

Appendix A

Focusing on Our Future

Administrative Actions

Action Definitions

Enhance: indicates that the President considers the unit necessary for student success; in need of enhancement to successfully implement *Pacific 2020*; and an important use of the University's limited resources. "Enhance" signifies that some or all of the following are likely to occur:

- The unit's mission may be expanded over time;
- The unit may offer an expanded set of services over time, possibly to an expanded audience;
- The unit may see enhancements to its organizational structure over time;
- Resources devoted to the unit are likely to increase in the long run, once an enhancement plan has been created, though no specific resources or resource sources have been identified. Note, however, that the unit may still see some initial budget reductions toward the Strategic Investment Fund. In addition, the relevant Vice President and/or unit management may decide to allocate current resources differently within the unit.

Maintain: indicates that the President considers the unit necessary for student success; aligned with *Pacific 2020*; and a wise use of limited University resources. "Maintain" signifies that some or all of the following are likely to occur:

- The unit's mission will remain the same or very similar;
- The unit will continue offering its current or a very similar menu of services to much the same audience(s) – though, as with all units at the University, continuous improvement will be expected;
- The unit's organizational structure will remain the same or very similar;
- Resources devoted to the unit will remain approximately the same, though there is still likely to be some efficiency trim toward the Strategic Investment Fund. Current resources may also be allocated differently within the unit.

Reduce: indicates that the President considers the unit to have the capacity to operate with fewer resources. Alternately, the unit has been identified as a lower priority for student success or the University's strategic future. "Reduce" signifies that some or all of the following are likely to occur:

- The unit's mission and scope may be scaled back;
- The unit's menu and level of services may be significantly reduced;
- The unit's organizational structure may be reduced;
- Resources devoted to the unit are likely to be curtailed approximately 10% or more.

Consolidate/Reorganize: indicates that the President considers the unit necessary for student success and aligned with *Pacific 2020*, but that the service the unit provides would improve if the unit were significantly restructured or if it were to merge with another unit.

Eliminate: indicates that the President considers the unit to be one where it is difficult to justify the use of limited University resources. "Eliminate" signifies that the unit will be discontinued.

Division of Academic Affairs

Unit: Office of the Provost (AA1)

Provost's Final Recommendation: Reduce

The Provost's Office provides support and services to faculty and staff for the benefit of students. The office is composed of various functions and areas, including strategic planning, faculty affairs, academic affairs, IT, enrollment management, library, international programs, graduate division/sponsored programs, Center for Teaching and Learning, institutional effectiveness, and

ILO assessment. In collaboration with deans, the office supports the leadership of the academic units. Improvements in metrics are needed to assess outcomes in each of the above areas and provide data on stakeholder satisfaction. The Provost's Office can reduce expenditures through administrative alignments and through reductions in resources allocated to operation budgets, special projects and strategic program enhancement.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Center for Teaching and Learning (CTL) (AA2)

Provost's Final Recommendation: Enhance

The CTL supports excellence in teaching, scholarship and professional goals. A strong CTL is essential for *Pacific 2020*. Improvements in assessing the quality and impact of CTL activities are needed. The CTL must take a strong lead in innovations in teaching including integrating technology and serving as the hub for blended/hybrid online pedagogies. The CTL will need to expand to include instructional designers and other experts to meet *Pacific 2020* goals as well as collaborate more effectively with OIT, particularly as the needs of adult learners are considered.

PAC+ Recommendation: Concur

President: Concur with PAC+

As a University dedicated to providing excellent teaching and learning, Pacific must incorporate student expectations for technology-enhanced learning into our teaching repertoire. Exemplary use of technology should be a hallmark of a Pacific education; a Center dedicated to supporting faculty toward this end is essential. In addition to enhancing traditional classroom learning, technology will enable future classes to be offered to students located on multiple campuses or sites.

Unit: Commencement (AA3)

Provost's Final Recommendation: Maintain

Commencement is a celebration of student achievement and success. There are extensive partnerships with other units to deliver the program and a number of creative opportunities have been implemented in the past to deliver a high quality ceremony while reducing costs. Additional efficiencies with minimal impact on the experience have been identified.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Center for Professional and Continuing Education (CPCE): Summer School and Administrative (AA4)

Provost's Final Recommendation: Reduce

CPCE provides learning experiences for adult learners and offers summer school courses. It operates as a revenue-centered model, with excellent benchmarking. In the past, professional development for online, blended learning was housed in CPCE. Given the integral need to integrate technology with teaching, this responsibility will transition to the Center for Teaching and Learning (CTL).

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Office of Faculty Governance (AA5)

Provost's Final Recommendation: Maintain

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The faculty governance office ensures procedures for shared governance are being followed. The office has implemented a number of technologically-based solutions to facilitate processes and communication with faculty. Goal setting and assessment of stakeholder satisfaction would be beneficial for continuous improvement.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Fellowship Program (AA6)

Provost's Final Recommendation: Maintain

The Fellowship Program identifies Pacific's top students and mentors them for prestigious awards. Since 2007, the number of applications and awardees has increased. Benchmarking with other institutions show similar staffing levels, although several are staffed by faculty members or advisors within the disciplinary academic units. The best model of support for Pacific should be further explored.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Global Center for Social Entrepreneurship (GCSE) (AA7)

Provost's Final Recommendation: Reduce/Reorganize

The GCSE provides opportunities for international experiences and local engagement for Pacific undergraduates. The program has robust offerings around social entrepreneurship, an active advisory board and student support. It has struggled with making strong links with academic programs and bringing in sufficient funds to support its activities. A reduction in activities is expected to be commensurate with the budget. The Global Center will relocate to the Student Life Division in January 2014 – a reflection that the program's experiential learning has better alignment with Student Life.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Office of Institutional Effectiveness (AA8)

Provost's Final Recommendation: Reorganize

This office oversees continuous University-wide improvement of academic, co-curricular and administrative programs in alignment with *Pacific 2020* and with relevant accreditation standards. The IE office should develop a plan to assess its effectiveness, including customer satisfaction, and benchmark both staffing and responsiveness, and staffing and structure with IE offices at other institutions. Efficiencies can be gained through administrative alignment.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Research & Graduate Studies (Graduate Studies) (AA9)

Provost's Final Recommendation: Reorganize

The graduate office has two components: graduate admissions and the monitoring of compliance and academic progress of graduate students. The office has implemented technology to streamline processes and has begun to identify areas for policy clarity and improvement for students, faculty and administration. Efficiencies can be gained through administrative alignment.

PAC+ Recommendation: Concur

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President: Concur with PAC+

Unit: Undergraduate Research (AA10)

Provost's Final Recommendation: Maintain

The office of undergraduate research promotes and supports inquiry-driven research/scholarship/creative activities for undergraduates in all disciplines. The unit has made progress in developing metrics for student learning. Outcomes need to be measured and data used to improve the experiences.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: University Writing (formerly Writing in the Disciplines) (AA11)

Provost's Final Recommendation: Maintain

The University Writing Program assists faculty and students with improvement in their writing within majors and individual disciplines. Excellent written communication skills are essential for Pacific graduates and faculty. The unit's workload is well documented. The program should become more involved in helping to meet and assess the communication components of our ILOs.

