INTRODUCTION

CROSSING BOUNDARIES FOR ACADEMIC EXCELLENCE WILL PREPARE OUR STUDENTS TO BE SUCCESSFUL IN A COMPLEX WORLD WHERE SOLUTIONS TO THE MOST PRESSING CHALLENGES REQUIRE US TO CROSS DISCIPLINARY, PROFESSIONAL, CULTURAL, AND NATIONAL BOUNDARIES.

Deep disciplinary knowledge is necessary but not sufficient to address complex problems such as environmental issues, shifts in healthcare, and challenges to living responsibly in an intercultural and interconnected world. Tomorrow’s leaders must collaborate with diverse stakeholders and demonstrate intellectual and empathic agility to engage multiple perspectives. Our faculty pursues high quality scholarship and teaching excellence. They, in turn, provide students with the humanistic educational foundation necessary to ask penetrating questions, work independently and collaboratively, communicate findings to varied audiences, and understand social responsibility to better the world. Preparing students for success also means providing ample opportunities for applied and experiential learning—within and beyond the classroom—so students can test and reinforce their intellectual learning in contexts that challenge them to grow.

*Crossing Boundaries for Academic Excellence* also recognizes the need to cross boundaries within the University to accomplish our goals. Providing stellar academic support services requires us to be imaginative and deliberate about coordinating across offices and our three campuses. With our dedicated faculty and staff, we will create a network of support tailored to students’ intellectual, personal and professional development. Carefully designed collaborations between curricular and co-curricular programs will attend to whole student development, integrate career advising into students’ academic programs, and create opportunities for practicing leadership and social responsibility within and beyond the campus community.
ROLE OF THE ACADEMIC PLAN

ACADEMIC PRIORITIES WILL GUIDE IMPLEMENTATION OF PACIFIC 2020 FOR THE NEXT FIVE YEARS.

Our energies and resources are finite. The Academic Plan will focus and coordinate collective efforts to enhance the relevance, excellence, and value of a Pacific education. Because higher education is rapidly changing in response to a dynamic and disruptive economy, it is imperative to be strategic about developing academic programs and services that will prepare students for future success.

We must also be strategic about diversifying our portfolio of academic programs to maintain Pacific’s appeal and value, as well as our long-term financial sustainability. To this end, we will enhance graduate and undergraduate programs with high external demand, increase the marketability of existing programs, and continue to invest in quality programs with evidence of successful outcomes for our students. Crossing Boundaries for Academic Excellence will serve as our guide for strategically allocating resources to serve collective academic goals. It will inform development of a five year strategic enrollment plan and financial plan for the University.
IMPLEMENTATION

CROSSING BOUNDARIES FOR ACADEMIC EXCELLENCE WILL BE IMPLEMENTED IN PHASES AND WILL REQUIRE CROSS-UNIVERSITY PLANNING AND COORDINATION TO ACHIEVE ITS GREATEST IMPACT.

As with any effective plan, it will be a living document that can be adjusted to adapt to significant internal and external changes. This will ensure that it remains valuable and relevant.

Some strategies and initiatives identified in Crossing Boundaries for Academic Excellence are well under way—such as early program development in the area of health and the early work of the Student Success Committee—and some will require investigation and feasibility studies to determine the specific direction and niche Pacific will pursue. Starting in fall 2015, the Provost will establish cross-unit task forces (or, where they already exist, charge existing committees) to guide the development and implementation of major strategies and initiatives in the Academic Plan. As well, a separate committee will develop metrics to assess progress in achieving goals.

Crossing Boundaries for Academic Excellence will come to life as each unit identifies specific initiatives it will pursue to achieve the goals of the Academic Plan. By December 2015, each academic unit will align its strategic plan with goals, strategies and initiatives of Crossing Boundaries. Through our unified focus, we will enhance the excellence of a Pacific education and prepare graduates for a lifetime of meaningful achievement in their careers and communities.

