

The background of the cover features a large, faint watermark of the University of the Pacific seal. The seal is circular and contains the text 'UNIVERSITY OF THE PACIFIC' around the perimeter. In the center of the seal is a stylized figure holding a torch, with a laurel wreath below it.

2016 - 2021 **STRATEGIC ENROLLMENT PLAN**

UNIVERSITY OF THE
PACIFIC

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EXECUTIVE SUMMARY

This Strategic Enrollment Plan extends the University's strategic plan – *Pacific 2020: Excelling in a Changing Higher Education Environment* – and the *Academic Plan: Crossing Boundaries for Academic Excellence* by aligning the University's capacity with student interests to project future enrollments, plan for future programs, and guide recruitment strategies for the next five years. This vision of the future rests on four guiding principles that shaped the plan: the need to secure the Pacific residential learning experience that includes both strong liberal arts and professional offerings; the need to build on the University's proud history of inclusion by defining student excellence and student diversity as integrally-linked efforts; the need to recruit students with the qualities to not only succeed academically but to contribute to the vitality of the community; and the need to ensure the ongoing financial sustainability of the University.

To realize these principles, President Pamela Eibeck charged the Strategic Enrollment Planning Committee with developing a plan to guide enrollment for the next five years. This Strategic Enrollment Plan is built upon on eight core strategies:

Broaden diversity by continuing and increasing outreach to, programming for and enrollments from underrepresented populations. This will necessitate both deepening and broadening recruiting efforts in and around the three-city locations through 1) expanding pipeline programs and collaborations with schools to bolster pre-enrollment preparation; 2) widening outreach to underrepresented populations through a robust range of initiatives; and 3) bolstering advising and retention-related services to ensure student success.

Invigorate undergraduate enrollment by strengthening high-yield undergraduate programs, developing a counselor network and expanding transfer opportunities. To accomplish this, Pacific will develop new interdisciplinary undergraduate programs, expand pipeline opportunities to the new graduate programs in public policy, law, data analytics, our array of education, health profession and health related programs, and to other programs Pacific may develop; deepen partnerships with high school and community college counselors; and invigorate the University's approach to transfer student recruitment.

Increase retention and student success through outreach, counseling, academic foundation programs and individualized support. Pacific will increase the undergraduate six-year graduation rate by 1% per year. A meaningful portion of the increase in undergraduate students across the term of this plan is achieved through increased retention. Building upon the significant success of existing retention programs, Pacific will develop additional academic foundation courses and enhance individualized support to accomplish this goal.

Enhance international student recruitment of well-prepared applicants while diversifying the range of national origin and improving retention. Recruiting and retaining international students requires substantial and continuing financial investments to create lasting effect, and at this time Pacific is financially incapable of making these large investments to increase

international enrollments. To this end, Pacific has identified a cost-effective opportunity to recruit and nurture a pipeline of international undergraduate, graduate and professional students through partnership with Shorelight Education. This partnership will provide the university with International students through two separate pathways. Recruitment in 111 countries will deliver highly qualified students for Pacific's consideration for direct admittance to a degree program. In addition, these efforts by the Shorelight international recruiters will also bring students with strong subject matter preparation who need English language training into the Shorelight partnership bridge program to assure their academic persistence and success. This potential partnership virtually eliminates investment by the University and substantially mitigates future financial risks while also keeping complete academic control of English preparation and academic socialization programs for pre-Pacific students.

Pacific's relationship with Shorelight Education does not affect current or future international recruitment or student support activities. Recruitment of international students through direct faculty efforts, through faculty engagement with the Departments of State or Commerce, and Pacific's recruitment of international student athletes will continue. Institutional English as a Second Language (ESL) services will continue to be available to international students and athletes. There will always be a pathway for international students to join Pacific outside of the Shorelight partnership.

Build institutional capacity in admission, financial aid, and marketing by expanding and retaining the group of dedicated professionals who will increase admission recruitment and communication, financial aid outreach to, and services for, prospective and current students and their parents; review financial aid packaging and reengineer financial aid processes across the three-city locations to enhance recruitment and retention; and strengthen marketing and branding to instill a consistent brand identity across the University's three-city locations.

Ensure continued strength in professional fields. Professional education is a proud legacy and ongoing strength of Pacific that must continue to flourish in the future. Maintaining quality and reputation is of paramount importance. Enrollments may decrease in some professional programs due to a drop in demand, making it paramount that new programs or revisions of existing professional programs occur to continue Pacific's strength in professional education. Each of Pacific's professional schools have begun to build out robust graduate programs; Masters of Science in Law, Masters of Public Policy and Masters of Public Administration degrees through McGeorge School of Law and the Masters of Science in Physician Assistant Studies through the Arthur A. Dugoni School of Dentistry. The Thomas J. Long School of Pharmacy and Health Sciences also seeks to develop a new Doctor of Occupational Therapy program to complement its current offerings. The McGeorge School of Law will continue to implement the Action Plan approved by the Board of Regents in October 2014. Other professional programs may emerge during next planning stages.

