

Pacific Rising *2008-2015*

Strategic Action Plan



Integrated and Dynamic Planning

Pacific Rising is inclusive of statements of long lasting values and commitments that the University has made through the close of the 2015 planning period. They should show little change. University strategy is organized around 20 Strategic Direction statements that will be periodically reviewed by the Institutional Priorities Committee with recommendations for revisions forwarded to the President.

This supplemental document, the *Strategic Action Plan*, further defines the strategies through goals, outcomes, and actions which are expected to show a high degree of change as achievements occur and new initiatives are set forth. As a mark of integrated planning, many of these actions find their source in the plans of the units and divisions of the University.

Through annual planning, assessment, and program review, the units note accomplishments and propose and set new goals, actions, and outcomes. In addition, collaborative strategies are proposed by the University planning bodies and are assigned for collaborative action across units and divisions.

This Strategic Action Plan includes details on each of the goals that comprise the 20 Strategic Directions. Provided are specific actions associated with each goal, outcomes expected to be attained that include timeframes and milestones, measures which will be used to track progress, and identification of individuals and groups who are accountable for achievements.

Strategic Action Plan

COMMITMENT ONE: PACIFIC IS COMMITTED TO INNOVATION AND CREATIVITY ACROSS THE UNIVERSITY.

Strategic Direction 1: Expand innovation in academic programs.

Goal 1.1 Maintain an ongoing innovation planning process.

<u>Actions:</u> fund innovation initiatives, seek new proposals, develop proposals through stages	<u>Outcomes:</u> maintain a positive innovation fund balance, have proposals produced, sustain mature programs	<u>Measures:</u> average fund balance of \$ ____, 20 proposals produced, 7 mature programs sustained	<u>Accountability:</u> Academic Deans, Assistant Provost for Innovation
--	---	---	--

Goal 1.2. Support and fund innovation in pedagogy, research, and the creation of knowledge.

<u>Actions:</u> train and develop faculty and academic staff regarding innovation and creativity, provide funding for faculty and staff, provide incentives for innovation	<u>Outcomes:</u> application of new ideas and concepts to scholarship, evidence of new teaching and learning modes/activities, greater ease to innovation	<u>Measures:</u> two training/development programs per year, continued funding of innovation, satisfaction levels with innovation and creativity	<u>Accountability:</u> Academic Deans, Assistant Provost for Innovation, Associate Provost for RGS, Assistant Vice President for Human Resources
---	--	---	---

Goal 1.3. Implement new education and service delivery models.

<u>Actions:</u> explore new models (e.g. hybrid models in Education), recommend implementation, sustain successful models while replacing less successful	<u>Outcomes:</u> increased access for students, enrollment stability, improved service for students and employees, advising, and improved teaching and learning	<u>Measures:</u> 3 new education delivery models by 2012, 5 new academic support models by 2015 (such as _____)	<u>Accountability:</u> Council of Deans, Assistant Dean of Students
--	--	--	--

Strategic Direction 2: Enhance university administrative programs and services through innovation and creativity.

Goal 2.1. Target fundraising efforts to support innovation initiatives.

<u>Actions:</u> align and receive direct support for each of the innovation initiatives that have gone through the fundraising approval process	<u>Outcomes:</u> provide external funds to support activities, reduce tuition dependency for new programs and existing, provide relief for direct and indirect expenses	<u>Measures:</u> Funds raised to be determined based on project approval (e.g. at least \$1M in funds raised)	<u>Accountability:</u> Advancement, Office of Sponsored Programs, Academic Deans, Student Life Leadership Team
--	--	--	---

Goal 2.2. Increase opportunities, incentives, programs, and rewards for faculty and staff to innovate.

<u>Actions:</u> train and develop staff regarding innovation and creativity, provide funding, provide incentives for innovation	<u>Outcomes:</u> application of new ideas and concepts to services and business processes, better use of technologies, greater ease to innovation	<u>Measures:</u> two training/development programs per year, 2 new reward programs, continued funding of innovation, comfort and satisfaction levels with innovation and creativity, Promotion and Tenure criteria	<u>Accountability:</u> Assistant Provost for Innovation, Assistant Vice President for Human Resources, Student Life Leadership Team
--	--	---	--

Goal 2.3. Focus on improvement through innovative and creative means and revise or phase-out less current, low-demand services and less effective programs through program review.

<u>Actions:</u> develop staff, encourage innovation, design and implement a new university-wide program review process	<u>Outcomes:</u> improved program and services, successful and dynamic program review process linked to planning, improved efficiency	<u>Measures:</u> improved student and client satisfaction, publish Program Review Handbook by 2008, less effective programs & services ended	<u>Accountability:</u> Cabinet, Assistant Provost for Institutional Assessment, Academic Deans, Student Life Leadership Team
---	--	---	---

COMMITMENT TWO: PACIFIC IS COMMITTED TO DISTINCTIVE PROGRAMS RECOGNIZED FOR THEIR QUALITY, UNCOMMONNESS, AND SUSTAINABILITY.

Strategic Direction 3: Strengthen current and develop new academic programs of distinction.

Goal 3.1. Invest in existing programs, elevating their distinction.

<u>Actions:</u> raise the quality and attractiveness of targeted programs, invest in activities to increase demand, elevate educational outcomes	<u>Outcomes:</u> increased recognition, increased demand, more successful graduates	<u>Measures:</u> target at least one program in each school, one in the library, and at least three in the College, measure enrollment demand, yield, external assessment, alumni satisfaction	<u>Accountability:</u> Provost, Academic Deans
---	--	---	---

Goal 3.2. Assure distinctive national stature for the schools offering first-professional degrees.

