

Appendix C

Focusing on Our Future

Academic Planning and Alignment

Academic-Administrative Actions

Action Definitions

Maintain: indicates that resources* will remain approximately the same, although current resources may be allocated differently within the unit/program to meet continuous improvement goals.

Enhance: indicates that resources devoted are likely to increase over time and may come from a number of sources to meet continuous improvement goals.

Consolidate/Reorganize: indicates that the unit/program would improve or could take advantage of new opportunities if it were restructured or if it were to reorganize with another program.

Reduce: indicates that resources devoted are likely to be curtailed over time.

Eliminate: indicates that the University will withdraw its financial support over a period of time, pending the outcome of the review process described in the Faculty Handbook 3.7 Policy on Closure of University Program(s).

*Resources may be human, financial, facilities or other University services.

Academic Affairs Decisions

Unit: Brubeck Institute (BI)

The mission of the BI is to build on Dave Brubeck's legacy. The primary activities of the BI include the Fellowship Program (5 fellows), the Summer Jazz Colony and the Brubeck Festival. The BI is also engaged in local, national and more recently international outreach activities. The BI activities are of excellent quality, particularly the Fellows program, and enhance Pacific's reputation. The BI contributes to the Conservatory's jazz program. Pacific has invested heavily in the BI over the past 12 years. Over the next 5 years, the University will reduce its financial commitment to BI operations, with the expectation that external funding will be used for expenses that exceed the commitment.

Provost's Final Recommendation: *Reduce University commitment to operations over the next 5 years to a constant baseline level.*

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Academic Facilities Improvement Committee (AFIC)

The charge of AFIC is to review funding requests from the faculty for improvements of academic facilities and to make grant awards for these requests. The Provost recognizes the importance of faculty input to inform classroom improvement decisions, as they best understand their classroom needs. The annual allocation for AFIC has been relatively large at \$100,000. There are multiple sources of funds and responsibilities for academic facilities improvements, none of which are coordinated. To effectively use limited resources, it is essential that requests for classroom and teaching space improvements and prioritization of those requests be coordinated University-wide, particularly as the University optimizes plans for its classroom space and utilization. Ultimately (next 1-2 years) the University will develop a tiered system for facilities improvements (academic and non-academic prioritization, from smaller requests to capital requests).

Provost's Final Recommendation: Reorganize. Retain AFIC for AY 2014-2015 and reconsider role after tiered system is in place, but reorganize processes. Until the tiered system is in place, AFIC recommended proposals should be vetted more broadly including the University Facilities Committee, schools/college, and IT. The final approval for award is by the Provost.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Committee for Academic Planning & Development (CAPD)

The primary responsibility of CAPD is to encourage the professional development of faculty as teachers, to serve as an advisory board for the Center for Teaching and Learning (CTL), and participate in review of the Faculty Development Leave (FDL) program. CAPD has an annual awards budget of \$70,500 (\$16,000 from the University current fund and \$54,500 from endowments). Support of the professional development of our faculty is essential for their success and to create a vibrant learning environment. A faculty advisory committee is essential for the CTL to ensure faculty engagement in teaching innovations and pedagogies. The Technology Education Committee (TEC), with a much larger budget, also plays a key role in supporting faculty teaching, particularly teaching innovation. To maximize opportunities for synergies and optimal use of limited resources, the Provost recommends reorganizing TEC and CAPD into one committee that supports faculty excellence in teaching and serves as an advisory board to the CTL. The revised CAPD/TEC committee would work closely with the CTL Director. The priorities for annual calls for proposals and robust criteria to evaluate proposals should be developed by the CTL director, CAPD/TEC and the Provost, to have the highest impact for the University. The CAPD/TEC should make recommendations to the Provost or designee for final decisions. The CAPD soft money budget to support FDL should be distributed to the Faculty Research Committee (FRC) to make recommendations to the Provost for FDL travel for scholarly activities.

Provost's Final Recommendation: Reorganize CAPD and TEC into one committee. Redistribute a portion of the FDL funds in AY 2014-15 to support budget to FRC to focus on scholarship. Recommendations for awards to be made to the Provost for decisions.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Faculty Research Committee (FRC)

FRC promotes and provides supplemental funding for faculty in scholarly research/activities by soliciting proposals for research projects. There is a \$91,000 annual awards budget (\$18,000 from University current fund and \$73,000 from endowments and other soft monies). This is an unusually small budget to support research, a critically important component of the reputation of Pacific's faculty and essential for teacher-scholars. Other sources for research support include CAPD (FDL's), schools/college, Office of Research/Collaboration, and external funds. The FRC should encourage innovation and entrepreneurship through its call for proposals and evaluation criteria and recognize projects that could lead to external funding.

