School Strategic Plan
Summaries 2008
SCHOOL OF ALLIED HEALTH PROFESSIONS

1. Academic Affairs
   a) Review and evaluate program curricula in response to changes in external environment of local and national health-care supply and demand.
   b) Evaluate opportunities for educational collaboration with emerging programs in local community colleges and universities.
   c) Development of interdisciplinary case study seminar to enhance the interdisciplinary education of students within the School.
   d) Review the changes in the environment of international health care and evaluate the feasibility of delivery of current programs to meet current and future needs and demands.
   e) Establish a school-wide Educational Effectiveness Committee in preparation of WASC visit of 2010.

2. Research Affairs
   a) Develop culture of research in the School to encourage faculty research.
   b) Develop mentoring system of junior faculty by senior faculty with research and publication experience.
   c) Establish collaborative research opportunities and projects across the campus and with educational institutions within the surrounding community.

3. Information Systems
   a) Update School classroom technology to enhance student learning and classroom instruction.
   b) Upgrade faculty computers.
   c) Develop faculty utilization of technology and define appropriate uses of technology in classroom instruction.

4. Student and Alumni Relations
   a) Develop a strategy for communicating with School alumni from the diverse programs that establishes a connection with the School as well as the respective disciplines.
   b) Establish an Alumni Affairs office to execute the communication strategy and recruit a Director of Alumni Affairs.
   c) Develop scheduled meetings with student leaders with Dean throughout the school year to create effective communication between students and administration.
   d) Establish student focus group with Coordinator of Student Activities or input and evaluation of student-focused activities and continue with monthly student activities during the school year.
5. **Spiritual Life and Wholeness**
   a) Evaluate Portfolio program goals for its effectiveness in developing student wholeness.
   b) Evaluate School environment for barriers to the development of student and faculty and staff spirituality and wholeness.
   c) Expand “Lunch Power” as a School experience to strengthen spiritual development.

6. **Philanthropy**
   a) Establish philanthropic strategy to increase alumni giving to 5%.
   b) Develop goals and strategies for Director of Philanthropy.
   c) Identify strategies to develop School identity among alumni.

7. **Faculty Recruitment and Retention**
   a) Identify graduates interested in teaching and support them in graduate education.
   b) Utilize professional network to identify Seventh-day Adventist health-care professionals as potential faculty.
   c) Utilize recently adopted school-based Tuition Benefit Policy as a faculty recruitment and retention tool.

8. **Faculty Development**
   a) Encourage junior faculty to pursue advanced education through educational agreements.
   b) Engage faculty in professional growth through School programs designed to upgrade teaching skills and pedagogy.
# SCHOOL OF DENTISTRY

## 1. Educational Environment

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<table>
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<tbody>
<tr>
<td>a)</td>
<td>Expand service learning didactic component.</td>
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<tr>
<td>b)</td>
<td>Continue development of clinical experiences in extramural clinic facilities.</td>
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<tr>
<td>c)</td>
<td>Integrate new behavioral science and religion courses into predoctoral curriculum.</td>
</tr>
<tr>
<td>d)</td>
<td>Obtain and deploy a comprehensive data storage system for all patient-related and educational material.</td>
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<tr>
<td>e)</td>
<td>Obtain and deploy a comprehensive data storage system for faculty and alumni records.</td>
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<td>f)</td>
<td>Develop plans for new School of Dentistry facilities.</td>
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## 2. Effective Communication

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<tbody>
<tr>
<td>a)</td>
<td>Continue the present systems of information dissemination and communication (e.g., flyers, posters, memos, digital signage, and e-mail).</td>
</tr>
<tr>
<td>b)</td>
<td>Continue quarterly faculty advance seminars and quarterly class meetings with the Dean in which administrators and department chairs are also invited to participate.</td>
</tr>
<tr>
<td>c)</td>
<td>Work with staff and faculty to develop plans to improve and expand efforts that enhance communication.</td>
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## 3. Decision-Making and Accountability

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<tbody>
<tr>
<td>a)</td>
<td>Continue use of the Applied Strategic Plan as the basis for decision-making.</td>
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<tr>
<td>b)</td>
<td>Assess effectiveness of annual reporting of standing committees to the Faculty Council.</td>
</tr>
<tr>
<td>c)</td>
<td>Maintain reporting schedule of Department Chairs and committees to the Executive Committee.</td>
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## 4. Qualified and Diverse Applicants

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<tbody>
<tr>
<td>a)</td>
<td>Continue to: 1) host the annual Careers in Dentistry workshop, and 2) participate in the MITHS (Minorities In The Health Sciences) Program.</td>
</tr>
<tr>
<td>b)</td>
<td>Evaluate the Post Baccalaureate Program to broaden diversity in student body.</td>
</tr>
<tr>
<td>c)</td>
<td>Maintain funding for School Dentistry for Pipeline Project.</td>
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## 5. Innovative, Comprehensive Educational Experience