<u>Actions:</u> focus on Dental, Law, and Pharmacy, identify most successful practices and enhance, continue to exploit niches, invest time and resources to improve weaker areas	<u>Outcomes:</u> program prominence, high academic profile, placement rates, and alumni success	<u>Measures:</u> move national rankings to: Top 5 Den, Top 75 Law, Top 25 Pharmacy	<u>Accountability:</u> Provost, Academic Deans
--	--	---	---

Goal 3.3. Form new academic programs as hallmarks of distinction.

<u>Actions:</u> program identification, program investment, sustained enrollment	<u>Outcomes:</u> create well known, high quality programs that are uncommon in Pacific's market (such as a graduate program in engineering)	<u>Measures:</u> 3 programs by 2012, and 7 total by 2015, measures include enrollment demand, academic quality, resources, faculty, and educational outcomes	<u>Accountability:</u> Provost, Academic Deans
---	--	---	---

Goal 3.4. Develop model co-curricular programs.

<u>Actions:</u> program identification and investment	<u>Outcomes:</u> create programs recognized by regional, state and national organizations	<u>Measures:</u> 7 programs by 2015, measures include learning outcomes, resources, student retention	<u>Accountability:</u> Student Life Leadership Team
--	--	--	--

Strategic Direction 4: Advance faculty teaching, scholarship and research.

Goal 4.1. Ensure for master teaching, scholarship and research, and leadership.

<u>Actions:</u> expand and enrich faculty development programs such as CTE, CAPD, pre-tenure leaves, and chair training, add new programs	<u>Outcomes:</u> improved teaching, scholarship, research, and leadership	<u>Measures:</u> faculty satisfaction, instructional and non-instructional productivity measures, educational outcomes, incorporation of relevant pedagogies that advance learning	<u>Accountability:</u> Assistant Provost for Faculty Development, Academic Deans
--	--	---	---

Goal 4.2. Increase resources for faculty scholarship and research.

<u>Actions:</u> identify internal resources through new funds and reallocation as appropriate, identify and receive external resources matched to programs and activities that have gone thru the fundraising approval process, training for grant writing, development leaves for innovation	<u>Outcomes:</u> additional resources from internal and external sources invested to directly support faculty activities, improved scholarship and related activities	<u>Measures:</u> 10% increase in scholarship, 25% increase in resources by 2010 (from \$5M to 6.125M) based on assessment of capacities	<u>Accountability:</u> Provost, Associate Provost for RGS, Academic Deans
--	--	--	--

Strategic Direction 5: Pursue university-wide marks of distinction.**Goal 5.1. Focus activities on specific university-wide opportunities for distinction.**

<u>Actions:</u> ensure the development and implementation of a comprehensive leadership model, competency-based experiential learning for all students, and international programs and intercultural competence in each academic unit	<u>Outcomes:</u> enhanced national and international visibility for Pacific, leadership in higher education in these areas of focus, enhanced demand for faculty and students	<u>Measures:</u> implement leadership model, increase experiential learning, implement international, programs, intercultural competence in each unit, e-portfolio results	<u>Accountability:</u> VP for Student Life, Provost, Academic Deans, Assistant Provost for Faculty Development, Dir Career Resource Center, Assoc Provost for International Ed, Student Life Leadership Team
--	--	---	---

Goal 5.2. Advance student achievement in international, national, and regional competitions.

<u>Actions:</u> encourage student participation, support activities aligned toward student awards, increase support to undergraduate research	<u>Outcomes:</u> recognized by national awards and honors for individual students and student organizations, improved graduate placement, student satisfaction, and leadership	<u>Measures:</u> 3 national awards, 3-6 regional awards	<u>Accountability:</u> Fellowship advisor, Academic Deans, Student Life Leadership Team
--	---	--	--

Goal 5.3. Enhance institutional recognition through staff and programmatic achievements in national and regional markets

<u>Actions:</u> presentations at regional and national conferences, competition for regional and national awards, increased University involvement in regional initiatives, concentrated efforts to market and promote programs of distinction such as the Brubeck Institute	<u>Outcomes:</u> increased name recognition and enhanced visibility and reputation in academic, professional, and community circles	<u>Measures:</u> increase in reputation scores in U.S. News, increase in regional and national media attention, increase in awards garnered from organizations such as CASE	<u>Accountability:</u> Cabinet, Council of Deans
---	--	--	---

COMMITMENT THREE: PACIFIC IS COMMITTED TO COLLABORATIVE, MULTIDISCIPLINARY PROGRAMS THAT INTEGRATE LIBERAL ARTS AND PROFESSIONAL EDUCATION

Strategic Direction 6: Advance integrated, multidisciplinary experiences for undergraduates.

Goal 6.1. Implement a comprehensive first-year experience for freshmen.

<u>Actions:</u> enhance existing and develop new programs and activities focused on students from time of admission through the end of their first year	<u>Outcomes:</u> better academic and social integration, improved yield rates	<u>Measures:</u> yield, first year persistence, overall retention, student satisfaction, YFCY survey	<u>Accountability:</u> Dean of Students, Associate Dean for General Education
--	--	---	--

Goal 6.2. Invest in accelerated undergraduate programs.

