

UNIVERSITY OF THE PACIFIC
ARTHUR A. DUGONI SCHOOL OF DENTISTRY

STRATEGIC PLAN IMPLEMENTATION

TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
7	1-Prepare Oral Health Care Providers for Scientifically Based Practice	1-Completed	Combine the Basic Science Departments into a Department of Biomedical Sciences.
	1-Prepare Oral Health Care Providers for Scientifically Based Practice	1-Completed	Design and apply for R-25 grant.
37	1-Prepare Oral Health Care Providers for Scientifically Based Practice	1-Completed	Develop a curriculum innovation plan that is customized to Pacific's three year program with "vertical" integration.
	1-Prepare Oral Health Care Providers for Scientifically Based Practice	1-Completed	Expand student research presentation opportunities to the Pacific community.
0.3	1-Prepare Oral Health Care Providers for Scientifically Based Practice	1-Completed	Investigate and align the Arthur A. Dugoni School of Dentistry with national advances in clinical and curriculum reform related to the status of the research on the oral /systemic relationship and patient care, e.g. ADEA.
17	1-Prepare Oral Health Care Providers for Scientifically Based Practice	2-Continuing	Create integrated biomedical science courses (Internal Medicine for Dentist, Oral Medicine, and Infectious Diseases) that dovetail with the Integrated Clinical Sciences course.

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TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
45	1-Prepare Oral Health Care Providers for Scientifically Based Practice	2-Continuing	Expand prevention, epidemiology, and health policy curriculum themes across all three years.
	1-Prepare Oral Health Care Providers for Scientifically Based Practice	2-Continuing	Expand the use of case-based learning format across the curriculum - Evidence Based Decisions.
15	2-Define New Standards of Education	1-Completed	Align IT, Instructional Development and Classroom Services support functions and staff to assist faculty with adopting current developments in technology. Invite the Director of the Pacific Center for Teaching and Learning (CTL) to provide an active learning workshop at Faculty Development Day in June 2008 and on a monthly basis to provide assistance as identified in the Faculty Needs Survey. (formerly task 1) Establish relationship with the Center for Teaching and Learning Excellence (Stockton Campus) to promote research on teaching and learning. (formerly task 20)
0.3	2-Define New Standards of Education	1-Completed	Align the Arthur A. Dugoni School of Dentistry with national advances in curriculum development and reform through anchorage in the ADEA Commission on Change and Innovation.
0.3	2-Define New Standards of Education	1-Completed	Appoint a fourth (currently there are three) faculty member to the IDEA Commission on Change and Innovation.

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	2-Define New Standards of Education	1-Completed	Become an International Federation of Dental Educators and Associations (IFDEA) Collaborating Center and use that as a hub for International collaborations.
18	2-Define New Standards of Education	1-Completed	Conduct a comprehensive review of current curriculum management with recommendations for comprehensive curriculum management.
23	2-Define New Standards of Education	1-Completed	Develop an academic training fellowship program for junior faculty from abroad, and encourage International collaborative schools to send junior faculty to be trained in teaching and learning.
40	2-Define New Standards of Education	1-Completed	Develop and implement new paradigms in teaching and learning with the emphasis placed on active/independent learning, case-based and case-assisted learning and greater use of emerging educational technologies.
0.3	2-Define New Standards of Education	1-Completed	Develop comprehensive student evaluation instruments that provide valid feedback on all courses/faculty (include assessments of content, teaching and learning methods and evaluation methods.)

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25	2-Define New Standards of Education	1-Completed	Implement Business Continuity Plan within three years.
1	2-Define New Standards of Education	1-Completed	Invite the Director of the Pacific Center for Teaching and Learning (CTL) to provide an active learning workshop at Faculty Development Day in June 2008 and on a monthly basis to provide assistance as identified in the Faculty Needs Survey.
	2-Define New Standards of Education	1-Completed	Make greater use of existing web-based learning materials.
0.3	2-Define New Standards of Education	1-Completed	Provide second and third year students with research time blocks built into the curriculum.
0.3	2-Define New Standards of Education	1-Completed	Recruit faculty who have the ability or potential to lead curricular change and innovation.
0.3	2-Define New Standards of Education	1-Completed	Review the outcomes from the Leadership and Teaching programs (CalTeach) being offered by the Academy of Academic Leadership.

