Proposed 2011-2012 University-wide Goals

1. **Plan our future**: Develop a plan for a robust future for Pacific by working with our constituents to create a new university-wide strategic plan built around academic strategies that clarifies our vision and our core identity. Ongoing planning efforts around internationalizing our education, diversifying our community, and enhancing academic programs will inform the university’s efforts.

2. **Improve student success**: Understand the predominant factors that minimize attrition and ensure student success and focus enrollment management, support, and intervention strategies toward that end. Enhance academic and co-curricular programming to attract and engage undergraduate, graduate and professional students thus improving graduation rates and enhancing alumni support.

3. **Prepare for a comprehensive fund-raising campaign**: Build a campaign strategy that incorporates the emerging university strategic plan and builds Pacific’s capacity and philanthropic culture. Simultaneously, move forward with major fundraising initiatives (or “mini-campaigns”) for a new San Francisco facility, the Brubeck Institute and the Tomorrow Project.

4. **Create a more vibrant Stockton campus**: Enhance the appeal for students to study in Stockton by ensuring a safe campus and its environs, increasing student activities on and near the campus, enhancing student services, and shaping an athletics program, all of which contribute to increased community and Pacific spirit.

5. **Enhance institutional effectiveness and improvement**: Develop systems of student and organizational learning assessment that are aligned with University-wide learning outcomes and are integrated with regular reviews of academic and administrative programs.

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**DRAFT**

Proposed 2011-2012 Goals for Division of Student Life

1. **Contribute to the University-wide strategic plan through building distinctive shared learning initiatives with faculty and by leading the development of the diversity strategic plan**
   - Enhance Student Life assessment of the seven University-wide learning outcomes to contribute to deep student learning in the co-curriculum
   - Explore, select, and implement with faculty partners an e-portfolio system to promote and assess learning for broad undergraduate co-curricular use and selected curricular use.
   - Lead the Task Force for Diversity and Inclusive Excellence, engage the community in making recommendations, and develop the Diversity and Inclusive Excellence Scorecard to guide and assess the implementation of plans
   - Ensure achievement of related outcomes for full activation of the Bias Response Team and sustainability of Safe Zone training
   - Develop and implement the new Residential Learning Community Steering Committee and conduct a formal evaluation of the efficacy of existing and proposed Residential Learning Communities
   - Plan and implement a successful northern California region-wide LGBTQIA conference
   - Initiate a wellness initiative --“healthy campus coalition” -- with interested and
committed faculty, staff, and students, including faculty and staff co-chairs, and an annual healthy campus festival focused on promoting healthy lifestyle choices.

- Help secure funding and coordinate the installation of Phase 1 of the campus garden (Stockton) in collaboration with key students, faculty, and staff.
- Expand, refine and better align the co-curricular experiential learning opportunities with the University’s overarching experiential learning objectives.

2. **Lead the study to understand University retention and attrition and build resulting Student Life responses to increase student learning, satisfaction, support, experiences, and programs that have a proven impact on graduation rates and student success**

   - Facilitate critical campus dialogue to inform strategic planning for the University following completion of the retention and success essay for the WASC review.
   - Lead the African American Recruitment and Retention Committee, write report that includes recommendations from the committee to multiple campus constituencies, and begin implementation of recommendations.
   - Implement three new programs that enhance summer bridge programs for at risk students of color: the SUCCESS Academy, Talent Search (if funded), and STEPS residential pre-college and monthly academic enrichment and social integration program for incoming African American freshmen.
   - Continue collaboration on the design and implementation of an “early alert” system for all undergraduates that will allow for more systemic communication and coordination of information related to students at retention risk.
   - Strengthen the Community Involvement Program by examining and proposing enhancements to its programmatic structure and scholarship support for inclusion in the capital campaign.