PAC+ Recommendation: Concur

President: Concur with PAC+

Academic Affairs Three-City Recommendations

Unit: Enrollment Management – Registrar (Stockton) (AA12)

Provost's Final Recommendation: Maintain

The Registrar provides core registration services for students and maintains accuracy and integrity of academic records. The registrar emphasizes the use of technology to provide solutions to problems. Improvements in utilization of metrics for client satisfaction and efficiency, as well as benchmarking staffing and costs with other institutions will provide useful information on our efficiencies and effectiveness. Efficiencies can be gained through administrative alignment.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Enrollment Management – Admission (Stockton) (AA13)

Provost's Final Recommendation: Maintain

Admission is a central component in enrollment management. The unit is to be commended on the use of technology to improve efficiencies and customer relations. Improvements are needed in response to broad assessment of customer satisfaction rates. A focus on setting realistic enrollment targets, improving yield rates and bringing in a high quality class is essential. Efficiencies can be gained through administrative alignment.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Enrollment Management – Financial Aid (Stockton) (AA14)

Provost's Final Recommendation: Enhance

The financial aid office has broad oversight over financial aid compliance at the University, with a primary focus on awarding Stockton student financial aid packages. Targeted strategies to improve customer satisfaction should be developed. Staffing levels are low relative to the number of applicants and continuing students and thus should be expanded.

PAC+ Recommendation: Concur

President: Concur with PAC+

Given the dependence that so many of our students have on Financial Aid, the dissatisfaction they have expressed over the past two years, and the critical function that Financial Aid plays in attracting a robust entering class, this unit must be enhanced to operate as a superior administrative unit.

Three-City: Enrollment Management (AA15)

Provost's Final Recommendation: Maintain three operations but blend some shared resources

Enrollment management on the Stockton campus includes Financial Aid, Admissions and the Registrar. The McGeorge School of Law and Arthur A. Dugoni School of Dentistry have separate admissions, registrar and financial aid offices. Admission of dental and law students requires specialized recruitment strategies that differ significantly from graduate and undergraduate, thus it is reasonable that these activities remain distinct from those on the Stockton campus. There is good communication/collaboration between the financial aid offices on the three campuses and increasing collaboration with the registrar. The director of financial aid is clearly seen as the lead for the University. The registrar offers opportunities for more collaboration, cross training and perhaps consolidation, including review of reporting lines and position titles. Importantly, a plan needs to be developed to serve non-dental and non-law adult learners in San Francisco and Sacramento at their program location.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Office of Information Technology (Stockton) (AA16)

Provost's Final Recommendation: Enhance/Reorganize

Information Technology comprises client services, enterprise applications, cyber infrastructure and IT security, and an OIT office. IT at the University should support an exceptional educational environment, have an effective information technology infrastructure, utilize information systems that enhance productivity, decision-making and institutional effectiveness, and promote a culture that fosters innovation in teaching and learning. While there is much to do in each of these areas, strategic decisions will help Pacific reach this vision.

The San Francisco and Sacramento campuses have personnel assigned to IT functions as do the schools and College on the Stockton campus. These individuals are not supported by the IT budget. There are a number of critical gaps in the technical IT support staff and technical expertise in Stockton that, due to the central role of Stockton IT to support University-wide IT needs, pose major challenges. It is not reasonable to reduce IT technical expertise. However, IT reorganization, alignment and review of provided services are essential. Realignment of administrative support functions, particularly to provide much needed higher level financial expertise, will improve services.

PAC+ Recommendation: Concur

The council recommends that the assessment and review process the Provost described be participative, open, and based on careful study of user need.

President: Concur with PAC+

Pacific has never needed an effective IT capability more than we do now and will over the next decade. We need IT basics to support the current business and operational functions of the University. Moreover, technology will be increasingly critical to meet students' expectations for

technology-enhanced learning; to become a more transparent, data-reliant institution; and to meet the educational and service needs of our students across three cities. The extended network outage in August 2013 demonstrated that we must significantly and rapidly enhance the foundations of our IT capabilities, in addition to planning for our future technology needs.

Three-City: Information Technology (AA17)

Provost's Final Recommendation: Maintain three operations but blend some shared resources

While there is some collaboration between Stockton, San Francisco and Sacramento IT, improvements in coordination and communication are needed. Similarly, improvements in coordination and collaboration are needed between IT and Technical Service Providers (TSPs) on the Stockton campus, such as common Key Performance Indicators (KPIs), feedback strategies, policies, procedures, accountability, etc. While ultimately IT should be reorganized, at this point in time the emphasis should be on redefining the role of the CIO as a leader, developing a technology road map for IT to get to the level outlined in *Pacific 2020*, and building confidence in IT. Importantly, a plan needs to be developed to serve non-dental and non-law adult learners in San Francisco and Sacramento at their program location.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: International Programs and Services (Stockton) (AA18)

Provost's Final Recommendation: Maintain/Reorganize

The general goals of IPS are to promote international student growth and retention, increase international student recruitment, and provide programs/services for international students on campus. Pacific is committed to a diverse student population, which includes international students, and to providing international experiences for students at all levels. Improvements in assessment of effectiveness of services are essential. The study abroad program and exchange programs need to be realigned to ensure that international students and international programs are properly funded. Importantly, the office needs to become more engaged in, and accountable for, programs that support international student retention.

PAC+ Recommendation: Concur

President: Concur with PAC+

Three-City: International Programs and Services (AA19)

Provost's Final Recommendation: Maintain three operations but blend some shared resources

International students are recruited and supported on each of the three campuses. It is clearly recognized that recruitment of international students is best done in the context of specific programs and thus at each of the campuses. Similarly, support of international students at their campus is also important. Opportunities for better integration include activities of the registrar, ESL training and SEVIS. Importantly, a plan needs to be developed to serve non-dental and non-law adult learners in San Francisco and Sacramento at their program location.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Library – Collections/Operations (Stockton) (AA20)

Provost's Final Recommendation: Maintain

The Library acquires, manages and provides information resources and services to meet the needs of the faculty and students, including special collections. Its services and programs are closely aligned with academics and the student centered learning experience. It also has a role in assessing student learning outcomes on information literacy. Some customer satisfaction data is available, but its effectiveness needs to be more broadly assessed for continuous improvement.

PAC+ Recommendation: Concur

President: Concur with PAC+

Three-City: Library (AA21)

Provost's Final Recommendation: Reorganize the Services

The University Library is moving toward more integration. Support for library services for the dental school is now being moved under the main University Library umbrella and the oversight of the dean of the library. Opportunities to improve efficiency and collaboration include implementation of a single Integrated Library System, improving access to electronic databases, and improved communication and collaboration through shared strategic initiatives. Whereas McGeorge librarians and Stockton librarians have good collaborations, a plan needs to be developed to serve non-dental and non-law adult learners in San Francisco and Sacramento at their program location.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Research & Graduate Studies – Sponsored Programs (Stockton) (AA22)

Provost's Final Recommendation: Maintain

The goal of sponsored projects is to encourage and support the University community in obtaining external funding for research, education, scholarly, creative, service and outreach activities. Scholarship and creative activities of the faculty are essential for a vibrant academic environment. The staffing of the office is comparable with the average of peer institutions. Unfortunately, the return on investment (ROI) of this office is relatively low (and declining) at the moment, with much of its activities supporting the dental school. Improvements in success metrics are needed as well as an improved ROI.

