

# Engaging Excellence

**Sponsor's Report to Engaging Excellence Faculty Team  
Jan. 15, 2008**

**Presented by:  
Steven Scheinman, MD  
Senior Vice President  
Dean, College of Medicine**





# Faculty Team

- **Chair: Michael Miller**  
Neuroscience & Physiology
- **Vice Chair: Ann Botash**  
Department of Pediatrics
- **Facilitator: Renee Rokicki**  
Human Resources
- **Recorder: Gail Mead**  
Faculty Affairs
- **Executive Council**  
Sponsor:
  - **Steven Scheinman, MD**  
Senior Vice President  
Dean, College of Medicine
  - **Carol Gavan** – *College of Nursing*
  - **David Lehmann** – *Department of Medicine*
  - **Gary Johnson** – *Emergency Medicine*
  - **Jim Vossler** – *CHP*
  - **Richard Cross** – *Biochemistry & Molecular Biology*
  - **Phil Smith** – *Cell & Developmental Biology*
  - **Sheila Lemke** – *Department of Medicine*
  - **Shiu-Chung Au** - *Student*
  - **Stacy Mehlek** – *Faculty Affairs*
  - **Steven Youngentob** – *Neuroscience & Physiology*
  - **Andrea Manyon** – *Family Medicine*
  - **Paula Trief** – *Faculty Affairs*
  - **Terry Wagner** – *IMT*
  - **Grace VanNortwick** – *College of Medicine*
  - **Michele Estabrook** - *Foundation*



# Response Contributors

- **Steven Scheinman** – College of Medicine
- **Lynn Cleary** – College of Medicine
- **Grace VanNortwick** – College of Medicine
- **Paula Trief** – Faculty Affairs
- **Dick O'Shea** – Finance & Management
- **Steve Brady** – Finance & Management
- **Phil Schaengold** – Hospital Administration
- **Terry Wagner** - Information Management & Technology
- **Mark Zeman** – Information Management & Technology
- **Steve DeFazio** – Information Management & Technology
- **Joe Smith** – Educational Communications
- **Carol Ceraldi** – Educational Communications
- **Eric Frost** – Human Resources
- **Barbara Riggall** – Organizational Training and Development
- **Mary Ann Merklein** – Medical Staff Office
- **Elvira Szigeti** – College of Nursing
- **Hugh Bonner** – College of Health Professions
- **Deb Stehle** – Office of the President



## Four Main Domains

- Multi-impact
- Recruitment
- Retention
- Faculty Development
- Other



## Multi-Impact recommendation #1 – Team Priority #1 Unified Campus Teams

- Recommendation: Develop and implement a “teams” approach (Penn State’s Unified Campus Teams)

### Goals

- to foster cohesion
  - to enhance broad representation across campus
  - to promote all missions
  - to coordinate resources
  - to act strategically
- Key components:
    - Currently exploring the unified campus team model and other team models
    - Kevin Grigsby, Penn State, consulted (10/07), and made recommendations
      - Advised building on existing team process through EE
    - Staff will visit the Penn State Campus to learn more about their unified campus team model
    - Reviewing potential team training programs
- **Assignment: Dean’s Office, Office of Faculty Affairs, Office of the President**
  - **Time Frame: 1-2 Years Approved: \$18,800**



# Essential elements of Dr. Grigsby's recommendations

- Revisit and articulate organizational core values
- Build upon EE teams -- hand off to implementation teams
- Give operational units a role in implementation
- Empower teams to monitor implementation continuously
- Include a wider range of people
- Maintain momentum, communication
- Transparency and accountability



## Multi-Impact Recommendation #2 Balance of Missions for Departmental Efforts

- Goal: To enhance resources to promote educational mission of COM
- Key components:
  - **Needs assessment for larger courses-** underway.
  - **Analysis of teaching resources prior to consideration of class size expansion-** completed.
  - **Advance efficiency in structuring medical student clinical courses.**
    - Curriculum Renewal 2000 provides an ongoing focus for quality improvement.
    - Specific recommendation for years 3 and 4 in COM will be finalized by 7/08, implemented 7/09.
  - **Advance distance learning technology and support-Combine with Student Team Rec 5.1)**
    - Develop a teaching and learning technology center
    - Revision of many current online offerings is required as we migrate from Blackboard to Angel
    - Develop an Emergency Education Plan
- **Assignment: Curriculum Office, Dean-COM, Educational Communications**
- **Time Frame: 1-Year**



