

Pacific 2020R

*University of the Pacific's Strategic Plan
Refreshed for 2017-2022*

UNIVERSITY OF THE
PACIFIC



Our Vision

Pacific will become the
leading student-focused
university in California



Introduction

Building on more than 165 years of innovation and excellence, *Pacific 2020*, the university's strategic plan, was adopted in 2012. It provided a vision of adaptive change while preserving our commitment to the "Pacific Experience": the combination of high quality programs, shared values and an intense focus on students.

Pacific 2020 was developed with the understanding that higher education is facing enormous change that requires responsiveness to shifting student demographics and expectations, increasing needs for educational accountability and affordability, and development of new pedagogical models.

To implement our vision, four strategies were identified in *Pacific 2020*:

- Build the strength, relevance, and reputation of Pacific's academic programs
- Pursue new student markets that capitalize on the strengths of Pacific's academic programs and multiple locations
- Prepare students for tomorrow's careers and for lifelong success
- Develop organizational capacities that support Pacific's vision

These strategies were then organized into our annual institutional priorities to accomplish the strategic plan and realize our vision:

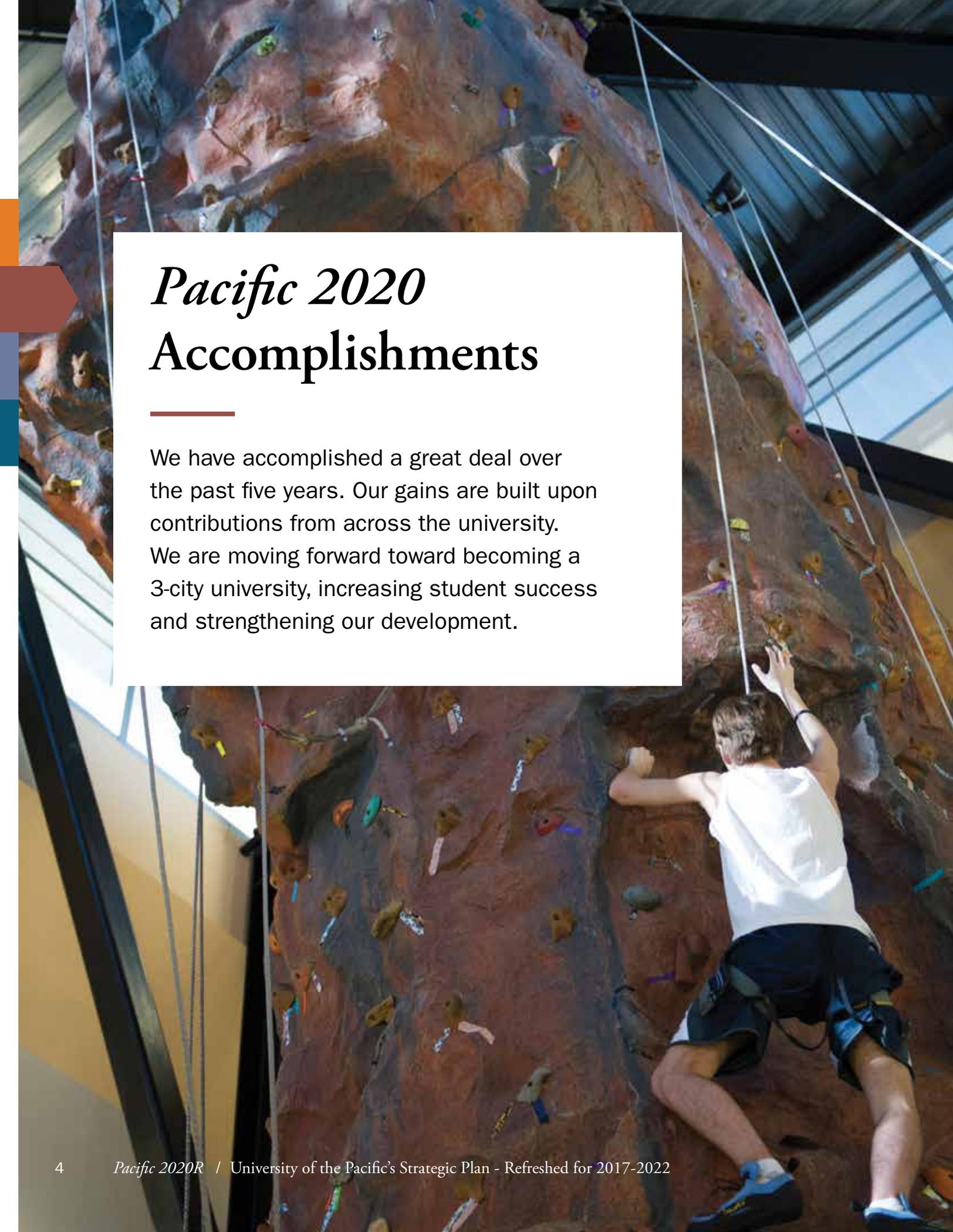
- Becoming a 3-City University
- Student Success
- Building the quality and reputation of academics
- Developing the talent within our organization
- Empowering our future through our fundraising campaign

