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

• 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
Program and Resource Review Process

- UMAS
- University Hospital
- College of Medicine
- Clinical Chairs

- Are Institutional Resources required?
  - Yes: Strategic Planning Committee
  - No: Stop, Process Not Applicable

- Capital / Planning Request
  - Dean, College of Medicine
  - CPAC, if applicable

- Space Request
  - Space Review Committee

- Finance Committee
- Strategic Planning Committee
- UHGC

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
  • 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

• 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

• 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
• 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

• 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?