Promote growth at the graduate level for full-time and part-time students through outreach tailored to students seeking full-time graduate programs and students seeking part-time programs for working professionals. Several graduate programs with opportunity for growth have the potential to attract students from our region, out-of-state, and around the world. Full-time students are more likely to seek programs that have a blend of teaching and scholarship and community engagement, whereas part-time students seek more flexibility in course/program scheduling, and modes and location of instruction. Outreach efforts will focus on utilizing the University's websites, social media presence and key partnerships to enhance recruitment. Regionally, Pacific will enhance recruitment of working professionals through a combination of program-specific marketing, brand-awareness marketing, sponsorships, program-specific corporate partnerships and recruitment events.

Engage a diverse range of learners through workforce development and professional education. For international students, the University of the Pacific English Language Institute will provide language and academic support prior to enrolling in Pacific degree programs. For working adults seeking convenient education offerings ranging from a single course or workshop to lifelong learning that supports career advancement, Pacific will build on its current offerings and develop new offerings to provide a broader range of accessible, engaging, career-supporting education and training aligned with growth areas in the labor market.

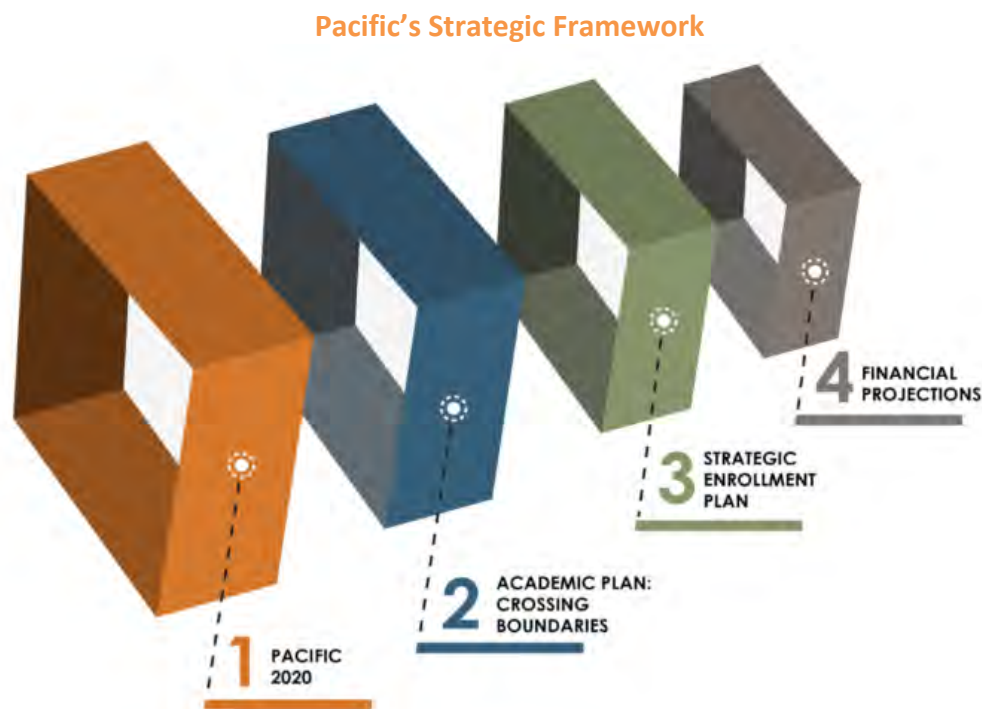
SUMMARY

The *Strategic Enrollment Plan* identifies the vision to realize the eight core strategies, as well as provides specific enrollment targets for the next five years. Tactics and financial projections will derive from the Strategic Enrollment Plan during implementation.

This SEP is grounded in the reality of 2015, but provides an aspirational road map for future enrollment growth and diversity at the University of the Pacific. Working with individuals across institutional boundaries of Pacific, the SEP will realize the vision of Pacific's comprehensive, three-city, one-University future. By aligning and nesting the SEP within Pacific 2020 and the Academic plan, *Crossing Boundaries*, the SEP will drive financial planning for the University. While enrollment models are somewhat conservative the vision is aspirational and positions Pacific to not only respond to dynamic changes in the external environment, but to realize its potential as a premier educational leader in student centered higher education.

THE ROLE OF STRATEGIC ENROLLMENT MANAGEMENT

Strategic enrollment management is an institution-wide process, aligning the academic excellence at University of the Pacific with the needs of individual students, the University itself and society as a whole. This planning effort fits within Pacific’s strategic framework illustrated below.



University of the Pacific charted a bold course into the future in *Pacific 2020: Excelling in a Changing Higher Education Environment*. The strategic vision in *Pacific 2020* focuses on securing the ‘Pacific Experience’ for future generations despite the myriad changes underway in American higher education. Savvy, contemporary students and their families seek the greatest possible value proposition in their choice of a university. In return for their investment, they expect the University to demonstrate an institutional commitment to individualized learning for life that includes student success, both in the classroom and beyond, preparation for ever changing labor markets and job readiness. Given these demands, *Pacific 2020* focused on “capitalizing on the University’s highly regarded student-teacher relationships, committed faculty and staff, and multiple locations across Northern California” through four strategies:

- Build the strength, relevance, and reputation of Pacific’s academic programs;
- Pursue new student markets that capitalize on the strengths of Pacific’s academic programs and multiple locations;
- Prepare students for tomorrow’s careers and for lifelong success; and
- Develop organizational capacities that support Pacific’s vision.