RESOURCES

Initiatives in the plan will be prioritized and a variety of strategies deployed to fund initiatives requiring additional resources. These include internal grants from the Strategic Investment Fund, Committee for Academic Planning and Development (CAPD) or Technology in Education Committee (TEC); external grants; reallocating resources within units; and strategic allocation of open faculty lines. As well, the new Campaign for Pacific will include fundraising efforts to support Crossing Boundaries for Academic Excellence.
PRINCIPLES

• Leverage our three-city strengths and build on the momentum of emerging cross-disciplinary, cross-unit collaborations
• Expand high-quality, cross-disciplinary academic and co-curricular offerings to prepare students to live and work across disciplinary and professional boundaries
• Enhance three-city opportunities for applied learning to prepare students for post-graduate success
• Strategically diversify curriculum delivery to meet the needs of a new generation of learners and to expand access to working adults
• Build an academic portfolio of new and existing programs that is financially sustainable
• Conduct feasibility studies for new academic programs
• Build three-city enrollments strategically
• Identify appropriate structures to guide the development and implementation of initiatives
• Assess and celebrate achievement of our goals

COMMITMENT

• Provide the administration, infrastructure, marketing, and communications assistance necessary to support faculty and staff to implement prioritized, high-impact initiatives in the Academic Plan
In June 2014, President Eibeck charged the Provost and Council of Deans with developing the University of the Pacific’s Academic Plan. In an August 2014 memo, the President wrote: “The two centerpiece strategies of Pacific 2020—to build the strength, relevance, and reputation of Pacific’s academic programs and to expand the number of students we serve in our three cities—depend on a strong academic plan for building excellence, developing academic offerings, supporting faculty development, and attracting and serving students.”

The planning process was grounded in Pacific 2020 and built on the collaborative momentum emerging from the 2014 Academic Planning and Alignment process. Faculty in different parts of the University launched exciting conversations to build cross-disciplinary programs, provide internship opportunities for students, and produce scholarship and creative projects. The overarching theme of Crossing Boundaries for Academic Excellence was inspired by this collaborative momentum.

Under the leadership of the Provost and the Deans, the Academic Plan was developed iteratively in fall 2014 and spring 2015. Embodying the spirit of crossing boundaries, faculty, staff and students participated in its development and refinement through a series of cross-university and school/college-based conversations, first on the overarching theme (September-October 2014), then on the proposed major goals (October-November 2014), followed by a draft of the plan (January-February 2015) and, finally, the proposed final plan (March 2015). During each phase, multiple opportunities were provided for face-to-face and online input from faculty, staff and students, including independent conversations with students and a separate effort led by the Academic Council to gather feedback from faculty to revise Goal 3 of the draft plan. Participants included faculty and staff from each academic unit on all three campuses, plus staff from Student Life, Athletics, External Relations, Development, Alumni Affairs, Business and Finance, Technology, and others. All input from each round of the process was coded and synthesized into subsequent iterations of the plan. Academic Council leaders led the revisions of Goal 3 (capitalizing on faculty expertise to build Pacific’s reputation). Conversations with students shaped Goal 2 (preparing graduates for success), and their requests for “marketable skills,” applied learning, and expanded mentoring and networking were also embraced by faculty and integrated into Goal 3.

In April 2015, the Academic Council, Council of Deans, and Cabinet approved Crossing Boundaries for Academic Excellence, and it was reviewed by the Board of Regents.
GOAL 1

PACIFIC WILL ENHANCE ITS PORTFOLIO OF ACADEMIC PROGRAMS TO MEET NEW AND EMERGING SOCIETAL NEEDS

A. Build Pacific as a Three-City University in Four Strategic Areas
   1. Educational Leader in Rapidly Evolving Healthcare Environment
   2. Premier Educator for Water/Environmental Stewardship of the Region
   3. Champion of the Liberal Arts
   4. Expanded Graduate and Professional Studies on the Sacramento Campus

B. Diversify Teaching and Learning Modalities and Program Formats

C. Validate and Celebrate Program Quality

GOAL 2

PACIFIC GRADUATES WILL BE PREPARED FOR SUCCESS IN A COMPLEX, DYNAMIC WORLD

A. Equip Students for Success

B. Provide Comprehensive Support for Student Success

GOAL 3

PACIFIC WILL CAPITALIZE ON FACULTY EXPERTISE TO STRENGTHEN OUR REPUTATION

A. Support Teaching Excellence for Tenured, Tenure-Track and Non-Tenure-Track Faculty

B. Support Excellence in Scholarship and Creative Work
GOAL 1

PACIFIC WILL ENHANCE ITS PORTFOLIO OF ACADEMIC PROGRAMS TO MEET NEW AND EMERGING SOCIETAL NEEDS

A. Build Pacific as a Three-City University in Four Strategic Areas

Through strategic planning, Pacific will diversify its portfolio of academic programs to address society’s evolving needs. We will build on faculty expertise across the three campuses to offer rigorous academic programs tailored to each geographical context and focused on four strategic areas: health, water and environmental stewardship, the liberal arts, and graduate and professional studies on the Sacramento campus. Pacific’s strategic three-city growth will generate new opportunities for creative collaborations across the Stockton, San Francisco, and Sacramento campuses.
1. Educational Leader in Rapidly Evolving Healthcare Environment

Healthcare delivery and the demand for healthcare professionals continue to evolve with expanded access to healthcare, increasing economic pressures, and a rising aging population. Pacific will leverage its strengths in health to prepare the next generation of leading healthcare practitioners and other health-related professionals to be successful in this dynamic environment.

