

UNIVERSITY OF THE PACIFIC

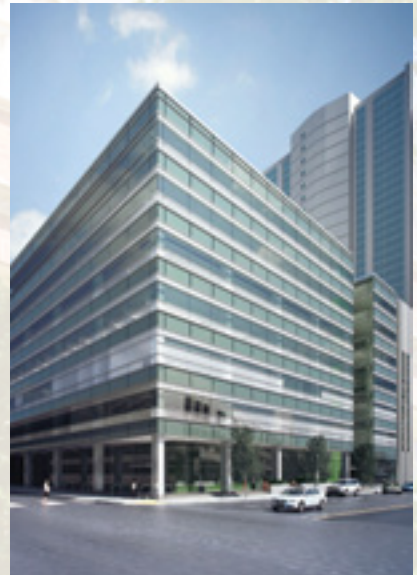
PACIFIC
2020

EXCELLING IN A
CHANGING HIGHER
EDUCATION ENVIRONMENT

1851

PACIFIC 2020

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CHANGING HIGHER
EDUCATION ENVIRONMENT



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UNIVERSITY OF THE PACIFIC HAS A RICH TRADITION OF **INNOVATION** THAT LAID THE FOUNDATIONS FOR THE ROBUST INSTITUTION WE ARE TODAY

Founded in 1851, Pacific has thrived in Northern California for more than a century and a half because of its ability to stay nimble in the face of changes in higher education. The University has switched locations, transformed its mix of programs and schools, and even helped establish a junior college in order to address changes in its economic environment, all the while remaining faithful to its central mission of providing a superior education to its students. Today, Pacific features nine schools across three campuses serving the largest population of students in its history, in large part because of its ability to respond to the changing educational needs of its students.

IT'S THE PACIFIC **EXPERIENCE**

Even as it has adapted to changes in higher education, the University continues to be recognized for its signature “Pacific Experience,” the combination of high quality programs, shared values, and commitment to students that defines our institution. It is the “Pacific Experience” that draws students, faculty, staff and alumni into the Pacific family, where we share our commitment to one another and to bettering our communities. Our deeply committed faculty is dedicated to teaching and mentoring. Excellence in professional programs and liberal arts education are at the core of the University and our rigorous coursework, along with experiential and co-curricular learning, prepare students for a successful life and career.



CHANGES IN HIGHER EDUCATION

Fundamental changes are once again challenging higher education. Shifting student demographics and expectations, growing societal demands for educational accountability and affordability, and the development of new pedagogical models and technologies suggest that universities are facing profound transformation. We recognize a number of changes taking place today:

- ❖ Students and their families are increasingly sensitive to price and value in making decisions about higher education and “comparison shop” accordingly
- ❖ Universities face declining public funding for higher education as well as other pressures that make it incumbent on them to manage costs effectively
- ❖ The labor market and the nature of careers are changing, creating demand for education in emerging areas of knowledge and in development of skills needed for professional adaptation
- ❖ Students expect to learn on their terms, with an education that is personalized, easily accessible with exceptional service, and rich with technology and the best models of pedagogy
- ❖ Students, families, and the government demand clear and measurable accountability for student success, including job readiness
- ❖ The number of traditional college-ready high school graduates is stagnating while the demand from professional and adult learners is growing

Pacific will succeed in changing times by building on its strengths. Capitalizing on the University’s highly regarded student-teacher relationships, committed faculty and staff, and multiple locations across Northern California, **Pacific 2020** prepares Pacific to be a leader in defining the future of superior, student-centered education.





OUR VISION: PACIFIC WILL BE A LEADING CALIFORNIA UNIVERSITY PREPARING GRADUATES FOR MEANINGFUL LIVES AND SUCCESSFUL CAREERS

OUR MISSION: 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.

Through changing times, Pacific's fundamental mission remains as relevant and important as ever. As we achieve the mission, we continue to value:

INTELLECTUAL CURIOSITY We believe that intellectual inquisitiveness is the basis for innovation, creativity and superior learning, teaching and scholarship.

PERSONALIZED LEARNING We believe that a deeply committed faculty inspires effective and deep learning through meaningful relationships and personal mentoring.

WHOLE-STUDENT DEVELOPMENT We believe that the most powerful education is one in which a student's intellectual, social, spiritual and physical needs are recognized and fostered.

INTEGRITY We are committed to the highest ethical standards and to demonstrating honesty, fairness and respect in every action we undertake.