The next step in realizing the vision in *Pacific 2020* came through the *Academic Plan: Crossing Boundaries for Academic Excellence*. By focusing on the heart of the University, its academic programs, the *Academic Plan* articulated principles to guide the future of Pacific's academic programs, including leveraging the three-city locations of the University to further enhance student success while expanding programs and enrollments strategically. A major component of the *Academic Plan* focuses on enhancing Pacific's portfolio of academic programs to meet new and emerging societal needs.

This *Strategic Enrollment Plan* complements and extends *Pacific 2020* and the *Academic Plan* by aligning the University's capacity with student interests to project future enrollments, plan for future programs, and guide recruitment strategies for the next five years. The heart of the Pacific experience remains unchanged. The University is a champion of undergraduate liberal arts education on the Stockton campus while leading graduate and professional education across the three-city presence of Pacific. This diverse range of strengths and students requires the University to intentionally and effectively develop, market, and recruit for its academic programs.

Successfully implementing the vision of the future in *Pacific 2020* and the *Academic Plan* requires a *Strategic Enrollment Plan* based on a nuanced understanding of the trends shaping enrollment in higher education. The next section briefly reviews some of these trends that Pacific must prepare for with this Plan.

TRENDS SHAPING ENROLLMENT MANAGEMENT

Enrollment in American higher education continues to rise, with steadily increasing numbers of students seeking admission to colleges and universities. Despite this growth, the competitive landscape for higher education institutions becomes more challenging each year as costs of operation increase, public funding of higher education decreases across the country and tuition discounting to recruit the most promising students lowers net revenue.

Student enrollments across the country show an increasing number of female students and increasing diversity in the college-going population. Students of color represent an increasing proportion of student enrollments. In addition, the socio-economic circumstances of students also show significant diversification, with increasing numbers of students from low- and middle-income families enrolling in higher education. In California, demographic predictions show steady growth in the overall number of Californians and an increasingly diverse population, with the greatest growth in the Latino population. The three-city locations where Pacific offers its programs are all projected to see particularly high population growth with increases in population density and diversity. Thus, society as a whole and the college-ready population in particular will become increasingly diverse across California, especially in the urban areas Pacific serves and the Central Valley as a whole.

Given the robust range of community colleges across California, and a historical excess of demand for spaces at public and private four-year universities, transfer students also show growing demand. As a result of the Great Recession, students increasingly pursue a community college pathway as a cost-savings approach to earning a baccalaureate degree. Budget constraints in the University of California system and the California State University system tend to constrain their capacity for freshman and transfer enrollment – although in fall 2015 a surprising turnaround occurred when the University of California system committed to admitting 5,000 additional California undergraduate students for the fall 2016 admission cycle. Subsequent to an audit of their admissions practices the University of California recently announced it's plan to increase additional undergraduate enrollments to 10,000 more California residents across the next three years. Regardless, increasing tuition and fees at the UCs and CSUs steadily compress the gap in price between public and private universities. Given these trends, demand from transfer students is projected to increase in the coming years at Pacific and other private universities. In the coming years, access to these transfer students, as well as college-ready high school students, will likely depend on robust partnerships between universities and community colleges, schools and K-12 educators.

International students represent another major area of growth in American higher education, with nearly one million international students enrolled across the United States and steady growth in that number every year. The vast majority of international students pursue bachelor's and master's degrees, and they tend to enroll in areas well-represented at Pacific such as business, engineering, computer science, liberal arts, visual and performing arts and health-related fields. Pacific enjoys a long history of international engagement; however, in

recent years the University has experienced decreases in international student recruitment and retention. As international student demand grows in the coming years, and given the educational benefits of a culturally diverse campus, renewed emphasis on international student recruitment is vital.

Higher education enrollment is projected to grow across all age groups, but the greatest increase in growth now and in projections for the next five years is in adult learners. Whether seeking degree completion opportunities, job-related training, or graduate and professional degrees, students in their late 20s, 30s and over are growing in number and reshaping higher education.

Across all demographic groups, students increasingly seek readily-accessible ways to engage in higher education, whether through online learning, blended learning, or conveniently located in-person programs. Whether in undergraduate programs, graduate programs, professional programs, or continuing adult education – the societal expectation for convenient access to learning continues to grow.

GUIDING PRINCIPLES

Despite the changing landscape of higher education, the principles that guide the University of the Pacific remain solid and unchanged. Chief among these are the 'Pacific Experience', the clear commitment to diversity, student success and the importance of financial sustainability.

THE PACIFIC EXPERIENCE

The essence of the experience students enjoy at Pacific is the close relationships that develop between faculty and students throughout their academic careers. The hallmarks of these relationships are accessibility, intellectual rigor, respect for students and respect for the learning process. The purpose of this educational endeavor is and should always be the improvement of the individual and improvement of society. A Pacific education, regardless of major, prepares the individual for life and enriches the individual, and their impact on society, for a lifetime.

The faculty believes that the Pacific community is not something they provide for students; it is something they create with students. The Faculty respects the process through which students learn, and they constantly adapt to engage students. The Faculty also finds passion in seeing their discipline through the eyes of their students. The culture of Pacific attracts faculty members who want to make a difference in students' lives. These faculty members seek a blend of teaching and scholarship where work done in the laboratory, office, studio or field enriches the content in the classroom. The faculty epitomizes the teacher-scholar model where research informs teaching and teaching informs research. This student-teacher relationship is inseparable from the Pacific Experience, and must be preserved.