Initiatives

• Build/expand/enrich graduate and undergraduate academic programs, certificates, concentrations, and pathways on its three-city campuses to meet emerging needs in healthcare-related fields

  • Conduct feasibility studies to expand three to four existing health programs and create three to four new graduate, post-baccalaureate, or undergraduate programs for healthcare practitioners by 2020

  • Leverage existing expertise to build healthcare-related interdisciplinary fields, e.g., healthcare administration, healthcare business, public health and policy, healthcare law, mental health, and education for healthcare professionals

• Become a leader in Inter-Professional Education (IPE) for students and healthcare providers

• Explore the creation of a school of rehabilitative health to advance Pacific’s reputation in healthcare and to prepare graduates for success in health professions
2. Premier Educator for Water/Environmental Stewardship of the Region

Pacific’s three cities are part of the fast-growing and increasingly interconnected Northern California mega-region, which faces critical environmental issues, none more challenging than water. As the premier university located in the Sacramento-San Joaquin Delta region, Pacific is compelled to build on its growing interdisciplinary faculty expertise to educate leaders and partner with communities on innovative solutions to water-related and other environmental challenges. Pacific will support teaching, research and creative works that address these challenges from multiple disciplinary perspectives.

Initiatives

• Bring together experts in water and environmental stewardship to identify the educational contributions Pacific can offer the region, develop a plan for implementing this strategy, explore options for external funding, and guide development of an overarching coordinating structure to enhance Pacific’s environmental education and research

• Build/expand/enrich high-demand cross-disciplinary academic programs, certificates, concentrations, minors, and internships that leverage existing strengths to prepare students for careers related to environmental stewardship (possibilities include law, public administration, public policy, public health, environmental engineering, environmental studies, environmental sciences, sustainability, business/management)

• Integrate and leverage existing expertise across schools/college to promote cross-disciplinary research in water/environmental stewardship
3. Champion of the Liberal Arts

Students with a strong liberal arts education—gained from a rich combination of arts, humanities, natural sciences, and social sciences—possess the critical, creative, and communication skills indispensable for personal and professional success in a complex, rapidly changing world. Pacific’s approach to the liberal arts integrates humanistic thinking with professional practice, providing all graduates with a competitive advantage by combining applied learning with disciplinary expertise, ethical reasoning, and intercultural awareness. This foundation enables students to question assumptions, contribute collaboratively to their communities, and seek innovative solutions to life’s challenges.

Initiatives

- Renew collective agreement about what constitutes the core of Pacific’s liberal arts education for all undergraduates, ensure alignment with general education and the university/institutional learning objectives (ILOs), and engage in ongoing assessment of student achievement in relation to these ILOs
- Leverage existing three-city expertise to create new interdisciplinary programs, minors and concentrations that attract students and address societal and employer needs
- Expand opportunities for applied/experiential learning, including three-city options, service learning, study abroad, and student research
4. Expanded Graduate and Professional Studies on the Sacramento Campus

Pacific’s Sacramento campus is located in the capital of the eighth largest economy in the world. Pacific has a strategic opportunity to expand the Sacramento campus by building on the foundations of McGeorge School of Law to become a premier educator in graduate and professional studies at the intersections of law, policy, and management. One of the hallmark pedagogies of programs on the diversified Sacramento campus will be inter-professional education with a focus on applied learning and career mentoring to ensure graduates are ready for success in the contemporary economy.

**Initiatives**

- Leverage existing three-city strengths and programs to expand and integrate the educational offerings at the Sacramento campus to meet emerging societal and employment needs at the intersections of law, public policy, public administration, and business/management with a focus on health and the environment
- Leverage McGeorge JD and MSL programs to become a leading legal educator preparing students for success, focusing on key employment sectors (health, water/environment, human resources, policy and capital lawyering) and ensuring outstanding licensure and job placement rates
- Create deliberate pathways to provide and assess the quality of inter-professional education
- Diversify delivery options for degree programs, certificates, and continuing and professional education offered through the Sacramento campus
B. Diversify Teaching and Learning Modalities and Program Formats

Pacific will enhance its educational offerings through innovative delivery of curricula to adapt to the needs of a new generation and new populations of learners. All undergraduate, graduate and professional students enter the University with increasingly sophisticated skills and expectations around the use of technology in the teaching and learning process. Working professionals prefer the convenience of hybrid learning through online delivery combined with the benefit of face-to-face interaction. Pacific will build upon its reputation and expand its ability to deliver courses and programs to broader populations.