3. **Create a more vibrant Stockton campus by ensuring a safe and inclusive campus environment and by building effective and impactful student programs and experiences aligned with University learning objectives**

   - Facilitate the study of the outside security consultant, affirm recommendations for IPC funding, and schedule implementation of campus safety plans.
   - Implement additional co-curricular opportunities on the Stockton campus, especially a robust leadership development program, weekend social activities, a wellness initiative, stronger Rec Fit program presence, and revitalized Greek campaign.
   - Create a more visible and involved Rec Fit program presence (i.e. Tiger X, personal training, running club, triathlon training club).
   - Write a **Housing Strategic Plan** for the Stockton campus that includes the renovation of current residence halls and plan for additional housing that contributes to community learning and student retention and success.
   - Conduct a Greek revitalization campaign to promote recruitment and membership and increase retention within Greek life, as well as strengthening staff supervision and support to the Greek community.
   - Expand collaboration around intercultural dialogue program and Safe Zone training in orientation, courses, and leadership development experiences.
   - Implement broad participation in the **White House Interfaith and Community Service** initiative focused on supporting the academic success of regional foster youth and
simultaneously address interfaith dialogue and religious literacy learning outcomes

- Guide the augmentation of the Office of Services for Students with Disabilities through an enhanced staffing plan and additional resources via the program review process
- Implement Bias Response Team policies, protocols, training/education and materials
- Develop and implement the new Arts and Lectures Committee and program to produce a highly entertaining and relevant series of connected campus programs
- Create and promote a collaborative Pac Rec and A&E off campus program plan/schedule for the fall and spring semesters ("ExIt")
- Partner with other campus stakeholders to create and promote a campus-wide fitness/challenge event each semester (i.e. Try-athalon or 5K “Hunger” run)
- Develop and initiate a series of spring MOVE reunion experiences for 2011-12 participants
- Work with community partners and Development and External Relations to fund and build a boathouse that provides (1) a much needed home for Pacific Rowing student athletes (and their equipment), (2) an excellent opportunity to animate the Downtown Stockton waterfront, and (3) a highly visible opportunity to enliven the President’s Beyond Our Gates initiative
- Propose a select number of exciting Student Life programs to be supported in the campaign and write the case to compel their funding.

4. **Initiate an effective student leadership development program in collaboration with faculty**
   - Initiate a “student leadership development coalition” (SLDC) comprised of interested and committed faculty, staff, and students. Recruit and establish both faculty and staff co-chairs of the coalition. Develop a 5-year strategic action plan
   - Implement leadership development opportunities broadly in the co-curriculum
   - Continue collaborative development of LEAD (SERV) introductory and advanced courses for leadership development
   - Produce a useful campus report detailing the 2010-11 results from the Multi-Institutional Study of Leadership with accompanying recommendations
   - Develop a pre/post test Leadership YOU assessment
   - Test pilot several Leadership YOU e-portfolio groups to assess individual learning and general functionality
   - Grow and strengthen student participation in leadership development experiences such as One Word, Leadership YOU, Team Pacific, My WHY, etc.
   - Create a Leadership YOU “placement exchange” system/process that matches student interests to involvement opportunities where they can practice/refine/assess their leadership skill development
   - Continue to refine and develop the leadership coaching experience for Leadership YOU participants
   - Contribute to the leadership development professional literature through collaborative presentations and publications of leadership work

5. **Enhance systems of review and assessment to improve student learning results and Student Life service and program effectiveness**
• Conduct rigorous self-study and successful program review of the Office of Services for Students with Disabilities, New Student and Family Programs, Housing, and Judicial Services
• Complete the Center for Community Involvement’s program review response (fall 2011) and action plan related to its recently concluded program review (spring 2012)
• Expand and deepen efforts to assess and improve student learning in every Student Life department that are both meaningful and offer high quality support to University-wide institutional learning objectives
• Expand and improve Student Life departments’ website structure, design and functionality to allow for students, staff and other internal and external audiences to access information, submit information online and interact with departments around their learning results and program effectiveness