Deep engagement with the Faculty and staff provides each student with a personalized experience. The substance of these relationships builds over time, and Pacific alumni frequently note the important role their relationships with faculty and staff mentors play in their lives.

A complete university education includes learning from a broad array of environments complementary to the faculty-student relationship. Students develop themselves in concert with staff mentors, fellow students and through community engagement.

DIVERSITY

Pacific is a highly diverse institution, with a proud history of inclusion. Our diversity is a pivotal strength, and maximizing the diversity of our community in the coming years is a strategic priority. As the regions Pacific serves become increasingly diverse, so too must the University, and a critical goal is for enrollment at Pacific to reflect the college-ready population. Increasing student excellence and diversity go hand-in-hand at Pacific and these integrally linked efforts are central to this plan.

Diversity in the classroom and throughout the Pacific community improves learning outcomes for all students. Moreover, diversity includes many dimensions at Pacific, including race and ethnicity, cultural differences within the United States and internationally, socio-economics, gender identities, military service experiences, and abilities. A vibrant community of diverse students is central to Pacific's vision for the future.

To successfully recruit and retain students from diverse backgrounds, Pacific needs expanded resources and support services within the community that reflect how the University values and supports a diverse student body and commits to their success. For example, culturally competent practices in recruitment and retention will ensure that Pacific attracts and retains successful students. This will ensure the campus climate is welcoming from the initial point of contact throughout every student's academic career.

STUDENT SUCCESS

The Pacific community defines student success as acquiring knowledge and skills, academic achievement, engagement beyond the classroom, and developing foundations for a personally and socially responsible life.

University of the Pacific seeks to enroll students with the qualities necessary for success – and Pacific is dedicated to nurturing, supporting and enhancing each student's success. Pacific students are individuals who have the potential to not only succeed academically but to be contributing members of the campus community who coalesce their diverse backgrounds and experiences into the larger Pacific community. By ensuring that every student brings these qualities to the community, supporting the Pacific Experience in the classroom and providing a robust range of student services and co-curricular opportunities, the University fosters the success of each student.

Persistence to graduation is the most critical indicator of student success, and the University's efforts to improve retention demonstrate success. The University uses a data-based approach to identify at-risk students and gaps in student support services. This information, in turn, led to the allocation of substantial resources to strengthen four foundational areas of student support services: case management, advising, tutoring and developmental education. This proactive approach fosters more effective delivery of key student success support services in a timely and coordinated way.

FINANCIAL SUSTAINABILITY

Ensuring the financial sustainability of the University is not only a guiding principle of this plan, it is of critical importance in preserving the Pacific Experience for future generations. Increased competition and labor market changes altered long-standing contributions to the University's overall revenue previously made by the professional schools. Consequently, achieving greater diversity and integrity of revenue streams is necessary to ensure Pacific's ongoing financial sustainability.

Revenue growth at most universities slowed or ceased during the last decade while the cost of education increased. Increasingly, American higher education struggles to address long-term downward pressures on revenues combined with continued upward pressures on costs, including financial aid – raising questions about the sustainability of current financial models.

Sustainability is a powerful strategy to achieve the renewal, reformation, and relevance as envisioned in *Pacific 2020* and the *Academic Plan*. The *Strategic Enrollment Plan* proposes innovative solutions for building financial sustainability by distinguishing the University from its peers, bolstering the value proposition and enhancing organizational effectiveness.

One of the key goals of the *Strategic Enrollment Plan* is to assure long-term financial sustainability by creating a more differentiated and financially sustainable institution without diminishing the University's commitment to its students and the Pacific Experience. By focusing on the Pacific's distinctive characteristics and aligning them with societal needs and changes in the labor market, this plan institutionalizes long-term thinking around enrollment, helps utilize excess capacity, and strategic investments of time and money. When fully implemented, the plan will enable Pacific to not just to survive, but to thrive with a focused strategy and a sustainable financial base. Pacific's *Strategic Enrollment Plan* is the bridge to financial sustainability.

During implementation of the *Strategic Enrollment Plan*, Pacific will consider the budget implications of enrollment projections, including five-year estimates of enrollment and tuition revenue; incremental costs of growing existing programs and establishing new offerings in terms of personnel, infrastructure, etc.; projected net tuition revenues across enrollments; and investments in retention-related activities. These considerations will ensure the viability of the plan, and the effective stewardship of the University's resources in the coming years.

STRATEGIC ENROLLMENT STRATEGIES

The *Strategic Enrollment Plan* is built upon eight core strategies:

- Broaden diversity;
- Invigorate undergraduate enrollment;
- Increase retention and student success;
- Enhance international student recruitment;
- Build institutional capacity in admission, financial aid, and marketing;
- Ensure continued strength in professional fields;
- Promote growth at the graduate level for full-time and part-time students; and
- Engage a diverse range of learners through workforce development and professional education.

Each of these strategies is discussed in detail below, including the general approach by which these strategies will be implemented.