Provost's Final Recommendation: Enhance budget by \$30,000 in AY 2014-15, including a portion of the funds allocated to CAPD that supported FDL. Recommendations for AY 2014-15 awards to be made to the Provost for decisions.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Technology in Education Committee (TEC)

The responsibility of TEC is to make recommendations to Academic Council and the Information Strategy and Policy Committee (ISPC) about instructional technology and services to support student learning, teaching, and research/scholarship. There is a \$130,000 budget which is allocated for projects that “pilot” technology prior to large scale investments. However, even at the pilot stage it is unclear how future maintenance, licensing, hardware or software support for these initiatives would be supported. Recommendation is for TEC and CAPD to combine their responsibilities and resources into one committee that supports teaching innovation and faculty professional development and is advisory to the CTL. The CAPD/TEC should make recommendations to the Provost or designee for final decisions.

Provost’s Final Recommendation: Reorganize CAPD and TEC into one committee. Combine TEC resources (-\$30K which will go to FRC to focus on scholarship recommendations) with CAPD resources as appropriate for AY 2014-15. Recommendations for AY 2014-15 awards to be made to the Provost for decisions.

PAC+ Recommendation: Concur

President’s Decision: Concur with the Provost

College of the Pacific Decisions

Unit: College of the Pacific – Office of the Dean/ SIS Director Office

The Dean’s office provides leadership for 36 majors, 39 minors, the Jacoby Center, PAC seminars, General Education, the Humanities Scholars, Pre-dent advising, The Muir Center, Phi Beta Kappa and Forensics. The Dean’s office provided excellent comparisons of staffing levels with peer institutions and has already accomplished efficiencies in staffing. A solid continuous improvement program is in place focused on student service and faculty support. The Dean and colleagues are thinking strategically about aligning resources to better support college needs: COP TSP’s have been transitioned to IT and marketing resources to Communications for web support.

Provost’s Final Recommendation: Maintain

PAC+ Recommendation: Concur

President’s Decision: Concur with the Provost

Unit: California International Studies Project (CISP)

CISP is a state-grant-supported program for K-12 teacher development by improving their historical and contemporary knowledge of 21st century realities in domestic and global affairs. Some students from the School of International Studies (SIS) and School of Education are employed as student researchers who research international subjects. There are initiatives with Stockton Unified School District, but they would be better aligned with the School of Education. Assessment needs to be improved. The cost for the program is entirely covered by their grant. The relevance to the mission of COP is low.

Provost’s Final Recommendation: Reorganize by moving to the School of Education in AY 2014-15.

PAC+ Recommendation: Concur

President’s Decision: Concur with the Provost

Unit: Ethnic Studies Center

Ethnic and Gender Studies share an interactive space with the Humanities Center, which is titled the Gender, Humanities and Ethnic Studies (GHES) Center. This “center” provides an interactive space for students and faculty in gender studies, ethnic studies and the humanities to have deep

conversations, study or hold events on topics related to gender, ethnicity and humanities. It contributes to a vibrant academic environment in which inclusivity and diversity are valued. The Center is not a formal ‘Center’ per faculty handbook (FHB) section 9.7. Thus, a change in the title is warranted, or alternatively, to maintain the designation of a center, an operating plan can be developed per the FHB for consideration. A strategy to build upon the synergistic opportunities this interactive space (as a Center) provides for Gender, Ethnic Studies, and Humanities should be considered and developed by December 2014. The Ethnic Studies minor was included in this report. It engages a small number of students and improvements are needed for assessment of learning outcomes for this minor including the introductory and capstone courses. The faculty is encouraged to engage students University-wide in this minor.

Provost’s Final Recommendation: Maintain. Strategic plan (including naming) due December 2014, and assessment plan for Ethnic Studies minor due spring 2015 with implementation in fall 2015.

PAC+ Recommendation: Concur

President’s Decision: Concur with the Provost

Unit: Forensics

Forensics teaches students how to research and argue persuasively which are useful skills for student success. Students have extensive training and preparation from a debate coach and compete in debate tournaments across the country. The quality of the program is high; the team has ranked in the top ten of the league (parliamentary style) for several years, though national championship has proved elusive. The program has produced many highly successful alumni. If the team is to increase its reputation and contribute to attracting and retaining high quality students and enhance Pacific’s reputation, additional resources are needed for leadership, training, competitions and student support. The appointment of an Assistant Director for travel will occur now through COP’s budget as an endowment is being built. If in 2-3 years a sufficient endowment to cover expenses is not reached, then reduce.

