Strategic Direction 2 – Faculty and Staff Development
Executive Summary

The previous SD 2 reports and the Final Recommendations Grid, items 2.2 through 2.13, lay out a program for enhanced faculty/staff development and productivity. While the budget requirements are projected to be relatively modest, organizational demands would be significant, but returns could be high.

The most important recommendation, however, is item 2.1, that faculty and staff salaries be brought to competitive levels. While there can be discussion about what the comparison groups and benchmarks should be, there should be consensus about the urgent need to address compensation. This is a key requirement for the long-term health of the System and for its continued ability to serve the state of Maine. We recognize that resources are tight, but progress must be made on this topic. All the System goals depend on the faculty and staff to carry them out, and a competitive compensation plan is the key to good morale and engagement with the many tasks this planning process has envisioned.
## Strategic Direction - 2
### FACULTY AND STAFF DEVELOPMENT

#### Recommendations

<table>
<thead>
<tr>
<th>Human Resource Requirement</th>
<th>Financial Cost</th>
<th>Time Frame</th>
<th>Complexity of Implementation</th>
<th>Leaders</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Refine Compensation Goals</strong></td>
<td>High</td>
<td>High - $1 million</td>
<td>Medium 2008-2011</td>
<td>high</td>
<td>BOT Chancellor, Pres, VC, HR</td>
</tr>
<tr>
<td><strong>Strengthen Criteria and Implementation for Faculty Review</strong></td>
<td>High</td>
<td>Low - Less than $250,000</td>
<td>Medium 2008-2011</td>
<td>high</td>
<td>VC, Provosts, Presidents, Faculty</td>
</tr>
<tr>
<td><strong>Set targets for endowed professorships and endowed chairs</strong></td>
<td>Low</td>
<td>Low - Less than $250,000</td>
<td>Low 2007</td>
<td>Medium</td>
<td>Chancellor, Provost</td>
</tr>
<tr>
<td><strong>Provide appropriate staff to support faculty to enable them to increase their productivity</strong></td>
<td>Medium</td>
<td>High - $1 million</td>
<td>Medium 2008-2011</td>
<td>Low</td>
<td>VC, Provosts, Presidents, Faculty</td>
</tr>
<tr>
<td><strong>Make offerings from faculty development centers at UM, USM and other campuses open to all faculty.</strong></td>
<td>High</td>
<td>Medium$250 - $1 million</td>
<td>Low 2007</td>
<td>Low</td>
<td>Presidents, Provosts, Faculty</td>
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<td><strong>Use PolyCom and other media for conferences, collaboration, workshops, information-sharing. Costs here would involve staff time to publicize and coordinate</strong></td>
<td>Low</td>
<td>Low - Less than $250,000</td>
<td>Low 2007</td>
<td>Low</td>
<td>VC, Distance Ed, Director</td>
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<td><strong>Create searchable Web-based directory of UMS faculty and their scholarly/pedagogical interests.</strong></td>
<td>Medium</td>
<td>Medium$250 - $1 million</td>
<td>Medium 2008-2011</td>
<td>Low</td>
<td>Vice Chancellor</td>
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<td><strong>System support of academic conferences to encourage cross-campus collaboration</strong></td>
<td>Low</td>
<td>Medium$250 - $1 million</td>
<td>Medium 2008-2011</td>
<td>Low</td>
<td>Vice Chancellor</td>
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</table>

**Notes:**
- **Low** - Little employee investment (1-10 employees)
- **Medium** - Moderate employee investment (10-25 employees)
- **High** - Significant employee investment (More than 25 employees)

**Time Element**
- 1 - One time
- 2 - Ongoing

**Financial Cost**
- High - $1 million
- Medium $250,000 to $1 million
- Low - Less than $250,000

**Time Frame**
- Medium 2008-2011
- Low 2007
- High - 2012 and later

**Complexity of Implementation**
- Low - Staff empowered to make decisions
- Medium - Chancellor and multi-campus administration involvement
- High - Legislature, Board, Chancellor and Presidential involvement

**Leaders**
- Person(s) responsible to lead implementation of recommendation

**Priority**
- Rank in order of importance
## Strategic Direction - 2
### FACULTY AND STAFF DEVELOPMENT

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Human Resource Requirement</th>
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<tr>
<td>Support established faculty staff groups to meet</td>
<td>Medium 2</td>
<td>Low - Less than $250,000 2</td>
<td>Low 2007 2</td>
<td>Low 2007</td>
<td>Low</td>
<td>Vice Chancellor</td>
</tr>
<tr>
<td>Target introductory courses for development activities</td>
<td>Medium 1</td>
<td>Medium $250 - $1 million 1</td>
<td>Medium 2008-2011 1</td>
<td>Low</td>
<td>Low</td>
<td>Vice Chancellor, Provosts</td>
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<td>Bus tour of state for all new faculty</td>
<td>Low 2</td>
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<td>When faculty go on sabbatical or participate in projects like Project Maine-France, fill in with courses from other campuses via other modalities, if department lacks replacement coverage.</td>
<td>Medium 2</td>
<td>Medium $250 - $1 million 2</td>
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<td>Chancellor, Vice Chancellor, Provost, Faculty</td>
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<td>Showcase Trustee Professors by arranging visits to other campuses, use visiting Libra Professors to go to more than one campus</td>
<td>Low 2</td>
<td>Low - Less than $250,000 2</td>
<td>Low 2007 2</td>
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<td>Low</td>
<td>Presidents, Provosts</td>
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</table>
2.1 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.1 Refine Compensation Goals