BROADEN DIVERSITY

Pacific 2020 includes a goal to “advance diversity and inclusiveness of the Pacific community to enhance the learning environment,” and accomplishing this is a central feature of the *Strategic Enrollment Plan*. The Office of Undergraduate Admission will continue and increase its outreach, programming, and enrollment efforts for underrepresented populations. This will necessitate both deepening and broadening recruiting campaigns in and around the three-city locations as well as nationally and internationally. Attracting underrepresented students to Pacific and fostering their success is of critical importance in broadening diversity, and the University’s efforts in this area will focus on:

- **Pre-Enrollment:** Expand and strengthen the applicant pool through increased use of pipeline programs; collaborate with key high schools to bolster AP offerings and assist students preparing for the SAT and/or ACT tests.
- **Recruitment and Admission:** Widen efforts to reach underrepresented students who might consider Pacific by increasing visibility and visitations to key counties; deepening outreach to LBGTQIA, veteran, first generation, Latino, African American, Native American, and Southeast Asian communities; improving multilingual/multicultural content and virtual tours on the Pacific website; and utilizing multi-cultural student organizations, alumni, community colleges, and community partners for outreach to underrepresented groups.
- **Retention:** Strengthen academic advising and retention services for all students, with particular attention to increasing the persistence, retention, and graduation rates of underrepresented students by decreasing the student/faculty ratio in advising and increasing staff support for educational equity programs; developing a

coordinated approach to support students with children; improving the support services for fundamental skills development; improving the early alert system for students in academic jeopardy; expanding internship and experiential learning opportunities; and enhancing the effectiveness of and support for multicultural organizations.

INVIGORATE UNDERGRADUATE ENROLLMENT

To strengthen high yielding undergraduate programs, develop a counselor network, and expand transfer opportunities Pacific will:

- *Create early pipeline programs for new graduate programs in public policy, law, data analytics, our array of education, health profession and health related programs, and other programs Pacific may develop.* To accomplish this, the University will increase efforts in the early outreach recruitment of high ability rising seniors with a robust communication plan and on-campus events to highlight Pacific's excellent and expanding graduate offerings and overall faculty excellence by:
 - Identifying high ability students in Sophomore and Junior student searches
 - Hosting local area or Bay Area high school Honor's program conferences or speaker series for students and teachers
 - Developing residential and non-residential Summer Research/Scholarship Programs in areas of student growth and interest
 - Ensure that programs such as the Powell Scholars, Legal Scholars, Humanities Scholars, and Freshman Honors programs and our accelerated degree programs in Pre-Pharmacy, Pre- Dentistry, and Accounting are well known to potential students and the educational community and seen as manifestations of Pacific's commitment to educational achievement
- *Develop and increase independent and high school counselor network and programs to attract high ability students to Pacific.* Pacific will increase partnerships with the high school and community college counseling community by:
 - Creating a Counselor Advisory Board for Pacific's Undergraduate Admission Office
 - Continuing and expanding Counselor fly-in programs for school counselors and independent counselors
 - Hosting overnight visit programs for promising students selected by Pacific's network of high school counselors

- Developing a robust communication plan for high school counselors and independent counselors to better understand the broad array of educational opportunities for students at the University of the Pacific and the community of support that students receive from faculty, staff and other students
- Hosting school and independent counselor events during regional (WACAC) conferences and national (NACAC) conferences
- Increase visibility for Pacific at select high schools.
- *Increase transfer opportunities into Pacific.* Increasing efforts in the recruitment of transfer students will expand the University's underrepresented student population and complement recruitment efforts for the Freshman class. Pacific's invigorated approaches to transfer recruitment will include:
 - Re-envisioning Transfer thru Intersegmental Partnerships with our community college partners
 - Fostering educator-to-educator partnerships among faculty and administrators at select community colleges through mutually-beneficial partnerships such as faculty and professional development for community college leaders as well as credit and non-credit bearing learning and development opportunities
 - Developing transfer pipeline and pathway programs unique to Pacific and each partnering community college or baccalaureate institution
 - Exploring the creation of deferred admission which may be offered to a student upon graduation from high school which includes the pathway of first attending a community college
 - Formalizing reverse transfer pathways for select students who (for personal, financial, etc. reasons) need to return to a community college for lower-division coursework and then return to Pacific later for degree completion
 - Leveraging established curriculum agreements legislated by SB 1440 for Associate Degrees for Transfer (ADTs)
 - Showcasing and supporting established pipeline programs such as: Mathematics, Engineering, Science, Achievement (MESA) and the Community Involvement Program (CIP)
 - Pursuing partnerships leading to the recruitment of talented students enrolled in community college courses while in high school.

INCREASE RETENTION AND STUDENT SUCCESS

University of the Pacific will increase its undergraduate six-year graduation rate by 1% per year. Since the six-year graduation rate was approaching 70% in 2015, it therefore must increase to at least 75% over the duration of the *Strategic Enrollment Plan*. A meaningful portion of the increase in undergraduate students across the term of this plan is achieved through increased retention.

At the institutional level, student success is essential to fulfilling Pacific's promise of a student-centered education. Established in fall 2014 as the University's top priority the Student Success Initiative created a formal yet flexible planning process for campus-wide engagement and dialogue. A Student Success Committee (SSC) was carefully crafted and is maintained to ensure a grass roots approach to implementation and adoption. The SSC seeks institutional alignment among key student success support services—academic, student life, financial aid, student accounts, registrar, and athletics, among others across the institution. Pacific's SSC will continue to provide leadership through its four working groups of *Communication, Metrics, Policy, and Interventions*.