DIVERSITY AND INCLUSIVE EXCELLENCE We value each member of the Pacific community. We celebrate the richness that our diversity of backgrounds brings to the learning environment, to academic inquiry, and to achieving excellence in our educational mission.

COMMUNITY ENGAGEMENT We are committed to learning from and improving the world around us, locally and globally.



ACHIEVING OUR MISSION IN THE CURRENT ENVIRONMENT DEMANDS A **TRANSFORMATIVE** VISION

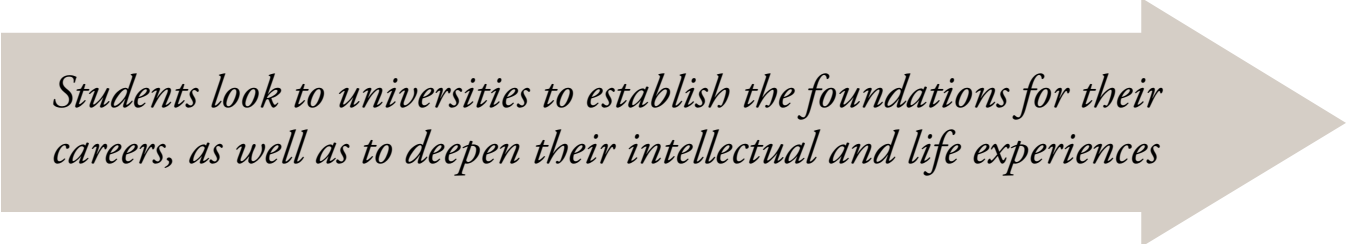
By 2020, Pacific can be uniquely positioned to serve the needs of the next generation of students in new and compelling ways by staying true to our mission and the “Pacific Experience” while expanding the types of students we serve and how we serve them.

While traditional full-time degree-seeking undergraduate student demographics in California and the Western states will remain static in the near-term, other populations of learners will continue to grow. At the undergraduate level, students will increasingly pursue transfer pathways from

development experiences and well-developed networks that can help students further their careers. Pacific will be recognized for the attention it gives to students’ career development as part of the curriculum, to its extensive and sophisticated career services, and for the professional track records of its graduates. In short, Pacific will be recognized for preparing students for both personal, and professional success.

Pacific’s future must build on its current reputational strengths as it forges a leading position within higher education. The University is recognized nationally for its general education programs and internationally for its academic programs in health-related fields, particularly dentistry and pharmacy. Pacific also has a strong reputation in accelerated academic programs that enable prepared students to enter the job market faster than students from traditional programs.

Pacific will develop and enhance programs that build on our reputational strengths in both content area and innovative delivery.



Students look to universities to establish the foundations for their careers, as well as to deepen their intellectual and life experiences

community colleges to four-year universities to earn their bachelor’s degree. At the graduate level, Master’s degrees and specialized certificate programs are increasingly sought after by working adults seeking career advancement as employers demand more highly-skilled employees. Pacific will seek to serve these growing populations of students.

Students learn and grow in many ways. Access to exceptional liberal arts and professional learning provides Pacific students an enriching education that forms an important foundation for a successful life and career. Through its multiple campuses in the urban hubs of the region, deep student-faculty relationships, flexible educational delivery formats, and extensive partnerships with public, nonprofit, and private institutions, Pacific will offer educational programs that are personal, convenient, and encompass the best professional, intellectual, and cultural opportunities in Northern California.

Students look to universities to establish the foundations for their careers, as well as to deepen their intellectual and life experiences. Pacific’s size and commitment to students position it well to advise and educate students about their careers, and to offer access to meaningful professional

Learning is a lifelong endeavor, encompassing a continuum of undergraduate, graduate, professional, and continuing education. We believe in the value of creating trusted, lasting relationships with students at all stages in their educational development.

PACIFIC WILL BECOME A TRUSTED ADVISOR PROVIDING OPPORTUNITIES FOR **LIFELONG** LEARNING

In order to attain our vision and meet the needs of a new generation of learners we will effectively convey the unique value of a Pacific education regionally, nationally, and globally. As we redefine the role of Pacific’s three current locations to meet our educational vision, we will create a single distinctive brand for Pacific that is well recognized and distinguishes us from our peers.