Provost’s Final Recommendation: Enhance

PAC+ Recommendation: Concur

President’s Decision: Concur with the Provost

Unit: Gender Center (Gender Studies)

Gender and Ethnic Studies share an interactive space with the Humanities Center, which is named the Gender, Humanities and Ethic Studies (GHES) Center. This “center” provides an interactive space for students and faculty in gender studies, ethnic studies and the humanities to have deep conversations, study or hold events on topics related to gender, ethnicity and humanities. It contributes to a vibrant academic environment in which inclusivity and diversity are valued. The Center is not a formal ‘Center’ per faculty handbook (FHB) section 9.7. Thus, a change in the title is warranted, or alternatively, to maintain the designation of a center, an operating plan can be developed per the FHB for consideration. The Gender Studies Program is an interdisciplinary program that includes a minor and co-curricular activities. A strategy to build upon the interactive and synergistic opportunities this interactive space (as a Center) provides for Gender, Ethnic Studies, and Humanities should be developed by December 2014. The minor engages a small number of students and improvements are needed for assessment of learning outcomes for this minor. The faculty is encouraged to engage students University-wide in the minor.

Provost’s Final Recommendation: Maintain. Strategic plan (including naming) due December 2014, and assessment plan for Gender Studies minor due spring 2015 with implementation in fall 2015.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Humanities Center

Ethnic and Gender Studies share an interactive space with the Humanities Center which has been titled the Gender, Humanities and Ethic Studies (GHES) Center. This “center” provides an interactive space for students and faculty in gender studies, ethnic studies and the humanities to have deep conversations, study or hold events on topics related to gender, ethnicity and humanities. It contributes to a vibrant academic environment in which inclusivity and diversity are valued. The Center is not a formal ‘Center’ per faculty handbook (FHB) section 9.7. Thus, a change in the title is warranted, or alternatively, to maintain the designation of a center, an operating plan can be developed per the FHB for consideration. A strategy to build upon the interactive and synergistic opportunities this interactive space (as a Center) provides for Gender, Ethnic Studies, and Humanities should be developed by December 2014. During this upcoming year the Directors of the Humanities Center and the Humanities Scholars program and the other faculty in the Humanities need to develop a plan to coordinate activities and provide opportunities for all students in the Humanities to participate in the rich, vibrant academic experiences that are offered. *Provost's Final Recommendation: Maintain. Strategic plan (including naming) due December 2014, and assessment plan for Humanities Center due spring 2015 with implementation in fall 2015.*

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Jacoby Center

The mission of the Jacoby Center is to “strengthen the links between Pacific's campuses and their communities by encouraging effective partnerships; cultivating public service and civic leadership; and engaging students and faculty in the world beyond our gates.” This vision aligns with *Pacific 2020*, in particular with the community engagement and experiential learning goals. Over the years, numerous broad activities of the Jacoby Center have diffused its influence and impact. There is an opportunity to focus the Center on providing opportunities for all students in experiential learning at the College of the Pacific, which is a component of the original Jacoby Center mission, and to provide a hub for faculty in community-engaged scholarship. A viable strategic plan (including a business plan) with metrics, outcomes, and assessment should be developed by December 1, 2014. *Provost's Final Recommendation: Reorganize*

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Latin American/U.S. Latino Studies Center (Latin American Studies)

The Latin American/U.S. Latino Studies Center (LAS) is a program dedicated to advancement of Latin American and U.S. Latino cultures. The Center is not a formal ‘Center’ per faculty handbook (FHB) section 9.7. Thus, a change in the title is warranted, or alternatively, to maintain the designation of a center, an operating plan can be developed per the FHB for consideration. It is a program in transition from the former Inter-American Program, which together existed in large measure to recruit and retain students interested in Hispanic culture. This program provides experiential opportunities for Pacific's Hispanic/Latino population, and importantly contributes to the diversity and inclusivity of an academic environment that benefits Pacific's community, clearly aligned with *Pacific 2020*. The College is launching a Latin American Studies minor whose success will be realized in the numbers of students it attracts. This is a new program and, when coupled with enriching co-curricular activities, has the opportunity for deep learning. A viable strategic plan that

includes metrics for success, synergies and leverage of resources with other programs (such as ethnic studies, programs in student life and those supported by the office of the Provost), that focuses on student recruitment, retention and success should be developed by December 1, 2014. The plan should include broadening and integrating faculty participation across the three campuses (e.g. the Law School has a Latin American Studies program).