ENHANCE INTERNATIONAL STUDENT RECRUITMENT

Pacific takes pride in a rich history of educational partnerships and impactful learning among students from around the world. Pacific has enrolled substantial numbers of international students across its long history. In recent years, international student enrollment at Pacific has reflected a high concentration from one region of the world. In reclaiming Pacific's role as a dynamic global educational center through this Strategic Enrollment Plan, undergraduate international enrollments will grow from seven percent to between fifteen and seventeen percent. While Pacific seeks to grow the number of international students it enrolls, it is important that it diversify the origins of entering students from around the world to maximize the breadth of intercultural relationships and learning opportunities available to students, further supporting Pacific's commitment to intercultural and global perspectives as a University-wide learning objective. Pacific will increase entering students' academic and social preparedness for academic success at Pacific. In addition to raising TOEFL entrance requirements, Pacific will ensure incoming international students receive socialization and academic support prior to matriculating into degree programs.

Recruiting and retaining international students requires substantial and continuing financial investments to create lasting effect, and at this time Pacific is financially incapable of making these large investments to increase international enrollments. To this end, Pacific has identified a cost-effective opportunity to recruit and nurture a pipeline of international students through partnership with Shorelight Education. This partnership virtually eliminates investment by the University, substantially mitigates future financial risks while also keeping academic control of English preparation and academic socialization programs for pre-Pacific students. This partnership is also designed to greatly increase the diversity of international student enrollment at Pacific, further broadening the educational impact on the entire Pacific community.

Pacific's efforts to 'enhance international student recruitment' on the undergraduate level by partnering with Shorelight, discussed above, also extends to the graduate and professional schools. There is a great opportunity for enrolling international graduate students in extant programs. Unlike undergraduate international enrollments, however, graduate international enrollments are less likely to require extended student services, as the students are both more mature as well as more seasoned as higher education students.

BUILD INSTITUTIONAL CAPACITY IN ADMISSION, FINANCIAL AID, AND MARKETING

Implementation of the enrollment strategies in this Plan will require updates to the enrollment management organization including recruitment of additional high-energy, dedicated professionals and concerted efforts to retain current exceptional staff. Ensuring the right staffing is in place will enable Pacific to:

- **Expand financial aid outreach to, and services for, students and their parents**
As the complexity of the FAFSA aid applications, federal and state grant and loan process procedures, and other aspects of financing higher education increase, Pacific's assistance to students and families must also expand to meet the growing need. This includes expanding internal communication plans through the University Constituent Relationship Management (CRM) system as well as contract partnerships with outside vendors with robust software and contact systems to assist students. The financial aid office will also focus on the creation of a peer counseling program utilizing Pacific students to assist their fellow students. Pacific's ability to expand financial aid resources will be reinforced by Pacific's capital campaign scholarship priorities.
- **Review financial aid packaging and reengineer financial aid processes across the three-city locations**
The University's financial resources must be leveraged to attract qualified students and provide the financial support they need to attend. With this in mind, the University will review its institutional packaging strategies and discounting practices. Timeliness, consistency and efficiency require some reengineering of institutional financial aid packaging. In the past five years, the University centralized financial aid processing practices across the three campuses, and further integration is necessary to ensure access to information and efficient processing is equivalent on all campuses and in alignment with forthcoming federal "Prior-Prior Year" systemic changes.
- **Expand donor-funded scholarships**
Endowed scholarships to enhance student access to a Pacific degree are a central focus of our current campaign, Leading With Purpose. Thus far, over 87 newly endowed or expanded scholarships have been committed as a result of the Powell Match. Our goal is to have a 63.2% (or \$2.5 million annual distribution) increase in donor-provided aid by the end of the campaign.

- **Enhance marketing and branding**

As the University continues to expand its three-city presence, a consistent brand identity becomes increasingly essential. This is particularly critical in support of Pacific 2020's strategy to 'Promote growth at the graduate level for full-time and part-time students' and is discussed there in greater detail; these efforts will also enhance Pacific's ability to recruit undergraduate students to the Stockton campus.

ENSURE CONTINUED STRENGTH IN PROFESSIONAL FIELDS

Professional education is a proud legacy and ongoing strength of Pacific that must continue to flourish in the future. Maintaining quality is of paramount importance, and while the current enrollment in many key programs may remain unchanged, others may adjust due to demand. The activities below build on existing strengths with new programs and expansions of existing programs and are based upon student and market demand data.

Arthur A. Dugoni School of Dentistry: We are assuming the DDS program will maintain enrollments at current levels over the next five years.

Thomas J. Long School of Pharmacy and Health Sciences: Given the capacity within the School, strong competitive forces in the region, and the need to maintain the high standards of quality within the School, enrollment in the pharmacy program may reduce. To better stabilize enrollment in professional programs, the University is considering adding some new health programs, including a new Doctor of Occupational Therapy program.

McGeorge School of Law: Pacific's Board of Regents approved the McGeorge Action Plan at its October 2014 meeting, which included enrollment projections extending through 2026. To a large degree, the School has already completed the strategies identified in the Action Plan. The modest enrollment growth projected as part of the Action Plan is included in the *Strategic Enrollment Plan* targets.

