

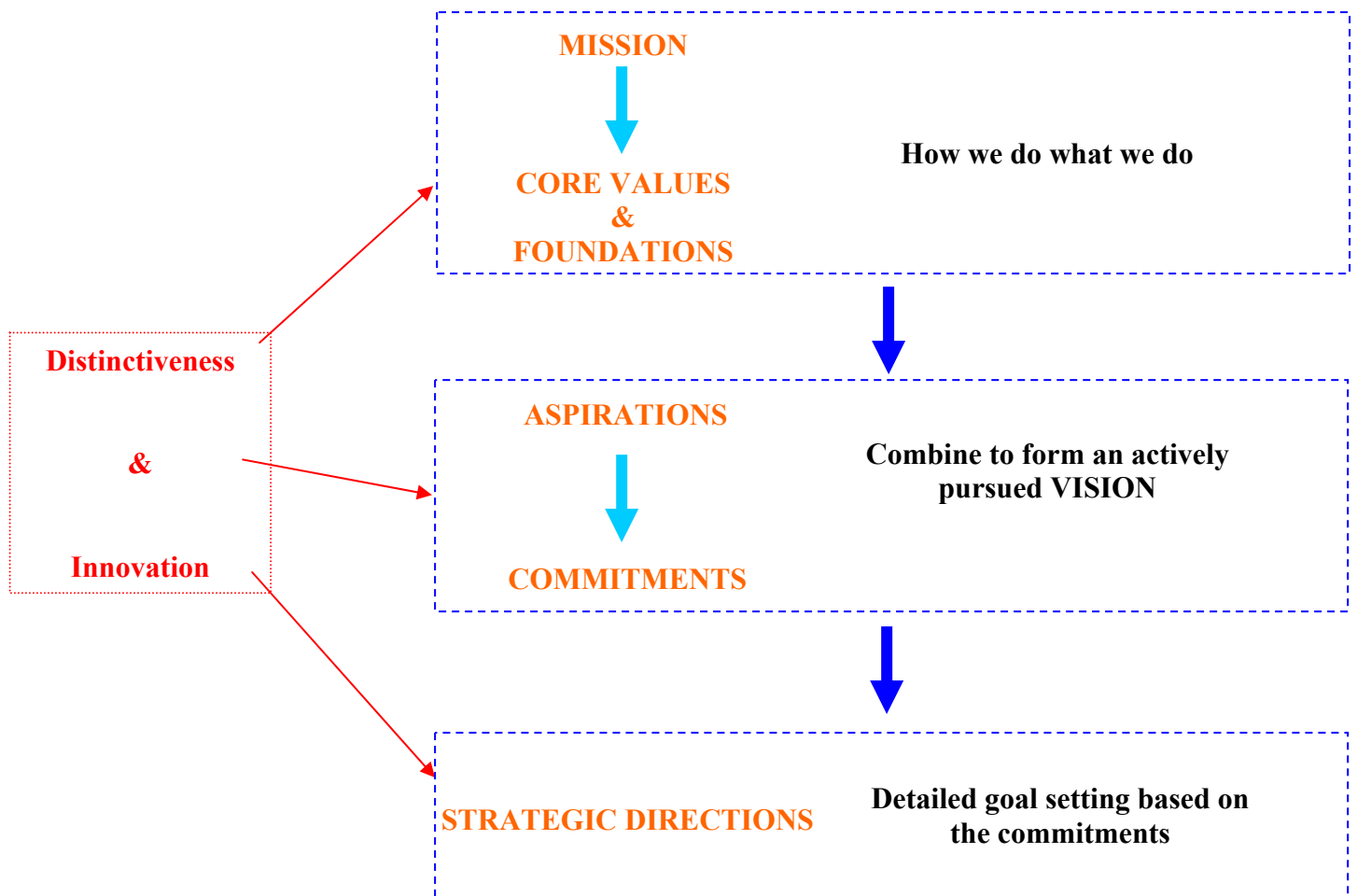
# UNIVERSITY OF THE PACIFIC

## Pacific Rising: 2008-2015

### Planning Update and Timeline

- January 2005* The Board of Regents affirms Pacific's mission statement and states priorities for the next planning process. Sixteen planning criteria are determined as well as five priorities to be accomplished by 2007. A schedule is determined for the planning process that requires the new planning documents to be ready in early 2007. IPC will lead the planning process.
- Spring 2005* The President holds an open faculty meeting to discuss the Regents' direction and to lay out the steps in the planning process. The community is asked to further comment on what can make Pacific more distinctive. Additional input is gathered on the readiness for change for revisions to the program review process. Multiple retreats are held with University constituent groups to further communicate the planning schedule and gain additional feedback on distinctiveness and readiness for change. Collectively, the forums show that the community is ready for change, in favor of increased distinctiveness, and would like to see more of the shared ideals of the community stated in the next plan.
- June 2005* The academic leadership meets at a three day retreat that focuses on the integration of liberal and professional education, program review options, and program innovation. An initial list of university core and aspirational values is generated.
- Summer 2005* Academic administrative leadership continues to refine core and aspirational values and community forums continue. Fall retreats are planned.
- September 2005* A university-wide retreat is led by Bill Weary, an external consultant who has worked with Pacific for many years, that focuses on the refinement of the university values and the identification of collaborative and innovative program possibilities. Unit level planning is generated that creates feedback for each academic unit and provides material for early drafts of the next University Plan.
- October 2005* Bill Weary leads an academic retreat to provide additional feedback to academic units on their planning and 18 clusters of collaborative programs meet, critique, and refine ideas for potential new programs. A drafting team is identified and meets for the first time; this team will support IPC in the drafting and redrafting of the University Plan.
- November 2005* Collaboration clusters meet to refine program plans; 14 teams emerge. The drafting team begins work on the core and aspirational value statements.
- December 2005* Stan Gryskiewicz, former VP at the Center for Creative Leadership, leads a retreat for cluster participants to help them organize and think more boldly. He leads another retreat with IPC to solidify the innovation process and design next steps. IPC affirms the value driven planning approach and refines the core and aspirational value statements. The drafting team begins work on the vision and commitment statements. Clusters are named Collaborative Vision Teams (CVTs) and conveners are identified. A call for proposals for innovative programs is distributed with submission dates throughout the spring.

- January 2006*      The drafting team completes the initial draft of the University Plan that adds vision and commitment statements to the core and aspirational value statements. CVTs continue to meet and generate proposals. Some teams will be ready sooner than others and two additional clusters are identified. *Pacific Rising* is selected as a theme and possible replacement for the shorthand MVP.