## Multi-Impact Recommendation #3 Improved Curb Appeal of Grounds and Buildings

### Goals:

Improve overall cleanliness of the institution

Regular updating / decorating of the surroundings

Create a sense of “campus” across all of our grounds and properties

### Key components:

- Campus Enhancements Project- underway
    - Lamp posts and fences have been installed; banners and signage will be next
  - Campus grounds improvements include:
    - Re-facing of buildings, bricks re-pointed and replaced
    - New sidewalks and pavers installed
    - Old or diseased trees removed and new ones planted
  - Regular building maintenance and painting is scheduled annually
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- **Assignment: Office of Finance and Management, Facilities Design, Physical Plant**
  - **Time Frame: Ongoing**                      **Approved: \$400,000**



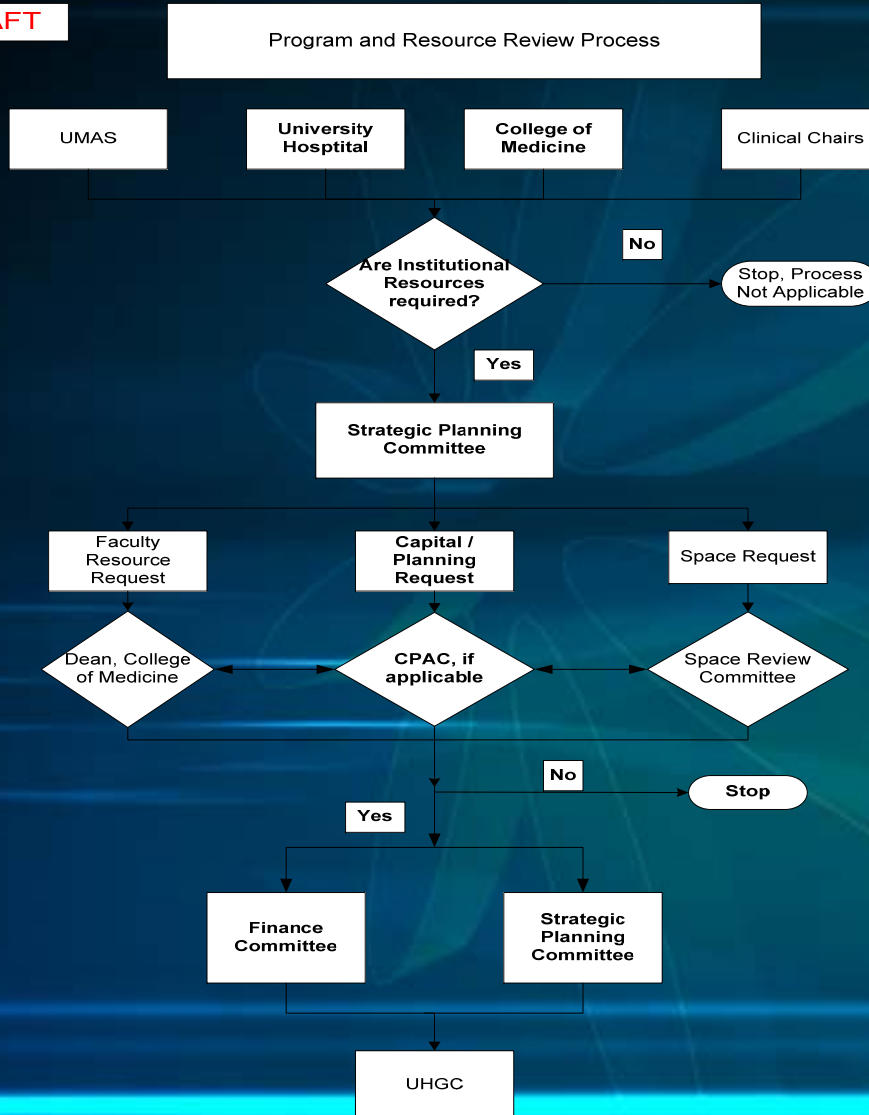
## Recruitment Recommendation #1 – Team Priority # 3 Global Review / Commitment of Resources before Recruitment

- Goal: to ensure that resources are identified to support recruitments
- Key Components :
  - Review of potential commitment of *hospital* resources and space needs as part of the overall hiring review process (combine with CE 5 – utilize the Hospital Strategic Planning Committee)
  - Role of practice plan in coordinating recruitments and resources
  - Coordinate with academic and research resources and space needs
  - Expand the current financial impact statement form
  - Use Faculty Appointment Space Planning Questionnaire with F1 submission
  - Adapt the forms for faculty recruits in the Colleges of Health Professions and Nursing
- Process review will be led by Grace VanNortwick
- **Assignment: COM, CHP, CON, Hospital Administration, Hospital Strategic Planning Committee, (UMAS)**
- **Time Frame: 3 – 6 months**