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Muir Center

The mission of the John Muir Center for Regional Studies, an academic center in the College, is to promote John Muir studies and California history more generally. There are three parts of the Muir Center: the care of the Muir papers, which reside in the library in Special Collections; the curriculum of history courses on California and environmental history; and Environmental Studies as one expression of John Muir's legacy in the 21st century. Currently, there is not a strong linkage of the Center with academic programs and curricula. It is unclear whether numbers of students have increased in Environmental Studies or Earth Science due to the Muir Center. There has been little assessment of which programs interest students most. Nevertheless, the proximity of Pacific to the Sierra Nevada, the pertinent legacy of John Muir, the inter-disciplinary opportunities across its schools and college, and Pacific's commitment to sustainability provide an outstanding foundation for Pacific to build a stellar Environmental Studies program. A new vision for the Muir Center with a focus on the importance of experiencing and protecting our natural world, coupled with coordination of current environmental and sustainability initiatives at Pacific, can help to ensure support of academic programs, to increase student interest and faculty scholarship, and build Pacific's reputation. A strategic plan for the John Muir Institute, that includes a business plan, metrics of success and outcomes, should be developed by December 1, 2014.

Provost's Final Recommendation: Reorganize

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Pacific Humanities Scholars

A strong humanities division is foundational if Pacific is to enhance its reputation as an outstanding liberal arts college. The mission of the Humanities Scholar Program at COP is to attract academically gifted students in the humanities and thereby increase enrollment in the humanities. It is early to determine the extent to which this two year old program, with enhanced program activities, will prove attractive to recruit more academically gifted humanities students to Pacific. As the University looks to expand its honors programs, it is timely to consider how the University can most effectively and efficiently support all honors programs (humanities, legal, honors, and school based programs) by considering synergies (administrative and academic) to attract and retain highly meritorious students. A plan that explores potential academic synergies and efficiencies should be presented to the Dean and the Provost by January 2015. During this upcoming year the Directors of the Humanities Center and the Humanities Scholars program and the other faculty in the Humanities should develop a plan to coordinate activities and provide opportunities for all students in the Humanities to participate in the rich, vibrant academic experiences that are offered. ***Provost's Final Recommendation: Maintain for three years and complete program review in AY 2016-2017. Together with other honors programs develop a plan to effectively and efficiently serve Pacific's honors students, considering shared resources, synergies and uniqueness by January 2015.***

PAC+ Recommendation: Concur

PAC+ concurs with the revised recommendation to maintain for three years and complete program review in AY 2016-17. Since Pacific Legal Scholars was reviewed under a different Academic Planning and Alignment process with separate criteria, however, the Council is not able to assess the recommendation that synergies be developed between the two programs. The Council recommends that moving forward these programs consider common criteria to evaluate potential synergies.

President's Decision: Concur with the Provost

Unit: Phi Beta Kappa

This is a prestigious academic organization in which Pacific holds membership. It helps to bolster our reputation as an academic institution that values student performance and academic quality. Assessment about whether the organization's activities have the impact on achieving intended goals and outcomes is needed by fall 2015.

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Summer Immersion Programs (China, Guatemala and Italy)

The goals of the education abroad summer immersion programs are to increase language skills in Italian, Chinese and Spanish and global understanding of these cultures for Pacific students and faculty mentors. These programs, run by COP faculty, are small (< 20 students), draw students from across the campus and are aligned with the goal of *Pacific 2020* to increase global understanding. Assessment of improvements in language skills and cultural awareness needs to be conducted to determine effectiveness and any needed strategies for improvement. Similarly, faculty training needs better support. Overall, these programs need oversight from professionals trained in evaluating such programs to improve support and accountability for students and faculty. A robust assessment and training plan for these programs is needed by March 1, 2015.

Provost's Final Recommendation: Reorganize. Move oversight and administration to the Assistant Director of International Programs and Services who will oversee study abroad programs in the IPS office.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: General Education/Pacific Seminar

The sequenced three-course general education series called Pacific Seminars has been a foundational and unique expression of the University's commitment to a liberal arts education and has been viewed positively. Leaders of the Pacific Seminars use assessment data for continuous improvement of this foundational series that build student skills in writing and critical thinking. This program was reviewed using administrative criteria because it does not offer a degree. Since the program has academic course offerings within a General Ed administrative structure, the PACS program should be reviewed as part of general education for overall educational effectiveness and quality as an academic program.

Provost's Final Recommendation: Maintain and complete program review of PACS and General Education in AY 2014-2015.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Pacific Institute for Cross Cultural Training (PICCT)

The mission of the PICCT is to increase global understanding, which is one strategy of *Pacific 2020*. Training and an exam that measures cross-cultural competency is available across campus, including Student Life and in the Study Abroad office. The measures of its effectiveness are built into the exam and students who take the course and structured training versus students who don't take it

score higher on the exam. As of now it is administered by faculty in SIS, and per faculty the training should continue to be lodged there, but offered as a course provided to the university, not an institute.