PAC+ Recommendation: Concur

President: Concur with PAC+

Three-City: Sponsored Programs (AA23)

Provost's Final Recommendation: Reorganize the services

The Office of Sponsored Programs supports scholarly activities on all three campuses. The support includes compliance as well as all contract and grant activity. Currently, activities that promote research and scholarship are handled more or less independently by each campus. Given the increasingly low ROI from the OSP, a robust plan with clear metrics and anticipated outcomes needs to be developed to increase scholarly activity across the campuses.

PAC+ Recommendation: Concur

President: Concur with PAC+

President's Division

Unit: Office of the President (PD1)

Vice President Mary Lou Lackey's Final Recommendation: Reduce

The President's Office provides stewardship and support for a wide range of constituencies and activities, from the Board of Regents to University-wide planning to donor engagement, as well as the day-to-day operations of the Office. Improved efficiencies identified from this review and the three-city review of events, coupled with some reduction in the number of hosted events and greater reliance on soft dollars, will enable this important support to be maintained with less annual support from the University operating budget.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Institutional Planning and Research (PD2)

Vice President Lackey's Final Recommendation: Maintain

The IR Department provides excellent support to academic and administrative units across the University. The introduction of Blackboard Analytics will provide users with more direct access to information, and enable the Department to focus on higher value-add research. The recent addition of a Survey Analyst position will provide enhanced ability for assessment in multiple areas.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Legal Affairs (PD3)

Vice President Lackey's Final Recommendation: Reorganize

The legal affairs budget funds the counsel provided by outside law firms, as the University currently does not handle any legal matters internally. Legal costs are growing and need to be controlled, while still ensuring that the University's legal needs are met. Recommend establishment of an internal Office of General Counsel that will have responsibility for handling certain matters internally that are now handled by firms, for identifying and helping to prevent matters from developing into legal issues, and for managing the selection and work of outside counsel. May be supplemented with the use of interns from the McGeorge School of Law.

PAC+ Recommendation: Concur

President: Concur with PAC+

Regrettably, legal costs are escalating for all universities as the number of lawsuits filed across the country increases dramatically and regulatory pressures continue to intensify. Pacific's expenditures on legal services are well within the percent range of university legal costs reported in a recent Association of Governing Board's study, and well within the percent range of the limited number of peer institutions willing to share data. We can still reduce costs, however, by preventing lawsuits and regulatory violations in advance through strong internal education and training and guidance from an internal General Counsel.

Unit: Sustainability (PD4)

Vice President Lackey's Final Recommendation: Maintain

Pacific's investments in Sustainability in recent years have yielded strong co-curricular and operational programs, and positioned Pacific favorably in national rankings. There is great

opportunity to enhance the commitment to sustainability by integration of the subject into academic disciplines.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: “Sustainability Fund”/Sustainability Project Investment Fund (PD5)

Vice President Lackey’s Final Recommendation: Reduce and Consolidate/Reorganize

The recommendation is to reduce the amount of the annual contribution of operating budget to this fund, and evolve it into a Revolving Green Fund, which will invest the savings generated by the SPIF projects back into the fund. Over time, as the fund becomes financially sustainable, this will further reduce and eventually eliminate the annual operating fund support, while still ensuring that there are funds available to invest annually.

PAC+ Recommendation: Concur

President: Concur with PAC+

President’s Division Three-City Recommendations

Unit: “Communications”/Office of Communications (PD6)

Vice President Lackey’s Final Resource Recommendation: Enhance

In order to build its reputation in California and the West, the University must invest in both staff and budget to support a sustained, long-term marketing campaign. Currently, the central Communications office is not large enough to support the size or ambitions of the University, and there is no budget for a strategic marketing campaign. Resources should be sought in order to bring central communications staff and budget up to at least the average level found in peer universities. Funds should also be identified to establish an annual strategic marketing budget by FY15, at a level sufficient to create awareness in California markets and the West.

Vice President Lackey’s Final Organizational Recommendation: Maintain three operations but coordinate some resources

While many examples of excellent work exist in the communications units on all three campuses, this work is uncoordinated and less effective than it should be for the investment the University is making. Most academic and administrative units are significantly under-supported in their communications needs. Maintain the communications office on each campus, but study how to coordinate and unify these resources to increase strategic impact for the University.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: University Events (PD7)

Vice President Lackey’s Final Resource Recommendation: Reduce

University Events is not an established unit, but a cross-divisional category capturing a diffuse set of activities across the three campuses. Budget oversight and event organization varies by unit. While events at Pacific are routinely considered high quality, event costs are largely unrestricted. It is critical that we control costs while also acknowledging the important role events can play in implementing *Pacific 2020*. Guidelines to help units reduce the amount of general budget funds used on events and increase outside/donor sponsorship of events are needed. Guidelines (adjusted for the different costs in our three-city markets) recommending cost maximums for different levels of

events, and encouraging more thorough assessment/bookkeeping practices, can also bring costs down.

Vice President Lackey's Final Organizational Recommendation: Maintain three separate operations but coordinate some resources

While it is not realistic to require events on different campuses to utilize central event planners or vendors, University-wide organizational changes will make events more effective. On the Stockton campus, centralized event-planning training for staff within the units is needed. This will help manage costs and ensure that University policies and procedures around risk management, contracts, etc. are followed. Enhancing communication about event planning, particularly with the University Events Manager, will allow units to coordinate the use of vendors, leading to greater efficiency and cost savings.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Division of Development and Alumni Relations

Unit: Office of the Vice President for Development and Alumni Relations (DAR1)

Vice President Burnie Atterbury's Final Recommendation: Maintain

The Office of the Vice President for Development and Alumni Relations is sized and budgeted in line with our peers and aspirant institutions. Given the upcoming campaign and full range of responsibilities encompassed by this office, no changes are recommended.

PAC+ Recommendation: Concur

President: Concur with PAC+

Development and Alumni Relations Three-City Recommendations

Unit: Advancement Services (DAR2)

Vice President Atterbury's Final Resource Recommendation: Reduce

Advancement Services and Research (ASR), Donor Relations and Stewardship (DRS), a Divisional Budgets and Strategic Talent Management (BSTM) team, and a Special Events position, in their entirety make up the Advancement Services department. Pacific is organized correctly, but understaffed in reporting, research, records, and gift entry positions. This understaffing is especially true given that four of the positions in the Operations count currently represent positions that were left unfilled following staff departures in FY13. As a part of an internal review undertaken for this assessment, the recommendation of the Vice President is that we fill three of the open positions, but leave the remainder open until we review staffing needs associated with the upcoming comprehensive campaign.