PACIFIC 2020

PACIFIC WILL BE A LEADING CALIFORNIA UNIVERSITY
PREPARING GRADUATES FOR MEANINGFUL
LIVES AND SUCCESSFUL CAREERS



STRATEGY 1: BUILD THE STRENGTH, RELEVANCE, AND REPUTATION OF PACIFIC'S ACADEMIC PROGRAMS

- 1.1 Expand and add new health-related programs
- 1.2 Strengthen or align current programs to meet student and workforce demand
- 1.3 Embrace new technologies, innovative learning models, and a vibrant culture of intellectual inquiry to serve the new generation of learners
- 1.4 Attract, retain and support talented teacher-scholars with a passion for humanistic, student-centered learning
- 1.5 Serve our communities and visibly engage each city through our educational, research and outreach activities

STRATEGY 2: PURSUE NEW STUDENT MARKETS THAT CAPITALIZE ON THE STRENGTHS OF PACIFIC'S ACADEMIC PROGRAMS AND MULTIPLE LOCATIONS

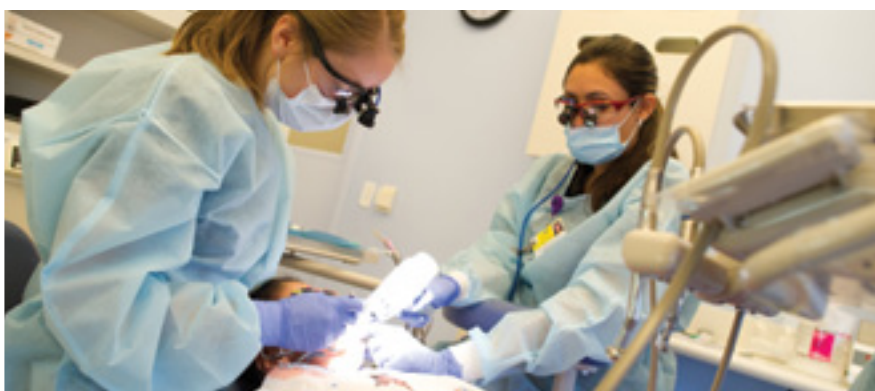
- 2.1 Leverage our campuses in the three cities to provide learning and career networking opportunities
- 2.2 Create new pathways to academic degrees, programs and lifelong learning
- 2.3 Enhance Pacific's reputation
- 2.4 Attract academically driven students from a wide range of backgrounds

STRATEGY 3: PREPARE STUDENTS FOR TOMORROW'S CAREERS AND FOR LIFELONG SUCCESS

- 3.1 Provide our students with exceptional job readiness across all academic disciplines
- 3.2 Advance the diversity and inclusiveness of the Pacific community to enhance the learning environment
- 3.3 Prepare every student for personal and professional success in a global and multi-cultural world
- 3.4 Embrace our students and alumni as lifelong Pacificans

STRATEGY 4: DEVELOP ORGANIZATIONAL CAPACITIES THAT SUPPORT PACIFIC'S VISION

- 4.1 Generate new resources through targeted enrollment growth and through fundraising
- 4.2 Develop human capabilities and skills to meet 21st century demands
- 4.3 Integrate our campuses' administration to better serve our students
- 4.4 Steward resources wisely and efficiently to achieve our goals



1 STRATEGY 1

BUILD THE STRENGTH, RELEVANCE, AND REPUTATION OF PACIFIC'S ACADEMIC PROGRAMS

Pacific's future depends on the quality of our academic programs and their relevance to students. By building on its strong reputation in health and the natural science fields, while also honoring the liberal arts core tradition, Pacific will develop highly regarded educational curricula, programs, and learning opportunities that are aligned with students' needs and workforce demands. Changes in technology, pedagogy, and the boundaries of knowledge are reshaping higher education in profound and lasting ways. Remaining faithful to its tradition as a student-focused university, Pacific will adapt to the changing needs of students in the 21st century by revitalizing teaching and scholarship. Pacific's commitment to teaching, scholarship and service will provide meaningful benefit to our students and our communities.