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<tbody>
<tr>
<td>a)</td>
<td>Continue development of a more integrated pre-doctoral curriculum.</td>
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<tr>
<td>b)</td>
<td>Develop opportunities to enhance teaching and evidence-based effectiveness through a variety of formats.</td>
</tr>
<tr>
<td>c)</td>
<td>Expand use of IT resources used in educational process.</td>
</tr>
<tr>
<td>d)</td>
<td>Deploy a video library system for faculty and students to facilitate just-in-time clinical education.</td>
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## 6. Clinical Environment Providing High Quality Health Care

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<tr>
<td>a)</td>
<td>Implement chairside data entry, electronic patient records, and digital radiography in clinic.</td>
</tr>
<tr>
<td>b)</td>
<td>Continue development of the OSCE (Objective Structured Clinical Evaluation) in evaluating student competence.</td>
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<tr>
<td>7.</td>
<td><strong>Well-Qualified Diverse Faculty and Staff</strong></td>
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<tr>
<td>a)</td>
<td>Provide opportunities for faculty development and personal growth (e.g., faculty development workshops).</td>
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<tr>
<td>b)</td>
<td>Complete building construction, establish practice, and implement marketing plan for faculty practice facility for specialty and general dentistry.</td>
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<tr>
<td>c)</td>
<td>Continue to study methods for increasing salaries of faculty and loan forgiveness programs.</td>
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<th>8.</th>
<th><strong>Research and Scholarly Activities</strong></th>
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<tbody>
<tr>
<td>a)</td>
<td>Develop School of Dentistry network for faculty research.</td>
</tr>
<tr>
<td>b)</td>
<td>Attract and retain faculty with strong research backgrounds.</td>
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<tr>
<td>c)</td>
<td>Increase research productivity in extramural funding and scientific publications.</td>
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<tr>
<th>9.</th>
<th><strong>Service to Local, Global and Professional Communities</strong></th>
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<tbody>
<tr>
<td>a)</td>
<td>Require every dental student to participate in Service Learning activities for a minimum of 120 clock hours and develop plans to increase minimum requirement.</td>
</tr>
<tr>
<td>b)</td>
<td>Provide every student the opportunity for an international Service Learning activity.</td>
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<tr>
<td>c)</td>
<td>Operate the School’s mobile dental unit as a dental clinic during local service learning trips.</td>
</tr>
<tr>
<td>d)</td>
<td>Teach basic clinical skills to D-1 students in preparation for service learning trips during their first year.</td>
</tr>
<tr>
<td>e)</td>
<td>Expand volunteer local service learning activities.</td>
</tr>
<tr>
<td>f)</td>
<td>Refine the orientation and reflection components of service learning experiences.</td>
</tr>
</tbody>
</table>
# School of Medicine

## 1. Admissions

a) Update presentations for SDA college visits that encourage qualified medical school applicants to consider the benefits of attending LLUSM to prepare for Christian medical service.

b) Assess the current responsibilities of admissions office personnel and restructure staffing as necessary to create manageable work loads.

c) Establish and implement an annual orientation and training session for LLUSM interviewers.

d) Expand the functionality of the medical school applicant portal to facilitate a more complete knowledge of the status of their applications specifically with respect to recommendations, application deposits, etc.

## 2. Education

a) Revise and monitor the effectiveness of the basic science systems-based curriculum.

b) Evaluate impact of patient-care experiences in the preclinical curriculum on the professionalization of students.

c) Develop preclinical content material to support complementary and alternative medicine curriculum.

d) Complete the first stage of development patient simulations for core clinical rotations in third and fourth years.

e) Develop and expand the number of high-quality local teaching sites for the clinical curriculum.

f) Provide basic/clinical science faculty with resources to improve their teaching and evaluation.

## 3. Student Life

a) Create SM Student Affairs web page under School of Medicine web site.

b) Collaborate with University Information Systems, SM offices of Educational Affairs and Admissions to develop a LLUSM database. Information to be kept in this database would include: mission trips, summer research programs (including presentations and publications), scholarships received, leadership positions held, tutoring, volunteer activities (e.g. hours spent in tutoring/mentoring with CKC), parent’s contact information.

c) Continue to work with central administration to revise the Student Handbook.

d) Review and revise (as needed), tuition and financial clearance policies for combined degree students in the School of Medicine.