Vice President Atterbury's Final Organizational Recommendation: Maintain three separate operations

The Advancement Services team has been actively engaged in the centralization process of functions since 2007. With the upcoming campaign and staff consolidations at McGeorge it is not recommended that changes be made at any campus.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: Development (DAR3)

Vice President Atterbury's Final Resource Recommendation: Reorganize

During the last year the Development team has focused its operations and trimmed redundant management positions. Accountability has been increased, and development officers and management not only have goals for each of their areas of responsibility, but individual goals as well. A concerted effort has been made to focus on direct fundraising. As a result, both commitments and cash have shown a marked increase (commitments up 29% and cash up 38%). While this is excellent progress, more needs to be done to prepare for the upcoming campaign. As a result, management restructuring will take place to enable a continued increase in direct fundraising team members, while reducing the overall cost to the division.

Vice President Atterbury's Final Organizational Recommendation: Maintain three separate operations

Because of the upcoming campaign, staff reductions at McGeorge School of Law, it is recommended that development teams at each school be kept at current levels.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

We will begin a major University campaign within the next 12 months. A successful campaign has the potential to impact everyone at the University, from expanding student access, to enhancing program quality, to supporting new facilities. Moreover, given the excitement and opportunities around the Powell Gift, the campaign is likely to be an historic and transformational one for the University.

Unit: Alumni Relations (DAR4)

Vice President Atterbury's Final Resource Recommendation: Maintain

Alumni Relations is a critical part of the planning and execution for our next campaign. In the past year they have taken on new responsibilities in fundraising and alumni engagement. They are sized from both a budget and staff perspective to be on par with peer institutions. No changes are recommended at this time.

Vice President Atterbury's Final Organizational Recommendation: Maintain 3 separate operations

With the Arthur A. Dugoni School of Dentistry in a campaign, the McGeorge School of Law having gone through significant consolidation, and a pending campaign for the Thomas J. Long School of Pharmacy and Health Sciences, it is not recommended that changes be made in any of the alumni relations programs. In addition, staff members are working with the professional school (Dugoni, Long and McGeorge) alumni associations, crafting collaborative programming, developing communications models between the various alumni boards, and outreach to those alumni with graduate degrees from Pacific.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Division of Business and Finance

Unit: Office of the Vice President for Business and Finance (BF1)

Vice President Patrick Cavanaugh's Final Recommendation: Maintain

The Office of the Vice President for Business and Finance provides coordination and oversight of the University's key business functions to ensure strategic and sound management of the University's financial, human and physical assets. The key leadership of these critical business functions is organized under the Division of Business and Finance, but also exist in other units within the organization, especially at the law school and dental school. The law and dental business officers report to their respective dean, but also work closely with the leadership in the Division of Business and Finance. Thus there is a high degree of collaboration and effectiveness among the business offices across the University's three campuses to ensure the best interests of the University and its students are addressed.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Internal Audit (BF2)

Vice President Cavanaugh's Final Recommendation: Maintain

The Office of Internal Audit provides independent, objective assurance and internal consulting services designed to add value, improve the University's operations, and help the University provide a superior learning experience for its students. The director of this office has a shared reporting relationship to the Board of Regents Audit Committee. Because of the importance of technology to the University operations, the unit needs to increase its capacity to evaluate and assess technology issues by having staff become certified as an Information Systems Auditor, the current industry standard.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: "Physical Plant"/Support Services (BF3)

Vice President Cavanaugh's Final Recommendation: Maintain

The Office of Support Services provides oversight and control of physical plant operations for the Stockton campus, including custodial, grounds, HVAC, plumbing, facilities projects, mail operations, locks and alarms, and related functions. They are an important part of the Division's responsibility to maintain and protect the physical assets of the University's Stockton campus. New University policies would help the unit with these critical tasks. It would also be beneficial to ensure that the Deferred Maintenance Fund for the Stockton campus is consistent with at least the mid-point of those at peer institutions.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: "Assessment and Training"/Assessment, Training & Technology (BF4)

Vice President Cavanaugh's Final Recommendation: Maintain

The Assessment, Training, and Technology unit maintains the dashboard and other assessment tools for the Division, ensures the University's technology resources are properly deployed and operational, and provides employee development training in a wide range of topics to help employees become better workers or managers. Several changes could improve the unit's reach

across the University (thus improving services to students and other customers), including expanding current leadership, management and special topics training; adding components of the Human Capital Institute's Talent Management Model; extending the unit's extensive current online training to more flexible mobile applications; and evaluating the feasibility of unit-based management of technology.

PAC+ Recommendation: Concur

The council concurs with the recommendation, and observes that the University has a very decentralized approach to staff and faculty training and development. The council questions why Pacific deviates from best practice by separating training from other standard Human Resources functions.

President: Concur with PAC+

Unit: "Treasury"/Office of Treasury and Investments (BF5)

Vice President Cavanaugh's Final Recommendation: Maintain

The Office of Treasury and Investments is responsible for the prudent investment and management of the University's financial resources including its endowment and other financial assets, such as short-term cash investments. The Office maintains the University's key relationships with banks and other financial services institutions. As such, it also has major responsibilities in securing appropriate debt financing to meet University needs. As with other units, the Office of Treasury and Investments relies on technology to ensure financial transactions occur quickly and accurately, and often in large quantities. As a result this office also depends on a strong and capable information technology infrastructure.

PAC+ Recommendation: Concur

President: Concur with PAC+

Business and Finance Three-City Recommendations

Unit: Benefits – Non-salaried (BF6)

Vice President Cavanaugh's Final Recommendation: Reduce

Under the University's tuition remission (for attendance at Pacific) and tuition exchange (for attendance at other institutions) programs, eligible faculty and staff and their qualified dependents may have a significant part of their tuition costs underwritten by the University. The programs have been helpful in competing with public institutions for talented faculty and staff. With the increasing costs of tuition at Pacific and elsewhere, however, the sliding scale of costs, increasing numbers of participants, the growth of this program is more than the capacity of the University's budget to maintain. HR will establish a special study committee in FY 14 with representatives from faculty and staff on the three campuses to evaluate these programs and explore ways to reduce the rate of growth with minimal impact on current employees' benefits.

PAC+ Recommendation: Dissent

The council dissents from the recommendation to reduce tuition remission/tuition exchange. First, the recommendation is unclear whether current benefits will be maintained while only the rate of growth is reduced. Moreover, the benefit's impact on the University and its people has not been adequately analyzed; we recommend completing this analysis. PAC+ concurs with the recommendation to form a special study committee, but its charge should first be to establish whether a reduction is appropriate. Only then should the committee move to exploring how to reduce growth without impacting current employees' benefits.

President: Concur with Vice President Cavanaugh

The tuition remission program is very important to our University employees – but with a growth of 14-17% per year over the last 5 years, we must reduce the annual rate of growth to match that of our annual undergraduate tuition increases. A committee will be formed to analyze the program's

utilization, benchmark Pacific's program relative to our peers, and then recommend actions to reduce the rate of growth of tuition remission. Their work will be completed by April 1, 2014. Note, however, any changes to the program will impact only new employees hired after July 1, 2014.

