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To: The University Community

From: Pamela A. Eibeck President



Subject: Institutional Priorities and Initiatives, Progress and Plans

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In consultation with the University community, University leadership periodically identifies goals embedded within *Pacific 2020* as “Institutional Priorities” for the coming 18-24 months. The purpose of this memo is to define the 2014-2015 Institutional Priorities, and sketch the initiatives that will be critical to progress on each priority.

The to-do list that follows is ambitious, but so is the goal – to become California’s leading teaching-focused university, offering high-quality, relevant programs in each of our three cities. I am grateful for the work the University community has done over the last few years to move us closer to meeting that goal. Much of what is planned for the coming year is based on this foundational work. As a team, we have laid the groundwork for positive change around student success, new academic programs, academic excellence, diversity and inclusion, fundraising, and budgeting, to name just a few. Within this changing landscape, however, the dedication of Pacific’s talented people to its worthy mission remains constant. Thank you for your commitment to our students and our University.

I look forward to working with you in the coming year to get even closer to our goal.

University Priorities – Progress to Date

For 2013-14, the Institutional Priorities were:

- Focus and align our programs
- Launch new academic programs
- Improve student success
- Advance through philanthropy

Pacific has made significant progress in achieving these priorities, from reviewing each and every academic program and administrative unit at the University, to creating a \$13 million Strategic Investment Fund, to developing new academic programs for Sacramento and San Francisco, to raising \$31 million in new philanthropic gifts.¹ The aggressive focus on short-term priorities that are aligned with the long-term strategic plan has resulted in significant change and achievements.

¹ A more comprehensive list of 2013-14 accomplishments follows this memo.

We reflected on our progress on each of these priorities as we developed our set of priorities for the next 18 to 24 months. The effort to focus and align our programs is transitioning to an operational phase as the University implements the Focusing on Our Future and Academic Program and Alignment recommendations. We launched a number of new academic programs, but there is considerable work left to do, especially since some of these programs will be offered in San Francisco and Sacramento. We did not make as much progress enhancing student success as we need to, but our philanthropic success was tremendous and we are ready to launch our next campaign soon.

New Planning Priorities

The Cabinet has identified five Institutional Priorities for the next 18 to 24 months, following a dialogue this summer with the Council of Deans, Provost's Leadership Council, Academic Council leadership, the Institutional Priorities Committee (IPC), the Strategic Planning Committee (SPC), and the President's Advisory Council (PAC).

The Institutional Priorities for 2014-15 will be to:

- **Improve student success**
- **Develop the Three-City University**
- **Build reputation through academics**
- **Support faculty and staff development and engagement**
- **Launch a comprehensive fundraising campaign**

In dialogue with the University community, University leadership has identified **key initiatives** for each priority. The Provost or Vice President who leads your division, along with unit heads and your faculty chairs or direct supervisors, will define how your unit will contribute toward accomplishing these and other initiatives aligned with our Institutional Priorities.

Priority 1: Improve student success

Every student should feel welcomed and supported at University of the Pacific. They should graduate from their alma mater armed with a superior education, a sense of direction, and strong mentors and networks that will help them formulate and achieve their goals. We must improve our graduation rates, which lag behind our peer institutions, as well as the diversity of our student body. Collaboration among our dedicated faculty and staff across the University can provide our students with the support and guidance they need to have an extraordinary educational experience and graduate ready for a lifetime of achievement.

Below are the specific student success initiatives we will launch this year. While they focus on better supporting our undergraduates' success as well as their diversity, we are equally committed to creating a welcome and successful environment for all students.

- *Monitor and improve student success at Pacific*
The President will charge a Student Success Committee to monitor indicators related to student success across the University, identify gaps where student success can and should be enhanced, and make recommendations for actions to improve various

aspects of student success and student outcomes as a whole. This group, consisting of administrators and representatives of the College and schools, will bring expertise in national best practices related to student success to inform and guide efforts throughout the University.