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	2-Define New Standards of Education	1-Completed	Utilize the resources of the Pacific Center and Learning (CTL) to build in-service training modules for dental faculty.
0.3	2-Define New Standards of Education	1-Completed	Wireless access throughout school within one year.
39	2-Define New Standards of Education	2-Continuing	Continue to develop educational methodologies and authentic assessment methods that facilitate critical thinking and life long learning and couple these with the concept of the "oral physician."
38	2-Define New Standards of Education	2-Continuing	Develop a curriculum database (content, courses and classes) that is easily updatable and searchable using keywords to identify content and learning objectives.
	2-Define New Standards of Education	2-Continuing	Develop a library of videos (streaming on-line media, podcasts, etc) for relevant procedural instructions and share this library with other schools.
26	2-Define New Standards of Education	2-Continuing	Develop a Phase II of Business Continuity plan with a budget in place.
	2-Define New Standards of Education	2-Continuing	Establish a mentoring program to identify "master teachers" in the school of dentistry and then pair them with new faculty.
	2-Define New Standards of Education	2-Continuing	Establish a Student Teaching Group (similar to Student Research Group) and offer teaching selectives.
32	2-Define New Standards of Education	2-Continuing	Evaluate and make recommendations about Dental School involvement, endorsement and financial support of International oral health programs, i.e. Fiji, Peru, Philippines.

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TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
43	2-Define New Standards of Education	2-Continuing	Evaluate utilization and ease of use current network enabled education support tools and alternate more advanced technologies available in the marketplace: A) Online content - iTunes University 1. Podcasts #of podcasts available) ii. 2nd Life. iii. Web-based CE - B. Full use of blackboard. C. Vital source or other comparable technologies.
24	2-Define New Standards of Education	2-Continuing	Identify emerging countries and focus on offering services to dental schools in those regions.
44	2-Define New Standards of Education	2-Continuing	Increase number of outlets throughout all spaces to allow portable connectivity; A) Battery charging stations as a short term solution - i. TBD based on new content delivery.
22	2-Define New Standards of Education	2-Continuing	Raise the faculty's awareness of the Commission on Change and Innovation (CCI), as well as of innovations being adopted by other schools.
	2-Define New Standards of Education	2-Continuing	Re-evaluate the "purpose of a lecture." Determine what concept is appropriate for lectures and minimize their use as the instructional method of choice. Limit lecture time to topics where the lecture is deemed the most appropriate format.
0.4	2-Define New Standards of Education	3-Combined	Decrease the use of multiple choice testing and encourage the use of multiple authentic and alternative assessment methods in all courses.

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TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
	2-Define New Standards of Education	5-New facilities	Assess current educational technology investments and utilization: A) Assign task force to determine which specific technologies would put Pacific into Leadership role; B) Implement task force findings over a 5 year horizon; C) Consider mutually beneficial partnerships with outside entities (corporate and other educational institutions both nationally and internationally (include in taskforce report.)
	2-Define New Standards of Education	5-New facilities	Create small, informal spaces for collaborative learning within the school.
31	2-Define New Standards of Education	5-New facilities	Explore the possibility of converting under utilized space into places that will match our plan for future teaching and learning. (SDI) Review current learning spaces, clinic, lecture, lab, etc. to ensure optimal fit for future educational program.
	2-Define New Standards of Education	5-New facilities	Facilitate collaborative learning by adopting appropriate technologies (e.g. the concept of a virtual coffee shop)
	2-Define New Standards of Education	5-New facilities	Standardize all lecture rooms to have the same IT set-up - electronic panel should look identical.
	2-Define New Standards of Education	6-Removed	Appoint a cross functional task force.
	2-Define New Standards of Education	6-Removed	Appoint Director of the Center and build necessary infrastructure and support function, including an annual budget. The Center is responsible for International collaborations with other schools with respect to the exchange of knowledge and training.