We have accomplished much since 2012. While we are proud of our progress, we still have more work to do.

In the summer of 2016, university leadership, staff and faculty paused to take stock in our progress, and to refine our thinking about how best to achieve the goals set out in our original plan. The university then undertook a year-long, comprehensive process that resulted in a refresh of *Pacific 2020* (or *Pacific 2020R* as we have come to call it).

Pacific 2020R focuses on two themes: **Students with Purpose** and **Agile and Dynamic Growth**, which are supported by five priorities. These themes and priorities complement one another and put students—current and future—at the center of our work.

Focusing our work on these priorities will help us achieve our vision of becoming the leading student-focused university in California. We are excited about the prospects for Pacific as we prepare our students to live, learn and lead with purpose.

A photograph of a person climbing an indoor rock wall. The climber is wearing a white tank top, dark shorts, and a climbing harness. The rock wall is reddish-brown with various colored handholds and footholds. The climber is positioned on the right side of the wall, reaching up with their right hand. The background shows the interior of a climbing gym with a high ceiling and structural beams.

Pacific 2020 Accomplishments

We have accomplished a great deal over the past five years. Our gains are built upon contributions from across the university. We are moving forward toward becoming a 3-city university, increasing student success and strengthening our development.

1. Building One University From Three Campuses

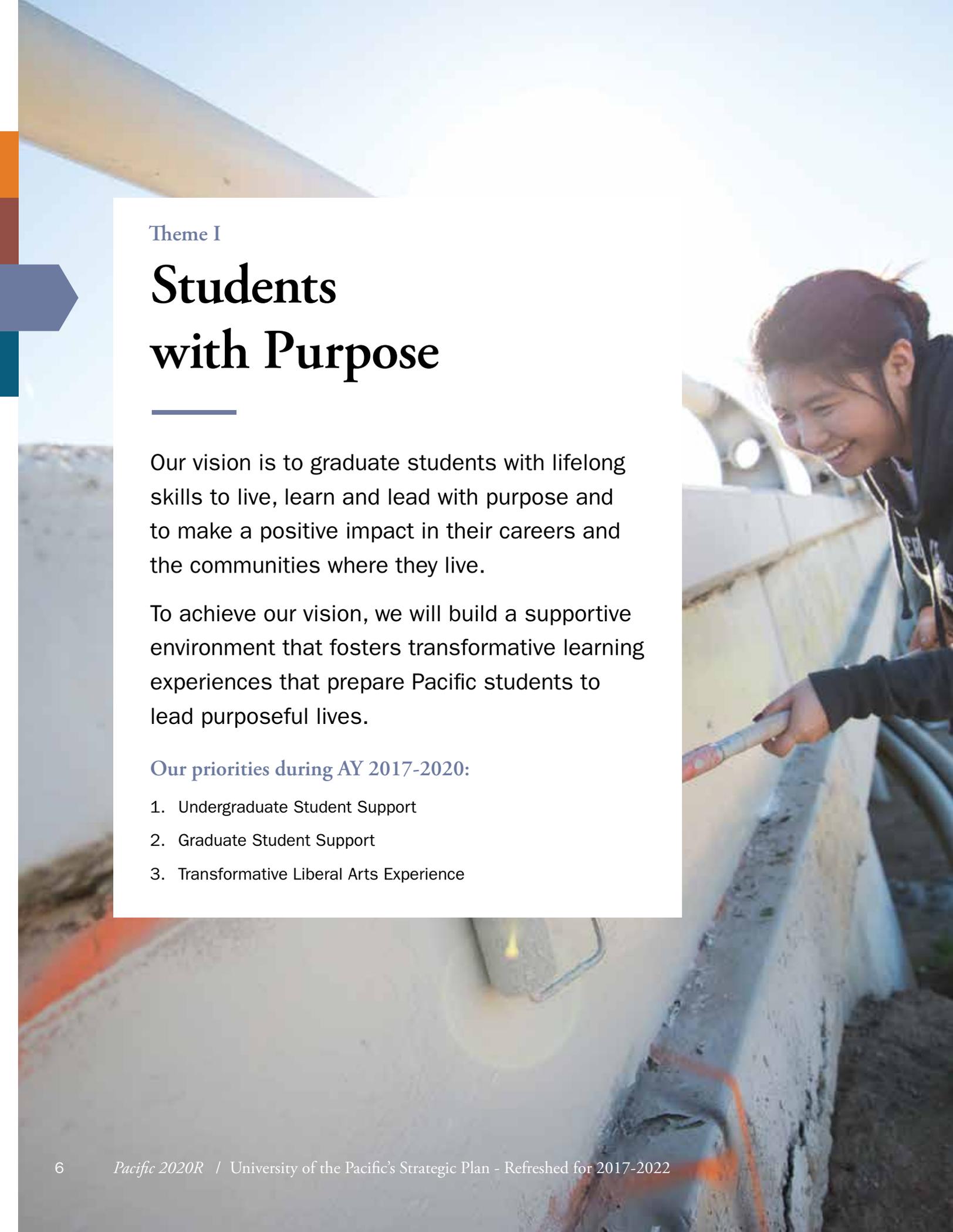
- Developed diverse, market-responsive graduate programs in health, food technology, policy and education in San Francisco and Sacramento that build upon the existing strengths of our Dental and Law schools.
