs assessment, identification of best practices at other schools, development of a teaching scholar program, include specific content such as teaching technology and research skills. One extra strategy proposed is to “advance faculty understanding of Foundation activities and fund raising strategies”.

RESPONSE: I. Dr. Trief will solicit proposals from 2-3 faculty development consultants to (1) perform a needs assessment of our currently de-centralized programs and make recommendations as to how to structure centralized faculty development activities for the institution; and, (2) provide a range of activities that the consultant might provide ranging from a few basic workshops to a comprehensive, ongoing, budgeted faculty development program. These proposals will be presented to this group (as we represent all of the colleges and administration) for consideration and recommendation to the Executive Council.

[Note: The response to the recommendation that an Academy of Medical Educators be developed will reference this response, as we believe that this step should be discussed with the consultants but should not be implemented independently of the process we have outlined, so that a coordinated program is the result. Kevin Grigsby, faculty development leader at Penn State, has visited Upstate and provided a written report about recommended changes. Dr. Trief plans to visit Penn State within the next few months to learn more about their faculty development initiatives that might be appropriate to Upstate.

II. Re: faculty and philanthropy: We need to take a first step to change the culture so that faculty and chairs begin to see their role in philanthropy. Dr. Scheinman will present this issue to chairs at COMEC meeting, to get their “buy-in”. AAMC occasionally offers a workshop on this topic that several Foundation staff may attend, and that we might support attendance of 1-2 chairs and/or faculty. If supported, chairs could identify appropriate faculty to participate. Eileen Pezzi will identify consultant to provide this type of training to administrators, chairs and faculty. Advancement Resources is an excellent firm that provides this type of training.

TIME FRAME: 3-6 months to identify consultants and arrange for their visit to campus. Time frame after that depends on the extent of the program that is later recommended and approved by the EC.

RESOURCES: Funds to bring consultants to campus for initial meetings. Funds to send chair and/or faculty to AAMC workshop on philanthropy.

REPORTING MECHANISMS: The sub-committee that developed this response is willing to continue our involvement and take on the role of evaluating the proposals submitted by the consultants, and making final recommendation to the Executive Council.

PERFORMANCE MEASURES:

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS: Dr. Trief will identify and contact 2-3 consultants to determine process and cost of bringing them to campus to begin this process. Dr. Trief will visit Penn State to meet with Kevin Grigsby. Dr. Scheinman will dedicate a COMEC meeting to this topic to begin to get chair “buy-in”. Once faculty and chairs are identified who are interested in being involved in fund-raising, Eileen Pezzi will pursue appropriate training for them.



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty

CHAIR: Miller/Botash

EC SPONSOR: Scheinman

RECOMMENDATION NO: Other #1

EXECUTIVE SUMMARY:

ePortfolio/eCV - Create and support an e-portfolio capability for faculty which catalogs and highlights an individual’s credentials, skills, publications, projects, interests, etc.

Faculty Info database – expand faculty information database and associated maintenance process/governance structure that makes pertinent information available to internal and external constituents regarding faculty and their scholarly interests and activities. Some data would be shared with eCV.

Governance related to content updating responsibilities is critical to realizing benefits.

PRIMARY RESPONSIBILITY:

Additional departments/person:

IMT, Finance and Management, Dean's office

RESPONSE STRATEGY:

We agree that this recommendation should be implemented. A detailed specification and project plan will need to be developed for both components of the initiative with input from IMT and end-user stakeholders.

A specification should include:

- Database design for Faculty Information Database to be used by administrative and management staff. This would be designed for an internal audience.**
- Database design for an electronic CV system to be utilized by faculty, researchers, students, etc. The audience for this component could be both internal and external. Some data elements will be shared between the two modules.**
- Assessment of interfaces from automated data sources such as Banner, HR Oracle system, Misys, Faculty Solutions Center.**
- A data collection system for those data elements not available via other automated systems.**

Consider including:

- Effort to create download for Faculty Solutions Center project as this would be a valuable data source.**

Once a spec is complete, the project team should generate a project plan including timeline and scope.

(Note that a pilot project for faculty effort collection is tentatively planned to begin in Q3 2007. The data collected in this tool would be a source of data for the Faculty Information Database.)

TIME FRAME:

3 months for specification and planning

4 months to post and hire for required FTE(s) – can be concurrent to planning.

6-12 months after hiring of FTE for phase one deliverables. This timeframe will depend on scope.