Recruitment 1 – Team Priority # 3, Global Review / Commitment of Resources before Recruitment  
Recruitment 5 - Improving package offer

**DRAFT**



Oversight: Strategic Planning Committee and UHGC



## Recruitment recommendation #2

### Enhance Upstate Website as Recruitment Tool to Promote Upstate

- Goals: Attract faculty candidates and recruit them well by enhancement and repackaging of information and links
- Key components:
  - A webpage for prospective faculty has been developed
  - URL: [www.upstate.edu/jointhefaculty](http://www.upstate.edu/jointhefaculty)
  - Information includes child care options, real estate, other large CNY employers
  - Recruitment packet also developed to be mailed to prospective faculty
- **Assignment: Office of Faculty Affairs, Educational Communications**
- **Time Frame: Completed**



## Recruitment recommendation #3 Dual Career Employment Assistance Program

### **Goals: Enhance recruitment by attending to dual career issues**

#### **Key components:**

- Webpage for prospective faculty has been developed
  - HERC (Higher Education Recruitment Consortium) links and brochures available in new recruitment packets
  - Meet with spouse / partner to determine hiring goals.
  - Work with the Department Chairs / Hiring Managers for possible placement at SUNY Upstate / University Hospital.
  - Refer spouse / partner to outside employment agency
  - Utilize HERC (Higher Education Recruitment Consortium) for positions in nearby academic institutions.
  - Make use of MDA, other community resources
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- **Assignment: Office of Faculty Affairs, Human Resources, Educational Communications**
  - **Time Frame: Underway** **Approved: \$500**



## Recruitment recommendation #4 Streamline Recruitment Offer Process

- Goals: To enhance recruitment by addressing factors that may impede faculty recruitment process and duties upon arrival.
- Key components:
  - Provide recruitment and Affirmative Action training to departmental administrative assistants
  - Create an attractive recruitment packet of information for faculty candidates -- Accomplished, and shared with chairs
  - Notes section in On-line Employment System is being used to track status of COM recruitment documents and to communicate with departments.
  - Immediate communication to Medical Staff Office when candidate selection is approved so that credentialing process can begin.
  - Added Medical Staff Office website to department MSG offer letter
- **Assignment: Office of Faculty Affairs, Colleges (Deans), Human Resources, Office of Diversity**
- **Time Frame: Underway**



## Recruitment recommendation # 5 Improving Package Offer

- Goals: Enhance recruitment by improving offers (combine with Recruitment recommendation #1)
- Key components:
  - Check AAMC for data on salaries to assess competition
  - Consider developing a panel of senior faculty to consult on new hires to integrate campus activities/needs
  - Identify clear lines of responsibility to deans and chairs on their individual responsibility for providing faculty resources
  - For COM, role of practice plan . . .
- **Assignment: Dean's Office, Colleges (Deans) , Combine with Clinical Team's recommendation 5b for clinical recruits**
- **Time Frame: In process, 3 – 6 months**



## Recruitment recommendation #6 Bolster Under represented minority (URM) Hires

Goals: to promote our institution to potential URM hires

Key components:

- Have researched best practices at comparable medical schools
- Office of Faculty Affairs is working with Office of Diversity to develop initiatives.
- Re-organization of President's Commission on Diversity
- Deans will charge chair search committees to work towards goals of increasing gender and ethnic diversity
- Development of recruiting ads that focus attention to URM hires
- **Assignment: Office of Faculty Affairs, Office of Diversity, Deans**
- Time frame: underway



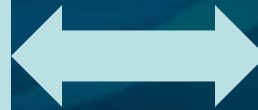
## Recruitment recommendations #7 & #8 Web: Capacity and Content

### Assignment: IMT, Marketing & Communications

- Improve timeliness and usefulness of web environment to drive recruitment and support faculty performance- [Refer to IMT presentation]

#### Enabling Technology

- Content Management System
- Technical staff



#### Content Creation

- Editorial & content maintenance support staff
- Departmental commitment

#### Proactive Governance

- Web Advisory Committee
- Jointly led by IMT & Marketing
- Possible consulting assistance