Unit: Controller's Office (BF7)

Vice President Cavanaugh's Final Resource Recommendation: Maintain

The Office of the Controller provides essential direct oversight and control of financial operations and controls for the entire University, including financial reporting and accounting, purchasing, payroll, accounts payable, student financial services and collection, business policies and procedures, and other related financial matters. Strategic use of technology will enable the office to improve key areas including: quality and timeliness of management information; integrated student services; and reduction of payroll costs.

Vice President Cavanaugh's Final Organizational Recommendation: Maintain three separate operations and improve processes

The Controller regularly reviews opportunities to improve processes with business officers across the University, including those at the law school and dental school. For some processes, it is important for the operation to be highly centralized to ensure uniformity and internal controls; in others, a more customized approach is acceptable, if done efficiently. Greater efficiency or effectiveness could be achieved in account reconciliation processes across the three campuses, the implementation of Web Time Entry, and considering restricting the availability of ProCards.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: Enterprise Risk Management (BF8)

Vice President Cavanaugh's Final Resource Recommendation: Maintain

Enterprise Risk Management, a unit within Budget and Risk Management, helps ensure financial sustainability by avoiding, mitigating, or eliminating claims and fines against the University. Staff leads University-wide efforts to assess, prioritize and mitigate risks. The unit could be enhanced by having the University's self-insured retention fund contribution for each campus reviewed and explicitly budgeted to ensure alignment with the University's needs.

Vice President Cavanaugh's Final Organizational Recommendation: Maintain three separate operations and continue to coordinate

ERM leadership works closely with representatives on all three campuses to stay abreast of unique safety risks and compliance requirements at each location.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: "Facilities Management"/Facilities Planning & Space Management (BF9)

Vice President Cavanaugh's Final Resource Recommendation: Maintain

This office, established in August 2012, is responsible for coordinating facility project planning and space allocation across the University. The Facilities Planning Program could be improved by providing guidelines and standards for design and construction. If available, additional staffing for project management augmentations is also desirable. The Space Management Program could be improved by providing space management policies, an attribute-rich central space inventory

database, space guidelines and a space model for master planning, and enhanced Space Inventory functionality.

Vice President Cavanaugh's Final Organizational Recommendation: Consolidate

Consolidation of similar functions on other campuses with this office will be needed to improve coordination and space cost savings as multiple programs are offered in San Francisco and Sacramento. Based on Sightlines work, it is worth considering expanding the Sightlines project to evolve from data analysis of operations and facilities to a more robust facilities portfolio management program. It would also be wise to consider opportunities to integrate FAMIS with Banner.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: "Budget"/Budget & Risk Management (BF10)

Vice President Cavanaugh's Final Recommendation: Maintain

The Office of Budget and Risk Management supports the University's mission by ensuring the operating budget is executed as intended to meet the University's strategic needs and to identify, measure and mitigate foreseeable risks. The University Budget Office should have resources to fully utilize Blackboard analytics and other budget management information tools in order to improve capacity for budget and operational data in the support of budget decisions, particularly in the RCM environment, and to design and develop more informative reports for measuring, evaluating and communicating fiscal matters. The Vice President recommends renegotiating the Stockton campus bookstore, managed through the Budget and Risk Management Office, to assess whether an alternative could be established which meets the teaching requirements of the University and generates equivalent revenue while using less space.

Vice President Cavanaugh's Final Organizational Recommendation: Maintain three separate operations but continue to coordinate

Budget and Risk Management staff works closely with budget staff in Sacramento and San Francisco, with high degrees of cooperation, coordinated services, and integrated policies.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Enhance

Within a year, the University will likely begin a transition to a new budget model that provides greater incentives, and accountability, to local units. As a form of responsibility center management, the budget system will require increased transparency and reporting, greater collaborations with units in projecting revenues and expenditures, and greater training to bring enhanced business skills to local units. This will likely require additional staff and training programs.

Unit: Human Resources (BF11)

Vice President Cavanaugh's Final Resource Recommendation: Maintain

The Office of Human Resources has responsibility for providing oversight and control of those programs and processes related to the hiring, development, compensation, and related functions for the University's human capital. Similar to other areas within the Division of Business and Finance, Human Resources is a key function that must be maintained to ensure the processes of securing, developing, and compensating the University's most valuable assets are in place and working well. Technological improvements will improve processes and reduce operational costs, including an electronic benefits enrollment process, expansion of employee self service in Banner, and transitioning employee benefit processing to the Stockton campus.

Vice President Cavanaugh's Final Organizational Recommendation: Maintain three separate operations and improve processes

There is a high degree of collaboration and effectiveness of Human Resource functions across the University's three campuses. For some processes, it is important for operation to be highly centralized to ensure uniformity and internal controls; in others, a more customized, decentralized approach is acceptable if it can be done as efficiently.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Division of External Relations & Athletics

Unit: Office of the Vice President for External Relations and Athletics (ERA1)

Vice President Ted Leland's Final Recommendation: Reduce

The Office of the Vice President is currently using only two of the three FTEs in its operating budget. The recommendation is to formally relinquish the third FTE.

PAC+ Recommendation: Concur

President: Concur with PAC+

External Relations

Unit: Beyond Our Gates (ERA2)

Vice President Leland's Final Recommendation: Maintain

The Beyond Our Gates initiative has greatly enhanced the relationship between the University and our surrounding communities since its launch in 2010. The Beyond Our Gates Community Council (especially their work on early literacy), Tomorrow Project academies, Dialogues of Distinction, and other efforts demonstrate Pacific's commitment to community partnerships that improve the social and economic health of our region. As such, BOG reflects one of the fundamental values that underpin *Pacific 2020*: meaningful community engagement that reflects responsible leadership and improves quality of life.

PAC+ Recommendation: Concur

PAC+ Recommendation: Concur

President: Concur with PAC+

As an institution of higher education, we have an obligation to steward our regions in addition to serving our students. Our external commitment is a point of pride for University of the Pacific. The highly impactful efforts of the outreach activities in each our cities have left indelible, positive marks on those most in need.

Unit: Community and Government Relations (ERA3)

Vice President Leland's Final Recommendation: Reduce

The Community and Government Relations programs build and maintain productive partnerships between University of the Pacific and the agencies and individuals that shape policy, law and governance on the local, state and national stages. These relationships are essential to ensuring Pacific remains responsive and flexible in addressing rapidly developing challenges and opportunities, but the unit's goals can be achieved even with reduced funding. In the past, the unit's budget has supported a professional lobbyist – moving ahead, advocacy efforts can be undertaken on a more local and grassroots level. Meanwhile, the community relations program will apply new prioritization guidelines to its sponsorship of community events and activities.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Economic Development (ERA4)

Vice President Leland's Final Recommendation: Eliminate/Reassign

The Office of Economic Development has been highly effective given its small size. With the impending retirement of the founding director, however, the recommendation is to eliminate the Economic Development office and reassign, when possible, key activities to other units.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Latino Community Outreach (ERA5)

Vice President Leland's Final Recommendation: Maintain

The Latino Community Outreach program is an outgrowth of the University's commitment to international education, cross-cultural understanding, diversity and inclusivity. It facilitates cultural awareness, social justice and empowerment. Latino Community Outreach is highly relevant to Pacific's institutional mission/vision and closely aligned with *Pacific 2020*.