Provost's Final Recommendation: Eliminate as an institute by AY 2014-15. Reduce funding to be commensurate with an academic/activity offering.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Valley Sierra California Arts Program (VSCAP)

Like the CISP, the VSCAP is wholly funded by the State of California to advocate for programs, in this case, the use of the arts to bolster student success in K-12. It has low alignment with COP or *Pacific 2020*, and minimal contributions to the success of Pacific's faculty or students. Programs like this are usually housed within a school of education where they can be directly connected with teacher training.

Provost's Final Recommendation: Reorganize/ Relocate to School of Education if feasible in AY 2014-15; if not, eliminate.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Eberhardt School of Business Decisions

Unit: Eberhardt School of Business – Office of the Dean

The dean's office supports the faculty (25), staff and student constituents and the academic programs (undergraduate and graduate) in the Eberhardt School of Business. The size of the office and its operations appear to be lean, although comparisons with deans offices in peer business schools were not provided. The office has used surveys and other means to assess its effectiveness. The school has external accreditation which also reviews school operations and administrative support. The dean has identified several operational areas for improved service, effectiveness and efficiencies. Some of the anticipated changes include reorganization, position reclassifications, mandated assessment and cross training of personnel, and equity adjustments.

Provost's Final Recommendation: Reorganize by AY 2014-15 per the dean's direction.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Business Forecasting Center (BFC)

The BFC is a highly cited and respected entity at the University, recognized as a comprehensive, interdisciplinary research center focused on the economy and sustainability of the San Joaquin and Sacramento counties in California. It is supported entirely on "soft money," a reflection of its leadership, relevancy and entrepreneurial emphasis. It enhances Pacific's reputation and as it expands will become an even more highly valued and influential economic research center in California. The BFC is anticipated to expand as it takes on a larger role in the Sacramento region. The opportunity to transition the BFC to a unit that is highly inter-disciplinary across campuses is exciting and will bring increased stature, recognition, and credibility to the University. While the BFC is aligned with *Pacific 2020*, it is important that the re-envisioned and expanded BFC engage faculty more broadly across the University in research/scholarly activities, have a larger role in student success, and a plan to assess its effectiveness in these areas, due December 1, 2014.

Provost's Final Recommendation: Enhance as it expands with a broader role in the Sacramento region and Sacramento campus academic initiatives. Make a priority to build

opportunities for student and faculty engagement.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Eberhardt Career Management Center (ECMC)

The ECMC goals are to assist students with readiness skills and placing graduates in corporate settings through a required seminar and other activities. Surveys are used to assess senior satisfaction rates. Additional metrics of success should also be considered. While the successes are substantial, the unit should investigate whether the workload fully justifies 1.0 FTE. Support models for the ECMC could consider shared staff within the dean's office or in the University Career Resource Center.

Provost's Final Recommendation: Consolidate/Reorganize by AY 2014-15 to consider shared staff within the dean's office or in the University Career Resource Center.

PAC+ Recommendation: Concur

Since this recommendation crosses units, especially outside of the Academic Division, the council advocates that the University Career Resource Center and affiliated leadership be brought into the conversation before final actions are taken.

President's Decision: Concur with the Provost

Unit: Graduate Business Student Services

The Graduate Business Student Services operations include academic advising, recruiting activities, and admissions activities for undergraduate and graduate programs. Surveys are used to assess student satisfaction with services that should be driving continuous improvements. Recruiting academically qualified and prepared students at all levels is improving. Overall, the staffing for the business services in the context of numbers of students served should be compared with peers and evaluated for the most effective use of limited resources. The dean should consider how Enrollment Management (EM) can support recruiting services, particularly with the new Customer Relationship Management (CRM) and work closely with EM to develop a coordinated targeted recruiting plan using social media as well as direct contacts with potential students to maximize student recruitment. Finally, this unit must have robust assessment and metrics of success for its activities.

Provost's Final Recommendation: Reorganize by AY 2014-15.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Information Services Office

The Information Services unit provides technology services to the unit for both teaching and scholarly activity. Two FTE's are devoted to ESB technology: one supported on University funds and the other on 'soft' funds. As the University moves towards a more integrated and developed technology services model, the dean should consider how a stronger linkage with University Technology Services could better support the school needs and provide training opportunities and professional development for the school TSP's (Technology Service Providers). The College has already moved its TSP's into IT and others are considering as well.