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TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
	2-Define New Standards of Education	6-Removed	Use the Pacific Center for Teaching and Learning (CTL) as an informational hub for the national and International dissemination of information about the Dugoni School and to promote our educational research activities.
13	3-Provide Patient Centered Care	1-Completed	Complete a facility master plan to include: teaching (all learning spaces), research, faculty practice, labs, continuing education, and technology needs. The plan should recognize the priority of the clinics and maximize space utilization throughout the School. It should also be based on themes appropriate to Pacific based on the input of the Associate Dean for Research and Scholarship, Research and Scholarship Directors, and Research and Scholarship Committee.
0.3	3-Provide Patient Centered Care	1-Completed	Establish a Special Needs Program at the Webster Street Campus, including dental services in hospital setting.
19	3-Provide Patient Centered Care	1-Completed	Evaluate extramural rotation blocks for opportunities to improve the educational experience via an Advising Council of students, staff and rotation faculty, chairs and community health professionals.
41	3-Provide Patient Centered Care	2-Continuing	Evaluate the third Year Curriculum in regard to the quality, timing and frequency of block rotations.
	3-Provide Patient Centered Care	3-Combined	Have a paperless clinic within two years - use data mining and sharing to support and promote oral health research.

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TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
	3-Provide Patient Centered Care	5-New facilities	<p>Redesign the main clinic and complete construction within seven years: A) Inviting reception area B) Updated clinical operatories from existing 1960's designed in units and delivery systems. C) Increase treatment privacy (ensure that patient perspective is considered in all design considerations.) D) Structure clinical facilities to fit educational model and support student learning. E) Provide clinical facilities to support student learning. F) Include consultation/huddle rooms/faculty rooms for networking. G) Decrease extraneous noise (increase communication efficiency.) Current speaker locations and paging system. H) Include the GPA offices/support staff areas for planned clinical model I) Identify and update key operatories to serve as technology showcases as well as filming operatories to update educational quality including postgraduate courses. J) Update existing clinical teaching facilities to encourage proper ergonomics.</p>
12	4-Discover and Disseminate Knowledge	1-Completed	<p>Acquire and implement a comprehensive electronic patient record system.</p>
36	4-Discover and Disseminate Knowledge	1-Completed	<p>Define selection criteria for unifying themes (limited to three themes) Biomedical, clinical and translational applications. Must be of interest to Pacific's research community. Creates distinctiveness. Fundable area of research. Must have clear application for clinical faculty. Subject to periodical review and annual outcomes assessment.</p>

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0.3	4-Discover and Disseminate Knowledge	1-Completed	Develop "demonstration" clinics to evaluate new technologies with imaging capabilities for projecting activity to classrooms in the building and off site.
	4-Discover and Disseminate Knowledge	1-Completed	Establish incentives/start up grants for multi-disciplinary, cross departmental research activities.
20	4-Discover and Disseminate Knowledge	1-Completed	Establish relationship with the Center for Teaching and Learning Excellence (Stockton Campus) to promote research on teaching and learning.
6	4-Discover and Disseminate Knowledge	1-Completed	Hire an innovative Academic Dean to review/revamp the curriculum.
14	4-Discover and Disseminate Knowledge	1-Completed	More clearly define "scholarship of teaching and learning" (SoTL) to maximize the benefit of this activity for faculty promotion and tenure.
5	4-Discover and Disseminate Knowledge	1-Completed	Retain the "scholarship of teaching and learning" in the portfolio of the Associate Dean for Academic Affairs to ensure representation at the Dean's cabinet level.
46	4-Discover and Disseminate Knowledge	2-Continuing	Review Pacific's organizational structure to support research facilities collaborative industry and federal grants.
42	4-Discover and Disseminate Knowledge	2-Continuing	Review the outcomes of the Ed.D. program.

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TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
0.4	4-Discover and Disseminate Knowledge	3-Combined	Charge Associate Dean for Research and Scholarship, Research and Scholarship Directors and Research and Scholarship Committee with identifying appropriate themes for Pacific.

