

UNIVERSITY OF THE PACIFIC

Diversity Action Plan 2024-2027

Presented by the Office of Diversity, Equity & Inclusion

January 12, 2025

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Mission & Values

University of the Pacific's mission is to provide a superior, student-centered learning experience integrating liberal arts and professional education and preparing individuals for lasting achievement and responsible leadership in their careers and communities.

Our shared values are at the heart of who we are as Pacificans and represent what we do best. Our values guide and shape our students' success by defining the essence of what a Pacific education means. This affirmed set of values builds students' pride and sense of belonging to the university and can transform their Pacific experience into lasting loyalty.

Our values also support our faculty and staff development and engagement through a shared sense of purpose and identity. They foster a culture that recognizes and rewards the talents and commitment of our people, and cultivate an environment of innovation, inclusiveness and respect.

Academic Excellence

We have high academic standards with a focus on teaching, scholarship, and experiential learning. We invest in individualized attention and long-term relationships that build human potential.

Community Engagement

We are committed to learning from and enhancing our communities. We share a sense of purpose and pride in what we accomplish together.

Diversity and Inclusion

We respect all individuals and embrace the richness that our diversity brings to us as an educational community. We recognize and honor differences, creativity and bridging what is distinct to create an inclusive environment.

Integrity and Accountability

We demonstrate integrity in our actions. We strive to always do the right thing and hold ourselves and others accountable.

Respect and Civility

We demonstrate authentic respect for others and a willingness to engage in genuine discourse. We seek to establish common ground and ways to connect with others. We honor and value one another.

Student-Centered

Our students come first in everything we do. Student impact is an important consideration in every decision we make.

Introduction from the Vice President for Diversity, Equity & Inclusion

Diversity, equity, and inclusion are not just institutional priorities at Pacific—they are deeply personal values that we are passionate about advancing. These principles are at the heart of who we are as a university and guide our mission to create a community where everyone feels they belong and can thrive.

DEI has long been central to Pacific’s efforts to fostering a welcoming and supportive environment across its three campuses. Building on this history, the Board of Regents adopted a social justice policy in 2020, further cementing the university’s commitment to equity and justice. By 2022, DEI became an integral part of Pacific’s organizational structure, with seven strategic priorities aligned with the Regents’ committees to ensure sustained progress and accountability.

In response to the 2022 [WASC Special Visit](#) record of action, the University Committee on Diversity, Equity, and Inclusion established the Reaffirmation of Diversity Plan Subcommittee in 2023. Comprised of faculty, staff, and students, this group was tasked with drafting Pacific’s next steps in advancing this essential work. The result is this Diversity Action Plan 2024-2027—a bold and actionable roadmap that builds on past efforts, aligns with our mission and values, and sets a path forward as we embrace our designation as a Hispanic-Serving Institution (HSI) and reaffirm our role as a Minority Serving Institution and Asian American and Native American Pacific Islander-Serving Institution.

I am profoundly grateful to the countless students, faculty, staff, alumni, and community members who have championed DEI work over the years. This dedication, insight, and unwavering commitment has brought us to this pivotal moment.

Together, we will continue building a university where every member of our community can succeed.

Sincerely,



Dr. Mary J. Lomax-Ghirarduzzi (she/her)
Vice President for Diversity, Equity & Inclusion
Professor of Communication



Pacific's Diversity Action Plan

In support of President Callahan's 10-year goal for Pacific to become the best student-centric, comprehensive university in the United States, and in alignment with the Board of Regents' seven DEI objectives and adoption of its social justice policy, this Diversity Action Plan reaffirms the relevance and need for diversity, equity, and inclusion work in fulfilling Pacific's mission and values and recognizes the university's ongoing efforts to support strategic DEI efforts. Informed by institutional data (see Appendices A, B, and C), the plan also prepares our campus communities to leverage our new designation as a Hispanic Serving Institution (HSI) as well as our existing designations as a Minority Serving Institution (MSI) and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI).