Provost's Final Recommendation: Reorganize by AY 2014-15 to leverage opportunities for TSP's.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Institute for Family Business (IFB)

The IFB provides outreach services to regional family businesses. It currently operates as part of the Westgate Center. IFB appears to add value to the participants as noted in surveys and testimonies, and this unit must have robust assessment and metrics of success for its activities. There are opportunities to leverage IFB and its network of family business participants in a for-credit curriculum at the intersection of entrepreneurship, management, and kinship studies for undergraduate and graduate students. This has the potential to attract those seeking academic preparation for entry into both corporate employer settings and family business settings, including leadership. Those family businesses would also be provided outreach services that are integrated into the specialized curriculum. A viable plan must be developed that provides a compelling rationale for separation of the IFB from the Westgate Center, and includes a business plan and metrics of success and measured outcomes by AY 2014-15.

Provost's Final Recommendation: Reorganize

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Westgate Center for Leadership and Management Development

The Westgate Center provides leadership development skills for non-profit, for-profit, government or private industries. Westgate Center's transit programs have grown to provide leadership training for managers of every major transit agency in California. Stockton has requested a high-caliber training program for the city boards and commissions in the area of board leadership. Programs are self-funded and, while its programs have become more financially sustainable since 2011, the primary clients are public organizations and departments seeking to increase long-term sustainability. Opportunities for a leadership development program in healthcare are a priority for the Westgate Center. In AY 2014-15, the Westgate Center needs to develop a strategic plan (including a business plan) distinct from IFB, that includes goals, assessment plans and metrics of success for its activities.

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Gladys L. Benerd School of Education Decisions

Unit: Gladys L. Benerd School of Education – Office of the Dean

The Office of the Dean supports the faculty, students, and the staff in the school. It has supported a long history of successful reaccreditations from state and national and professional associations, as well as increased enrollments and development of off-campus programs that generate revenue. It supports a faculty that is noted for its innovation in pedagogies, flexibility in course delivery and entrepreneurial activities. The office unit models support on how to collect, analyze, and use data from a variety of sources for ongoing improvement. The school operates within a limited budget and cost/revenue data indicate that the school has made great progress over the past five years in generating revenue relative to costs. School operations, particularly administrative salaries, are supported primarily by the Benerd endowment which is declining.

Provost's Final Recommendation: Enhance by developing a strategy to move staff salaries off of the endowment and onto the University current fund over the next five years.

PAC+ Recommendation: Concur

PAC+ concurs with the recommendation and is concerned that no indication was made regarding how the freed funds would be used. PAC+ advises that a plan be developed for future use of the

endowment returns.

President's Decision: Concur with the Provost

Unit: Tomorrow Project

The Tomorrow Project is a central part of President Eibeck's Beyond Our Gates Initiative and includes five initiatives that support outreach, pipeline building and support of Stockton's K-12. Each academy is the result of a University, school or district, and community partnership. Evaluation data indicate that each academy is meeting and exceeding its short-term goals, and limited longer term data show that student participants are making impressive gains. The academies are self-funded through a combination of contracts, grants, and gifts.

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

School of Engineering and Computer Science Decisions

Unit: School of Engineering and Computer Science – Office of the Dean

The Office of the Dean provides oversight, support and leadership for the SoECS faculty, students, staff and academic programs. Support is provided for student recruitment/retention, co-operative education, quality assurance, ABET accreditation, as well as fundraising. The dean has been in the process of reorganizing several areas to increase synergy, effectiveness and efficiencies.

Benchmarking with peer institutions of similar size may be helpful. It is important that a process be established to collect evidence for continuous improvement of the administrative services provided by the office.

Provost's Final Recommendation: Consolidate/Reorganize in AY 2014-15 per the dean's recommendations.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Environmental Engineering Research Program (EERP)

The EERP mission is to conduct innovative science and engineering research in support of sustainable engineered systems. The EERP emphasizes watershed management and engineering, with a particular focus on sustainable management of water in California's Central Valley. It is self-supporting. Pacific has a unique opportunity to develop a stellar inter-disciplinary program in water, with scholarship and teaching in water management, water policy, water law, water quality, and the intersection of environment and health. Pacific should look to leverage its location in the San Joaquin Valley and 'own' issues around the Delta. The Provost plans to convene faculty in multiple disciplines to explore how the University can leverage its multi-disciplinary talents in this area.

Provost's Final Recommendation: Maintain, recognizing that a future University-wide emphasis on water issues may result in alternative administrative structures depending on the vision and engagement across the University.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Conservatory of Music Decision

Unit: Conservatory of Music – Office of the Dean

The Office of the Dean is organized to support the faculty, staff, students and academic programs in the Conservatory. The office uses surveys and interviews of its stakeholders for continuous improvement. While the office has a University budget, the costs associated with office operations are increasingly supported by soft money. Analysis of costs/student and other operational activities from peer institutions indicates that the Conservatory operations are funded below 50% of its peers. The Conservatory has identified two areas where the level of support is below what is needed: marketing and publicity and technology. As the University expands and enhances its technology capabilities, considering integration and coordination for TSPs could be advantageous.