- February 2006*      IPC reviews three drafts of the University Plan (a flow model of the plan is shown below) and strengthens the document. Scheduled are 22 community meetings to discuss the document and receive feedback. A meeting of the CVT conveners is planned to support proposal development.
- March-April 2006*      Community feedback continues on planning document. Input is collected on specific goals. Draft is prepared for additional community review and discussion by the Board of Regents.
- Summer 2006*      Strategic directions are provided as specific goal statements.
- Fall 2006*      Last round of community meetings. Final drafts of the next University Plan are formatted.
- Spring 2007*      Plan is approved and distributed.



# Values, Aspirations, and Commitments

The University of the Pacific has a long tradition of innovation and educational excellence. Pacific is unique in higher education given our wide range of high quality programs and varied disciplines in nine colleges and schools in a smaller, more personal environment. The distinctive learning opportunities that this provides will be the platform for growing our reputation. To aid this, the University continually engages in dynamic planning and periodically generates a document to reaffirm the mission, refresh the vision, and map out strategic directions. This document reflects the shared work of the University community and articulates our mission, core values, aspirations, and commitments. We, the Pacific community, believe that this vision will create a harmony of purpose for all University members and guide our collective efforts.

*The University of the Pacific's mission is to provide a superior, student-centered learning experience integrating liberal arts and professional education and preparing individuals for lasting achievement and responsible leadership in their careers and communities.*

Pacific's mission is realized through the following CORE VALUES. They are behind everything we do and cannot be compromised. They are stated to be inclusive of the entire University community from undergraduate to graduate and professional students, from staff to faculty, from alumni to friends.

**Passion for teaching and learning.** We share enthusiasm for discovery; our active pursuit of scholarship, creative expression, and new perspectives enlivens learning. Meaningful and measurable learning remains preeminent to teaching. **Learner focus.** Our environment is inspired by the needs of the learner as we create rigorous experiences that respond to individuals' strengths and interests. We ensure that students are at the center of our work believing that all campus activities should enhance their growth and development.

**Relationship based learning.** We foster meaningful relationships through close interaction among learners and teachers to create powerful learning. **Whole person education.** We are concerned with all aspects of growth and development, seek the integration of curricular, co-curricular, and post-curricular activities, and take pride in our accomplishments. **Responsible leadership.** We develop leaders who effect positive change. Through diverse learning experiences, we cultivate the knowledge and skills to become ethical leaders in career and community and to understand the economic, social, and environmental impacts of our efforts. **Community engagement.** We have a deep consciousness of the world around us, and as a part of a multitude of communities, join together with them to serve and to learn. These partnerships create a synergy which raises the achievements of both the communities and the University.

As FOUNDATIONS to our work, the following underlie Pacific's success. We cannot exist without them, but they are not why we exist.