## 4. Basic Sciences

a) Bring mass spectrometry core facility on line.

b) Identify candidates for junior faculty positions in pharmacology and microbiology.
5. Graduate Program in the Basic Sciences
   a) Continue the development of a student handbook that focuses on the specific needs of graduate students within the basic sciences while remaining consistent with the student handbooks for the School of Medicine and Loma Linda University.
   b) Meet with Assistant Dean for Development to initiate endowments and other funds for the support of graduate student stipends.
   c) Implement new formats of the PhD/MD program.
   d) Complete the transfer of the graduate program to the School of Medicine through hiring a director of student services and completing the revision of student policies.

6. Graduate Medical Education
   a) Expand residency education funding for the region and state including securing additional GME slots in LLUMC.
   b) Train DMA and other residents planning a career in international medicine in missiology and international medicine.
   c) Train Griffis scholars and other residents planning a career in academic medicine in education.
   d) Create a curriculum to educate the next generation of academic leaders to assume their roles as program directors and chairs.

7. Clinical Faculty
   a) Continue to assess clinical faculty recruitment needs and processes with the office of Faculty Development.
   b) Review clinical faculty 360° evaluation results.
   c) Cancer care:
      • Complete cancer care facility, remodel of A-Level and Schumann Pavilion.
      • Coordinate cancer care multidisciplinary interactions with the director of Cancer Institute.
   d) Continue planning/design outreach program:
      • Satellite clinics.
      • Banning/Beaumont ASC and MOB.

8. Spiritual Life & Wholeness
   a) Evaluate, and where necessary revise, graduate school information and application materials which inform potential applicants of the mission of the School and which are used by the School to evaluate applicants for admission.
   b) Review and refine policies and programs for chapel and religion requirements, and social and spiritual activities for students in the graduate program.
   c) Facilitate the integration of the graduate program into the School of Medicine Spiritual Life and Wholeness Committee structure and into the Alumni Association.
9. **Community Engagement**
   a) Continue the development and outreach of the Healthy Neighborhoods Tutoring and Mentoring programs in San Bernardino by increasing the opportunities for leadership and service among School of Medicine graduate students and students in all Schools of the University.
   b) Work collaboratively with the administration of the University, School of Medicine, and SACHS clinic to establish policies, procedures, and support structures for the planned student clinic at SACHS.

10. **Diversity**
    a) Develop new policies to solidify the programs established to increase the pipeline of underrepresented students in biomedical sciences. Evaluate the effectiveness of current diversity policies.
    b) Strengthen the effectiveness of LLUSOM cultural competency curriculum by utilizing “TACCT,” a Tool for Assessing Cultural Competency Training. This assessment tool was developed by AAMC to assist medical schools in evaluating curriculum effectiveness in training “culturally competent physicians.”
    c) Establish an organizational structure to assist in the coordination of all the Diversity and multicultural affairs activities in the School of Medicine; Pipeline programs, development of new grants and external funding resources for diversity, cultural competence activities for medical students, residents and faculty.

11. **Faculty Development**
    a) Identify and coordinate existing on-campus faculty development programs.
    b) Discover and evaluate current mentoring programs and plan strategy for development of new programs.
    c) Catalogue and prioritize current need for faculty programs that contribute to faculty satisfaction and retainment.
    d) Further develop multi-level scholarship programs for students, residents, and fellows.
    e) Further catalog and integrate faculty recruitment database.

12. **Finance & Administration**
    a) Endowment development in student scholarship, chairs, and DMA program.
    b) Prioritize funding for equipment acquisition and facilities renewal.
    c) Develop a new resource allocation (budget) model for the Basic Sciences and Centers.
    d) Facilitate the growth of the Basic Science faculty and research enterprise.
    e) Update School of Medicine pay scales to harmonize with LLU working policy and AAMC national norms.
### 13. Faculty Practice Services

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<tbody>
<tr>
<td>a)</td>
<td>Continue deployment of PCO (Power Chart Office), the electronic health record for the faculty practice.</td>
</tr>
<tr>
<td>b)</td>
<td>Increase space and capacity to accommodate growth of providers. Pursuing short-term and longer-term solutions.</td>
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</table>
| c) | Finalize planning and support Banning/Beaumont outreach program.  
  · MOB.  
  · Imaging Center.  
  · Ambulatory Surgery Center. |
| d) | Modify patient satisfaction monitoring process to better support service excellence initiatives. |
| e) | Reorganize quality improvement system to provide comprehensive approach to quality management. |

### 14. Global Outreach

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<tr>
<td>a)</td>
<td>Seek direct funding to support overseas mission electives.</td>
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<tr>
<td>b)</td>
<td>Mature relationship with Zhejiang University.</td>
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<tr>
<td>c)</td>
<td>Establish parameters for faculty appointments in global service.</td>
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</tbody>
</table>
SCHOOL OF NURSING

I. Academic Affairs

a) Continue to implement new organizational structure to enhance effective faculty governance as it develops.
   • Continue to review committee structure for efficiency.
   • Implement new workload policy and procedure when finalized by Faculty Council.
   • Refine procedure manual for academic polices.
   • Provide advisement education for faculty members.