PROMOTE GROWTH AT THE GRADUATE LEVEL FOR FULL-TIME AND PART-TIME STUDENTS

The recently-created Office of Graduate Admission and Recruitment supports graduate programs in Sacramento, San Francisco and Stockton and must grow to meet the needs of the University's expanding graduate programs. Each of three distinctive types of graduate populations – national, regional and international – requires efforts tailored to those students populations, which are discussed below:

Out-of-State

Several graduate programs with opportunity for growth have the potential to attract students from across the west. Full-time graduate students are more likely to relocate based on a program's research opportunities and faculty subject area expertise. To engage students on an international scale, the Office of Graduate Admission and Recruitment, in collaboration with faculty and administrators, will:

- *Update and maintain graduate program websites and social media content*
Coordinate with the academic units to ensure that school webpages are uniform in look and messaging, with clear calls to action, and easy to find admission requirements in a manner consistent with search engine optimization. Because social media is a tool that can be used to interact with current applicants and to market to potential students, an active presence in key social media platforms must occur, particularly in Facebook posts, on Twitter and platforms such as LinkedIn.
- *Identify and reach prospective students through list buys and events and enhanced engagement of the Pacific alumni network*
Strategic use of program-specific inquiry lists available through testing services (such as GRE and GMAT) and organizations (e.g., AmeriCorps and City Year alumni groups) will boost program awareness amongst targeted audiences across the region. In addition, hosting regular on-campus information sessions will better engage current Pacific undergraduates and alumni. Partnering with Alumni Relations will be essential to reach alumni populations and leverage their networks to promote graduate programs.

Regional

Targeting a regional, working-professional audience in Northern California requires a combination of program-specific marketing, brand-awareness marketing, sponsorships, program-specific corporate partnerships, regional educational recruitment events and on-campus information sessions. To promote these activities the University will:

- **Recruit working professionals where they work**
Through partnerships with education coalitions (i.e. Sacramento Region Higher Education Coalition, Bay Area Association for Graduate Admission Professionals) and engagement with regional large-scale corporations and government agencies (i.e. SMUD, California State Fund, CalPERS), the Office of Graduate Admission and Recruitment will target the working-professional audience in their place of work.
- **Secure corporate partnerships and scholarships**
To the greatest extent possible, each school and each program should seek, establish and maintain partnerships with organizations that can connect working-professionals with the Pacific programs they need for their professional growth. The Office of Graduate Admission, in partnership with the Office of External Relations, will identify and analyze potential regional partnerships for specific programs for follow-up by the Deans and Program Directors. Once partnerships are established, the Office of Graduate Admission & Recruitment will partner with the programs to schedule and present at the various company locations.
- **Engage prospective students through student/alumni ambassadors**
By establishing a network of graduate student and alumni ambassadors a peer-to-peer outreach effort can engage prospective students during on-campus information sessions, corporate presentations and through personalized contacts. Establishing a

formally organized graduate ambassador program will require creative incentives for student and alumni participation.

For regional and international outreach alike, it is imperative to coordinate marketing and recruitment plans across the University. As the University invests in new academic degree offerings, these programs should be encouraged to reach out to and consult with the Office of Graduate Admission & Recruitment, Enrollment Management Marketing, and University Communications to maximize the impact of marketing and recruitment efforts.

International

International students will likely play a pivotal role in increasing graduate enrollment, and are addressed in detail under the strategy “Enhance international student recruitment” above.

ENGAGE A DIVERSE RANGE OF LEARNERS THROUGH WORKFORCE DEVELOPMENT AND PROFESSIONAL EDUCATION

Some students need additional language and academic support prior to enrolling in a Pacific degree program, and the University will increase its capacity to deliver this support – particularly to international students – through its partnership with Shorelight. In addition, adult learners constitute the fastest growing contingent of students in American higher education, with significant growth projected in the coming years and decades; however they do not seek, nor require, a residential liberal arts education similar to more traditional-aged students. These working adults seek convenient, accessible educational offerings ranging from a single course or workshop to lifelong learning that supports career advancement. Active-duty military as well as veterans constitute a large segment of adult learners with interests that align with Pacific’s strengths. Employers and individuals alike seek education and training support to meet their needs, and with its three-city locations and broad range of strengths in undergraduate, graduate and professional education, Pacific is well-positioned to meet these continuing education needs. Pacific must build on its current offerings and develop new offerings to provide a broader range of accessible, engaging, career-supporting education and training offerings aligned with growth areas in the labor market. To accomplish this strategy Pacific will:

- **Create the University of the Pacific English Language Institute**
A partnership with Shorelight to recruit qualified international students who have subject matter knowledge but need specific English language preparation for both undergraduate and graduate programs will require Pacific to increase its language and academic support programs and thereby ensure that every such international student is fully prepared to succeed before enrolling in a degree program. This effort will entail refitting a campus housing facility, establishing staff and faculty support for English language support and instruction, and creating pathways for students to matriculate from the English language program into existing degree programs.