<u>Actions:</u> seek new accelerated models, pilot and implement new accelerated programs, strengthen pre-law, integrate with liberal arts core	<u>Outcomes:</u> elevated distinction for Pacific, more competitive in market place, more options for students	<u>Measures:</u> pre-law program successfully implemented by 2009, at least two new accelerated programs by 2015	<u>Accountability:</u> Provost, Academic Deans
--	---	---	---

Goal 6.3. Leverage three-campus, three-city opportunities for undergraduate students.

<u>Actions:</u> target programs in Sacramento such as Bus/COP/SIS, target programs in San Francisco such as SIS/MUS, expand student services collaborations	<u>Outcomes:</u> program enrichment, student satisfaction, better use of university-wide resources, more efficient and effective delivery of services	<u>Measures:</u> 2 new programs by 2009, 5 new programs by 2012, student services communication and resource sharing	<u>Accountability:</u> Provost, Academic Deans, Vice President for Student Life
--	--	---	--

Goal 6.4. Increase knowledge of philanthropy and the Pacific Alumni Association

<u>Actions:</u> enhance curricula in Pacific Seminars and undergraduate courses, develop student-run foundation, create additional work-study and experiential learning opportunities	<u>Outcomes:</u> Greater awareness of philanthropy and alumni interaction with University, hands-on experience for students in philanthropy	<u>Measures:</u> Curriculum inclusion, implementation of student foundation, increase in student experiential opportunities in Advancement	<u>Accountability:</u> Advancement, Student Life
--	--	---	---

Strategic Direction 7: Strengthen the liberal arts and sciences core.

Goal 7.1. Attain and be recognized for a national model of General Education.

<u>Actions:</u> continue to improve GE model and delivery, develop faculty in program, support professional presentations	<u>Outcomes:</u> more highly integrated program, enhanced student benefit, national visibility	<u>Measures:</u> enhanced student satisfaction and educational outcomes, annual national presentations, national consultations	<u>Accountability:</u> Associate Dean for General Education and Faculty
--	---	---	--

Goal 7.2. Improve student writing in all undergraduate programs.

<u>Actions:</u> Pilot Writing in the Disciplines, implement program	<u>Outcomes:</u> improved writing and communication, improved student confidence	<u>Measures:</u> portfolio assessment, direct measures of writing, student self-report on writing ability	<u>Accountability:</u> Associate Dean for General Education and Academic Deans
--	---	--	---

Goal 7.3. Better integrate the liberal arts and sciences with professional education.

<u>Actions:</u> ensure ethics in disciplines, implement learning portfolios, ensure related content in professional programs	<u>Outcomes:</u> more well rounded graduates, focused attention to integration of learning, capitalize on complex, small university position	<u>Measures:</u> improved student performance, student satisfaction, alumni satisfaction	<u>Accountability:</u> Provost, ETS, Academic Deans, Associate Provost for RGS
---	---	---	---

Goal 7.4. Make information literacy (fluency) a part of all academic programs at Pacific.

<u>Actions:</u> research best models for incorporating information competency in the curricula, Embed information competency horizontally across the curriculum and vertically throughout the major	<u>Outcomes:</u> better quality papers, class assignments, presentations, and capstone projects	<u>Measures:</u> review of papers, class assignments, presentations, capstone projects, etc.	<u>Accountability:</u> Academic Deans
--	--	---	--

Strategic Direction 8: Leverage collaboration for innovative learning experiences.

Goal 8.1. Expand three-campus student learning experiences for graduate and professional students.

<u>Actions:</u> identify opportunities, eliminate obstacles, pilot learning experiences, sustain successful activities	<u>Outcomes:</u> involve all schools in graduate and professional education across the region, capitalize on opportunities provided by geography and diverse programs	<u>Measures:</u> increased instructional activities scheduled across campuses and external sites	<u>Accountability:</u> Council of Deans, Associate Provost for RGS
---	--	---	---

Goal 8.2. Establish customized graduate/professional programs across the region.

<u>Actions:</u> identify opportunities, eliminate obstacles, pilot programs, sustain faculty and enrollments	<u>Outcomes:</u> expanded opportunities for students, open new markets, capitalize on opportunities provided by geography and diverse programs	<u>Measures:</u> at least 5 highly customized programs by 2015	<u>Accountability:</u> Associate Provost for RGS, Academic Deans
---	---	---	---

Goal 8.3. Support collaborative faculty scholarship, research, and creative activity.

<u>Actions:</u> identify internal resources through new funds and reallocation as appropriate, provide catalysts for collaboration	<u>Outcomes:</u> research and program innovation, increased cross-discipline and departmental faculty activities, increased learning and skill building, inspiration	<u>Measures:</u> 20% increase in collaborative activities from 2007 to 2012	<u>Accountability:</u> Provost, Associate Provost for RGS, Academic Deans
---	---	--	--

COMMITMENT FOUR: PACIFIC IS COMMITTED TO PREPARING THE WHOLE STUDENT, ESPECIALLY FOR RESPONSIBLE PROFESSIONAL AND CIVIC LEADERSHIP IN A GLOBAL CONTEXT.

Strategic Direction 9: Make experiential learning a hallmark.

Goal 9.1. Provide leadership to support experiential learning experiences.