Regents' Strategic Priority #1:

Diversify faculty on race and gender, as well as increase retention and graduation rates of students on race and gender. Additionally, achieve HSI status. (Academic Affairs/Enrollment Committee)

Regents' Strategic Priority #2:

Increase scholarships for students from underserved populations. (Advancement/Alumni Committee)

Regents' Strategic Priority #3:

Ensure all future audits include DEI dimensions as a regular part of internal audits. (Audit Committee)

Regents' Strategic Priority #4:

Diversify the Board of Regents on gender, race, and sexual orientation. (Committee on Regents)

Regents' Strategic Priority #5:

Increase the diversity of vendors on procurement processes across gender, race, veterans, and small businesses. (Finance/Facilities Committee)

Regents' Strategic Priority #6:

Diversify staff on race and gender. (Human Resources Committee)

Regents' Strategic Priority #7:

Diversify portfolio on DEI and sustainability dimensions. (Investment Committee)

Accomplishments

The university has taken decisive steps to advance the Board of Regents' strategic priorities since the announcement in 2022. Some of these efforts have included:

- Receiving [designation as a Hispanic-Serving Institution](#) from the U.S. Department of Education, making Pacific the nation's highest-ranked private HSI university (February 2024)
- Securing new grant awards to support student success, including from the [California Department of Health Care Access and Information](#) that launched Pacific's Health Professions Pathways Program
- Launching and completing [Pacific's Inaugural Three-Campus Climate Survey](#) (Appendix D)
- Implementing mandatory training for all staff and faculty on Title IX reporting: [Title IX/Sex-Based Misconduct Policy and Procedures](#)
- Revising [Bias Response Reporting and Protocols](#)
- Hiring a new [Title IX officer](#)
- Hiring a new [DEI education and bias prevention](#) director
- Incorporating bias reporting in all new staff/faculty onboarding experiences
- Releasing [new religious observance guidance](#)
- Launching [anti-racism challenge programming](#)
- Introducing the first [Common Read project](#) and [Presidential Speaker Series](#)
- Introducing bias training for Greek organizations
- Implementing new faculty search committee bias training
- Revising faculty compensation policies for summer sessions strengthening equity across faculty classifications and schools/colleges
- Launching a 52-week retention and student success calendar to provide more timely and personalized support to all students
- Revising academic standing procedures through an equity lens to streamline, strengthen student support, and improve student success

University-Wide Climate Survey

As part of our commitment toward advancing diversity, equity, and inclusion across all facets of the university, Pacific conducted a university-wide climate survey. The survey was administered by the Higher Education Data Sharing Consortium (HEDS), an independent organization that provides comparative data from other schools and colleges nationwide.



Participation numbers in the survey were high, with a total of 1,829 students, faculty, and staff who completed the survey (21.2% response rate) across all three campuses.

In the majority of categories related to satisfaction with the campus climate, Pacific tracks above the national average. Other noteworthy observations include:

- Overall satisfaction with campus climate from faculty, staff and students was high (75% were *Generally Satisfied* or *Very Satisfied* in the overall campus climate)
- There remains a need to increase understanding about reporting bias and discrimination among students, faculty and staff.
- Notable areas of improvement include helping our community understand the needs of intersectional audiences and increasing trust in reporting processes.

Looking Ahead

Pacificans are steadfast in their belief that diversity, equity, inclusion and belonging is essential in our efforts to meet students where they are. Every employee, regardless of job or title, plays an essential role in creating a community of care.

It is imperative that the university community continue to build awareness, knowledge, and skills for teaching, learning and working across differences. In addition to the steps taken above, Pacific will continue to advance the Board of Regents' strategic priorities through the following initiatives:

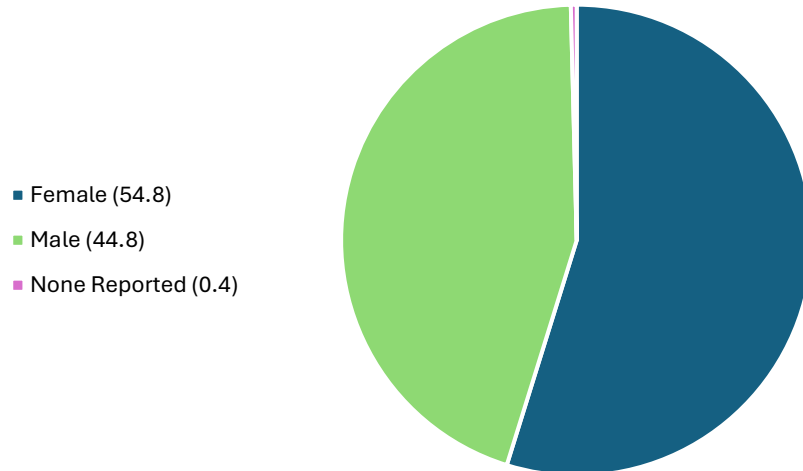
- Launch a Provost Seminar Series focused on anti-bias education for faculty
- Launch a national professional development course on belonging and inclusion
- Hire a full-time writer/editor to translate web and story content for Spanish-speaking students, families, and communities
- Pilot intercultural development training
- Expand centralized academic advising support in the Library & Learning Center
- Launch new curriculum and pedagogy pilots among faculty teaching gateway courses with historically high D, F, and Withdrawal rates

Please reach out to dei@pacific.edu or visit the [Diversity, Equity, and Inclusion web page](#) for updates.