Goals	Objectives
1.1 Expand and add new health-related programs	<ul style="list-style-type: none"> Pacific introduces multi-disciplinary programs in healthcare business, law, engineering, and other fields Pacific introduces pre-professional and professional programs in new, high-demand health-related fields and healthcare professions
1.2 Strengthen or align current programs to meet student and workforce demand	<ul style="list-style-type: none"> Academic units align existing academic offerings to serve areas of high demand Existing undergraduate and graduate programs are reviewed and revised for quality, relevance and sustainability Alumni and employer advisors are engaged to strengthen academic programs and career paths
1.3 Embrace new technologies, innovative learning models, and a vibrant culture of intellectual inquiry to serve the new generation of learners	<ul style="list-style-type: none"> Pacific faculty pioneer, evaluate, and use the best learning models for traditional, blended, and distance courses Vibrant intellectual engagement by faculty and students energizes each campus and learning experience The expectations of Pacific's teacher-scholar model are established, understood, and practiced Interdisciplinary scholarship is developed in our learning environment
1.4 Attract, retain and support talented teacher-scholars with a passion for humanistic, student-centered learning	<ul style="list-style-type: none"> Pacific is known for creating an environment that promotes and recognizes innovative discovery and learning Faculty are recognized and rewarded for outstanding accomplishments
1.5 Serve our communities and visibly engage each city through our educational, research and outreach activities	<ul style="list-style-type: none"> Pacific becomes a more visible partner in its local communities Pacific increases its educational and experiential partnerships with organizations, firms and institutions in each city Research, service, and cultural activities align increasingly with the needs of each region

STRATEGY 2

PURSUE NEW STUDENT MARKETS THAT CAPITALIZE ON THE STRENGTHS OF PACIFIC'S ACADEMIC PROGRAMS AND MULTIPLE LOCATIONS

Pacific must serve a broader set of student markets as the growth of learners shifts from young adults seeking a baccalaureate degree to working adults seeking lifelong education. Success in such markets will require universities to deliver instruction in locations and formats that are convenient and flexible for students, closely aligned with the needs of employers, and responsive to rapidly changing professional labor markets. In particular, we can capitalize on our locations in San Francisco, Sacramento, and Stockton to provide educational programs tailored to the needs of our local communities, the state, and the nation.

Goals	Objectives
2.1 Leverage our campuses in the three cities to provide learning and career networking opportunities	<ul style="list-style-type: none"> Pacific offers multiple professional and graduate programs in Sacramento, San Francisco and Stockton Academic programs are available to students on multiple campuses utilizing traditional, blended, and distance delivery modes Career preparation for all Pacific students leverages internship and career networking opportunities in our three major locations
2.2 Create new pathways to academic degrees, programs, and lifelong learning	<ul style="list-style-type: none"> Pacific expands the number of accelerated pathways for undergraduate degrees, for graduate/professional degrees, and for dual degrees in flexibly scheduled programs Pacific implements distance and hybrid learning models to reach broader populations Pacific establishes strong articulation partnerships with regional community colleges to allow an affordable path to a baccalaureate degree for academically strong students Working adults turn to Pacific for academic credentials and learning opportunities that advance their professional development
2.3 Enhance Pacific's reputation	<ul style="list-style-type: none"> Pacific is recognized for its signature graduate and undergraduate programs Pacific has a clearly articulated brand that communicates the essence of the "Pacific Experience" Pacific is recognized for high quality student service that supports a flexible, customized learning experience for both traditional and on-line/hybrid academic programs Pacific's highly visible athletics programs reflect the integrity and high academic standards of the institution
2.4 Attract academically driven students from a wide variety of backgrounds	<ul style="list-style-type: none"> New students arrive prepared for success in rigorous Pacific coursework With a strong core of enrollment from California, Pacific recruits nationally and globally to enroll new students Honors programs, accelerated options and personalization increase Pacific improves recruitment of and services for transfer, graduate, professional, continuing education students, and new kinds of learners

STRATEGY 3

PREPARE STUDENTS FOR TOMORROW'S CAREERS AND FOR LIFELONG SUCCESS

Pacific commits to supporting the lifelong success of its students. From recruitment and selection, to educational attainment and degree completion, to alumni programs, the University will build the capabilities and establish the processes needed to be recognized as a leader in preparing its graduates for success in their careers and lives.