- The President will charge the committee, to be chaired by the Associate Vice President (AVP) for Planning.
- *Create a safety net for students at risk: “Early Alert”*
“Early Alert” is a system for faculty and staff partners to identify a student at risk as early as possible, identify the root cause(s) for the student’s risk, and then provide the support the student needs to succeed at Pacific. This holistic coordinated care entails identification of specific academic, social, and personal needs prior to arrival and throughout a student’s studies at Pacific.
 - The Assistant Vice Provost for Academic Student Support and Retention will lead this effort, working collaboratively with the AVP for Student Life, the Dean of Students, the AVP for Planning, and University faculty.
- *Establish an Academic and Career Advising Center*
An integrated approach to academic and career advising is key for student success. (See the Academic and Career Advising Task force report: <http://www.pacific.edu/Documents/provost/ACAPReport.pdf>). A collaborative team of professional academic and career advisors is essential, as is their ability to link students with experiential learning opportunities, internships, faculty and alumni mentors, graduate school guidance, and jobs after graduation. The academic and career advising center will be a cornerstone of Pacific’s student support network. This will only be possible through meaningful partnerships between advisors, faculty, staff and alumni.

In order to achieve this goal, a robust network of academic support for our students will be developed consisting of an integrated team of faculty advisors, professional advisors and peer student mentors.

- The Provost will lead, working with the Assistant Vice Provost for Academic Student Support and Retention, the Career Resource Center director, the AVP for Planning, deans and faculty, and student life professionals.

In addition, Pacific will expand its Career Resource Center (CRC) to work in close partnership with academic advisors, faculty and school-based career centers to provide timely career counseling and guidance from the moment a student begins his or her studies at Pacific. The CRC will expand and strengthen Pacific’s relationships with key employers in northern California and leverage our presence in Sacramento and San Francisco. Our students will graduate able to articulate the skills and abilities they acquired at Pacific and with a plan to achieve their career goals.

- The Vice President for Student Life will lead, working with the CRC director, the Assistant Vice Provost for Academic Student Support and Retention, the AVP for Planning, deans and faculty, and student life professionals.

- *Foster and support diversity*
Our goal is to ensure talented students from all backgrounds feel welcome and able to succeed at Pacific. In 2012, the University's Strategic Task Force on Diversity and Inclusive Excellence released a comprehensive report with guidance and recommendations for increasing diversity and inclusive excellence. In accordance with one of the report's core recommendations, in the coming year we will focus on developing a plan for increasing the number of underrepresented students successfully completing their studies at Pacific. The plan will contain concrete strategies, support, measurable goals and timelines.
 - The AVP for Planning will lead the effort, working closely with the VP for Student Life and with faculty, staff and students.

Priority 2: Develop our Three-City University

The development of University of the Pacific into a Three-City institution represents an expansion in whom we serve, our mission, and our culture. As we move forward, we must do so in an inclusive manner that promotes and supports our urban campuses while continuing the time-honored excellence of our liberal arts and professional programs in Stockton. We will pursue strategies that leverage the unique nature of each city, while also creating synergies between the campuses. Initiatives for the next 18 to 24 months include:

- *Expand our academic offerings in Sacramento and San Francisco*
The expansion of new programs in San Francisco to reach new student markets, particularly working adults, is well underway. Similarly, a plan is in progress to expand the program offerings in Sacramento so that they complement and synergize with the distinct strengths and resources in the capital city.
 - The Provost, working with the Vice Provost for Distributed Learning, is leading these efforts in collaboration with the faculty, deans and the Technology office.
- *Build Three-City support capabilities*
As a high-level Three-City vision takes shape and new programs are launched, myriad capabilities need to be in place, ranging from distance education technology to marketing to student services. These needs are particularly acute since we will be engaging a new student market for Pacific: working adults. Project management teams will work on the numerous details that must be in place to successfully implement educational offerings in three distinct locations.
 - The Vice Provost for Distributed Learning is leading the effort with important contributions from Technology, Student Life, and Business and Finance.

Priority 3: Build reputation through academics

Providing an excellent educational experience and strong outcomes for our graduates is the key to institutional sustainability now and in the future. This imperative includes improving existing academic programs while at the same time developing a reputation for excellence in signature programs. The following initiatives will help Pacific move toward accomplishing this goal:

- *Create an Academic Plan*

Long-term academic planning is essential for the health of a university. The two centerpiece strategies of *Pacific 2020* – to build the strength, relevance, and reputation of Pacific’s academic programs and to expand the number of students we serve in our three cities – depend on a strong academic plan for building excellence, developing academic offerings, supporting faculty development, and attracting and serving students.

- The Provost will lead, together with the Vice Provost for Strategy and Educational Effectiveness and the Vice Provost for Distributed Learning. They will work closely with deans and faculty, Enrollment Management, Student Life, and Business and Finance to complete a plan by March 2015.

