



# Faculty Development: Criteria for Key Performance Areas

Pacific Crest has designed its Faculty Development Program to grow performance in not only faculty but also in staff and administration; our goal is to produce quality performers in Higher Education across 16 key performance areas.

<b>Assessor</b>	Focuses on the assessee's needs; collaboratively designs an assessment process; stays focused on chosen design through careful observation; analyzes the data for meaning; uses interactive feedback to solidify strengths; offers clear action plans; shares insights to produce significant understanding without being judgmental.
<b>Change Agent</b>	Proactively convinces others that a particular project/effort is worthwhile and will be successful; persists and takes risks when facing difficulties that would deter most people.
<b>Collaborator</b>	Values the synergy of relationships and teams; plays a variety of roles effectively while helping others perform their role effectively; compromises self for the betterment of all.
<b>Designer</b>	Clearly defines desired results; creates precise dimensional learning outcomes; defines the activities and processes used to produce the results; identifies ways to embed assessment in order to increase quality; produces an evaluation system to assure desired results.
<b>Evaluator</b>	Knows where value is essential; designs the appropriate times for determining whether or not value is being produced by setting clear expectations and standards; uses unbiased judgments to reward performance.
<b>Facilitator</b>	Inventories and monitors collective needs; helps synthesize a clear set of outcomes; focuses on process rather than content; shares ownership in making decisions; and constantly strives for improved quality by strengthening the process.
<b>Lifelong Learner</b>	Constantly seeks additional knowledge by systematically using professional development plans; leverages experts and resources; assesses own learning performance; and validates own learning.
<b>Measurer</b>	Identifies critical qualities; creates performance criteria; identifies best items to measure; effectively times when and how to measure with appropriate accuracy and precision.
<b>Mentor</b>	Enters into a defined relationship with respect for the potential of the mentee; plays the role of coach and advisor by helping establish the mentee's personal goals; identifies activities and means to grow performance to achieve the desired results within a specific time period.
<b>Problem Solver</b>	Able identifies and defines problems frequently not seen by others; identifies issues and clarifies assumptions necessary to solve the problem; and effectively closes the gap between expectations and reality by using previous solutions to build upon past successes.
<b>Professional Developer</b>	Views the development and empowerment of people as the engine for change, both individually and on the organizational level; realizes goals in the strategic plan; develops and facilitates effective programs to achieve these ends.
<b>Researcher</b>	Identifies and states quality research questions by operating from a consistent inquiry mindset; uses appropriate methods; effectively articulates findings to a community of scholars.
<b>Self-Grower</b>	Consistently self-assesses in order to self-mentor one's own performance and growth while increasingly challenging oneself and mentoring others.
<b>Servant Leader</b>	Cultivates a clear vision of a desired future and ably shares through understandable stories; develops plans others can follow and models behavior for others while conveying belief in their ability and helping them succeed in realizing this vision.
<b>Teacher</b>	Uses a learner-centered approach to help learners prepare learning plans; cultivates productive learning communities; bonds with learners; helps learners meet their intended outcomes through the use of embedded assessment.
<b>Technologist</b>	Constantly monitors state-of-the-art technologies; learns quickly, selects appropriate tools; increases performance by creatively applying technology in innovative ways.

# Pacific Crest Institutes and their Focused Performance Areas

<b>Activity Design Institute</b>	Designer	Facilitator	Problem Solver
<b>Advanced Teaching Institute</b>	Researcher	Facilitator	Self-grower
<b>Assessment Institute</b>	Assessor	Self-grower	Evaluator
<b>Chairperson's Institute</b>	Servant Leader	Change Agent	Professional Developer
<b>Course Design Institute</b>	Designer	Teacher	Evaluator
<b>Designing Learning Objects Institute</b>	Designer	Technologist	Lifelong Learner
<b>Designing Online Classes Institute</b>	Designer	Technologist	Facilitator
<b>Facilitating Online Learning Institute</b>	Facilitator	Technologist	Teacher
<b>Facilitator's Institute</b>	Facilitator	Professional Developer	Mentor
<b>Faculty Development Institute</b>	Profession Developer	Servant Leader	Change Agent
<b>Interactive Learning Systems</b>	Technologist	Lifelong Learner	Teacher
<b>Leadership Institute</b>	Servant Leader	Change Agent	Problem Solver
<b>Learning to Learn Camp</b>	Mentor	Assessor	Facilitator
<b>Performance Measures Institute</b>	Measurer	Researcher	Evaluator
<b>Program Assessment Institute</b>	Designer	Assessor	Measurer
<b>Program Design Institute</b>	Designer	Collaborator	Problem Solver
<b>Research on the Scholarship of Teaching &amp; Learning Institute</b>	Researcher	Measurer	Collaborator
<b>Strategic Planning Institute</b>	Measurer	Collaborator	Designer
<b>Student Success Institute</b>	Mentor	Self-grower	Teacher
<b>Teaching Institute</b>	Teacher	Lifelong Learner	Collaborator