- Established a new, larger campus in downtown San Francisco to attract working professionals and provide state-of-the-art facilities to our dental students.
- In Sacramento, we added programs in public policy and administration, education, health and analytics.
- Revamped the McGeorge law school and refocused its curriculum, establishing a niche in capital city lawyering and concentrations in contemporary fields such as water and health law.
- Created a Master of Science in Law degree for those in professions who can benefit from advanced training in law but don't need a full JD degree.
- Emphasized our legacy of experiential learning, including our Legislative and Public Policy clinic, whose students helped introduce 15 bills into the California Legislature, with nine being signed into law.
- Increased McGeorge graduates' bar passage and job placement rates.

2. Achieving Gains in Student Success

- Made major investments in support systems, programs and staff aimed at increasing student success, retention and graduation rates.
- Hired four new outstanding deans to lead our law school, Conservatory of Music, Graduate School and University College.
- Increased abilities in outreach and prospective student recruiting.
- Reinvigorated our Center for Teaching and Learning.
- Invested in new housing, a reimagined library, and enhanced athletics and training facilities.
- Increased the diversity of our students and faculty by implementing a Strategic Enrollment Plan to recruit and support international students.
- Provided support services for underrepresented students and faculty.
- Our 2016 survey of graduates reveals that six months after graduation, nearly 90 percent were employed or accepted to graduate or professional school, completing a post-graduate internship or fellowship, or serving in a military or community service experience.