12-24 months out – eCV phase.

RESOURCES AVAILABLE:

This project will require significant IT and administrative resources. At least one programmer/analyst will be required, possibly 2 depending on required timeframes for completion. Recommend the database programming resources be housed in IMT-Decision Support with specific assignment to this project and working with direct and regular input from business leaders/stakeholders. Part of these resources could be contracted out if over 1FTE total is approved. The CV component of this project may require web development resources in Educational Communications. This component of the project will be spec'd as

a second phase.

A business resource will also be needed from the administrative office responsible for managing the content gathering and data analysis component of this program.

It is anticipated that in addition to system maintenance, successful implementation will engender a cycle of ongoing additions and improvements and that this will become the foundation of ongoing MBM data management and an ongoing faculty management tool for chairs and administration. Therefore, much or all of the above described resource requirements will be permanent.

REPORTING MECHANISMS:

A project team should be established and a project manager identified. The project manager will be required to maintain a detailed plan and mechanism for reporting progress, issues, etc. This team should report to the appropriate governance body within campus administration, possibly COMEC.

A concurrent governance process should be established to manage and monitor the utilization of the system, including departmental data collection responsibilities. This could report to COMEC.

PERFORMANCE MEASURES:

System utilization statistics.

Reduction in use of paper forms and manual data management processes.

End user satisfaction as demonstrated in post-live surveys/discussions.

Enhanced understanding on the part of campus administration and department chairs of faculty composition and activities.

FINANCIAL ANALYSIS ASSIGNED:

DATE of EC Approval:

NEXT STEPS:

Secure approval to commence project.



EXECUTIVE COUNCIL RESPONSE

TEAM: Faculty Select Task Team

CHAIR: Michael Miller, PhD

EC SPONSOR: Steven Scheinman

RECOMMENDATION NO: Other 2

Make the Upstate web directory of student, faculty and staff available via the public internet. Assess feasibility/impact of reformatting such that spammer use of email addresses is less likely.

Date: September 21, 2007

FORM COMPLETED BY: Mr. Joseph C. Smith

Additional staff assigned:

Ruedi Leinhard

RESPONSE STRATEGY:

Implementing an Upstate Medical University publicly available web directory can be achieved within 60 to 90 days after a small number of policy decisions are made. Additionally, the request to assess the feasibility and impact of reformatting publicly available email addresses to a format more resistant to spammer's attempts at scraping email addresses, has already been done. For a number of months the Faculty Finder, an on-line Upstate directory in which faculty can choose to make their email address public, has presented the email address as a graphic rather than text so it cannot be copied into email.

The strategy to move this recommendation forward will be the implementation of a plan developed by a campus wide committee convened by Terry Wagner in the Spring of 2006. This plan calls for the following:

1. Make available a public version of the current internal directory that includes: name, department, campus phone number and email address. Building and room locations would not be in the public directory. The directory will be searchable using name or department.
2. All Upstate Medical University students, faculty and staff will be included in the directory. Students who have indicated through Banner that they do not want to be listed in public directories will not be included.
3. Through the HR Self-Serve application faculty and staff will have control over whether they are included in the public directory and what phone number should be published (desk or department number.) The directory is "fed" by the HR database.
4. A "directories" link will be added to the "globals" menu at the top of all public pages, similar to the one currently on the iPages. This link will take you to a page where a

number of campus directories will be available.

Additionally, the search space on the upper right of the upstate.edu page will change to reflect searching for “web pages” or “people” – this convention can be found on many other university sites.

5. The policy decisions that need to be addressed include:
 - a. Acceptance of employee control over being included in the directory; also similar control over what phone number is published.
 - b. Should other data elements be included in the directory, such as mailing address, web site links (i.e. a research lab site) and local title?

TIME FRAME:

60 to 90 days after policy resolution and the decision to implement is made.

RESOURCES:

No additional resources are needed to implement. Existing FTE resources will be deployed, so timing could be impacted by competing priorities.

REPORTING MECHANISMS:

Progress on the technical aspects of the initiative will be reported to the CIO through normal reporting routes. CIO will report progress to Mr. Brady and EC.

PERFORMANCE MEASURES:

Availability of new resource; staff, student & faculty feedback

FINANCIAL ANALYSIS ASSIGNED:

No significant costs will be incurred to implement.

DATE of EC Approval:

NEXT STEPS:

DRAFT

Program and Resource Review Process