**Performance Metric Questions**

- What are the benchmarks for comparison institutions?
- What are the target ranges for faculty ranks/staff position?
- What is the budget?
- Have funding sources been identified and a strategy to secure funding sources created?
- Have funding sources been secured?

Assessment: Board of Trustees, Chancellor, Presidents, Vice Chancellor, Human Resources Director
Strategic Direction 2
Faculty and Staff Development
2.2 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

Performance Metric Questions

► Have the provosts and faculty on each campus reviewed criteria and procedures in light of campus mission and goals?

► Have changes been decided upon through a governance process?

Recommendation

2.2 Criteria and Implementation for Faculty Review

Assessment: Presidents, Vice Chancellor
2.3 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.3 Target Endowed Professorships/Chairs

Performance Metric Questions

- Have presidents reviewed development plans in light of campus missions and areas of potential interest to donors?
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Assessment: Chancellor
Assessment: Presidents, Vice Chancellor

Strategic Direction 2
Faculty and Staff Development
2.4 ASSESSMENT TEMPLATE

► Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.4 Provide appropriate staff to support faculty to enable them to increase their productivity

Recommendation

Performance Metric Questions

► Have the Vice Chancellor and Provosts decided upon which staff should be provided and whether those staff should be campus-based or cross-campus support?

► Has a timeline and budget been developed?

►

►

►

►

►

Assessment: Presidents, Vice Chancellor
2.5 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.5 Make Faculty Development Center offerings at UM and USM available to System faculty.

Performance Metric Questions

► Have centers reviewed offerings to determine which have capacity?

► Have those offerings been publicized to the University of Maine System faculty?

► Have campus provosts assessed need and asked centers what programs they can provide?

► Have centers developed budgets?

Assessment: Provosts, Vice Chancellor
2.6 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.6 Use PolyCom and other media for conferences, collaboration, workshops, information-sharing. Costs here would involve staff time to publicize and coordinate

Performance Metric Questions

- Has the Vice Chancellor determined system capacity, timetable and topics?

Recommendation

Assessment: Vice Chancellor
2.7 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty's ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.7 Create searchable Web-based directory of UMS faculty and their scholarly/pedagogical interests.

**Performance Metric Questions**

- Has the Vice Chancellor determined the staff and resources that would be necessary to create the database?

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**Recommendation**

Assessment: Vice Chancellor
Strategic Direction 2
Faculty and Staff Development
2.8 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

Recommendation

Performance Metric Questions

- Have the Vice Chancellor and Provosts determined target areas and topics for these conferences?
- Has a budget and timetable been developed?
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Assessment: Vice Chancellor
Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

Performance Metric Questions

- Have the Vice Chancellor and Provosts determined which such groups exist on campuses?
- Has a budget and timetable been set?
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Assessment: Vice Chancellor
2.10 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

<table>
<thead>
<tr>
<th>Performance Metric Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have the Vice Chancellor and Provosts developed a list of target courses?</td>
</tr>
<tr>
<td>Has a budget and timetable been developed?</td>
</tr>
<tr>
<td>Has a pilot program (if needed) been created?</td>
</tr>
</tbody>
</table>

Recommendation

2.10 Target introductory courses for development activities.

Assessment: Vice Chancellor
Strategic Direction 2
Faculty and Staff Development
2.11 ASSESSMENT TEMPLATE

▶ Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.11 Bus tour of state for all new faculty

Performance Metric Questions

▶ Has the Vice Chancellor determined whether there is a budget for this?

▶ If budget is available, has a draft itinerary and program been developed?

Assessment: Vice Chancellor
2.12 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.12 When faculty go on sabbatical or participate in projects like Project Maine-France, fill in with courses from other campuses via other modalities, if department lacks replacement coverage.

Recommendation

Performance Metric Questions

- Have the Vice Chancellor and Provosts determined needs and identified modalities?
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Assessment: Vice Chancellor
2.13 ASSESSMENT TEMPLATE

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty’s ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

2.13 Showcase Trustee Professors by arranging visits to other campuses, use visiting Libra Professors to go to more than one campus

Performance Metric Questions

- Have the Vice Chancellor and the Provosts determined who is serving in these roles and what their availability would be to make more visits?

Recommendation

Assessment: Vice Chancellor