b) Recruit and/or nurture faculty.
   • Continue to recruit faculty for the next decade by:
     i. Nurturing and develop exemplar students for future teaching roles.
     ii. Study possible collaborative arrangements with clinical facilities to encourage new faculty.
     iii. Continue to offer incentives for further education for contract teachers.
     iv. Develop and implement training programs for staff nurses who mentor students in the clinical settings.
   • Expand the mentoring program for new faculty to a full year.
     i. Support current faculty to become mentors.
     ii. Provide education on mentoring skills to current faculty.
   • Continue to offer incentives to current faculty to continue for advanced degrees.
   • Provide release time for clinical practice.
   • Provide education on new teaching modalities, i.e., coaching, simulations and IT.

c) Expand School Programs.
   • Increase offerings at the MS level: Study the options of CNS in CHN/PHN, and/or Psych/Mental Health. Revisit MS/MPH combined degree.
   • Study desirability and feasibility of offering further off campus programs for registered nurses.
   • Develop and implement the Doctor of Nursing Practice (DNP) degree by 2010.

d) Increase student enrollment.
   • Expand AS to BS/MS track for with increased on-line content.
   • Implement joint MC/School program to provide degrees to nurses in management (IP).
   • Develop collaborative teaching relationship with the VA.

e) Improve student outcomes.
   • Continue to monitor predictors of success on NCLEX-RN to insure pass rates at 90 percent or above.
   • Maintain national certification at 90 percent or above for MS graduates.
   • Develop simulations to improve student’s critical thinking and clinical skills and demonstrate competency.
   • Update curricula as needed based on national trends.
   • Study the possibility of an Honor Program in Service Learning.
   • Evaluate success of off campus programs in relationship to building nurse educators for SDA school of nursing abroad.
2. **Research Affairs**
   a) Provide assistance to increase faculty research.
      • Encourage postdoctoral research study for eligible faculty.
      • Continue providing research mentors to interested faculty.
      • Continue to offer release time for faculty who are engaged in research activities.
      • Provide support and incentives to faculty members to begin research.
      • Continue to provide a grant writing workshop each year.
      • Investigate collaboration for faculty with the VA.
   b) Continue to support collaborative research efforts with the MC.

3. **Financial Affairs**
   a) Expand financial resources to increase funded minority student program to include all students needing financial assistance.
   b) Continue to develop student scholarship endowment funds.

4. **Information Systems**
   a) Develop a standardized computer grading system to be used by all faculty.
   b) Continue to offer computer assistance to faculty.
   c) Study the feasibility of combined courses with short intensives and/or off-campus delivery for RN to BS.
   d) Improve on line evaluation of courses and instructors.
   e) Study methods to increase the response rates on evaluations by students.

5. **Public Affairs**
   a) Continue to collaborate with central administration in presenting the School to the public.
   b) Improve communication with alumni through IT.
   c) Encourage faculty involvement in community projects.
   d) Continue to disseminate research findings to the profession and community at large.

6. **Advancement**
   a) Increase fundraising efforts for student scholarships and faculty development.

7. **Spiritual Life and Wholeness**
   a) Provide financial support for yearly spiritual retreat for entire school.
   b) Continue to assess curriculum and student outcomes for development of personal spiritual growth and ability to give whole person care.
   c) Identify and articulate unique characteristics of Adventist nursing ministry.
8. Service Learning
   a) Increase participation in interdisciplinary service learning activities (added community service options for students, funded 3 part time positions at SACHS).
   b) Study the possibility of adding a required service learning component.
   c) Continue support a ½ time faculty position to coordinate service learning at SACHS and other sites.
   d) Increase SN sponsored service learning activities.

9. Diversity
   a) Review diversity content throughout the curriculum and strengthen this strand in all courses.
   b) Develop tools to evaluate student growth in appreciation for and understanding of diversity.
   c) Provide opportunities for students to experience different cultures within the local area and abroad (added CMH option to work with pregnant teens).
   d) Employ faculty role models that represent the minority populations of our students.

10. Capital Development
    a) Add new office and storage space.
    b) Apply for grants to increase the University simulation offerings.

