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To: The University Community
From: Pamela A. Eibeck, President 
Subject: Institutional Priorities and Initiatives, Progress and Plans

Pamela A. Eibeck, PhD

President

Office of the President

3601 Pacific Avenue

Stockton, CA 95211

www.Pacific.edu

Tel 209.946.2222

Fax 209.946.2652

We have made great strides on our Institutional Priorities from 2014-15.¹ We will continue our momentum by keeping the same priorities for the next 12 months. Developing Pacific as a multi-campus university will be the top priority, given the critical need for the new programs being launched in San Francisco and Sacramento to succeed.

Pacific's Institutional Priorities for 2015-16 will be to:

1. Develop our multi-campus university
2. Improve student success
3. Build reputation through academics
4. Support faculty and staff development and engagement
5. Embrace our comprehensive fundraising campaign

Priority 1: Develop our multi-campus university

Pacific will be one university in multiple cities. Last year we made tremendous progress toward strengthening our multi-campus presence. We prepared to offer four new degree programs in San Francisco for fall 2015. We supported McGeorge in its progress toward becoming a leader in 21st-century legal education. We developed new programs for the Sacramento campus related to law, policy, health and business for fall 2016 (with one beginning fall '15). And we made headway in providing the technical, marketing and administrative infrastructure needed to deliver these programs effectively.

Our highest priority in 2015-16 is to support our pioneering efforts in San Francisco and Sacramento by continuing to build the infrastructure support for programs in the urban locations. Given the market potential in Sacramento, particular emphasis will be placed on building the reputation and offerings of the Sacramento campus.

Specific initiatives include:

- Support the expansion of our academic offerings in San Francisco
- Develop the Sacramento campus by building McGeorge's strength and initiating early programs
 - Implement the McGeorge Action Plan

¹ A list of accomplishments from the 2014-15 year follows this memo.

- Build out graduate and professional programs on the Sacramento campus
- Expand marketing for the JD program, other graduate programs and the University's presence in Sacramento
- Define and begin to implement a multi-campus administrative structure
- Continue to improve the University's technology foundation and CTL to support teaching and support services on all campuses
- Develop a University-wide five-year enrollment and finance plan

Priority 2: Improve student success

Progress on student success is not a one- or two-year endeavor, but an ongoing commitment to Pacific's most essential core value: serving our students. In 2014-15, Student Success Committee research provided the institution with valuable information regarding the populations of students who are succeeding and those who are struggling and need assistance. The approval of SIF funding for student success will provide many of the resources that will be required to respond to those needs.

In 2015-16, we will begin to implement the student support initiatives that have been in the planning stages, including an early alert system that provides a safety net for at-risk students.

- Implement system for early identification and support of at-risk students
- Foster and support the diversity of our students, particularly in our undergraduate student population
- Create integrated and collaborative career development strategy for Pacific undergraduates
- Expand academic support and coordination for students
- Begin Phase I of University Housing Plan

Priority 3: Build reputation through academics

In 2014-15, academic offerings were enhanced or created for the Stockton campus as well as Sacramento and San Francisco. An Academic Plan was created that emphasizes innovation in teaching and scholarship related to health, the environment and championing the liberal arts. This Academic Plan will drive much of the institutional work in 2015-16, including determining new academic programs, supporting excellence in teaching and scholarship/creative works, planning ways to champion the liberal arts, and marketing academics.

- Begin implementing new and distinctive academic programs, especially in new/niche markets and with new delivery modalities to reach those markets
- Define how liberal arts will be championed at Pacific

- Continually improve academic programs as well as their assessment and evaluation
- Recognize and reward excellence in teaching, scholarship and creative activity
- Increase awareness of Pacific's academic quality, especially through marketing academic programs

Priority 4: Support Faculty and Staff Development and Engagement

Pacific's success comes through the hard work of our excellent faculty and staff. We are dedicated to creating a working and learning environment that attracts and retains these talented and dedicated employees. Toward that end, in 2014-15 we hosted a set of nationally-benchmarked surveys for faculty, staff and students to better understand how we can most effectively support our employees and our students. With regard to the faculty and staff surveys – once analyzed, the results will identify the most important actions we can take to enhance our employees' experience. In addition, we hired our first Ombudsperson and developed a new Flexible Work Time Policy to implement in 2015-16.