<u>Actions:</u> identify faculty leadership dedicated to experiential learning	<u>Outcomes:</u> develop a critical mass of full-time faculty devoted to experiential learning	<u>Measures:</u> increase faculty participation in experiential learning from 18% to 40% of faculty by 2012	<u>Accountability:</u> Provost
---	---	--	-----------------------------------

Goal 9.2. Ensure structured experiential learning for all students.

<u>Actions:</u> identify programs with no experiential components, develop most relevant strategies and activities, implement activities, reward faculty for additional workload, expand service learning opportunities	<u>Outcomes:</u> ensure that students benefit from the opportunities and integrated learning that comes from structured experience added to traditional activities, develop and maintain additional opportunities	<u>Measures:</u> 100% participation by students in structured experiential learning in each school by 2015	<u>Accountability:</u> Assistant Provost, Academic Deans, Assistant Vice President for Professional & Community Development, ELOC
--	--	---	--

Goal 9.3. Advance undergraduate research.

<u>Actions:</u> investigate and develop a unifying program, implement programs strategies, enhance current activities	<u>Outcomes:</u> undergraduate research becomes a hallmark for Pacific	<u>Measures:</u> student participation rates, number of research awards and grants, number of faculty involved	<u>Accountability:</u> Academic Deans, Assistant Provost, Associate Provost for RGS
--	---	---	--

Goal 9.4. Strengthen the undergraduate residential learning community.

<u>Actions:</u> expand residential unit learning communities	<u>Outcomes:</u> learning is integrated in the traditional venues, in co-curricular activities, and in the residential communities	<u>Measures:</u> implement at least 3 new integrated programs by 2009, additional 3 by 2012, increase faculty involvement	<u>Accountability:</u> VP Student Life, Dean of Students, Assistant Vice President for Housing & Dining Services, Academic Deans, Associate Dean Continuing Education
---	---	--	--

Goal 9.5. Provide more extensive international experiences for students.

<p><u>Actions:</u> increase international opportunities for experiential learning, increase international enrollment</p>	<p><u>Outcomes:</u> provide a richer international environment on campus and extend experiences outside of the United States</p>	<p><u>Measures:</u> increase participation in international experiential learning in all schools by at least 25%, increase undergraduate study abroad participation from 130 to 250</p>	<p><u>Accountability:</u> Director of International Programs and Services, Associate Provost for International Ed, Academic Deans, Assistant Provost</p>
--	--	---	--

Strategic Direction 10: Create distinctive citizen-leader development programs.**Goal 10.1. Achieve national recognition for citizen leadership programs.**

<u>Actions:</u> develop comprehensive leadership model, integrate model across curricular and co-curricular programs	<u>Outcomes:</u> promote service learning, volunteerism, and citizen leadership in all students	<u>Measures:</u> student and alumni leadership activities, student self-report data, increased national visibility, e-portfolio outcomes	<u>Accountability:</u> Academic Deans, Vice President for Student Life, Director of Student Involvement, Programs & Facilities, CCI, CIP, CRC, ELOC, Pacific Alumni Association
---	--	---	--

Goal 10.2. Build a framework for leadership based on emotional-social intelligence (ESI).

<u>Actions:</u> develop and implement framework for emotional intelligence	<u>Outcomes:</u> focused, integrated programs for emotional intelligence competencies and student, faculty and staff competency in the multiple dimensions of emotional intelligence	<u>Measures:</u> selected EI scales for faculty, staff and students, enrollment profile, increased Founders Scholars success, student self-report data, increased institutional visibility	<u>Accountability:</u> VP Student Life, Provost, Associate Provost for Enrollment
---	---	---	--

Goal 10.3. Ensure that students understand the value of life-long learning and lasting relationships with the University.

<u>Actions:</u> increase out-of-class learning opportunities, implement First Year Experience, develop university loyalty through alumni programs	<u>Outcomes:</u> students understand the value of life-long learning and lasting relationships with the University	<u>Measures:</u> continued education, student self-report, alumni surveys, alumni participation rates, giving rates	<u>Accountability:</u> VP for Student Life, Dean of Students, Associate Dean for General Education, Assistant Provost for Professional and Continuing Education Pacific Alumni Association, Pacific Fund, Marketing
--	---	--	--

Goal 10.4 Ensure that diversity and inclusion are part of the student experience.

<u>Actions:</u> provide programs that facilitate student engagement and dialogue with difference	<u>Outcomes:</u> students increase understanding and become more inter-culturally competent leaders	<u>Measures:</u> increased competencies and improved ratings of campus climate	<u>Accountability:</u> Vice President for Student Life, Assistant Provost for Diversity
---	--	---	--

Strategic Direction 11: Cultivate diversity, intercultural competence, and global responsibility.

Goal 11.1. Ensure student competencies through interactions among diverse peoples, cultures and content and by making diversity an integral part of curricula and student life.

<u>Actions:</u> facilitate interactions among diverse peoples and cultures, integrate diversity into the curricula, integrate diversity into co-curricular activities	<u>Outcomes:</u> students will have competencies regarding diversity and intercultural dynamics	<u>Measures:</u> student self-report, programmatic learning outcomes, alumni reports	<u>Accountability:</u> Assistant Provost for Diversity, Diversity Committee, Student Life Directors, Student Life Leadership Team
--	--	---	--

Goal 11.2. Create a nationally and internationally diverse student body.