11. LLUAHSC shared Initiatives
    a) Continue collaborative endeavors for:
       • Research by supporting monthly meeting of the collaborative research group.
       • Continue the MC supported Cohort Programs with the MC employees.
       • Continue to support International Nursing Council and foreign nurse mentorships.
       • Study possibility of more joint appointments for teaching, research, and service.
## School of Pharmacy

### 1. Academic Affairs

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<tbody>
<tr>
<td>a)</td>
<td>Continue to mature a Pharm D program that supports the institutional mission and exceeds the accreditation standards of ACPE.</td>
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<tr>
<td>b)</td>
<td>Commit personnel and resources to align School of Pharmacy outcomes and goals, curriculum map, and assessment activities to promote continuous quality improvement.</td>
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<tr>
<td>c)</td>
<td>Identify, nurture, and support prospective faculty from the School of Pharmacy alumni base.</td>
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<tr>
<td>d)</td>
<td>Work to integrate students and faculty in pharmaceutical care and outreach.</td>
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<tr>
<td>e)</td>
<td>Develop life-long learning opportunities for students, faculty, staff, and pharmacy practitioners.</td>
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### 2. Research Affairs

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<tbody>
<tr>
<td>a)</td>
<td>Develop faculty and student research areas, including those areas that involve community-engaged scholarship.</td>
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<tr>
<td>b)</td>
<td>Develop research, graduate, and post-graduate programs, including support from extramural sources.</td>
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<tr>
<td>c)</td>
<td>Continue to dialog with the School of Medicine and formulate a timeline to operationalize the Center for Drug Discovery and Development.</td>
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### 3. Financial Affairs

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<tbody>
<tr>
<td>a)</td>
<td>Explore the financial feasibility of providing each entering student with a tablet PC and the potential impact of required tablet PC’s on the learning environment.</td>
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### 4. Information Systems

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<tr>
<td>a)</td>
<td>Equip the Dean’s Conference Room with teleconference technology.</td>
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<tr>
<td>b)</td>
<td>Increase wireless capacity on the first floor to accommodate every student using a tablet PC.</td>
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<tr>
<td>c)</td>
<td>Equip student lounge with appropriate computer and video technology for collaborative learning.</td>
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### 5. Public Affairs

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<tbody>
<tr>
<td>a)</td>
<td>Expand staff and functions for the Drug Information Center.</td>
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<tr>
<td>b)</td>
<td>Coordinate with University Relations in publicizing school news internally and externally.</td>
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<tr>
<td>c)</td>
<td>Commit resources to modifying and maintaining School of Pharmacy website.</td>
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### 6. Advancement

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<tbody>
<tr>
<td>a)</td>
<td>Support the Director of Development in the identification, cultivation, and solicitation of gifts from various constituencies.</td>
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### 7. Spiritual Life and Wholeness

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<td>a)</td>
<td>Commit personnel and resources to promote and support the mission and culture of the University for School of Pharmacy students, staff, and faculty.</td>
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<tr>
<td>8. <strong>Service Learning</strong></td>
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<td>------------------------</td>
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<tr>
<td>a) Plan, promote and participate in service learning opportunities for School of Pharmacy students, faculty, alumni and staff.</td>
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<tr>
<th>9. <strong>Diversity</strong></th>
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<tbody>
<tr>
<td>a) Recruit students, faculty, and staff, with special emphasis on Adventists, who support the mission of School of Pharmacy and the University.</td>
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<tr>
<th>10. <strong>Capital Development</strong></th>
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<tbody>
<tr>
<td>a) Build out the east core research space on the second floor of Chan Shun Pavilion to accommodate needs of newly hired faculty in Department of Pharmaceutical Sciences.</td>
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<tr>
<td>b) Remodel West Hall Room 1331 classroom, including fixed seating and new instructional presentation technology.</td>
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<tr>
<td>c) Remodel Student Lounge.</td>
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<tr>
<td>d) Remodel suitable location for students requiring ADA accommodations.</td>
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<tr>
<th>11. <strong>LLUAHSC Shared Initiatives</strong></th>
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<tbody>
<tr>
<td>a) Continue to nurture and expand the relationship between School of Pharmacy and LLUMC.</td>
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<tr>
<td>b) Expand School of Pharmacy operations at SAC Health System.</td>
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# SCHOOL OF PUBLIC HEALTH

The overall aim of the 2008 School of Public Health Strategic Plan is to foster an academic culture which delivers value to our customers through the strengthening of select operational systems, talent recruitment and retention, and community engagement.

## 1. Academic Affairs

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<tbody>
<tr>
<td>a)</td>
<td>Plan and undertake strategic planning in preparation of accreditation self study (CEPH).</td>
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<td>b)</td>
<td>Address academic challenges in Chile off-campus MPH.</td>
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<tr>
<td>c)</td>
<td>Provide and oversee off-campus programs in Peru, Russia, Hawaii, and Guam.</td>
</tr>
<tr>
<td>d)</td>
<td>Triple on-line student enrollment by autumn 2009.</td>
</tr>
<tr>
<td>e)</td>
<td>Increase on-campus student enrollment 10% by autumn 2008.</td>
</tr>
</tbody>
</table>
| f) | Improve student outcomes:  
  • Prepare students for the upcoming national credentialing exam.  
  • Enhance student career development systems |
| g) | Identify Department Chair for Department of Health Policy & Management. |
| h) | Conduct a feasibility study of an on-line MPH to be offered in Spanish |
| i) | Evaluate School’s continued participation in SOPHIS. |