- *Begin implementing new and distinctive academic programs*

Building on the Academic Plan, Pacific will begin establishing new academic programs on each of the three campuses that have the promise to build our reputation for excellence while attracting new students.

- The Provost, along with the Vice Provost for Distributed Learning and the Vice Provost for Strategy and Educational Effectiveness, will work closely on this effort with deans and faculty.

- *Continually improve academic programs*

Excellent students are attracted to outstanding programs with a strong reputation. Particular strategies for improving programs will be determined as part of the Academic Plan. Areas targeted for improvement were also identified through the Academic Planning and Alignment (APA) process.

- The Vice Provost for Strategy and Educational Effectiveness will lead continuous improvement of academic programs, working closely with the deans and faculty.

- *Market Pacific’s academics*

The success of our new academic programs will depend in large part on their excellence and relevance, but also on prospective students’ awareness of the distinctiveness and quality of Pacific’s programs, faculty expertise and alumni successes. Effective marketing will be critical for enhancing our reputation. In the coming months, we will develop a targeted marketing campaign for our new programs; longer term, we will launch a strategic marketing campaign for the University as a whole.

- The AVP for Communications will lead, working closely with the Vice Provost for Distributed Learning, the Vice Provost for Enrollment Management, and the academic deans.

Priority 4: Support Faculty and Staff Development and Engagement

University of the Pacific, like other institutions of higher education, is entering a new era of heightened expectations and necessary change. The University has a responsibility to support and help develop staff and faculty as changes occur, and to ensure that every employee is treated with dignity and respect. In the next 18 to 24 months, the following initiatives will help us better understand how we can better support our people and begin to reach our goal of being a workplace that honors, challenges and cultivates its employees around a shared educational mission.

- *Survey needs and climate*
In 2014-15, Pacific will sponsor external assessments of campus climate across the University for our three primary constituents: faculty, staff and students. Benchmarked results will help us better understand the positive, as well as not-so-positive, aspects of working and learning at University of the Pacific.
 - The Vice President for Business and Finance will lead for staff and the Provost for faculty. The student survey will be led by the Vice President for Student Life.

- *Recommend actions to enhance and improve the employee experience*
Working closely with faculty and staff, University leadership will pay close attention to survey results and compile a roadmap with manageable initiatives and a timeline to improve our employees' work experience and opportunities. Progress on this initiative will be widely communicated.
 - Cabinet will work closely with various stakeholders to develop the roadmap.

- *Increase leadership and management development opportunities*
Pacific will offer valuable development programs to increase interested employees' leadership skills and enhance their career path at Pacific, as well as programs to help current managers continually improve. A development program for faculty chairs will also be implemented this year.
 - The Vice President for Business and Finance will lead, working with the Assistant Vice President for Business Assessment, Training & Technology in creating staff development programs. The Provost will lead efforts for academic development programs.

Priority 5: Launch our Comprehensive Fundraising Campaign

Building on last year's priority to advance through philanthropy, this year Pacific will launch the "quiet phase" of its comprehensive fundraising campaign. The Powell Fund Match program developed over the past year will be essential to the comprehensive campaign's success. Through the campaign we will create a foundation for long-term philanthropic involvement, engaging more alumni, parents, faculty, staff and friends as active supporters. Next steps include:

- *Finalize campaign goal*
Campaign projects and initiatives aligned with *Pacific 2020* will coalesce around three primary and two supporting themes:
 - Facilitating broader student access and greater support for student success;

- Becoming a three-city University with synergistic connections;
 - Building on Pacific’s strong record of academic and athletic excellence;
 - Providing regional engagement opportunities and forging mutually beneficial community ties; and
 - Leveraging the Powell Match Program.
 - The Vice President for Development and Alumni Relations will facilitate setting the final goals, in close partnership with the President, Provost, Vice President for Business and Finance, and deans.
- *Engage leadership volunteers, set campaign parameters and launch campaign*
 Key to the success of any fundraising campaign is the identification and recruitment of leadership volunteers. A series of Presidential Briefing events, aimed at potential top-tier donors, as well as regional engagement events have been launched and will continue. The campaign plan, which outlines campaign milestones and considerations, will be completed. A critical component of this plan will be marketing and communicating Pacific stories and the impact of philanthropy. These and a myriad of additional activities will prepare for the launch of the campaign.
- The VP for Development and Alumni Relations will lead, in close collaboration with the President, Provost, and deans.