3. Strengthening Our Development Efforts

- We reached the half-way point in our \$300 million development campaign, "Leading with Purpose".
- The vision of Bob and Jeannette Powell and their match has resulted in an unprecedented growth in our endowment, with over \$37 million in new endowed scholarships and five new endowed faculty positions.



Theme I

Students with Purpose

Our vision is to graduate students with lifelong skills to live, learn and lead with purpose and to make a positive impact in their careers and the communities where they live.

To achieve our vision, we will build a supportive environment that fosters transformative learning experiences that prepare Pacific students to lead purposeful lives.

Our priorities during AY 2017-2020:

1. Undergraduate Student Support
2. Graduate Student Support
3. Transformative Liberal Arts Experience



Theme I: Students with Purpose

Priorities

1. We have already begun important work to address undergraduate student success, including:

- improving tutoring and supplemental instruction;
- launching an “Early Alert” system with case management;
- building a degree audit system and additional resources for developmental skills.

1. & 2. We’ve also identified the following needs for both undergraduate and graduate students:

- development of a robust clearance process;
- revisions to freshman, transfer and graduate orientations;
- coordinated advising for all university students and adviser development;
- enhanced student support services; and leaders at the graduate and undergraduate levels developing a seamless student experience.

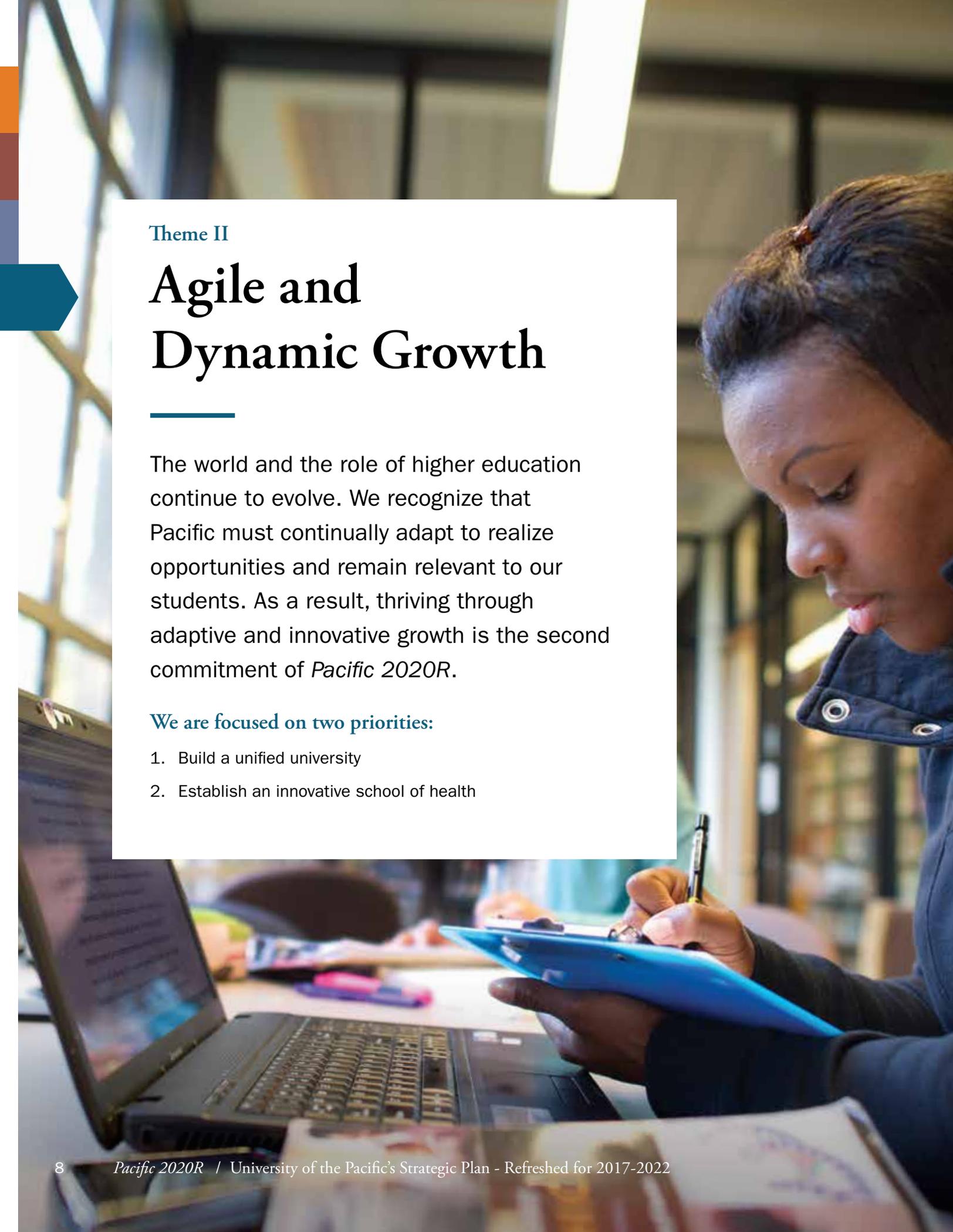
3. To create a transformative liberal arts experience:

