Section 3: Program Information (Roles and Criteria)

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 14 key performance areas.

Assessor: 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.

Collaborator: 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.

Designer: 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.

Evaluator: 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.

Facilitator: 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.

Innovator: Is willing to take the risk of trying new perspectives, approaches, and ways of working in order to improve educational outcomes; not only accepts that willingness to change is a key component of growth, but also embraces the idea that creativity and experimentation are positive attributes for both learners and educators.

Leader: 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.

Learner: Constantly seeks additional knowledge by systematically using professional development plans; leverages experts and resources; assesses own learning performance; and validates own learning.

Measurer: Identifies critical qualities; creates performance criteria; identifies best items to measure; effectively times when and how to measure with appropriate accuracy and precision.

Mentor: 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.

Planner: Identifies the people, resources, and organizational studies required to produce desired outcomes; aligns resources to support activities in pursuit of chosen outcomes; understands the importance of sequencing and timelines; appreciates the nature of explicit milestones and measurements.

Problem Solver: Ably 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.

Researcher: Identifies and states quality research questions by operating from a consistent inquiry mindset; uses appropriate methods; effectively articulates findings to a community of scholars.

Teacher: 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.

Section 3: Program Information (Performance Areas)

Each of Pacific Crest's Faculty Development Institutes
focuses upon at least three key performance areas:

Institute	Area 1	Area 2	Area 3
Activity Design Institute	Designer	Planner	Problem Solver
Advanced Teaching Institute	Learner	Teacher	Researcher
Assessment Institute	Assessor	Measurer	Evaluator
Chairperson's Institute	Leader	Collaborator	Facilitator
Change Projects Institute	Innovator	Planner	Leader
Course Design Institute	Designer	Planner	Evaluator
Facilitator's Institute	Facilitator	Innovator	Planner
Faculty Development Institute	Innovator	Planner	Leader
Leadership Institute	Leader	Facilitator	Problem Solver
Learning to Learn Camp	Mentor	Assessor	Facilitator
Learning to Learn Institute	Facilitator	Teacher	Mentor
Mentoring Institute	Mentor	Facilitator	Assessor
Performance Measures Institute	Measurer	Researcher	Evaluator
Program Assessment Institute	Measurer	Designer	Assessor
Program Design Institute	Designer	Collaborator	Problem Solver
Research on SoTL Institute	Researcher	Innovator	Collaborator
Strategic Planning Institute	Planner	Collaborator	Problem Solver
Student Success Institute	Mentor	Innovator	Teacher
Teaching Institute	Teacher	Learner	Collaborator
Teaching Institute Online	Teacher	Learner	Collaborator

> **Unlike many of my colleagues, I see myself learning and growing almost as much as my students on a year-in and year-out basis. This is the legacy of Process Education for me. The legacy is affirmed by the servant leadership role I play for my students, graduate mentees, and colleagues.**
> —*Steve Beyerlein, University of Idaho, Moscow*

Section 3:   Program Information (Sequencing)

Pacific Crest has designed its Faculty Development Program to grow the performance of faculty, staff, and administration in higher education in producing high-quality performers. Below is our suggested sequencing of Faculty Development Institutes, in order to maximize this growth. Each of the five ovals represents one of the key faculty roles in an enriched learning environment. To learn more about these roles, we invite you to view and explore the **Compass of Higher Education** at www.pcrest.com

Institutional Development

Receptivity to institutional change and employing continuous quality improvement.

Program Assessment Institute

Performance Measures Institute

Strategic Planning Institute

Change Projects Institute

Program Design Institute

Chairperson's Institute

Leadership Institute

Professional Development

Faculty embrace best researched practices in their professional functions as well as in education.

Teaching Institute

Teaching Institute Online

Assessment Institute

Faculty Development Institute

Advanced Teaching Institute

Course Design Institute

Facilitator's Institute

Leadership Institute

Learning to Learn Institute

Intellectual Development

Teaching is the quality facilitation of learning at higher levels, creating an increase in knowledge construction.

Teaching Institute

Teaching Institute Online

Course Design Institute

Activity Design Institute

Research on the Scholarship of Teaching and Learning Institute

Advanced Teaching Institute

Learning to Learn Institute

Learner Development

The growth of key transferable skills such as critical thinking, communication and teamwork.

Student Success Institute

Assessment Institute

Mentoring Institute

Activity Design Institute

Learning to Learn Camp

Learning to Learn Institute

Self Development

Individuals learn to self-mentor their own growth through self-assessment and reflection.

Teaching Institute

Teaching Institute Online

Assessment Institute

Student Success Institute

Mentoring Institute

Learning to Learn Camp

Learning to Learn Institute