STRATEGIC DIRECTION 2:
First Report
June 5, 2005

I. OVERVIEW

Meetings: The Committee met four times during the spring, on March 22, April 2, April 20, and May 17. In addition, members from each campus surveyed their constituents to gather ideas.

The committee is charged with exploring the following goals:
--refine compensation goals for faculty and staff in accordance with the UMS Compensation Philosophy to achieve competitive, equitable compensation and to attract, reward, and retain a highly qualified workforce. This goal will be addressed by the committee during the next academic year.

--Strengthen criteria and implementation for faculty review. This goal will be addressed by the committee during the next academic year.

--Find new ways to enable faculty interaction and exchange of ideas. The committee had extensive discussions about this topic. See below.

--Set targets for endowed professorships as well as targets for endowed chairs. This goal will be addressed by the committee during the next academic year.

--Provide faculty with availability of technology in the classroom. This goal was among the items about which faculty opinion was gathered this spring. More discussion will follow during the next academic year.

--Set higher standards for programs and activities for faculty and staff development and invest in those programs. The committee discussed this topic. See below.

--Provide appropriate staff to support faculty to enable them to increase their productivity. This goal will be addressed by the committee during the next academic year.

Strategic Direction 2 - 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.
--Develop a System-wide faculty development program, including mentoring, which is designed by the faculty with input from the System office. The committee discussed this topic. See below.

Outline of Committee discussions this spring:

While the committee's discussions were extensive and wide-ranging, the topics covered can be usefully organized as follows:
1. What is faculty staff development?
2. System activities/policies that could be refined to provide more/better development opportunities;
3. New things that the System could do;
4. Faculty-staff connection strategies;
5. System activities that could supplement campus programs;
6. Connections to other Strategic Plan initiatives;
7. Recommendations that could be implemented now.

1. What is faculty-staff development?
--help faculty understand impact of teaching/learning and the scholarship of teaching and learning
--knowledge of student development
--career development /interventions at critical points
--pay, benefits and incentives all have to work in concert
--other TBD

2. System activities/policies that could be refined to provide more/better development opportunities.

Policies (the committee kept in mind that many of these topics would need to be collectively bargained as appropriate.)
- Salaries, made more comparable across job categories and institutions.
- something to reward regular use of fitness center facilities; e.g., possible reciprocity of memberships for those travelling around the state.
- tuition benefit for employees -- occasionally grant LWOP and opportunity to take more than 2 courses/term.
- adjustments to maternity/paternity leave;
- child care opportunities
- tenure "clock" adjustments

Activities
- System-wide event calendar with provisions for timely notice of cancellations
3. New Things that the System could do

- take development activities to statewide conferences where faculty/staff already go;
- increase capacity of established centers at UM and USM, and make their offerings open, welcoming and accessible for all campuses;
- centralized support for international faculty and staff, immigration, J-1 visas, etc.
- "Management Institute" model for new chairs, supervisors, mid-career personnel;
- "circuit riders" who could give talks/seminars at several campuses. This could be UMS faculty/staff or outside experts;
- centralized grant support;
- system-wide recognition of accomplishments

4. Faculty-Staff Connection Strategies

- use of PolyCom and other System media for conferences, collaboration, information-sharing. Possibly a Webzine listing activities already occurring and how to register, abstracts re scholarship of learning, good upcoming conferences, links to good Web resources, books, etc. The Web could also be used for a directory to make faculty-staff connections across campuses;
- System support of academic conferences to encourage cross-campus collaboration
- rotate UMS support for various collaborative activities so that they don't get "stale" and support can be widely shared over time;
- support established faculty or staff groups to meet;
- bring together faculty from one discipline;
- inventory faculty/staff skills for short-term consulting, mentoring ... could be done electronically;
- target introductory courses for development activities; community college faculty may be usefully involved in this too

5. System activities that could supplement campus programs

There should be a basic program of faculty-staff development on each campus. These programs can be supplemented with certain System practices, e.g.:

-- When faculty apply for sabbaticals, fill in with courses from other campuses or via other modalities if department lacks replacement coverage;
-- Trustee professors -- showcase in System or make available to visit other campuses;
-- IT workshops -- make available via alternative media, expert visits to more than one campus, etc.;
-- Brown bag seminars -- invite all to attend via System calendar;
-- Trainings -- supplement local trainings with system-wide ones for new employees, those with new responsibilities, etc.
Here is a table to indicate how Campus and System activities might complement each other:

<table>
<thead>
<tr>
<th>CAMPUS</th>
<th>SYSTEM</th>
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<tbody>
<tr>
<td><strong>New Faculty</strong></td>
<td><strong>New Faculty</strong></td>
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<tr>
<td>1. campus orientation</td>
<td>1. UMS/Maine tour</td>
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<tr>
<td>2. pedagogy</td>
<td>2. Scholarship of teaching and learning, general presentation via electronic media</td>
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<td>3. Local supports for teaching and research</td>
<td>3. Opportunities at UM, USM that are open to all</td>
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<td>4. mentoring</td>
<td>4. Mentoring introduction to professional colleagues across System</td>
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<td>support spouse/partner professional needs</td>
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<td>connecting on campus</td>
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<td><strong>Pre-tenure faculty</strong></td>
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<td></td>
<td>collaboration opportunities so faculty can be active professionally and can get &quot;outside&quot; evaluation letters; may be discipline-based or interdisciplinary</td>
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<td></td>
<td>Joint projects to work on across campuses, may be discipline-based or interdisciplinary</td>
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<tr>
<td><strong>Established Faculty</strong></td>
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<tr>
<td>1. Sabbaticals</td>
<td>1. &quot;backfill&quot; courses from other campuses so faculty can have sabbaticals</td>
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<td></td>
<td>2. Lifelong career development</td>
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<td></td>
<td>3. New leader seminars (for dept chairs, office heads, etc.)</td>
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<tr>
<td>6. Connections to other Strategic Plan initiatives</td>
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Faculty and staff development issues connect with essentially all the other Strategic Plan initiatives. A prime task for next year will be making all the relevant connections and structuring the work to eliminate redundancies but yet create a plan that meets all the goals.
7. Recommendations that could be implemented now

At its May 17 meeting, the members present observed that there are several things that could be done now rather than waiting another year. These include:

--Set up a UMS website with searchable list of new and continuing faculty with name, campus, bio, picture and research interests. Faculty could register electronically. This would facilitate making research and teaching links across campuses.

--Have a bus tour of the state for all new faculty.

Finally, each Task Force will need to review the new NEASC guidelines for accreditation to make sure that each campus is helped to meet the new requirements by means of the projects and initiatives that result from the Strategic Plan implementation process.