- Implement Flexible Work Time Policy through training/communication campaign in fall 2015
- Identify actions to enhance and improve the employee experience based on the climate survey results
- Increase leadership and management development opportunities, informed by survey results
- Conduct a holistic review of both tenured/tenure-track and non-tenure track faculty compensation
- Develop a Diversity Implementation Plan that guides our critical work to continuously embrace inclusive excellence, and allows us to measure progress
- Clarify and enhance shared governance between faculty, administration and Board

Priority 5: Embrace our Comprehensive Fundraising Campaign

Our fundraising campaign, officially launched in January 2015 by the Board of Regents, will greatly enhance how we serve our students and communities through excellent academic programs and student services, enhanced scholarships and valuable research. As we progress in this first, "quiet" phase of the campaign, we will:

- Continue to raise funds in excess of the \$111M already raised
- Engage volunteers to take on leadership roles as champions for the campaign
- Engage potential donors in the campaign through enhanced communications and marketing
- Develop the case for how donor gifts can transform our University and the lives of our students

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. We will:

- Develop technology-enhanced teaching, learning, business, and service capabilities by completing and building on the technology foundation we laid over the last two years
- Enhance our financial reporting and preparation for a new budget model
- Consolidate and improve access to University policies

University of the Pacific's Progress, 2014-15

University of the Pacific is fast becoming a university with a strong presence across Northern California, with distinguished, relevant programs that are responsive to the needs of students and our communities. We are expanding the student markets we serve by reaching working adults in our urban cities and we are building our reputation by expanding our visibility in our region and the state. Pacific is one of the foremost private, teaching-focused universities in California.

Through the investments possible by the Strategic Investment Fund, last year was a year of action, enabling us to make considerable strategic progress aligned with *Pacific 2020*.

This past year we developed and marketed graduate programs for our San Francisco and Sacramento Campuses to be launched this fall – accelerating our plans in Sacramento by a year. We developed and moved forward on an action plan that will position McGeorge as a law school for the 21st century. We launched Pacific's comprehensive campaign to help us better serve our students and our communities. We bolstered our undergraduate recruiting and retention efforts, took the first critical steps to enhance our Stockton campus housing, and made progress building the foundations of technology and elevating its importance at Pacific.

Below is a summary of our accomplishments, organized by our Institutional Priorities and followed by three other key accomplishments in the areas of quality review, housing, and technology.

Institutional Priority Progress

1. *Improve Student Success*

In 2014-15, the university intensified its commitment to supporting our students' academic success and graduation. Last fall, President Eibeck created a Student Success Committee that attracted broad participation by academic and administrative staff. In addition to identifying key indicators for students' success, the committee advocates and supports best practices in support of those students most at risk for completing their studies. Last year, we implemented supplemental instruction and tutoring for gateway courses (e.g., low pass-rate introductory courses including geology, chemistry, math, and economics). Our international students, the cohort with the lowest completion rates, will be better supported with new instructors in developmental writing and English as a second language (ESL). In addition, an integrated student monitoring system was finalized in June to be piloted in Fall 2015. The system will allow faculty and staff immediately to identify when students begin to have problems and will intervene with an advisor to keep students on track for graduation. Also this summer, the new degree audit/advising tool is coming online with full implementation expected by Summer 2016.

2. *Make Measurable Progress Toward Becoming a Multi-campus University*

This year we have completed the most critical steps to begin offering graduate degree programs this fall in San Francisco and Sacramento beyond the dental school and law school offerings. We have planned and developed new graduate degree programs and revised existing programs, hired key program leaders, recruited students to these programs, and revisited our operations to support the faculty and students enrolled in the programs. At the San Francisco campus, in Fall 2015 four

graduate programs will join the dental school offerings: MS in Analytics, Doctorate in Audiology, MA in Food Studies and a graduate certificate in Music Therapy. In Sacramento, the MBA and EdD will begin this fall, a year sooner than planned to take advantage of Drexel's departure from the city. We have a roll out plan for additional programs in Sacramento, with the Master in Public Policy and Master in Public Administration slated to start in Fall '16 and Fall '17, respectively, and the Master of Physician Assistant Studies program planned to start January 2017.

We have garnered considerable attention by the leadership and media in both San Francisco and Sacramento for our expanded presence. In San Francisco: the March 2015 Moscone Tribute demonstrated the richness of Pacific's history in the region to more than 200 key leaders and multiple media outlets. Moreover, both the San Francisco Mayor's Office and the Chamber of Commerce have provided us with multiple high-visibility, economic-based venues to promote our programs. In Sacramento: media has covered our expansion extensively, recognizing the potential impact a robust set of graduate programs can have on the workforce for the government sector and the metropolitan region.