## 2. Research Affairs

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| a) | Revitalize faculty research:  
  • Institute mentoring teams/programs to junior faculty.  
  • Recruit & retain grant-oriented faculty.  
  • Encourage postdoctoral research study for eligible faculty.  
  • Provide support and incentives to faculty members to initiate research.  
  • Provide training on extramural proposal writing processes. |
| b) | Enhance collaborative research efforts with other LLU Schools. |
| c) | Increase numbers and faculty who publish in peer refereed journals. |
| d) | Increase extramural funding 10% over 2006-2007. |
| e) | Expand proteomics and genomics research through a partnership with Sun Technology. |
| f) | Advance public health through tele-medicine technology. |
| g) | Enhance conformance with LLU OSR polices and procedures. |
| h) | Broaden participation in of the Adventist Health study. |
| i) | Maximize outcomes and outputs associated with the Adventist Health Study. |

## 3. Financial Affairs

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<td>b)</td>
<td>Increase student scholarship endowment funds.</td>
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<td>c)</td>
<td>Develop a merit-based compensation system which rewards individual performance</td>
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4. **Information Systems**  
   a) Continue to develop off-campus delivery systems, including on-line programs, and digital recording for future use.  
   b) Encourage faculty to adopt some element of on-line learning (course to use partial, mixed, all on-line format).  
   c) Maximize reach and productivity of the SPH GIS Laboratory.  
   d) Increase student use of on-line course evaluations by 10%.  

5. **Public Affairs**  
   a) Support Central Administration’s efforts to expand partnerships.  
   b) Continue growing the Public health Practice training efforts for the existing public health workforce.  
   c) Continue playing a leadership role in emergency preparedness with local public, private stakeholders, and faith-based organizations.  
   d) Improve communication with students, alumni, and other interested parties through web and other IT, through electronic versions of Sphere and other vehicles.  
   e) Implement continuous quality improvement for the School’s web-presence.  
   f) Continue efforts at building a strategic relationship with General Conference Health Ministries and ADRA.  

6. **Advancement**  
   a) Increase fund raising efforts for student scholarships and faculty development.  
   b) Increase fund-raising efforts toward creation of endowed chairs.  
   c) Initiate efforts to raise funds for an SPH Field Station.  

7. **Spiritual Life and Wholeness**  
   a) Conduct annual SPH spiritual retreat.  
   b) Assess curriculum and student outcomes for development of personal spiritual growth and ability to provide whole person care.  

8. **Service Learning**  
   a) Increase participation in interdisciplinary service learning activities.  
   b) Identify a potential site for an SPH Field Station in line with the Church and University Global Mission.  

9. **Diversity**  
   a) Develop tools to evaluate student growth in appreciation for and understanding of diversity.  
   b) Provide opportunities for students to experience different cultures within the local area and abroad.  
   c) Recruit and hire faculty of diverse background.  
   d) Initiate recruiting efforts targeted at under-represented minorities.
# School of Religion

## 1. Academic Affairs

- **a)** Enhance offerings for undergraduate, graduate, and professional students.
- **b)** Increase numbers of students in the three M.A. programs in religion.
- **c)** Study the feasibility of additional academic programs (BS, MA, PhD).
- **d)** Initiate a variety of lectures in religion.
- **e)** Study the feasibility of developing a Center for the Study of Religion and the Sciences.
- **f)** Develop plans for housing the School of Religion, its Centers, and classrooms within the Centennial Complex.
- **g)** Develop strategies, protocols, and policies for the new School of Religion.
- **h)** Explore ways to implement the new board-mandated Division of Humanities.
- **i)** Examine the feasibility of establishing a Center for Adventist Studies.

## 2. Excellence in Research

- **a)** Enhance library holdings (books, journals, online) and their utilization to support research.
- **b)** Establish clearer guidelines for faculty expectations in research, teaching, and service.
- **c)** Develop extramural funding for School of Religion endeavors.
- **d)** Formulate guidelines for intramural School of Religion seed money research funding.
- **e)** Request to the Del Webb Library to increase funding for religion acquisitions.

## 3. Centers

### Center for Christian Bioethics

- **a)** Explore the feasibility of hiring a development director for the Center for Christian Bioethics who would work also with the Center for Spiritual Life and Wholeness and the School of Religion.
- **b)** Explore the feasibility of publishing a journal together with the School of Religion.
- **c)** Enhance the yearly Religion and Sciences lecture offered in the routine progression of lectures in the Health and Faith Forum series.