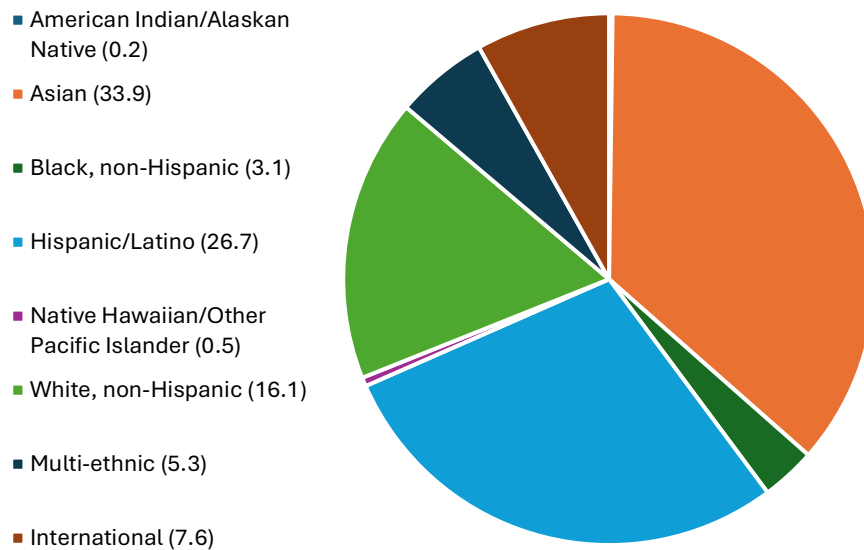


**APPENDIX A:
Undergraduate Student Demographics, Fall 2023**

Gender (%)

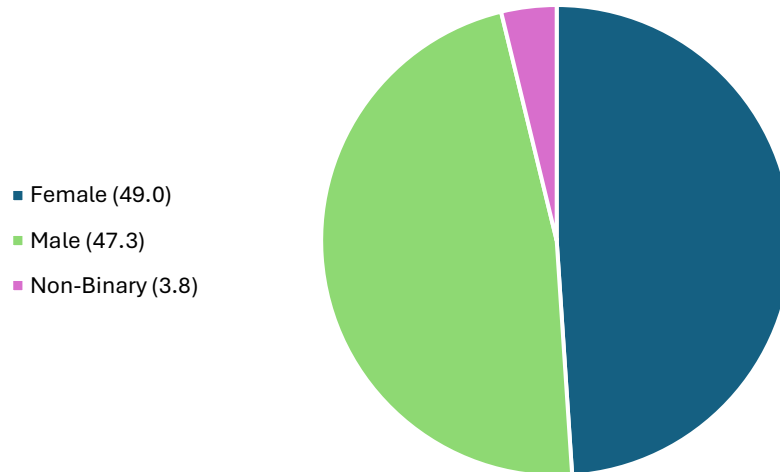


Race/Ethnicity (%)

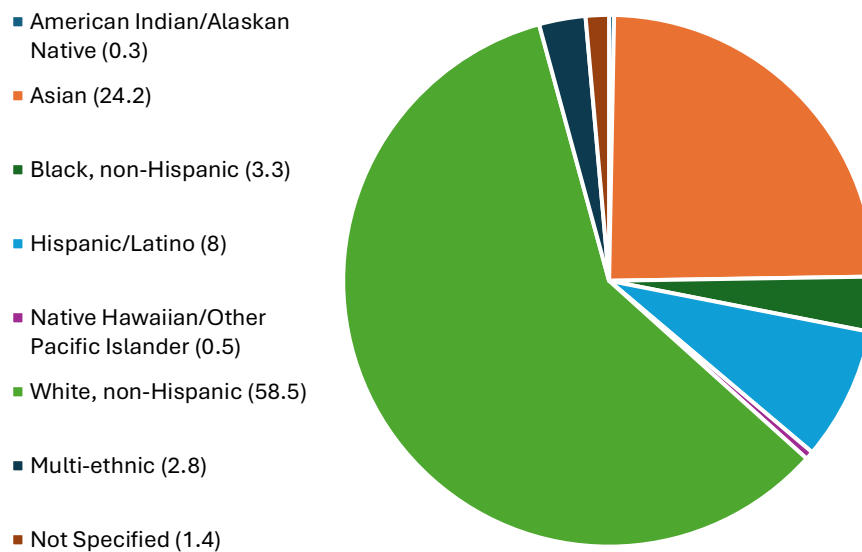


**APPENDIX B:
Faculty Demographic Data, Fall 2024***

Gender (%)