<u>Actions:</u> increase and retain a diverse geographic enrollment	<u>Outcomes:</u> interaction among more diverse students, improved student learning	<u>Measures:</u> enrollment by state and nation, increase out-of-state enrollment from 12% to 18% and international enrollment from 150 to 300, student self-reports, retention increases	<u>Accountability:</u> Associate Provost for Enrollment, Director of International Programs and Services
--	--	--	---

Goal 11.3. Increase diversity in faculty and staff.

<u>Actions:</u> vigorously maintain the "Diversity Hiring Plan for Faculty", adding staff and retention components	<u>Outcomes:</u> interaction among more diverse employees, improved institutional performance	<u>Measures:</u> increase faculty ethnic diversity from 20% to 25% and staff ethnic diversity from 39% to 42%	<u>Accountability:</u> Cabinet, Assistant Provost for Diversity, Assistant Vice President for Human Resources, Academic Deans, Directors
---	--	--	---

Goal 11.4. Increase training on diversity and intercultural competencies in the workplace.

<u>Actions:</u> design and conduct training activities	<u>Outcomes:</u> increased competencies relating to diversity and intercultural dynamics	<u>Measures:</u> ongoing training in units, student, faculty and staff surveys, 20 training programs each year	<u>Accountability:</u> Associate Provost for International Ed, Assistant Vice President for Human Resources, Student Life Leadership Team and Directors
---	---	---	--

Goal 11.5. Increase diversification of the Board of Regents

<p><u>Actions:</u> identify and cultivate potential Regents from diverse ethnic backgrounds, identify and cultivate potential female Regents</p>	<p><u>Outcomes:</u> increased diversification of the Board of Regents to better reflect the student, faculty, and staff populations of the University as well as the communities in which its three campuses are located; increased likelihood of philanthropic support from organizations that ask for this data as part of proposal process</p>	<p><u>Measures:</u> gender and ethnic breakdowns of Board membership</p>	<p><u>Accountability:</u> President, Board of Regents, Advancement</p>
---	---	---	---

Strategic Direction 12: Strengthen wellness, recreation, and athletic programs.**Goal 12.1. Increase participation in intramural, recreation, and active club programs.**

<u>Actions:</u> stimulate and maintain student participation and use of Recreation facilities, programs, and services	<u>Outcomes:</u> assess current student use of recreation facilities and program participation. Increase student use of facilities and participation in programs through the development of a relevant menu of recreation programs and services	<u>Measures:</u> 80% unique uses of the Baun Fitness Center by spring 2008 30% unique participation in the intramural sports program by spring 2008 Build and sustain 10 club sports by spring 2008	<u>Accountability:</u> Assistant Vice President for Student Life Leadership & Recreation
--	--	--	---

Goal 12.2. Strengthen intercollegiate athletics.

<u>Actions:</u> maintain competitive athletic programs in all sports, increase campus and community support for athletic events, increase internal and external funding for operations and scholarships	<u>Outcomes:</u> prominence in athletics, heightened campus spirit, increased community support, increased gift and sponsorship income	<u>Measures:</u> attendance at Pacific Athletics events; Big West Directors Cup and NCAA Directors Cup rankings; national AP and ESPN rankings for various sports; Big West conference standings; national and regional news coverage of Pacific Athletics; graduation rates for student-athletes, PTAA fundraising; Athletics-related major gift fundraising; corporate sponsorship of Pacific Athletics	<u>Accountability:</u> Director of Athletics, Advancement, Marketing & University Relations, Student Life
--	---	--	--

Goal 12.3 Increase student awareness of and involvement with activities that support wellness in mind, body, and spirit

<u>Actions:</u> expand collaborative programs that attend to integration of various dimensions of personal health and wellness. Infuse education and dialogue about mindfulness and wellness as intercultural experiences and personal practice into the First Year Experience	<u>Outcomes:</u> increase in student persistence and student engagement	<u>Measures:</u> decrease in students reporting high levels of stress. Increase in student's ability to manage demands of college	<u>Accountability:</u> Student Life Leadership Team, Sport Sciences, Director of Health Services, Director of Counseling Services, Director of Campus Recreation, Multi-faith Chaplain
---	--	--	---

Goal 12.4 Support and enhance the moral and spiritual development of Pacific students.

<u>Actions:</u> create programs and opportunities for students to consider, internalize, and articulate what they believe and value with attention	<u>Outcomes:</u> students become aware of differing value systems, spiritual and religious practices, consciously consider alternatives and engage in value-based decision-making, while respecting the ability of others to do the same	<u>Measures:</u> Pacific Seminar course outcomes & e-portfolios; Co-op 193 course outcomes; spiritual development and student satisfaction survey; emotional intelligence measures	<u>Accountability:</u> Chaplain, Student Life Leadership Team, Director of Counseling Services, Director of Judicial Affairs
---	---	---	---

COMMITMENT FIVE: PACIFIC IS COMMITTED TO STRATEGICALLY EXPANDING AND IMPROVING PARTNERSHIPS AMONG ITS ALUMNI AND IN LOCAL, REGIONAL, NATIONAL, AND GLOBAL COMMUNITIES.

Strategic Direction 13: Increase support to the region and connect our strongest initiatives with national and global partnerships.

Goal 13.1. Focus on and leverage our strongest programs.