PAC+ Recommendation: Concur

President: Concur with PAC+

Athletics

Intercollegiate Athletics Sports Units: Baseball, Men's Basketball, Women's Basketball, Women's Cross Country and Track & Field, Women's Field Hockey, Men's Golf, Women's Soccer, Softball, Men's & Women's Swimming, Men's and Women's Tennis, Women's Volleyball and Sand Volleyball, Men's & Women's Water Polo (ERA6)

Vice President Leland's Final Recommendation: Maintain

Pacific's Intercollegiate Athletics program affords student-athletes opportunities to experience valuable lessons in diversity, self-discipline, leadership and teamwork through NCAA Division I competition. Athletics is dedicated to providing essential support services for Pacific's student-athletes. Improved student learning outcomes, improved graduation rates and a competitive posture in all of the above sports will come from more effective use of resources and external funding opportunities. NCAA compliance oversight and ongoing rules education is a required component for NCAA and WCC (as well as Mountain Pacific Sports Federation and NorPac Conference) membership.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Men's Volleyball (ERA 7)

Vice President Leland's Final Recommendation: Eliminate

The recommendation is to eliminate Men's Volleyball as a varsity sport effective June 30, 2014, unless the Athletics Director and Volleyball community can identify external resources that reduce the institution's support for direct costs to zero. All current scholarship student-athletes will retain their financial aid through their projected graduation date.

PAC+ Recommendation: Concur

The council acknowledges that many competing factors were dutifully considered in the Vice President's decision process and concurs with the difficult recommendation to eliminate men's volleyball. The council does not endorse the option to identify external resources to bring Pacific's support for direct costs to zero as this will weaken the sport in the long run and only defer its inevitable elimination.

President: Concur with PAC+

It is a difficult but necessary decision to eliminate men's volleyball as a varsity sport effective June 30, 2014. Athletic Director Leland and I, after consideration of input from PAC+ and elsewhere, agree that there should not be an option to raise external resources in order to continue the sport at Pacific. After June 30, 2014, the men's volleyball team will compete as a club team in an MVB club conference as long as a viable team is in place. Scholarships for MVB athletes will remain in place through their projected graduation dates. We hope that these admirable young men will complete

their degrees at Pacific, but in the event some wish to transfer to another institution with a NCAA Division I men's volleyball team, we will do everything possible to assist.

Unit: "Communication"/Marketing and Communications (ERA8)

Vice President Leland's Final Recommendation: Reduce

This unit provides essential support services for the entire Athletics department, the campus community and the Stockton community at large. While some very exciting initiatives are underway in this unit, a reduction in University support is possible through increased efficiencies.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Internal Affairs (ERA9)

Vice President Leland's Final Recommendation: Reduce

This unit provides essential support services for the entire Athletics department, the campus community and the Stockton community at large. While some very exciting initiatives are underway in this unit, a reduction in University support is possible through increased efficiencies.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Student Athlete & Compliance (ERA10)

Vice President Leland's Final Recommendation: Maintain

Student Athlete & Compliance provides essential support services for student-athletes and is essential for improving student learning outcomes and graduation rates. NCAA compliance oversight and ongoing rules education is a required component for NCAA and WCC membership.

PAC+ Recommendation: Concur

President: Concur with PAC+

Division of Student Life

Unit: Office of the Vice President for Student Life (SL1)

Vice President Patrick Day's Final Recommendation: Reduce

Compared with peer and aspirant peer institutions, Pacific's Office of the Vice President for Student Life provides a significant amount of direct services to students. As stewards for Student Life resources and student experience, this office is central to the coordination of student success interventions, management of co-curricular education across the University, employee professional development, and oversight of division-wide assessment and program review. Going forward, the office will engage a series of partnerships with the Office of the Provost, the schools and College, and individual faculty. Through a thorough review of budget allocations and expenditures, the Office of the Vice President also expects to find continuing opportunities for cost savings and efficiency that will result in a leaner operational budget.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Pacific Arts & Lecture Series Committee (PALC) (SL2)

Vice President Day's Final Recommendation: Reduce

The Pacific Arts and Lecture Committee was founded in response to a joint Student Life and Academic Affairs Institutional Priorities Committee proposal and subsequent funding award. The committee, composed of members from across University constituent groups, provides a mechanism for collaboration and funding of large scale University lectures and other events that serve as a complement to existing heritage month programming, Arts and Entertainment student programming, and departmental programming. This programming has also been a significant draw for the Stockton community to engage with our campus. Although the program has added marked value by expanding the visibility, range, and vibrancy of campus events during this period of time, we will need to take a closer look and be more strategic about how the awards meet strategic priorities and the original purpose of the program.

PAC+ Recommendation: Concur

The council suggests the recommendation be revised to clarify that the "reduce" action will apply to the funds PALC currently distributes, versus the charge or structure of the committee itself. PAC+ recommends that the "closer look" advocated by Vice President Day include stakeholders from across the University, and that one of its objectives be clarifying the strategy for approving funding requests.

President: Concur with PAC+

Unit: "Career Services"/Career Resources Center (SL3)

Vice President Day's Final Recommendation: Enhance and Consolidate/Reorganize

The Career Resource Center (CRC) represents the primary constellation of services and programs that support career success for Pacific students and alumni. While the office already offers a broad array of services, the Division of Student Life will conduct an assessment to determine the necessary operational orientation and capacity to address personalized career development for all Pacific students. In addition, alignment with the institutional initiative "College to Career" will require the strengthening of partnerships with the academic units.

PAC+ Recommendation: Concur

President: Concur with PAC+

One of the challenges higher education is currently facing is increased skepticism among potential students and their families that college is a worthwhile investment. Greater planning and preparation

is critical for our students to move them toward career development, graduate school placement, or other desired outcomes. Moreover, academic advising and faculty mentorship must become aligned with career development resources. Students in every major should be empowered to align their coursework with experiential learning opportunities, and must receive the support they need to plan and achieve their post-graduation goals.