We have made considerable back end support for our multiple campuses. We have hired a team of four graduate program recruiters (formerly Drexel recruiters) to recruit for graduate programs across the university. We hired a University Center Manager at the San Francisco Campus to provide a point-contact of support for students and faculty who are not part of the dental school. We are restructuring administrative services in Sacramento. The majority of Sacramento Campus administrative operations will be run by a new Sacramento Campus Director (an interim Director is currently in place), with law-school specific administrative services remaining within McGeorge. These changes are to ensure that all faculty, staff and students are provided outstanding services, regardless of the academic program or the school or college with which it is associated.

3. Build Reputation Through Academics

Developing a focused strategy for McGeorge was the most important step toward building the university's academic reputation this year. The Board, university and law school leadership partnered to scan the future of legal practice and to position the McGeorge School of Law to provide an exceptional education for the 21st-century legal practitioner with a focus on being relevant to the Sacramento region. McGeorge graduates will have exceptional practice-ready skills, and will be able to focus their studies on capital lawyering, health law and water law – options that will have clear paths to legal jobs in the region. The innovative MS Law, completing its second year, will serve professionals who wish to gain legal knowledge that is aligned with their area of business, but who have no intention to practice law. Chicago-based Lipman Hearne, a leading higher-education marketing agency, is immersed in developing a strategic marketing plan for branding both the McGeorge School of Law and promoting the JD and the Master of Science in Law programs.

An exciting vision for academics at University of the Pacific was developed last year and captured in the Academic Plan. The Plan, generated with collective engagement and widespread buy-in, sets Pacific's academic priorities for the next five years and will guide development of strategic enrollment and financial plans in the upcoming summer and fall. The plan focuses on diversifying Pacific's portfolio of academic programs across its three- city campuses, enhancing student completion and preparation for success in a dynamic intercultural world, and enhancing faculty excellence in teaching

and scholarship. Academic program and scholarship portfolio growth will focus on four strategic areas: health, water and environmental stewardship, the liberal arts, and graduate and professional studies on the Sacramento campus.

Pacific's Enrollment Management has made major changes in the strategies for student recruitment at the undergraduate, graduate and professional levels (regional, local and international) to ensure robust enrollments while maintaining quality.

A successful Interim Report was submitted to WASC's Senior College and University Commission (WSCUC) addressing the concerns expressed in their earlier review regarding Pacific's systems of assessment and program review, need to enhance student success and diversity, and the need for faculty workload guidelines. The WSCUC reviewers accepted the report with appreciation for the exceptional progress the university has made on all areas. The university is now well-positioned for its next comprehensive review in the 2018-19 academic year thanks to the work done in Academic Affairs and across the university.

4. *Supporting Faculty and Staff Development and Engagement*

This past year saw important progress in enhancing how we support our employees. The University hired its first ombudsperson who is providing important support and guidance for employees who have concerns related to their work at Pacific. While his work with individuals is kept confidential, he is sharing with Cabinet any trends in issues of employee concern.

A Shared-Governance ad hoc committee was established by the Board Chair to allow a group of regents, administrators, and faculty to address shared governance at Pacific. The goal is to clarify appropriate and effective shared governance principles that will allow faculty to contribute meaningfully and in a timely way to the academic endeavors and the operations of the University.

A draft policy for Flex Time for staff employees was developed with considerable staff engagement and was approved by the Cabinet for implementation in January 2016. In the meantime, training will be provided in Fall 2015 for all managers to enhance their managerial skill set, including how to implement the Flex Time policy with their teams.

The Staff Advisory Council (SAC) has developed a "Statement of Recognition," which articulates the purpose, scope, responsibilities, and assurances of this important constituent committee. The statement was approved by the Cabinet.

Campus climate surveys were implemented to provide insights on the most important ways we can better support faculty, staff and students. The surveys were implemented in the spring with strong response rates, especially from the staff and faculty. Because national firms implemented the surveys, we can benchmark our results against similar institutions. The results from the surveys are being analyzed over the summer and will be released to the campus at the beginning of the next academic year. We expect the analyses to provide guidance for identifying initiatives to improve campus morale and opportunities for professional development.

5. *Launch Our Comprehensive Fundraising Campaign*

This year has been one of continued growth and important milestones in our fundraising efforts. We were delighted to launch the quiet phase of Pacific's \$300 million comprehensive fundraising campaign with the Board's approval in January 2015. We have established a Campaign Cabinet of exceptional volunteers, and two extraordinary supporters, Regent Virginia Chang and her husband, past-Regent Tony Chan, have agreed to be the first co-chairs of the Campaign. By the end of FY15, we had raised just over \$111M toward our campaign goal.