# Key Aspects of Performance by Performance Area

<p><b>Assessor</b></p> <ul style="list-style-type: none"> <li>sets criteria</li> <li>observes with details</li> <li>analyzes against criteria</li> <li>creates relevant action plans</li> <li>provides interactive feedback</li> <li>has assessment mindset</li> </ul>	<p><b>Change Agent</b></p> <ul style="list-style-type: none"> <li>resilient</li> <li>persistent</li> <li>risk taker</li> <li>recruiter</li> <li>marketer</li> </ul>	<p><b>Collaborator</b></p> <ul style="list-style-type: none"> <li>plays roles</li> <li>does more than fair share</li> <li>supports others in their roles</li> <li>communicates openly and effectively</li> <li>shares credit</li> </ul>	<p><b>Designer</b></p> <ul style="list-style-type: none"> <li>client focused</li> <li>blends process &amp; content</li> <li>systems thinker</li> <li>cleverly integrates solutions to sub-problems</li> <li>documenter</li> </ul>
<p><b>Evaluator</b></p> <ul style="list-style-type: none"> <li>determines what is valued</li> <li>rewards performance</li> <li>unbiased</li> <li>sets clear expectations and standards</li> <li>selects the appropriate times for evaluating</li> </ul>	<p><b>Facilitator</b></p> <ul style="list-style-type: none"> <li>outcome oriented</li> <li>values process over content</li> <li>develops shared ownership</li> <li>problem solver</li> <li>aware/on top of it</li> </ul>	<p><b>Lifelong Learner</b></p> <ul style="list-style-type: none"> <li>curious</li> <li>self-directed</li> <li>efficient learner</li> <li>utilizes people and resources</li> <li>assesses learning</li> </ul>	<p><b>Measurer</b></p> <ul style="list-style-type: none"> <li>identifies qualities</li> <li>creates performance criteria</li> <li>collects performance data</li> <li>creates effective measurement instruments</li> <li>measures what matters</li> </ul>
<p><b>Mentor</b></p> <ul style="list-style-type: none"> <li>coach</li> <li>respects mentee</li> <li>empowers mentee to develop goals</li> <li>assess self-assessments</li> <li>advisor</li> </ul>	<p><b>Problem-Solver</b></p> <ul style="list-style-type: none"> <li>identifies problems</li> <li>defines problems</li> <li>identifies key issues</li> <li>identifies assumptions</li> <li>reuses solutions</li> </ul>	<p><b>Prof. Developer</b></p> <ul style="list-style-type: none"> <li>serves others</li> <li>align to SP</li> <li>catalyst</li> <li>facilitator</li> <li>consultant</li> </ul>	<p><b>Researcher</b></p> <ul style="list-style-type: none"> <li>has research mindset</li> <li>poses strong inquiry questions</li> <li>effectively uses research methods</li> <li>seeks to connect observations/data with theory</li> <li>networks with a community of scholars in field</li> </ul>
<p><b>Self-Grower</b></p> <ul style="list-style-type: none"> <li>self-assessor</li> <li>self-mentor</li> <li>self-challenge</li> <li>mentors others</li> <li>growth oriented</li> <li>self-actualizing</li> </ul>	<p><b>Servant Leader</b></p> <ul style="list-style-type: none"> <li>models performance</li> <li>takes care of others</li> <li>planner</li> <li>provides visions</li> <li>has positive outlook</li> </ul>	<p><b>Teacher</b></p> <ul style="list-style-type: none"> <li>student centered</li> <li>committed to active learning</li> <li>uses embedded assessment</li> <li>develops rapport</li> <li>produces productive learning environments</li> </ul>	<p><b>Technologist</b></p> <ul style="list-style-type: none"> <li>cutting edge</li> <li>tool user</li> <li>seeks to add value, not just glitz</li> <li>creative</li> <li>quick on the uptake</li> <li>promotes efficient use by others</li> </ul>