Provost's Final Recommendation: Enhance funding to support office operations.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Thomas J. Long School of Pharmacy and Health Sciences Decisions

Unit: Thomas J. Long School of Pharmacy and Health Sciences – Office of the Dean

The Office of the Dean is organized to support the faculty, staff, students and academic programs in PHS, including the PharmD, speech language pathology, physical therapy and pharmaceutical chemical sciences graduate programs (in conjunction with the College). The dean's administrative staff is responsible for accreditation compliance, financial assessment and compliance, diversity initiatives, pre-pharmacy and graduate admissions, risk management, community outreach and others. The dean's office has an established self-evaluation with input from students, faculty and staff for continuous improvement. Data from peer institutions suggest that staffing is at the low end and a recommendation to enhance career services is warranted given potential softening of the job market in California due to increasing number of PharmD graduates.

Provost's Final Recommendation: Enhance

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Office of Academic Affairs

The Office of Academic Affairs is responsible for classroom space assignment, coordination of school-wide assessment plan, supporting the PharmD curriculum, liaison with Accreditation Council of Pharmaceutical Education, coordination of the Pharmacy program reaccreditation processes, the BAAS degree program, and faculty development. This fall the office will take over (from PHS Student & Professional Affairs) student registration, academic standards, and academic advising. This is a central office within the school as it oversees curriculum, faculty development, assessment, accreditation issues, and soon advising and academic standards. The school is planning an extensive self-study of the office in preparation for reaccreditation. Future plans include increased attention to faculty development, and curriculum updates. This self-study will include evaluation of assessment data and opportunities for improvements.

Provost's Final Recommendation: Enhance to reflect increasing responsibilities.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Pharmacy and Health Sciences Support Office (Facilities, Technology & Media)

This office manages the facilities, media, and technology, particularly for instruction, distance learning and research. This unit has extensive responsibilities. It is understandable that because PHS has professional programs, and scholarship that involves complex research needs, the school

has developed excellent capabilities and resources in areas such as technology, vivarium, and media. As the University expands and enhances its services to the quality level expected by PHS, the school is encouraged to consider if integrating some of these services with central university support is desirable and cost effective and allows deployment of its resources in other areas.

Provost's Final Recommendation: Maintain, but consider leveraging university services (e.g., technology, media, communications, etc.) as quality increases and expands.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Office of Student & Professional Affairs (OSPA)

This office oversees recruitment for all programs and admissions for the PharmD program. It is planned to merge these efforts with those of the Pre-pharmacy office to create an office of Enrollment Services. Some activities related to the students' experiential learning will be moved to the Experiential Education unit. A new office of Student Affairs and Services will be responsible for student organizations, faculty advisory programs, and among other responsibilities support for career services (postgraduate residencies, fellowships, graduate school and job placement), scholarship applications and senior awards.

Provost's Final Recommendation: Reorganize/Reduce per dean's recommendation.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: External Relations Office

This office supports events, marketing, development, future campaigns, increased efforts in PharmD recruitment, and increased efforts in marketing programs in the face of unprecedented competition for students, faculty, and experiential sites. The external relations unit has had outstanding success with fundraising, supporting strong alumni relations, and student recruitment.

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Experiential Education

This department supports experiential learning for Pharm D students across the Valley and in California, including supporting clinical training sites, placing students and negotiating with sites. This next year this office will handle the coordination between the School, students and State Board of Pharmacy. PHS is facing unprecedented competition for the best clinical training sites with four additional pharmacy schools opening in California. Accreditation requires extensive assessment of student learning at the clinical sites that increasingly expect higher levels of compensation/student.

Provost's Final Recommendation: Enhance to support clinical training sites for Pharm D interns.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Arthur A. Dugoni School of Dentistry Decisions

Unit: Arthur A. Dugoni School of Dentistry – Office of the Dean

This office supports the faculty, staff, students and academic programs in the school and includes a multitude of offices required to maintain a relatively independent school responsible in a RCM-like structure. The office includes academic affairs, alumni, building operations, design and photo unit, development, environmental health and safety, human resources, information technology, marketing and communications, public safety, and student services. The dental school is accredited and, as such, has extensive review of its services that support students and faculty. The school's new facilities will have a different physical arrangement of administrative staff and may lead to a different administrative structure. As the University expands and enhances its services to the quality level expected by the dental school, the school is encouraged to consider if integrating some of these services with central university support is desirable and cost effective and allows deployment of its resources in other areas. This will be important in the three-campus vision for *Pacific 2020*.