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TASK NUMBER	MISSION STATEMENT	STATUS	ACTION ITEM
0.4	4-Discover and Disseminate Knowledge	3-Combined	Consider the following themes to create a distinctiveness for the Pacific Center for Research and Scholarship: 1) Caries eradication. 2) Biofilms in oral disease. 3) Oral Cancer. 4) Smoking cessation. 5) Regenerative dentistry. 6) Oral craniofacial genetics, growth and development.
	4-Discover and Disseminate Knowledge	4-Pending	Create Pacific Center for Research and Scholarship.
	4-Discover and Disseminate Knowledge	4-Pending	Explore, promote, and support clinical research opportunities focused on prevention, health policy and the relationship between oral and systemic health, including people with special needs.
	4-Discover and Disseminate Knowledge	4-Pending	Provide product and technology education services to participate in the early research and develop phases with industry. This would include a materials testing facility for preclinical testing and design of clinical testing protocols. (including FDA clearances, etc.)
	4-Discover and Disseminate Knowledge	5-New facilities	Build a common (shared) research laboratory with core facilities to match recommendations of (SD 3)

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	4-Discover and Disseminate Knowledge	5-New facilities	Create a center for product evaluation within the center to provide evaluation and research and development services to dental manufacturers. Partner with the Pacific School of Engineering to broaden evaluation services offered.
	4-Discover and Disseminate Knowledge	5-New facilities	Create a high-end dental clinic with state of the art equipment and combine a learning center with a patient care center (potentially as a build on top of the current faculty practice model.)
	4-Discover and Disseminate Knowledge	5-New facilities	New faculty practice and clinical research space to also serve as the potential clinical facilities for post graduate education.
	4-Discover and Disseminate Knowledge	5-New facilities	Provide a high-end 3-D imaging clinic using existing equipment. This would be a referral based imaging and radiology interpretation service to the community of dentists outside the School of Dentistry.
	4-Discover and Disseminate Knowledge	6-Removed	Create a "Laboratory (Center) for the Development, Implementation and Evaluation of Innovations in Teaching and Learning".
	4-Discover and Disseminate Knowledge	6-Removed	Determine the appropriate niche for entering the competitive market of offering these services (conduct analysis and business plan.)
	4-Discover and Disseminate Knowledge	6-Removed	Develop a high-end dental clinic to provide educational and other services. Within this model install equipment to allow multiple participants to observe clinical procedures without huddling around the dental chair (e.g. video equipment, viewing area, etc.) attract top tier experts to teach courses and take advantage of expertise in the existing faculty to teach courses for the profession.
34	5-Actualize Individual Potential	1-Completed	Acknowledge and reward Faculty that mentor and support student Community projects.

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11	5-Actualize Individual Potential	1-Completed	Acknowledge, encourage and reward students and residents for volunteerism and service-learning projects.
8	5-Actualize Individual Potential	1-Completed	Conduct bi-Annual Staff/Administration/Faculty Meetings.
0.3	5-Actualize Individual Potential	1-Completed	Continued development of personal and professional programs for staff and faculty.
0.3	5-Actualize Individual Potential	1-Completed	Creation of Staff Council
2	5-Actualize Individual Potential	1-Completed	Develop formal evaluation system for Chairs, Associate and Assistant Deans.
21	5-Actualize Individual Potential	1-Completed	Develop standing committee for all diversity issues. (Gender, Race, Ethnicity, Age, Religion, Sexual Orientation, Cultural, etc.)

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33	5-Actualize Individual Potential	1-Completed	Development of more recognition programs for faculty and staff (years of service, outstanding performance, etc.)
0.3	5-Actualize Individual Potential	1-Completed	Enhance recruitment externally.
3	5-Actualize Individual Potential	1-Completed	Establish formalized, comprehensive peer evaluation system.
4	5-Actualize Individual Potential	1-Completed	Improvement of our current evaluation system for Faculty and Staff .
9	5-Actualize Individual Potential	1-Completed	Post all positions internally within the school; including Faculty and Administrative Appointments - Consider: development of new process, posting sites/length, application forms, and search committees.
0.3	5-Actualize Individual Potential	1-Completed	Provide exit interviews for faculty.
16	5-Actualize Individual Potential	2-Continuing	Conduct a Competitive salary review and develop an implementation plan.