Unit: Community Involvement & Outreach (SL4)

Vice President Day's Final Recommendation: Maintain

The Center for Community Involvement (CCI) offers programs that allow Pacific students to engage in mentoring and tutoring, community service, and leadership and identity development resulting in over 15,000 combined hours of annual community engagement. CCI proposes to work toward reorganizing and extending its dedicated support of Pacific community service initiatives, including potential support of a future consolidated (opt-in) MOVE program.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Educational Equity Programs (SL5)

Vice President Day's Final Recommendation: Maintain

The Educational Equity Programs (EEP) represents programs for underserved students at Pacific that include the Community Involvement Program (CIP), SUCCESS TRiO Program, Students Emerging as Pacificans (STEPS), and the Pacific Promise Scholars. They provide services designed to support overall student success such as (intrusive) advising, mentoring, tutoring, leadership development, enhanced financial aid as well as financial literacy education, community service, academic enrichment strategies, among many others. Given the contribution that the Educational Equity Programs make to what *Pacific 2020* has identified as essential support for student success and outcomes, these offices will strengthen deliberate partnerships with academic units and appropriate social support agencies for students.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: First Year Experience (SL6)

Vice President Day's Final Recommendation: Reduce and Consolidate/Reorganize

The First Year Experience program at Pacific ensures that the foundational learning and relationship-based experiences essential to success at the University are in place for all new students. With the increased accountability for and investment in student success a named University priority, the First Year Experience remains an important contribution to student outcomes but, as might be expected, requires greater integration with the expanded scope of institutional attention to student success. As a University-wide early alert system and expanded College to Career advising are implemented, the role of the FYE FTE will necessarily expand and become even better aligned with current University structures dedicated to student success. Consolidation of the leadership of FYE with Student Support Services is recommended since the Referral Center and peer advising, both located in Student Support Services, will be central to these initiatives.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Multicultural Affairs (SL7)

Vice President Day's Final Recommendation: Maintain

The Multicultural Center (MC) is home to the African, Latino, Asian and Native American (ALANA) Center, the Promoting Respect in Diverse Environments (PRIDE) Center and the Women's Resource Center. Established in 1995, the MC is dedicated to the creation and sustainability of a culturally inclusive community across and within the boundaries of culture, sexual orientation, gender and gender identity/expression, as well as other social identities. While the resources for this area are small, the office will maintain its current resources and consider new partnerships across the University to solidify multicultural student development.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: New Student and Family Programs (SL8)

Vice President Day's Final Recommendation: Maintain

This department is effective in its responsibilities, providing the critical "first view, first impact" on new Pacific students and their families and interacting internally with admissions, faculty and academic leadership to ensure an excellent, effective transition of new students to Pacific. Currently this department has responsibility for new student orientation, Pacific Student Ambassadors, campus tours, Pacific Welcome Center, programs and support services for parents and families, and the Parent Board. In addition to a vital need to correct the budget, it is important that this department become more involved with international student orientation (possibly assuming responsibility for it) to ensure an effective orientation to Pacific.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Pacific Rowing (SL9)

Vice President Day's Final Recommendation: Eliminate

Rowing was initiated on the Pacific campus in 2006. From the beginning this program was viewed as "pay as you go" for students. Since the economic downturn, it has become increasingly difficult to attract rowers to participate. This program has never had a University-allocated budget that reflects the true costs of the program. While the program has had some success in cost saving, fundraising and marketing to attract students to participate, it has continued to see participation numbers decrease to the level of not being viable, especially considering this reallocation initiative.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: "Recreation, Fitness, Wellness"/Pacific Recreation (SL10)

Vice President Day's Final Recommendation: Maintain

Pacific Recreation adds significant value to the whole person education that we deliver at Pacific. Our facilities are solid, our student participation rates are excellent, and our programming is constantly reviewed and updated to address current trends and meet student expectations. While the expansion and evolution of programming without additional resource allocation has been regularly accomplished, the continuous expansion of wellness initiatives will be important to the University moving forward. Pacific Recreation has been highly collaborative with many campus constituencies and works to provide facilities and programming that reflects the quality and value of a Pacific degree and employment at Pacific.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Religious and Spiritual Life (SL11)

Vice President Day's Final Recommendation: Maintain

While Religious and Spiritual Life at Pacific does not have the staffing capacity of peer institutions that identify as faith-based institutions, the program has identified creative ways within its current means and revenue streams to reach, teach, and support the multi-faith community at Pacific. The program operates with a strong circle of partners from across the University and the community. The revenue generated by the program allows for some enhancements to staffing, while also supporting public events and student learning experiences. The program is exploring options for increasing revenue through targeted development and the creation of Religious and Spiritual Life [clergy] intern opportunities.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Student Clubs and Organizations Advisement – Office of Student Leadership & Involvement (SL12)

Vice President Day's Final Recommendation: Maintain

The Office of Student Leadership and Involvement is responsible for the supervision of all student events on the Stockton campus as well as providing leadership guidance and training through formal means as well as practical experience which assists our students to be workforce-ready in the specific areas of collaboration, planning, marketing, compliance, safety and execution. The hallmark of this department is the strength of its relationships with student leaders on the Stockton campus, which provide highly advantageous avenues of communication throughout any given year. There is a high degree of collaboration and effectiveness between this office and student leadership on the Stockton campus.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Student Clubs and Organizations Advisement – Don and Karen DeRosa University Center (SL13)

Vice President Day's Final Recommendation: Maintain

The DeRosa University Center is the hub of activity and the “front door” of the University on the Pacific Stockton Campus for our Pacific community and all those who visit our campus. Resources should be maintained with continued attention to building appearance and strategic function (from Presidential events to student and community productions) and it should be a major priority for the University. The DeRosa University Center has developed consistent, effective programming that serves the many constituencies who access the facility.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Student Clubs and Organizations Advisement – MOVE: Mountains Oceans Valley Experience (SL14)

Vice President Day's Final Recommendation: Reduce and Consolidate/Reorganize

The M.O.V.E. program is a unique, nationally recognized signature program for the University which has provided a unique learning experience that prepares our incoming freshmen students for

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the kind of education for which Pacific is noted and serves as an introduction to a university life of exploration and growth. However the costs of MOVE outweighs the return on investment. Given this, MOVE should become an opt-in program for which incoming students pay the full cost.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Student Support Services (SL15)

Vice President Day's Final Recommendation: Enhance and Consolidate/Reorganize

Student Support Services will become an increasingly important player in student success as the university-wide early alert system is activated and as case management and follow along of at-risk students is increasingly made more systemic. With the addition of the FYE FTE, the program is positioned to better serve these university priorities. At the same time, with the on-going emphasis on assessment and revenue generation, moving the Director of Assessment position to the Vice-President's Office and reconfiguring that position to also be responsible for grant writing and other funding proposals for the division will make use of the alignment between that position's close relationship to divisional and university data and the evidence needed to make strong proposals.

PAC+ Recommendation: Concur

President: Concur with PAC+

Unit: Student Leadership Development (SL16)

Vice President Day's Final Recommendation: Reduce and Consolidate/Reorganize

Student Leadership Development focuses on leadership learning and realization of Pacific's University-wide learning outcome Collaboration and Leadership. While the program made good headway in developing a leadership curriculum, the program also remained responsible for signature First Year Experience activities and events that were not fully realized. With increased and necessary attention to student success – and the priority of increasing capacity in Student Support Services as we build a sustainable early alert system and proactive advising practices – the position attached to the First Year Experience should be moved to SSS to support student success across the student's entire Pacific career.