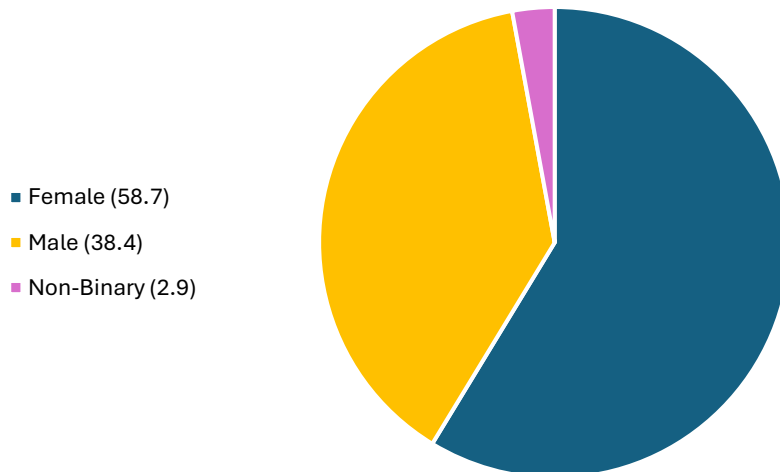
Race/Ethnicity (%)



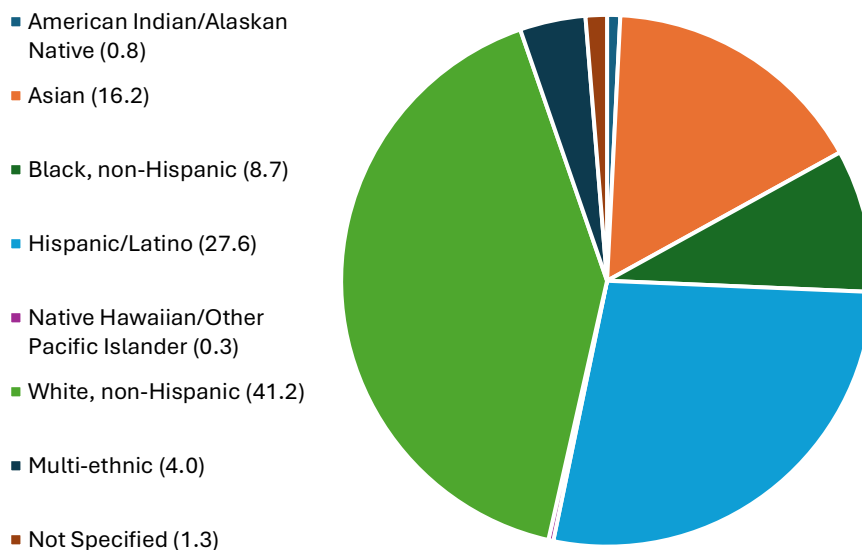
*These data include 950 faculty members who hold tenured, tenure track, or non-tenure track positions.

**APPENDIX C:
Staff Demographic Data, Fall 2024***

Gender (%)



Race/Ethnicity (%)



*These data include 1,161 staff members with no tenure status.

APPENDIX D: HEDS Climate Survey Summary

In Fall 2023, the HEDS Diversity and Equity Campus Climate Survey (inclusive of students, faculty, staff and administrators) was administered across Pacific's three campuses. The survey asked about perceptions of the institution's climate, perceptions of how the institution supports diversity and equity and experiences with discrimination and harassment at the institution.

The overall response rate was 22% (1,829 total participants). Quantitatively, respondents from Pacific outperformed peers, though additional work remains to advance diversity, equity and inclusion to the level articulated in President Callahan's DEI Action Plan. Results from the survey will be discussed with the university community beginning in the Fall 2024 semester to improve support, policies and practices at Pacific.

Qualitative results from Pacific's open-ended additional question affirm the design of this project. Specifically, when asked for one change to enhance the sense of community at Pacific, the number one response was "systemic change" (by 36.3% of respondents). Additional responses reflected a desire for more diversity, equity and inclusion trainings and resources (10.3% of respondents), engagement activities (25.4%), and more individualized support for students with diverse needs, such as disabilities, working/commuting and/or international students (9%).