*Financial stability* allows Pacific to invest in excellence and *integrity* allows us to act with honor and virtue. Our *safe and beautiful campuses* provide attractive environments for learning. We are a community based on *mutual respect* that treats each individual with dignity and appreciates the contributions of each member. We foster relationships between faculty and administration as *shared governance* strengthens institutional decisions. We use the processes of *program review and accreditation* to strengthen programs and to learn more about how best to teach and learn. Through *accountability and assessment* we seek to understand the effects of our actions and share the results with our constituents and communities. The *application of technologies* allows us to improve our processes, maintain integrity in university records, communicate more fully, and enhance the learning environment.

*Pacific, where innovation is tradition....* While never wavering from our traditions and core values, we know that ASPIRATIONS help us articulate our vision for the future. These aspirations will guide students, staff, faculty, and alumni as they strive for excellence.

We aspire to broaden our culture of **innovation**, exploration, and creativity. Complex problems often require multidisciplinary approaches to solutions and **collaborative learning** will bring together our teacher/scholars and students from different disciplines to find meaningful answers. We will support our **teacher/scholar community** so our vibrant scholars, researchers, and artists continue to bring distinction to themselves and the University. We will more fully **integrate liberal and professional learning** and will balance skills, knowledge, integrity, ethics, vocation, and avocation in the curricula and learning experiences. We will be increasingly **service centered**. The creation of a user-friendly environment with transparent and efficient services, systems, and technologies will give learners increased time to focus on the pursuit of knowledge as well as academic and social development.

We aspire to be more fully engaged with the changing world and will broaden and strengthen connections to Pacific to ensure that all are well served. Because practice invigorates learning, students will apply their knowledge through an enhanced and more diverse set of **experiential learning** opportunities. We will fortify our commitment to **learning as a lifelong process** and will augment professional learning opportunities and nurture partnerships with alumni. We will pursue **diversity** to transform and enliven our community, curricula, programs, and policies. We aspire to prepare leaders who understand, affirm, and utilize their **global orientation** to fulfill our obligation to intercultural understanding in our interdependent world.

We live our mission and values. We are dedicated to realizing our aspirations. A clear vision to “*make the most of the distinctive richness of our many disciplines brought alive in smaller, more intimate learning communities*” emerges from our aspirations and commitments. These COMMITMENTS guide our planning, decisions, and resource allocation and will earn us a national and global reputation.

**1. Pacific is committed to fostering a culture of innovation across the University.**

Some areas of focus for strategic directions include:

- a. develop ongoing innovation planning linked to program review and supported by assessment
- b. address infrastructure issues that currently limit innovation
- c. support and reward scholarship and artistic expression as a component of a culture of innovation
- d. seek student innovation through research and experiential learning
- e. enhance innovation and research in graduate programs
- f. identify new revenue streams, centers, and institutes to support innovation

**2. Pacific is committed to supporting collaborative, multidisciplinary programs and to integrating liberal arts and professional education.**

Some areas of focus for strategic directions include:

- a. strengthen the liberal arts core
- b. integrate liberal arts education and professional programs
- c. expand leadership development
- d. support interdisciplinary programming and collaboration
- e. foster small, collaborative learning communities
- f. integrate the three campuses better

**3. Pacific is committed to developing highly distinctive programs that are widely recognized for their exceptional quality, design, and learner-centered approach.**

Some areas of focus for strategic directions include:

- a. recruit, develop, and retain the best faculty and staff as the developers and innovators of programs
- b. advance scholarship through the teacher/scholar model
- c. add endowed faculty positions
- d. promote the general education program as an excellent model in undergraduate education
- e. bolster the competitive success of high profile programs
- f. cultivate alumni vibrancy

**4. Pacific is committed to educating the whole student by providing learning opportunities that address all aspects of a student's growth and development to prepare students for leadership and service.**

Some areas of focus for strategic directions include:

- a. enhance and integrate experiential learning, practical experience, and research and scholarship
- b. expand learning community connections with student life, cultural, athletic, and recreational activities
- c. pursue diversity in the community, curriculum, programs, and policies
- d. achieve broader intercultural focus and competency
- e. increase cultural activities
- f. support Division I intercollegiate athletics

**5. Pacific is committed to institutional strength and service excellence.**

Some areas of focus for strategic directions include:

- a. ensure quality with affordability, attract students of high potential, and balance enrollment and resources
- b. focus on service excellence, administrative efficiency, and customer relationships
- c. develop institutional capacities in physical, financial, technical, and human capital
- d. advance the university through fund raising, alumni giving, and endowment growth
- e. enhance communication externally through marketing and internally through horizontal integration
- f. employ technologies to serve University priorities, optimize efficiencies, and enliven learning

**6. Pacific is committed to expanding and enriching partnerships in its local, regional, national, and global communities.**

Some areas of focus for strategic directions include:

- a. integrate further the three campuses
- b. build partnerships with other institutions, corporations, foundations, and governments
- c. strengthen and address local education, economic development, cultural enrichment, and social issues
- d. enhance national reputation through leadership in professions, high profile programs, and marketing
- e. partner globally to build innovative programs in other countries