PAC+ Recommendation: Concur

President: Concur with PAC+

Division of Student Life Three-City Recommendations

Unit: "Counseling Services"/Counseling and Psychological Services (SL17)

Vice President Day's Final Resource Recommendation: Reorganize the services

Counseling and Psychological Services (CAPS) provides individual and group therapy, outreach and education, consultation regarding mental health issues and potential threats, and case/crisis management resources in support of student persistence. The current budget and staffing model does not allow for the scaling up of services necessary to respond to the addition of graduate programs in San Francisco and Sacramento. The current budget model also prevents equitable access across Pacific's three campuses to a resource that student users report has a direct positive impact on their persistence and overall success. The budget model needs to be revisited with regard to the proportion of student fees dedicated to mental health services, alternative revenue options for CAPS, and staffing options that meet student general demand across – and specific student needs within – each of Pacific's three campuses.

Vice President Day's Final Organizational Recommendation: Reorganize the services

CAPS serves two of Pacific's three campuses, Stockton and Sacramento, to date. At Dugoni, a Dugoni staff member, who also holds a faculty position, provides psychological services. Based on staffing and current funding models, students at Dugoni and McGeorge do not share the same equitable access to services that Stockton students enjoy. This access issue will be further accentuated when additional graduate programs are added at both McGeorge and Dugoni and as the complexity and severity of mental health challenges that students present on all three campuses continue to increase.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: Dining Services (SL18)

Vice President Day's Final Resource Recommendation: Maintain

Dining Services, through its partnership with Bon Appetit, serves approximately 6,000 meals per day and has 2,000 on-campus students who are on University meal plans on the Stockton campus. It is recommended that while resources should be maintained, future enhancements could be made in kitchen spaces (i.e. add additional freezer and storage spaces) and kitchen equipment/dining furniture (replacing equipment as it ends its lifecycle). A facilities analysis, business plan, and program review need to be conducted in order to plan for future master planning and budget forecasting.

Vice President Day's Final Organizational Recommendation: Reorganize the services

Dining Services, along with Bon Appetit, currently offers a strong organizational structure on the Stockton campus. While this structure works well, improvements can be made in order to reduce redundancy and improve internal fiscal controls. The opportunity to gain efficiency and value through the negotiation of one Bon Appetit contract across campuses is of particular note.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: "Disability Services"/Services for Students with Disabilities (SL19)

Vice President Day's Final Resource Recommendation: Reorganize the services

The Office of Services for Students with Disabilities ensures access for qualified students who seek/participate in Pacific programs, activities and services by supporting the implementation of accommodations for students with disabilities that may include but are not limited to extended time for completing exams; alternative testing procedures; note-taking assistance, facilities access and other academic or co-curricular adjustments. Specific allocations for staffing and operating budget need to be developed through a collaborative planning process that will address additional SSD staffing needs at each of the three campuses as well as both facilities and financial support to serve expanding programs at the two additional campus locations (i.e. staff offices, test proctoring sites, assistive technology, etc.).

Vice President Day's Final Organizational Recommendation: Reorganize the services

Services should be reorganized to ensure effective and consistent policy development; faculty and staff training including assistive technology as well as transitional development and serving new graduate and undergraduate programs that will be offered at the three campuses (and online).

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: Pacific Health Services (SL20)

Vice President Day's Final Resource Recommendation: Reorganize the services

Pacific Health Services operates as the one centralized student service currently serving all three of Pacific's campuses. Health clinics staffed by mid-level providers and offering primary and preventative care have been in place at each of three campuses for over five years. The current budget and staffing model does not allow for the scaling up of services necessary to respond to the addition of graduate programs in San Francisco and Sacramento, nor does it all for continued sustainability of key services in Stockton. The current budget model also limits the equitable availability of services on each campus, with appointments on the Sacramento and San Francisco campuses being limited to part-time schedules. The budget model requires re-evaluation for efficacy, including consideration of the role of student fees, new opportunities for third party billing provided by the Health Care Act, and identification of other options for generating revenue.

Vice President Day's Final Organizational Recommendation: Maintain

The centralized reporting structure currently in place ensures efficiency and consistency in provision of high quality services, staff professional development and training, management of legal exposure and risk, and management of resources across Pacific's three campuses. This model also allows for 3-campus aggregation of costs associated with medical supplies, the student health insurance option negotiated by the university, and lab fees, among other savings. Centralized reporting also supports a flexible staffing model where staff temporarily can be moved from one campus to another to meet seasonal demands for service.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: "Housing"/Housing and Greek Life (SL21)

Vice President Day's Final Resources Recommendation: Reorganize the services

Housing and Greek Life provides facilities, services, and programs to approximately 2,700 students on the Stockton campus. Increased financial resources will be needed after a full facilities analysis is conducted, a business plan established, and a master plan highlighting further investments in the facilities infrastructure is completed. Further evaluation also needs to be made regarding how programs provided to social Greek students and organizations are funded.

Vice President Day's Final Organizational Recommendation: Reorganize the services

A solid organizational structure currently exists. However, to better enhance the student experience, support community engagement, and prepare student for lifelong success, it is recommended that the Stockton campus move to a professional based staffing model and consider expanded collaboration with Sacramento housing operations. Professional staff on both campuses are better suited to handle the high level nature (e.g. crisis management, room assignments, student development needs) of operating and managing residential facilities.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Program: Public Safety (SL22)

Vice President Day's Final Resource Recommendation: Maintain and Reorganize the services

While individual departments are able to maintain services with available resources, potential changes in scope and responsibilities may impact the requisite budget model. These departments will work together to assess future needs, legal and compliance obligations, and consider possible

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efficiencies.

Vice President Day's Final Organizational Recommendation: Maintain and Reorganize the services

Public Safety across the University comprises three separate departments with varying levels of enforcement powers. The Dugoni School of Dentistry is served by a security department with limited powers of arrest. The McGeorge School of Law has a memorandum of understanding (M.O.U.) with the City of Sacramento and can make arrests on or near the campus while on duty. The Stockton Campus also has an M.O.U. with the City of Stockton through which officers have the same power of arrest as a Stockton Police Officer. While each department performs very well on its respective campus, the units will work more collaboratively in the future on policies, procedures, and training.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+

Unit: Student Conduct and Community Standards (SL23)

Vice President Day's Final Resource Recommendation: Reorganize the services

Each of the three campuses handles student conduct issues in a different format. In some areas (such as federal Title IX compliance) it will be very important to create a common set of standards, policies and processes in addition to appropriate staffing to assure we meet compliance through best practices. We need to begin work on the most immediate and pressing issues as outlined in our three-city goals for this area, keeping in mind that Pacific's intent is to add new academic programming in Sacramento and San Francisco and the specific needs/requirements of the professional schools.

Vice President Day's Final Organizational Recommendation: Reorganize the services

There has been little collaboration among the Student Conduct areas across University's three campuses and professional schools. Given the need to establish common policies and procedures, progress needs to be made in these areas immediately. Work should begin as soon as possible on the goals established and recommended by the three-campus committee.

PAC+ Resource Recommendation: Concur

PAC+ Organizational Recommendation: Concur

President: Concur with PAC+