## Recruitment recommendation #9 Improved Navigation Through the Hiring Process

- Goals: promote efficient and effective hiring process
- Key components:
  - Reorganize **ipage** of Upstate website to clearly direct individuals to information and recruitment forms
- Use the Office of Faculty Affairs website for all faculty recruits in the COM
- COM: Created a user-friendly flow chart that navigates the user through the recruitment process with links to forms-completed
- COM: Created a faculty-appropriate employment application- completed
- COM: Train departmental assistants on the online application process
  - to be scheduled 2/08
- Temporarily use the Human Resources website for faculty recruits for the library, CON, and CHP
- Use the Human Resources website for other than faculty recruits
- **Assignment: Office of Faculty Affairs, Educational Communications, Human Resources**
- **Time Frame: Underway**



## Retention recommendation # 1 Faculty Star Program

- Goals: promote retention by recognizing exceptional current faculty members
- Key components:
  - Committee to establish a “Jacobsen Scholar” award to honor a faculty member who has distinguished himself or herself among peers in research or educational scholarship
    - Committee to develop criteria for award
    - \$5,000 award added to base salary and dinner event
- **Assignment: Office of Faculty Affairs, Office of the President, Colleges (Deans)**
- **Time Frame: In process** **Allocated: \$10,000 per year**



## Retention recommendation #2

### Improve Coordination of Clinical Program Development

- Goal: Develop a clinical program development process
  - oversee new program development
  - [overlaps with Clinical Enterprise Team recommendation 5b: Develop a system that ensures a uniform process for development, implementation, and ongoing review/continuation of clinical services and programs]

#### Key Components:

- For next six months, hospital strategic planning committee will serve
- Practice Plan Reorganization Task Force in place
- President, integrated practice plan, hospital, and COM will develop process
- Goals:
  - assess value of proposed programs given the needs of our health care system and our service area.
  - review market analysis of the program(s) to be considered
- **Assignment: Dr. Scheinman, Mr. Schaengold, Dr. Albanese**
- **Time Frame: 9 – 12 months**      **Approved: 0.5 FTE @ \$30,000**



## Retention recommendation #4 Deans' Town Hall Meetings

- **Goals:**  
To improve communication between chairs, deans and faculty  
To promote faculty satisfaction

### Key Components:

- Town Hall meetings to be scheduled regularly- Initiated 6/07 in COM
- Town Hall meetings will be issue-oriented
- The deans now meet regularly with faculty in each department.

- **Assignment: Colleges (Deans)**
- **Time Frame: Accomplished**



## Retention recommendation #5 Recognition of Faculty

- Goals: Improved faculty morale  
Improved faculty satisfaction and retention .

### Key Components:

- Bi-monthly e-newsletter, highlighting accomplishments, promotions, and new faculty- Accomplished- “The Faculty Commons” distributed 11/07.
- Regular communication to occur between department chairs and Office of Faculty Affairs.
- Announce faculty accomplishments on video system to be established on campus.
- Hold an annual dinner for all faculty promoted
- Salary increases upon promotion for basic scientists and clinical researchers- included in COM Dean’s proposed salary plan, which is still under review
- Coordinate efforts with the CON and CHP
- **Assignment: Colleges (Deans), Office of Faculty Affairs, College Chairs**
- **Time Frame: ongoing**



## Retention recommendations #3, #6 & #7 General IT Support

### **Assignment: Information Management & Technology [Refer to IMT presentation]**

Goal: More personalized approach to support of faculty for general IT resources w/focus on basic sciences/research faculty

- Desktop Support Enhancements (#3)
  - Specialized team – start w/ 1 FTE
  - Assess site licenses or institutional support for additional desktop software
  - FTE Approved
- Improved Off-campus Access (#6)
  - More flexible VPN technologies
  - Allow use of personally-owned PCs
  - Approved - Procurement underway
- Collaboration Software (#7)
  - Easier document sharing/less dependency on email



## Retention Recommendation #8 Active Committees and Their Memberships

- **Goals:** Assess current committee structures and improve communication.