Capacity Building

While these five priorities capture the most essential strategic efforts of the University driven by *Pacific 2020*, there will be considerable work behind the scenes to establish the capacity of our organization to successfully execute these initiatives. This includes enhancing our technology capabilities, enhancing our financial reporting and preparation for a new budget model, and enhancing our marketing capabilities.

Accomplishments on University Priorities

2013-2014

The 2013-14 academic year saw a great deal of creativity, hard work and collaboration around University of the Pacific's future. It was a year of tremendous progress toward becoming a three-city university, in holding ourselves accountable for meeting students' expectations, setting aside a powerful investment fund, and growing our philanthropic capabilities to new levels. It was also a year of change as the University community reviewed its current offerings, activities and services and pondered how to enhance quality and relevance in all spheres. Pacificans should be proud of the great advancements we made last year, all of which signal our proactivity in creating a strong future in this time of change in higher education.

Focusing and Aligning Our Programs

- During the 2013–14 academic year every academic program and administrative unit conducted an analysis of its work, accomplishments, and use of resources.
- The process for program review has been revised and streamlined and is now being aligned with annual reporting, and a regular cycle of review will be implemented in the 2014–2015 academic year.
- Academic programs were evaluated on the basis of their reports using rubrics and peer review for analysis. Based on this analysis and review by the Provost and the President, programs were recommended to be maintained, enhanced, reorganized or consolidated, reduced or eliminated. An analysis of those decisions is currently underway and will be completed in the fall.
- As a result of the administrative review, a \$13 million recurring Strategic Investment Fund (plus \$2 million in one-time funds) was created to fund projects and initiatives vital for Pacific's future.

New Academic Programs

- The University's new San Francisco campus opened on time and on budget, providing a new home for the Dugoni School of Dentistry to continue providing a world-class dental education, as well as space to offer new programs to new students, especially adult learners.
- Implementation of the Music Therapy certificate program in San Francisco is in the advanced stages of planning. The target date for opening the program is fall 2015.
- An Audiology program for the San Francisco campus has been approved by the Board and is in advanced stages of development. The Audiology accrediting agency has done an initial review and the WASC substantive change proposal was submitted in July. The program is scheduled to open in fall 2015.
- A Food Studies program for the SF campus has been approved by the Board and implementation is anticipated for 2015–16 academic year.
- The Master of Accounting program has been implemented and has steady enrollments, with the first cohort having graduated in May 2014.

- A Data Analytics program for the San Francisco campus is in curricular development. Academic curricular review will be completed in the fall semester.
- The new Master of Science in Law has been implemented and has strong enrollments, and other expanded program offerings for the Sacramento campus are in development.

Student Success

- An Academic and Career Advising Planning Committee was launched and the committee completed analysis of undergraduate student success initiatives and advising, identified gaps and made recommendations to address gaps. The report can be found at <http://www.pacific.edu/Documents/provost/ACAPReport.pdf>.
- The higher education strategic enrollment firm Scannell and Kurz completed a research study identifying ways we can improve student recruitment and retention.
- The Student Success Committee charged by the President is preparing an implementation plan for the coming academic year based on the analysis and recommendations of the Academic and Career Advising Planning Committee and the Scannell and Kurz report.

Advance through Philanthropy

- This was our best fundraising year on record with the exception of the year the Powell Gift was officially recorded (2007). We received over \$31 million in new gift commitments (a 68% increase over last year) and nearly \$18 million in cash received (a 12.5% increase) in addition to the Powell Trust gift. The Dugoni School raised over \$9 million last year, reaching the critical halfway point of their \$40 million campaign.
- The University announced receiving the Powell Gift of \$125 million with a highly successful media announcement that was picked up in over 60 national and international media and was in front of over 46 million people. With over \$80 million of the Powell Fund available for matching of new endowed scholarship and academic program gifts, we have already received 19 endowed gifts totaling \$4.23 million that are eligible for the Powell Match.
- Alumni relations, in partnership with other university groups, brought back a well-loved tradition with the highly successful Homecoming 2013 – more than 1,500 alumni returned to Pacific in the first Homecoming in many years.
- Work is progressing well on University campaign planning, with a prospectus drafted, the feasibility study completed and leadership volunteers becoming engaged. More key work will be completed over the next 7 months before launching the “quiet phase.”