New cash and commitments ended the fiscal year at more than \$21M, with two new endowed chairs (Beyer and R.L. Eberhardt) and an endowed professorship funded by Fletcher Jones Foundation among these gifts. These three academic endowments were all enhanced by Powell Matches, as were almost 50 endowed scholarships. Marketing for the Powell Match as well as all other campaign communications are ramping up with the collaboration of Lipman Hearne as our campaign-marketing consultants. For the fifth year in a row, cash and equivalents received will exceed the prior year, this year topping \$18 million. As a trailing indicator of fundraising success, we expect this trend to continue especially as we advance in our campaign.

Other key areas of progress:

Continuous quality improvement

The currency and effectiveness of all programs and administrative services has received serious attention over the past several years to ensure continuous quality. The year prior to last, we conducted an ambitious, holistic review of all our activities, called Focusing on Our Future, which included the Academic Planning and Alignment effort. Actions as a result of those reviews are on track. Considerable progress was made in 2014-15, including elimination of some academic degree programs, significant refreshing of others, enhanced assessment of student learning plans, and improvements to a number of administrative services. Completion of that work will continue over the next several years.

Consistent with WASC's expectations, and best practices for all organizations, University of the Pacific has continued to develop our system for regular reviews of our academic and administrative programs. These critical processes ensure that Pacific offers relevant and effective academic programs and efficient administrative services. Pacific is strengthening our system to continuously monitor and improve our activities by requiring annual reviews by all academic and administrative units beginning next spring, along with expanding the program review, a more comprehensive review of programs on a six-year cycle, to include administrative units. To consolidate these efforts, the university is implementing Task Stream, a digital repository system for reporting and tracking assessment, annual reports, and program review and accreditation self-studies. Over the next six months faculty and staff will be trained to use Task Stream and a new cycle of program evaluation will begin next spring.

Housing

The Board approved a Housing Plan for the Stockton campus and we have made strong progress toward implementing Phase I of the Plan, to provide 350-400 new beds in a suite configuration in a new housing unit north of the Calaveras River that will open in Fall 2017. This new residence hall will not only enhance the set of housing operations for our students, but will also create residential swing

space to enable renovation or re-purposing of existing residence halls on campus (Phases II and III). This first phase will be a partnership with an external private entity to maximize our bonding capacity available for the next two phases. After considering a number of potential partners this spring, the University signed a Pre-development Agreement with the potential equity partner Capstone Development Partners LLC.

Technology

University of the Pacific made significant headway in enhancing our technology. Technology is critical to how we deliver teaching and services across our three campuses, how our students learn as well as recreate, and how we operate as a business. The Chief Information Officer was added to the Cabinet and, with recommendation from the Board, the leadership position was elevated to a vice presidential position. Arthur Sprecher, a technology leader with extensive industry experience, joined Pacific as our Chief Information Officer on July 27.

The University-wide IT Foundational Roadmap, approved for Strategic Investment Funds in Fall 2014, contains more than 20 projects addressing people, process and technology over a multi-year period. Substantial technology progress has been made since then, resulting in a robust blending of technology within the organization. The Stockton network upgrade provides a state-of-the-art communication and connectivity backbone. Virtual distributed learning facilities, completed in partnership with Pharmacy, allow seamless teaching to multiple classrooms across our three campuses. And a disaster recovery plan has been fully drafted; rehearsal exercises for validation and training are currently in planning. Initiatives underway include development of a single university-wide sign-on; implementation of Banner hosting to improve system resiliency and to position us for strategic growth; universal video conferencing; telephony redundancy; and many others.

Of particular importance, the risk assessment for information and technology at Pacific has been completed. The assessment indicates that substantial work needs to be conducted next year to improve institutional policies and practices, as well as technology, to reduce our vulnerability to information breaches.

Good progress was also achieved in the people and process sections of the Roadmap. The Technology Team has been immersed in a structured IT Service Management (ITSM) exercise which combines training, objectives identification, and results-based process development. A project portfolio management framework has been designed and is currently being implemented. Key components include estimating, resource balancing, and cooperative prioritization in partnership with the various university departments. A Pacific Technology communication program has been established which includes open forums, customer information and input sessions, operational commitments to improved employee information distribution, a Pacific Technology newsletter, and a participative lecture series.