Provost's Final Recommendation: Consolidate/Reorganize

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Continuing Dental Education (CDE)

The mission of the Department of Continuing Dental Education is to encourage and assist all dental professionals in continuing professional growth by providing outstanding postgraduate programs to Pacific graduates as well as to the larger dental community. The department struggles financially. The dean has proposed four steps to enhance its programs. These steps will be evaluated for feasibility. Continuing dental education should be continued and encouraged as it helps Pacific's brand and reputation and provides a service that is valued by Pacific Dugoni alums and by dental professionals in the area. The new facility with state of the art equipment will be a major draw.

Provost's Final Recommendation: Enhance per dean's plans.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Pacific Center for Special Care

The Pacific Center for Special Care is a community-focused research and policy center committed to improving the oral health of vulnerable and underserved populations. It engages numerous faculty members and staff in research/scholarly activities and enhances Pacific's reputation. The Center has been successful in supporting its activities through numerous grants over the years. Should the Center's service commitment change, or should its grant support fall off, the Center would need to be reviewed as students' tuition should not be used for financial support of the Center.

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Pacific McGeorge School of Law Decisions

Unit: Pacific McGeorge School of Law – Office of the Dean

The Office of the Dean includes senior staff for academic affairs, faculty scholarship, and strategic initiatives. The office operations have been reduced over the past few years and there are likely no further efficiencies. The staffing is comparable to other California ABA law schools. The Dean must pay particular attention to achieving the goals of the Administrative Reviews and 3-City Initiatives articulated last summer, while at the same time raising the scholarly profile of the faculty and positioning the School to seize strategic initiatives during this turbulent time in legal education.

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Capital Center for Public Law and Policy

McGeorge has a unique advantage to other California law schools based on its location in the capital city of California. The Capital Center for Public Law and Policy educates students to lead in careers in government, political and non-profit/public policy lawyering, by tight integration of academics with experiential learning. It is important for recruitment and career placement and, as such, as an essential and important center for McGeorge. It will play an increasingly important role as plans for an interdisciplinary and multi-disciplinary graduate campus are developed in Sacramento. It is imperative that the school develops more robust ties with the capital as well as with academics on the Stockton campus. The Center will play a critical coordinating role in this effort and resource enhancement is prudent. A strategic plan for the Center (including a business plan, metrics of success and an assessment plan) should be developed by December 1, 2014.

Provost's Final Recommendation: Enhance per the dean's recommendations to improve relevance, quality and reputation.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Center for Advocacy and Dispute Resolution

This Center provides individualized advocacy training using a variety of experiential opportunities including Moot court and course offerings. The Global Lawyering Skills program is nationally recognized. The costs of the Center are low, although significant administrative time is expended to support the program by the Faculty Support Office. While there are a number of informal ways in which the quality of the services is assessed, it is desirable to develop more standardized and rigorous assessment strategies for continuous improvements. A strategic plan for the Center (including a business plan, metrics of success and an assessment plan) should be developed by December 1, 2014.

Provost's Final Recommendation: Maintain

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

Unit: Pacific McGeorge Global Center for Business & Development

The mission of the Global Center for Business & Development is to prepare students for personal and professional success in a global and multi-cultural world. The Center appears to house two Institutes (the Institute for Sustainable Development, and the Institute for Developing Legal Infrastructure), a Program (The Inter-American Program) and an ongoing initiative (Intercultural Legal Competence Initiative). Although the Inter-American Program is mentioned in the report, it has received neither funding nor staff support through the Global Center. That relationship needs to be clarified, and there should be synergies with the Inter-America program on the Stockton campus. Since it is highly doubtful that a smaller McGeorge will provide sufficient enrollment to support all three distinctive summer abroad programs, strategic partnerships with other schools for the summer programs should be pursued. As McGeorge enhances the Capital Center, maintains the Advocacy Center, develops a Water Law Institute, and builds a superior health law program in conjunction with the arrival of the MBA on the Sacramento campus, it will be necessary for the Global Center to continue its good work without the abundant funding and staffing of recent years, and to share resources with these other initiatives.

Provost's Final Recommendation: Consolidate/Reorganize to focus the Global Center efforts in a time of sharply reduced resources. A strategic plan for the Center (including a business plan, metrics of success and an assessment plan) should be developed by December 1, 2014.

The dean should consider distributing the resources devoted to the Centers of Excellence more evenly.

PAC+ Recommendation: Concur

President's Decision: Concur with the Provost