<p><u>Actions:</u> priorities: economic and social development/ entrepreneurship, health care clinics and advocacy, science applications, K-20 education and pipeline programs, professional and civic leadership, and cultural enrichment</p>	<p><u>Outcomes:</u> contribute to regional development, increase student experiential learning, increase visibility and reputation, expand the reach of Pacific programming, strengthen regional programs through international connections</p>	<p><u>Measures:</u> 5 new national/international initiatives by 2009, total of 10 new initiatives by 2015, with external funding for projects that have gone thru a feasibility study and fundraising approval process</p>	<p><u>Accountability:</u> Provost, Academic Deans, Advancement</p>
--	---	--	--

Goal 13.2. Strengthen connections in the Pacific Rim and the Americas.

<p><u>Actions:</u> seek new opportunities, identify local contacts, develop programs, sustain relationships</p>	<p><u>Outcomes:</u> attract more international students, increase international internships, strengthen regional programs through international connections, stimulate innovation</p>	<p><u>Measures:</u> develop at least 5 partnerships in the Pacific Rim and the Americas</p>	<p><u>Accountability:</u> Academic Deans, Associate Provost for International Ed, Asst Provost for Diversity</p>
---	---	---	--

Goal 13.3. Support and enhance the career decision-making abilities and the professional development of Pacific students.

<p><u>Actions:</u> strengthen programs and opportunities for students to consider, internalize, and articulate their beliefs and values and how they relate to positive career choice</p>	<p><u>Outcomes:</u> awareness of; understanding of the relevance of education goals to professional development</p>	<p><u>Measures:</u> Dean's seminar course outcomes & ePortfolios; Co-op 193 course outcomes; career development and student satisfaction surveys; persistence rate</p>	<p><u>Accountability:</u> Assistant Vice President for Professional & Community Development, Career Resource Center</p>
---	---	--	---

Strategic Direction 14: Collaborate with alumni, parents, and friends to connect them to students and programs.

Goal 14.1. Enhance alumni and parent programming and interaction on a broad scale.

<u>Actions:</u> foster national alumni leadership, establish new web-based alumni and parent programs thru investment in alumni program resources	<u>Outcomes:</u> greater connections with alumni & parents across a broader geography	<u>Measures:</u> programs in 8 new national regions, 5 new web-based alumni and parent programs or applications	<u>Accountability:</u> Pacific Alumni Association, Assistant Provost for Prof. & Cont. Ed., Student Life, Assistant Vice President for Professional & Community Development
--	--	--	--

Goal 14.2. Enhance alumni engagement in student recruitment, internships, and placement.

<u>Actions:</u> engage alumni in student recruitment, in internship placement and supervision, and in job placement	<u>Outcomes:</u> bring alumni closer to university operations, better connecting them to Pacific and better utilizing their resources, increased opportunities for graduates	<u>Measures:</u> double the number of alumni engaged in student recruitment, internships, and placement	<u>Accountability:</u> Pacific Alumni Association, Associate Provost for Enrollment, Academic Deans, Dir Career Resource Center, Assistant Vice President for Professional & Community Development
--	---	--	---

Goal 14.3. Develop a comprehensive all campus interactive visitor and involvement program

<u>Actions:</u> develop opportunities, such as advisory boards, volunteerism, lectureships, participation in student activities, for engagement within campus wide programs	<u>Outcomes:</u> involved and engaged individuals in campus programs and opportunities	<u>Measures:</u> increase in the number and functions of volunteer committee memberships, direct gifts, from individuals who have been involved	<u>Accountability:</u> Advancement
--	---	--	---------------------------------------

Strategic Direction 15: Invest in marketing initiatives that build partnerships and elevate institutional visibility.

Goal 15.1. Achieve national visibility.

<u>Actions:</u> build infrastructure for marketing	<u>Outcomes:</u> provide better visibility for the university, increased partnerships with communities, increased national recruitment	<u>Measures:</u> double activities, resources, and investments; increased selectivity, geographic diversity; alumni response	<u>Accountability:</u> Marketing & University Relations
---	---	---	--

Goal 15.2. Expand relationships with media outlets.

<u>Actions:</u> seek new outlets, improve current relationships, employ external support	<u>Outcomes:</u> Better visibility, improved use of institutional expertise, assist for recruitment	<u>Measures:</u> increase the number of outlets and placed stories by 50%; increased selectivity, alumni response	<u>Accountability:</u> Marketing & University Relations
---	--	--	--

Goal 15.3. Expand relationships with key alumni on a national basis.

<u>Actions:</u> expand Pacific outreach through key alumni and increased program dollars - seek new relationships or improve current relationships, with alumni through alumni clubs who have broad local contacts	<u>Outcomes:</u> better visibility, networking with local area media contacts, i.e. Chicago, New York, etc.	<u>Measures:</u> increased attendance at regional alumni events, increased number of regional alumni clubs, increased our media exposure in regional markets	<u>Accountability:</u> Advancement, Marketing & University Relations
---	--	---	---

COMMITMENT SIX: PACIFIC IS COMMITTED TO RESOURCE GROWTH AND MANAGEMENT TO SUPPORT ONGOING IMPROVEMENTS IN THE QUALITY OF EDUCATION AND SERVICE.

Strategic Direction 16: Manage enrollment to improve student quality, selection, and resources.

Goal 16.1. Implement a broader undergraduate student selection process.

<u>Actions:</u> explore and implement new criteria, starting with pilot groups, and conduct research	<u>Outcomes:</u> stronger, more balanced enrollment profile, improved student leadership achievement	<u>Measures:</u> additional criteria for selected 2008 freshmen, research produced, student self-report	<u>Accountability:</u> Associate Provost for Enrollment, selected faculty
---	---	--	--

Goal 16.2. Improve freshman selectivity.