Goals	Objectives
3.1 Provide our students with exceptional job readiness across all academic disciplines	<ul style="list-style-type: none"> • Career planning is aligned with students' academic studies from the time they enroll • Employers recognize the value of a Pacific degree • Experiential learning opportunities are expanded and integrated into the curriculum of every Pacific student
3.2 Advance diversity and inclusiveness of the Pacific community to enhance the learning environment	<ul style="list-style-type: none"> • The faculty's teaching methods and learning models capitalize on inclusive excellence and diversity • The humanistic approach of treating everyone with respect and dignity is integrated into the University community and student learning
3.3 Prepare every student for personal and professional success in a global and multi-cultural world	<ul style="list-style-type: none"> • A larger proportion of Pacific students pursue international experiences and more international students experience Pacific • Global awareness and intercultural competence is integrated into the curricular and co-curricular programs
3.4 Embrace our students and alumni as lifelong Pacificans	<ul style="list-style-type: none"> • The University connects with our alumni throughout their lifetimes with enhanced communications, learning opportunities, and active alumni societies • A comprehensive campaign produces new revenue that enhances the University • A culture of philanthropy exists across the Pacific family



STRATEGY 4

DEVELOP ORGANIZATIONAL CAPACITIES THAT SUPPORT PACIFIC'S VISION

Like many large organizations, universities have created ossified structures, rules, and practices that have rendered them costly and slow to adapt to changes in their environment. The transformations in higher education, however, will demand organizations that are efficient, innovative, high quality and service oriented. This will necessitate the entire University community embracing a broad cultural change. Pacific will develop the organizational capabilities necessary to become an integrated, multi-campus university offering students and alumni outstanding educational and career development opportunities in Northern California.

Goals	Objectives
4.1 Generate new resources through targeted enrollment growth and by fundraising	<ul style="list-style-type: none"> Pacific increases enrollments, especially in graduate and professional programs Pacific increases the number of adult students seeking advanced studies aligned with their career and life goals Online and blended programs provide new student net revenues New philanthropic revenues support the University, its programs and its students
4.2 Develop human capabilities and skills to meet 21 st century demands	<ul style="list-style-type: none"> Pacific is sophisticated at serving all students throughout recruitment, enrollment, retention and degree completion Faculty is adept at utilizing technology-enabled personalized learning Faculty integrate innovative learning and assessment methods High-quality staff and faculty development and training programs are offered and institutional progress is regularly tracked Clear standards are in place for employee recruitment, retention and performance Pacific attracts, retains, and develops a high-performing workforce/staff
4.3 Integrate our campuses' administration to better serve our students	<ul style="list-style-type: none"> Administrative functions and services are integrated across the University using common standards and practices Policies and business practices align with University goals Management and administrative processes are timely, informed, and effective Pacific's shared governance structure reflects best practices Pacific's marketing capabilities are strengthened and convey institutional identity
4.4 Steward resources wisely and efficiently to achieve our goals	<ul style="list-style-type: none"> A new resource allocation budget model is implemented that promotes efficiencies while offering incentives and accountability to academic and other units Clear standards and processes are put in place for introduction and evaluation of existing and new academic programs and administrative functions



IMPLEMENTING PACIFIC'S VISION

Pacific 2020 articulates a transformative vision for Pacific together with the strategies, goals, and objectives necessary to achieve that vision.

Strategies are continuous, focused behaviors that an institution follows over time. Pacific 2020 expresses four intentional strategies that it will execute over seven years until 2020. During that time, emerging conditions and trend changes will require Pacific to reshape and refine these strategies. The wording of the strategies will remain relatively constant; changes will occur at the level of goals, objectives and activities. Elements of the strategy may fall away as unrealized or unrealizable. By 2020, Pacific will summarize the realized strategy that it has achieved, consisting of the actual focused actions and achievements of the preceding seven years. This will serve as the launching point for a new round of strategic planning and fresh articulation of strategy. The University will have been transformed.

GOALS, OBJECTIVES AND ACTIVITIES ARE THE ACTIONABLE MEANS TO EXECUTE STRATEGIES

The University will use metrics to ensure progress and accountability. Pacific 2020 articulates goals and objectives that are intended to have a “shelf-life” of about three years. Leadership intends to revisit Pacific 2020 in 2015 in order to refresh and refine the goals, objectives, and actions.

Starting in fall 2012, the University will engage in a round of planning at the academic and administrative unit levels (schools/college and administrative divisions). This planning will align unit-level goals, objectives, actions, metrics, targets, and responsibilities with Pacific 2020. It will also specify the organizational capacities needed to achieve our strategies and the means to build or acquire those capacities. Unit planning efforts will also translate into annual action plans and budgets that units will implement. The serial implementation of seven years of action plans will be the primary means for achieving the goals, objectives, and metrics expressed in Pacific 2020.



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