### Center for Spiritual Life and Wholeness

- **a)** Develop, implement, and oversee a wholeness/values assessment for Loma Linda University.
- **b)** Conduct a National Conference on Spirituality and Family Values.
- **c)** Develop and oversee a satellite television program through LLBN that focuses on the intersection of faith, ideas, and practical life.
- **d)** Continue development of a journal/magazine that will focus on the interdisciplinary connections of faith and life (to be used both independently and in collaboration with a possible journal for the School of Religion).
4. **Spiritual Nurture and Wholeness**

a) Increase coursework in Christian spirituality.
b) Establish initiatives in Adventist studies.
c) Enhance opportunities for service, distance, and electronic learning.
d) Continue initiatives for social justice and community outreach.
e) Promote the role of the Bible and its teachings in the curriculum.
f) Continue fostering the extracurricular personal involvement and participation of our faculty in the religious life of our students as well as the local area SDA churches.
g) Increase the visibility of the School of Religion on the LLU campus.

5. **Diversity**

a) Emphasize diversity in faculty recruitment.
b) Foster on campus an appreciation for and engagement with diversity.
c) Work closely with the University’s Office of Diversity.

6. **Global and Local Outreach**

a) Collaborate with the Institute for World Mission located at Andrews University.
b) Cooperate in the Mission Emphasis Week of LLU.
c) Continue engagement in international service.
d) Participate with the Biblical Research Institute committee of the General Conference of SDA when it meets on campus.
e) Continue fostering the faculty participation in extracurricular community outreach and volunteer work.

7. **Collaboration with LLUAHSC**

a) Provide religious education for clinicians, faculty, and staff.
b) Enhance the fulfillment of the mission To Make Man Whole via the promotion of the unique heritage and culture of LLU.
1. Academic Affairs
   a) Academic Review
      i. Implement new School committee structure which combines the former SST Education Effectiveness Committee with a new School-wide Academic Standards Committee.
      ii. Implement FGS policies for research-oriented degree programs with emphasis on dissertation quality assurance.
      iii. Participate in the EEC/FGS program review process for programs that do not have established external accrediting agencies.
      iv. Re-accredit PhD and PsyD in Clinical Psychology, MSW, and MA in Counseling.
   b) Assessment
      i. Infuse and assess University student learning outcomes and core values in all programs.
      ii. Academic Standards Committee to develop a plan for implementation of curriculum mapping in all programs to identify horizontal and vertical linkages of student learning outcomes and core values.

2. New Program Development and Expansion
   a) Seek University approval for a new Department of Health Communications Technology.
      i. Engage industry and academic partners in model development.
      ii. Curriculum and certificate/degree development.
      iii. Approval of new certificate/degree program(s) as appropriate.
   b) Implement and market new Health Communications Technology offerings and/or academic program(s).
   c) Task force to identify additional areas for academic technology expansion.
   d) Identify new markets and community linkages aimed at expanding academic programs to under-served populations and regions in southern California.
   e) Explore development of interdisciplinary core curriculum to support expansion efforts.
   f) Explore the expansion (regionally and internationally) of training and/or programs using online and distance education.
   g) Develop population-specific programming in new SST facility in San Bernardino (i.e., Center for Life-Long Learning).
   h) Develop interdisciplinary and discipline-specific course work and research activities that support AHI collaboration in identified locations.
   i) Explore the expansion of undergraduate offerings that utilize the interdisciplinary strengths and faculty resources of all programs.
3. **Research Affairs**

   a) Expand intra-School collaboration through development of interdisciplinary research activities, including exploration of a School-wide research center.
   
   b) Re-evaluate research infrastructure needs in support of expanded faculty research activities, including consideration of a “seed money” program, School-wide research colloquia, enhancement of research support services, and development of policies for the use and distribution of grant overhead monies.
   
   c) Identify and develop an assertive research agenda aimed at reducing dependency on University and external funding for identified programs.
   
   d) Upgrade and relocate EBS laboratories as appropriate to facilitate expansion of activities in support of new and proposed academic programs.

4. **Infrastructure Development**

   a) Develop School mission statement, including articulation of bio-psycho-social-spiritual and environmental linkages among School programs.
   
   b) Explore School-specific student outcomes including preparation for global practice.
   
   c) Expand and develop as needed School-wide policies and related procedures (e.g., fiscal, operations, faculty workload and evaluation, and expectations of professional behavior for faculty, students and staff).
   
   d) Revitalize and expand School’s educational environment.
   
      i. Develop new learning environment in San Bernardino.
   
      ii. Move identified EBS laboratories to Risley Hall.
   
      iii. Complete upgrades and repairs at the “White House.”
   
      iv. Renew exterior of Central Building.
   
      v. Select renovations in Griggs Hall.
   
      vi. Develop extensive renovation plan for Griggs Hall to be implemented following the opening of the Centennial Building.
   
   e) Develop faculty recruitment and advancement strategies.
   
   f) Continue to develop School infrastructure and practices to support an increase in student admission and retention.