- Build capacity in key areas of need for learners and employers**

Across the full spectrum of Pacific’s strengths and in collaboration with other educational institutions that demonstrate complementary strengths, the University will identify areas of alignment with growing segments of the labor markets and build its capacity to offer continuing education that meets the needs of employers and individuals. Employers spend most of their formal training dollars on college-educated workers, and employer-provided training typically complements, rather than substitutes for, a traditional college education. Pacific can meet the needs of employers by providing contract training in key industries aligned with the University’s strengths, such as technology, healthcare, government, criminal justice, analytics, teacher preparation and human services. Industry-certified education will complement these offerings for individuals seeking job-related skills in fields including coding, digital marketing, healthcare, financial services, paralegal and technology support. Skill-based training of this nature may also lead to certificates, badging and other forms of credentialing. Degree completion is also a critical need for many adult learners, which Pacific can address across a wide range of disciplines.
- Identify, cultivate, and deliver programs to strategic partners**

Employers seek educational partners capable of providing a suite of educational offerings and delivery methods (in seat at Pacific’s campus, at employer location, online, or hybrid) to promote staff recruitment, promotion, retention, performance and engagement. Partnerships with educational organizations also might include reentry or reverse-transfer relationships. Pacific will identify and cultivate such partnerships with organizations in the communities it serves to develop broad-based, long-term relationships with government agencies, utilities, healthcare and insurance providers, technology companies, trade associations and other employers whose needs align with the University’s strengths.
- Foster collaboration between CPCE and the other academic units**

Pacific’s professional schools provide degree programs in some of the fastest growing fields in Northern California. These same fields exhibit significant demand for continuing education of the nature described in the strategies above. To fully realize its potential to meet these educational needs, Pacific must foster collaboration between the Schools (with their close connections to the professions) and the Center for Professional and Continuing Education (with its capacity for developing, marketing and operating programs for adult learners). These enhanced institutional capacities will serve the professions in general and Pacific alumni in particular as they seek continuing professional education and development. Internal organizational and financial structures will be realigned in ways that meet the needs of the Schools and the University as a whole, and thereby build and extend Pacific’s capacity to provide continuing education in these areas.
- Explore alternative structures for continuing education**

The strategies above provide for the University’s near-term response to the needs of adult learners, but given the projected growth of educational needs in this area and its potential for the future, consideration must be given to the future disposition of Pacific’s continuing

education offerings. With this in mind, the University will undertake a systematic assessment of alternative structures through which Pacific may best meet the needs of adult learners in the future and allow Pacific to fully realize the value through strategic positioning.

SUMMARY

This SEP is grounded in the reality of 2015, but provides an aspirational road map for future enrollment growth and diversity at the University of the Pacific. Working with individuals across institutional boundaries of Pacific, the SEP will realize the vision of Pacific's comprehensive, three-city, one-University future. Aligning and nesting the SEP within Pacific 2020 and the Academic plan, *Crossing Boundaries*, the SEP will drive financial planning for the University. While enrollment models are somewhat conservative the vision is aspirational and positions Pacific to not only respond to dynamic changes in the external environment, but to realize its potential as a premier educational leader in student centered higher education.

ENROLLMENT TARGETS

	FY17	FY18	FY19	FY20	FY21
Stockton Campus					
Undergraduate	3,651	3,641	3,717	3,863	4,042
Graduate	789	780	810	860	880
Professional	630	630	630	630	630
<i>Stockton Sub-Total</i>	5,070	5,051	5,157	5,353	5,552
San Francisco Campus					
Undergraduate	40	15	15	15	15
Graduate	163	224	254	274	274
Professional	472	466	466	466	466
<i>San Francisco Campus Sub-Total</i>	675	705	735	755	755
Sacramento Campus					
Undergraduate	0	0	0	0	0
Graduate	204	305	463	554	569
Professional	487	461	473	481	495
<i>Sacramento Sub-Total</i>	691	766	936	1,035	1,064
Consolidated					
Undergraduate	3,691	3,656	3,732	3,878	4,057
Graduate	1,156	1,309	1,527	1,688	1,723
Professional	1,589	1,557	1,569	1,577	1,591
TOTAL	6,436	6,522	6,828	7,143	7,371
<i>English Language Institute</i>	60	127	191	337	529

APPENDIX A

STRATEGIC ENROLLMENT PLANNING METHODOLOGY

In September 2015, President Pamela Eibeck charged the Strategic Enrollment Planning Committee with developing a plan to determine enrollment (levels and types) necessary to achieve strategic goals as outlined in *Pacific 2020* and the *Academic plan*; specify mechanisms by which to reach defined enrollment targets, increased retention and graduation rates, and co-curricular activities that may impact enrollment; determine if modification to existing practices (in financial aid and tuition levels, marketing, and CPCE) should occur to reach our enrollment targets; include initial assessments on how reaching these goals will impact infrastructure at Pacific, including facilities and technology across our three campuses; and present five-year financial projections with a ten-year vision based on the enrollment plan.

The Committee represented a broad range of the University community and each member played a leadership role in developing the content related to their expertise.

Areas of focus within the Strategic Enrollment Plan	Committee Members
Academic Initiatives	Jay Mootz
Budgetary Implications/Tuition	Ron Ellison
CPCE & University College	Vernon Smith
Diversity	Steve Jacobson
Enrollment Modeling	Mike Rogers
Faculty-Student Relationships: The Pacific Experience	Sharmila King & John Livesey
Financial Aid	Lynn Fox
International Students	Jared Gaynor
Student Life Implications	Rhonda Bryant
Student Success and Retention	Linda Buckley

In the course of their work, the Strategic Enrollment Planning framework was discussed with a wide-range of campus stakeholders including:

- Academic Council
- Ad hoc Regents committee
- Associated Students of University of the Pacific
- President's Cabinet
- Council of Assistant/Associate Deans
- Council of Deans
- Institutional Priorities Committee
- President's Advisory Council
- Residential Life & Housing Staff
- Staff Advisory Council
- Strategic Planning Committee
- Committee on Graduate Studies, and the University community as a whole through open campus conversations

UNIVERSITY