**Initiatives**

- Graduate/professional: support early-adopter programs to incorporate hybrid learning modalities to enhance classroom learning and reach new student populations
- Undergraduate: support undergraduate programs to experiment with innovative pedagogies to serve a new generation of learners
- Continuing and professional education: design accelerated, flexible, and competency-based options to meet the needs of adult learners and professionals
C. Validate and Celebrate Program Quality

Pacific remains committed to delivering high quality academic programs that provide students with a foundation for success in a dynamic world. Deepening our culture of collective reflection through careful evaluation of the quality of our programs will enable us to improve upon and enhance the value of a Pacific education.

Initiatives

- Create a shared understanding of what a quality program means at Pacific
- Build a meaningful framework for evaluating and marketing the quality and value of a Pacific education, including student achievement of the university/institutional learning objectives (ILOs)
- Develop processes for ensuring the quality of online teaching and learning
- Recognize and celebrate program quality
PACIFIC GRADUATES WILL BE PREPARED FOR SUCCESS IN A COMPLEX, DYNAMIC WORLD

A. Equip Students for Success

Students’ future success is our top priority. We are committed to students’ whole development to prepare them for a lifetime of achievement in their careers and meaningful engagement in their communities. Pacific will be recognized for providing students the skills, career mentoring, and applied learning opportunities necessary for success in a fast-changing, complex, intercultural world. We will enhance access to professional development experiences and personalized mentoring, along with a strong liberal arts foundation and co-curricular learning experiences that foster intercultural awareness and social responsibility.

Initiatives

• Provide Pacific students with marketable skills and opportunities for applied learning relevant to their post-graduate pursuits, including internships, study abroad, research, community service, and co-curricular learning

• Ensure students achieve the well-rounded liberal arts learning objectives (ILOs) to enable them to be effective and ethical thinkers, writers, communicators, problem-solvers, and collaborators in a global society

• Provide faculty, staff, and alumni mentoring for careers and graduate/professional school

• Ensure career resource services are closely integrated and linked with academic programs and advising
B. Provide Comprehensive Support for Student Success

Pacific faculty and staff are deeply committed to helping students reach their educational goals. Our dedicated faculty and staff make themselves available when students need them, and their teaching and mentorship inspire students to live up to their highest potential. Pacific will cross conventional boundaries within and across the three-city campuses to enhance support services key to student success.

Initiatives

• Implement a coordinated University-wide retention plan to improve students’ time to degree and completion
  • Enhance tutoring and advising services
  • Coordinate student support services through the adoption of an integrated case management system
  • Enhance support for international students’ success
  • Create clearer pathways for students to progress through degrees on time
• Develop a one-stop student service center to supplement current face-to-face support services and serve our three-city campuses
• Optimize library services to meet current and emerging student needs
GOAL 3 PACIFIC WILL CAPITALIZE ON FACULTY EXPERTISE TO STRENGTHEN OUR REPUTATION

A. Support Teaching Excellence for Tenured, Tenure-Track and Non-Tenure-Track Faculty

The primary mission of the University is to provide excellent student-centered learning. Through careful mentorship, co-curricular offerings, and outstanding teaching, Pacific faculty work closely with students to foster their intellectual development and personal growth.

Initiatives
• Create a promotion/compensation progression plan that recognizes and rewards excellence in teaching
• Promote three-city collaboration across disciplines/units, especially in the four strategic areas identified in Goal 1
• Integrate applied learning opportunities into course design and meet student demand for marketable skills, career/graduate school mentoring and networking with alumni
• Develop a robust Center for Teaching and Learning that includes support for instructional design and assessment, pedagogical research, teaching excellence, and cross-disciplinary program development
B. Support Excellence in Scholarship and Creative Work

Faculty scholarship and creative work enhance the reputation of the University and inform the best teaching practices. Teacher-scholars who actively contribute to and learn from new developments in their fields establish a vibrant culture of intellectual exchange and creativity that supports academic excellence.

Initiatives

• Create a promotion/compensation progression plan that recognizes and rewards excellence in scholarship and creative work
• Celebrate outstanding accomplishments in scholarship and creative work
• Enhance the culture of interdisciplinary engagement by promoting colloquia, visiting scholars, and high-profile speaker series