Pacific 2020R will also support innovative curricular work to provide undergraduate students with an integrated liberal arts experience, the “Pacific Experience” envisioned in *Pacific 2020*.

This liberal arts experience will leverage the strengths in academics and student life and include experiential learning that prepares students for the complexities of a rapidly changing knowledge-based economy.

Our focus will be:

- Define a common set of outcomes for a robust liberal arts experience.
- Develop and implement a structured process for integrating academic and co-curricular programming.
- Develop an appropriately resourced implementation plan that ensures integration of the liberal arts experiences across the College and all Schools.



Theme II

Agile and Dynamic Growth

The world and the role of higher education continue to evolve. We recognize that Pacific must continually adapt to realize opportunities and remain relevant to our students. As a result, thriving through adaptive and innovative growth is the second commitment of *Pacific 2020R*.

We are focused on two priorities:

1. Build a unified university
2. Establish an innovative school of health



Theme II: Agile and Dynamic Growth

Priorities

1. Build a Unified University

Building a unified university is vital to our growth and evolution as a leading California university. Our goal is to shape our identity and culture as a university that operates smoothly across three campuses, highlights our shared values, and harmonizes our administrative structures policies and procedures with our identity and values.

To reach our goal, we've outlined four initiatives that are central to our institutional efforts:

- **Imbue our core values** - into our conversations, interactions and practices.
- **Align policies and practices** - to reflect a unified university.
- **Re-organize administrative structures** - to support operating as a unified university.
- **Develop a unified identity** - and communicate internally Pacific's identity as a unified university with shared values.

2. A New School of Health

The new school will provide a highly educated workforce for high-demand economic sectors of the region. We will leverage our existing strengths and provide cross-disciplinary expertise to enrich the learning of all Pacific students through the infusion of health and wellness into our curriculum.

Foundational work is being done to develop new health programs to meet accreditation requirements and employment opportunities as well as a blueprint for innovative professional education and collaborative care.



Achieving Our Vision

Our vision of becoming the leading student-focused university in California and helping our students and university live, learn and lead with purpose is more important than ever.

As members of their personal and professional communities, Pacific graduates will exemplify the concept of living, learning and leading with purpose, and in turn, Pacific will become known for producing exceptional graduates who demonstrate these qualities.

The work we will undertake over the next few years as outlined by *Pacific 2020R* will help us achieve our vision.

You will find detailed information on the implementation of *Pacific 2020R* at go.pacific.edu/P2020R.





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