<u>Actions:</u> expand applicant pool	<u>Outcomes:</u> increased enrollment in capacity programs and increased student preparedness	<u>Measures:</u> freshmen selectivity rate to 50% or less by 2010	<u>Accountability:</u> Associate Provost for Enrollment
--	--	--	--

Goal 16.3. Maintain access for economically disadvantaged students.

<u>Actions:</u> targeted recruitment and more strategic financial aid	<u>Outcomes:</u> provide access to the region's students and maintain economic diversity in the student body	<u>Measures:</u> % of target students maintained, need-based financial aid maintained	<u>Accountability:</u> Associate Provost for Enrollment
--	---	--	--

Goal 16.4. Ensure stable enrollments and high selectivity in the first-professional schools while increasing undergraduate enrollment from 3500 to between 3750-3950 and graduate enrollment from 600 to between 800-950.

<u>Actions:</u> maintain high goals for first-prof. schools, increase recruitment for selected programs in other schools	<u>Outcomes:</u> fill capacity in certain programs, growing new programs, and providing resources for investment	<u>Measures:</u> enrollment targets are achieved	<u>Accountability:</u> Associate Provost for Enrollment, Academic Deans, Associate Provost for RGS
---	---	---	---

Goal 16.5 Develop enrollment protocol and partnership with Advancement

<u>Actions:</u> acknowledge background of qualified legacy students	<u>Outcomes:</u> stronger relationship with alumni families, increase in enrollment	<u>Measures:</u> increased enrollment of qualified legacy students	<u>Accountability:</u> Admissions, Advancement
--	--	---	---

Goal 16.6 Increase Retention

<u>Actions:</u> connect students to Pacific and enhance students' experience such that they stay to graduate	<u>Outcomes:</u> increase retention to graduation	<u>Measures:</u> increase retention from 68% to 75% by 2012	<u>Accountability:</u> Cabinet, Deans, Student Leadership Team
---	--	--	---

Strategic Direction 17: Recruit, hire, develop, and retain excellent faculty and staff.

Goal 17.1. Ensure competitive salaries and benefits for faculty and staff and attract top talent in the field.

<u>Actions:</u> continue market analyses and close gaps, maintain parity in benefits package, recruit, reward, and retain top national performers	<u>Outcomes:</u> faculty and staff excellence leading to superior educational and service outcomes, increased prestige	<u>Measures:</u> salary and benefit market comparisons, employee retention, successful hiring	<u>Accountability:</u> Cabinet, Business & Finance, Council of Deans
--	---	--	---

Goal 17.2. Reward faculty and staff for innovation, leadership, and service.

<u>Actions:</u> provide focused incentive systems to promote desired outcomes, innovation awards, leadership programs and incentives	<u>Outcomes:</u> increased innovation for positive change, enhanced leadership activities	<u>Measures:</u> new initiatives and programs, leadership and service behavior measures	<u>Accountability:</u> Cabinet, Assistant Provost for Innovation, Assistant Vice President for Human Resources
---	--	--	---

Goal 17.3. Make Pacific a more attractive place to work through employee programs.

<u>Actions:</u> expand training, professional development, child-care initiative, and wellness services for all faculty and staff	<u>Outcomes:</u> greater job productivity and satisfaction, and improved campus climate	<u>Measures:</u> employee self-report, # of training, professional development, and wellness programs, staff and faculty retention, employee satisfaction, wellness & recreation center usage stats	<u>Accountability:</u> Assistant Vice President for Human Resources, Assistant Provost for Faculty Development, Director of Health Services, Assistant Vice President for Leadership & Recreation
--	--	--	--

Strategic Direction 18: Improve and center services on students, faculty, staff, and external clients.

Goal 18.1. Ensure that administrative systems are adequately funded and designed to fully support innovation, cross-divisional coordination, and customer-centric service.

<u>Actions:</u> align systems resource needs with expected outcomes, balancing affordability with effectiveness	<u>Outcomes:</u> reduced obstacles to innovation, collaboration, and customer relationships	<u>Measures:</u> customer satisfaction, productivity by unit	<u>Accountability:</u> Cabinet
--	--	---	-----------------------------------

Goal 18.2. Enhance technical systems and ensure the success of the technology underlying business processes.

<u>Actions:</u> capital equipment fund, eliminate bureaucracy, seek market rate on technical salaries, technology center	<u>Outcomes:</u> high performance IT functions aligned to support business processes	<u>Measures:</u> ISPC identifies specific improvements	<u>Accountability:</u> Chief Information Officer
---	---	---	---

Goal 18.3. Enhance business processes and technologies to better serve University priorities.

<u>Actions:</u> align information management with university priorities	<u>Outcomes:</u> university priorities advanced through improved information management	<u>Measures:</u> Vice Presidents identify specific improvements	<u>Accountability:</u> Cabinet
--	--	--	-----------------------------------

Goal 18.4. Ensure that unit level and University planning are directly linked through a revised program review process.

<u>Actions:</u> enhance Institutional Priorities Committee functions, publish and implement Program Review Handbook, support university planning activities	<u>Outcomes:</u> acceleration in program improvement, more highly integrated planning and budgeting	<u>Measures:</u> identified by each unit	<u>Accountability:</u> Cabinet, Assistant Provost for Institutional Assessment
--	--	---	---

Strategic Direction 19: Build financial capacity through fundraising, investment and budget management, and appropriate tuition-setting.