5. **Financial Affairs**

   a) Develop a fiscal plan (estimated five year plan) to address reduction of dependency on University and external supplementation of specific programs.
   
   b) Develop and implement debt repayment plan for identified program(s).
   
   c) Develop and initiate a plan for establishing a positive share account.
   
   d) Create a plan for financing a half-time development officer.
6. **Development and Advancement**
   a) Develop and initiate School-wide fund-raising plan, including a public relations campaign that solidifies the perception and shared value of SST and its programs.
   b) Explore creation of an alumni and development process for SST which addresses the diversity of degree programs.
   c) Develop School-wide academic marketing and student recruitment strategies.
   d) Assess academic markets for existing and new programs, including strategies to realize and/or protect market share of volume for each program.
   e) Expand community-funded projects that support student learning and student aid.

7. **Information Systems**
   a) Further develop and appropriately use “smart” classrooms and advanced technologies that support a computer-assisted teaching-learning environment and support faculty development.
   b) Examine the capacity of selected off-campus information technology systems to support distance education.
   c) Develop and utilize new technologies at the new SST building in San Bernardino to facilitate expanded community education and degree offerings.
   d) Expand and develop faculty expertise in simulations technology in preparation for involvement in the new learning environment of the Centennial Building.

8. **Spiritual Life and Wholeness**
   a) Implement faculty and student health promotion and sustainable lifestyle program at the new SST facility in San Bernardino, including research study to assess effectiveness.
   b) Identify and implement health promotion colloquia for all SST students vis a vis collaboration with existing University programs and services.
   c) Model ways to ensure that off-campus LLU academic programs will provide the Loma Linda University wholeness experience.
   d) Define and implement activities to strengthen the spiritual life and wholeness of faculty, students and staff in SST.

9. **Service Learning**
   a) Develop School-wide environment that emphasizes mission-focused learning, including the development of student outcomes for service learning and standardized expectation of service hours for all students.
   b) Identify and link to University-wide service learning opportunities.
   c) Expand existing and develop new School-based service learning experiences that strengthen linkages with the Church and community and support the objectives of community engagement and community benefit programs.
   d) Continue development of service learning opportunities for SST programs in Honduras and other AHI sites.
10. **Diversity**

| a) | Review curricula for content on diversity that supports University learning outcomes of students. |
| b) | Implement University assessment measures to evaluate student growth in appreciation for and understanding of culture competency. |
| c) | Recruit and hire diverse faculty that reflect regional, clinical, and student needs regarding diversity. |
| d) | Identify strategies to recruit students from under-represented groups. |

11. **LLUAHSC-Shared Initiatives**

| a) | Continue commitment to International Behavioral Health Trauma Team. |
| b) | Further develop SST’s role in the Behavioral Health Institute. |
| c) | Expand collaborative research and interdisciplinary teaching. |
**FACULTY OF GRADUATE STUDIES**

1. **Define Function and Organization of the Faculty of Graduate Studies**
   
a) Compile approved FGS policies and procedures into an integrated document for the Faculty Handbook.
   
b) Refine and approve draft policies for:
      - FGS faculty membership;
      - content and quality of master’s theses and doctoral dissertations;
      - approval process for new and modified graduate programs.
   
c) Update and enhance the FGS website to provide access to policies, procedures, programs, initiatives, standing committees, list of affiliated programs.

2. **Academic Functions**
   
a) Implement electronic document workflow for tracking and processing FGS forms (A, C, D, variance requests, etc.); in cooperation with the Offices of University Records and Information Technology.
   
b) Identify FGS-associated programs that have not been reviewed internally or accredited externally to arrange a schedule of program reviews, in cooperation with the Educational Effectiveness Committee.

3. **Facilitate Research Activities and Collaborations**
   
a) Create a web directory of faculty research activities from information available in faculty annual reports, faculty websites, and Research Affairs files.
   
b) Develop a plan for campus-wide research seminars of nationally and internationally recognized investigators speaking on topics of broad interest to research faculty.
   
c) Develop FGS Research Fellowship program to sponsor high quality, interdisciplinary student research funded by income from a University endowment as a supplement to existing sources of graduate student research support.
   
d) Develop program of research focus groups to bring potential research collaborators together for discussion of common interests (e.g., diabetes, signal transduction, breast cancer, etc.).
   
e) Develop plans for encouraging graduate faculty to consider activities that contribute to the spiritual, wholeness, and diversity missions of Loma Linda University and to acquaint students with the ethical, legal, and social issues related to the design, execution, and reporting of research projects.