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0.4	5-Actualize Individual Potential	3-Combined	Creation of a "think-tank" space for clinical, biomedical, research faculty to share ideas and new developments - A) Evaluate the need for such space and outline a plan for utilization. B) Potentially a mixed use space with updated faculty lounge.
	5-Actualize Individual Potential	4-Pending	Assure scholarship time for faculty which is independent of preparation time.
	5-Actualize Individual Potential	4-Pending	Create training program for faculty, students and staff in optimal use of educational technology.
	5-Actualize Individual Potential	4-Pending	Design and conduct Faculty Development Workshops and Seminars on Service Learning, Prevention and Public Health
	5-Actualize Individual Potential	4-Pending	Use PI-Driven lab model to make self-funding desirable: Explore mutually beneficial grant-funding relations.
	5-Actualize Individual Potential	5-New facilities	Common Lounges.
	5-Actualize Individual Potential	5-New facilities	Create a "think-tank" space to meet and mingle. (UCLA Faculty Lounge Model)
	5-Actualize Individual Potential	5-New facilities	Development of a policy and plan for faculty offices core and part time (consider faculty offices in proximity to clinical/research space.)
	5-Actualize Individual Potential	6-Removed	Develop a plan for collaboration with other groups that have expertise that we can use (e.g. Stockton Campus Business School, etc.)
27	6-Develop and Promote Policies Addressing the Needs of Society	1-Completed	Create permanent section in Articulating Paper, Web, Community agency newsletters, SF Chronicle, etc.
29	6-Develop and Promote Policies Addressing the Needs of Society	1-Completed	Design and produce a generic professional level portable display for internal and external events for PR and educational purposes. (collaborate with SD #1)

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30	6-Develop and Promote Policies Addressing the Needs of Society	1-Completed	Engage Marketing and Communication more fully to leverage our current services and activities for additional partnerships and support
	6-Develop and Promote Policies Addressing the Needs of Society	1-Completed	Increase recruitment and admissions of students and residents with significant, demonstrated experience in community or service-learning projects.
28	6-Develop and Promote Policies Addressing the Needs of Society	1-Completed	Place PR materials in Interview Packet and have a larger display in Welcome to Pacific Guidebook sent to students before Matriculation.
10	6-Develop and Promote Policies Addressing the Needs of Society	1-Completed	Review and develop new action items corresponding to Mission Statement Item 6 (Develop and promote policies addressing the needs of society) and Strategic Direction 2 (Develop professionals committed to improving the health of all people).
	6-Develop and Promote Policies Addressing the Needs of Society	2-Continuing	Establish an Annual Volunteer Community Service Day sponsored and directed by the Dean -(an idea from the students.)
35	6-Develop and Promote Policies Addressing the Needs of Society	2-Continuing	Increase the school's visibility in the community and the community's partnership with the school; <i>explore participation in caries-free community project</i>
0.4	6-Develop and Promote Policies Addressing the Needs of Society	3-Combined	Evaluate and make recommendations about Dental School involvement . Endorsement and financial support of International oral health programs i.e., Fiji, Peru, Philippines.

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	6-Develop and Promote Policies Addressing the Needs of Society	4-Pending	Identify and participate in strategic regional, state or national projects focused on the improvement of the oral health of the public.
	6-Develop and Promote Policies Addressing the Needs of Society	4-Pending	Initiate and sponsor a public relations and education campaign about disease prevention on "Lifelong Oral Health" directed at the University, the School, and the general public.
	6-Develop and Promote Policies Addressing the Needs of Society	4-Pending	Investigate/identify/implement innovative collaborative community oral health models of prevention and treatment locally, regionally, nationally, and internationally.