### Key Components:

- Create a list of all campus committees, membership, and charges
- Review all committees for purpose, redundancy, continuance
- Create a website or link listing all committee information, to include meeting times, minutes, membership
- Provide understanding of process, structure, and guidance
- **Assignment: Colleges (Deans), Hospital Administration, UMAS, Ed Comm, Office of the President**
- **Time Frame: 3 months**



## Retention recommendation #9 Coordinate Space for Faculty Functions and Meeting

- Goals: Facilitate best use of available space options and enable interaction among members of the faculty

### Key components recommended by EE team:

- Develop other meeting options besides Weiskotten Hall for large meetings
  - Have a centralized meeting space for large meetings in the hospital
  - Provide a faculty lunch room
  - Consolidate faculty with similar missions (department) currently in disparate locations
- 
- These recommendations will be considered in the Master Facilities Planning Process
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- **Assignment: Colleges (Deans), Hospital Administration, UMAS, Ed Comm, Office of the President**
  - **Time Frame: ongoing**



# FACULTY DEVELOPMENT RECOMMENDATION #1

- Goals: To develop comprehensive faculty development programs for all colleges

## Key components

- Gather information concerning current faculty development activities
- Needs assessment of faculty at all levels
- Exploration of faculty development “best practices” at comparable institutions
- Faculty development implementation committee to finalize plans
- Hire consultants as needed to implement plans
  
- Assignment: Office of Faculty Affairs, Deans, current Faculty Development committees of all colleges
- Time frame: 6-9 months

Approved: \$61,500



## Faculty Development recommendation #2 Instructional Technologies

Goal: Enhancement of technologies to support instruction [Refer to IMT presentation]

- Key components:
- Course Management System
  - Migrate to an enterprise class system
  - Appropriate support levels for migration and new uses
- Video Conferencing Growth for Distance Learning
- Instructional Technology Center
  - Support use of newer technologies (blogs, wikis, etc.)
  - One-on-one assistance: presentations & projects
  - Individualized faculty training
  - Orientation for course directors & new faculty
- Enhanced On-site AV Support for Large Lectures

**Assignment: Information Management & Technology, Curriculum Office**



## Other recommendations #1 Faculty Information System

Goals: Create capability to collect, manage and analyze faculty-related data  
[Refer to IMT presentation]

- Key components:
- Faculty Information Database
  - Internal resource housing all classes of faculty information
  - Benchmarking capability (Faculty Solutions Center)
  - Interface from transactional systems as available
  - Data collection capabilities for some purposes
  - 1 supporting FTE approved & in recruitment
- ePortfolio/eCV
  - Web tool for faculty; public or internal uses
- **Assignment: Information Management & Technology, Finance & Mgmt, Colleges (Deans)**



## Other recommendation #2 Public Web Directory

Goals: Implement a publicly available web directory based on existing internal directory

- Key components:
- Publicly Available Web Directory
  - Name, dept, campus phone, email
  - Self serve updating for staff: phone & opt in/out
  - Opt in/out for students
  - People search on web
- Policy Decisions
  - Other data elements?
  - Mandatory inclusion for staff & faculty?
  - Employee controlled phone entry?

**Assignment: Information Management & Technology**



## Other recommendation #3: Fund-raising

**Goal: Advance faculty understanding of Foundation activities and fund raising strategies.**

### **Key Components:**

- Faculty as fundraisers will be discussed with dept. chairs
- Faculty who have interest will participate in training in appropriate fundraising
- Faculty with training will coordinate with Foundation staff

**Assignment: Upstate Foundation, Deans, Office of Faculty Affairs**



# REVIEW OF QUICK WINS

- Dean's Town Hall Meetings for the COM are being held monthly. CHP and CON hold monthly meetings with their faculty.
- Dr. Kevin Grigsby, consultant, visited our campus to explore Unified Campus Team model.
- Web site redesigned for recruitment purposes.  
URL: [www.upstate.edu/jointhefaculty](http://www.upstate.edu/jointhefaculty)
- Dual career assistance program- available through the Office of Faculty Affairs.
- "The Faculty Commons" e-newsletter, promotes faculty recognition, with improved communication between dept. chairs and Office of Faculty Affairs



# MORE QUICK WINS

- Online employment application developed specific to faculty, promoting greater awareness of the status of a faculty application.
- Training being scheduled for administrative assistants for the faculty application process.
- Improved off campus network and secure VPN project has been approved. IMT is working on implementation.
- Faculty information database being enhanced, with approval of an FTE to develop and maintain information regarding faculty and their scholarly interests and activities.
- Faculty and Research Team recommendations to hire a general support analyst dedicated to supporting the Upstate faculty and research community has been approved.
- The Upstate web directory of students, faculty and staff will be available via the public internet.



## What's Next?

- Steering committee for Faculty Issues
- Members:

Paula Trief (chair)

David Amberg

Ann Botash

Elisabeth Dexter

Vincent Frechette

Carol Gavan

Sue Graham

Steve Youngentob



## What's Next?

- Possible implementation committees
  - Recruitment
  - Recognition
  - Unified campus teams
  - Faculty Development

Thank YOU !

QUESTIONS?