Goal 19.1. Conduct an aggressive Pacific Fund campaign emphasizing unrestricted giving

<u>Actions:</u> conduct an aggressive Pacific Fund campaign	<u>Outcomes:</u> more connected alumni, more financial resources to invest in university mission and priorities	<u>Measures:</u> annual fund revenue, alumni participation rate, campaign goal attainment, endowment growth	<u>Accountability:</u> Advancement
--	--	--	---------------------------------------

Goal 19.2. Continue to increase the University's endowment through new gifts and sound management of the fund.

<u>Actions:</u> active solicitation of new endowment gifts, continued strategic management of fund to ensure maximum growth	<u>Outcomes:</u> enhanced stability of funding for University programs and projects; national recognition for endowment growth and stability	<u>Measures:</u> new endowment gifts, growth rate of endowment	<u>Accountability:</u> Board of Regents, Cabinet, Business & Finance, Advancement
--	---	---	--

Goal 19.3. Secure endowments for distinctive programs and faculty positions and implement a gift support model for distinctive programs.

<u>Actions:</u> secure endowments, for areas and programs that have gone thru the fundraising approval process	<u>Outcomes:</u> more financial resources to invest in distinctive programs, distinctive programs enhanced	<u>Measures:</u> ten new endowed faculty positions, funds available for investment, # of programs enhanced	<u>Accountability:</u> Advancement, Academic Deans
---	---	---	---

Goal 19.4. Increase undergraduate alumni giving from 10% to 20-25% annually, increase professional school alumni giving to targeted levels, and improve accountability to donors.

<u>Actions:</u> implement Pacific Fund, invest in alumni giving programs, improve accountability to donors	<u>Outcomes:</u> increase alumni relations and financial resources to invest in university mission and priorities	<u>Measures:</u> alumni giving from 10% to 20-25% annually, increase professional school alumni giving to targeted levels, donor satisfaction	<u>Accountability:</u> Advancement, Academic Deans
---	--	--	---

Goal 19.5. Achieve a bond rating of 1A.

<u>Actions:</u> increase academic and budget profile, increase endowment for areas and programs that have gone thru the fundraising approval process	<u>Outcomes:</u> University prominence and stability and debt capacity	<u>Measures:</u> 1 A bond rating	<u>Accountability:</u> Business & Finance, Advancement, Cabinet
---	---	-------------------------------------	--

Goal 19.6. Ensure effective budget management through controls and support tools.

<u>Actions:</u> implement improved management controls and support tools	<u>Outcomes:</u> more effective budget management	<u>Measures:</u> more balanced budgets and strategic budget planning	<u>Accountability:</u> Business & Finance
---	--	---	--

Goal 19.7. Set appropriate tuition and increase donor funded financial aid from 6.6% to 8%.

<u>Actions:</u> set appropriate tuition, increase donor funded financial aid for areas and programs that have gone thru the fundraising approval process	<u>Outcomes:</u> increased investment in university mission and priorities, reduced tuition dependency	<u>Measures:</u> comparative tuition data, student enrollment, donor funded financial aid to 8%	<u>Accountability:</u> Cabinet, Business & Finance, Advancement,
---	---	--	---

Strategic Direction 20: Optimize master planning to develop facilities that enhance student learning, support institutional priorities, and enhance campus beauty.

Goal 20.1. Complete existing projects and reduce deferred maintenance while planning for new facilities.

<u>Actions:</u> complete Technology Center, Multipurpose Gym, Knoles Hall and WPC renovations, McGeorge Library expansion, plan for new facilities in next campaign	<u>Outcomes:</u> increased competitiveness, enrollment stability, student/staff satisfaction, planning ready for campaign	<u>Measures:</u> projects completed successfully, student self report	<u>Accountability:</u> VP for Bus & Finance, Advancement, Cabinet, Council of Deans, Assistant Vice President for Student Life Housing & Dining Services
--	--	--	---

Goal 20.2. Increase bed space capacity on Stockton Campus by at least 750-1200 students.

<u>Actions:</u> increase bed space on Stockton campus [and one new hall each in Sacramento and San Francisco campuses?]	<u>Outcomes:</u> 70% residential Stockton campus, [increased residents in Sacramento and San Francisco campuses?]	<u>Measures:</u> halls built successfully, Housing master plan, student satisfaction	<u>Accountability:</u> VP for Bus & Finance, Assistant Vice President for Student Life Housing & Dining Services, Cabinet, Academic Deans
--	--	---	--

Goal 20.3. Expand interactive learning and communication technologies to better link the three campuses and remote learning sites.

<u>Actions:</u> implement expanded effective videoconferencing and other site linkages	<u>Outcomes:</u> one university identity, successful distance/innovative programs	<u>Measures:</u> employee satisfaction with linked campuses and remote sites by 2010	<u>Accountability:</u> Chief Information Officer
---	--	---	---

Goal 20.4. Develop a capital repair and replacement reserve standard for all new construction projects to reduce future deferred maintenance problems.

<u>Actions:</u> develop and include a repair and replacement coverage standard in the financing formula for all new construction projects	<u>Outcomes:</u> long term reduction in deferred maintenance problems related to the planned replacement of facility systems, fixtures, finishes, and equipment	<u>Measures:</u> 100% of all new construction projects will include a capital repair and replacement reserve fund	<u>Accountability:</u> Vice President for Business & Finance
--	--	--	---