

PACIFIC 2020R

2018-19 Institutional Priorities
for University of the Pacific

UNIVERSITY OF THE
PACIFIC

Introduction

For the 2018-19 academic year, Pacific will focus on the following Institutional Priorities to become a university that delivers outstanding academic programs and excellent support services for students:

1. Further our strategic goals to enhance student support, strengthen liberal arts learning and solidify a unified university;
2. Strengthen our financial sustainability;
3. Embrace our values of diversity and inclusion; and
4. Receive WASC Senior College and University Commission reaccreditation.

These efforts are underway and progressing well. We will continue to be successful thanks to the hard work and support of our university community.

Read more about our 2017-2018 accomplishments and our 2018-2019 Institutional Priorities.



Building on our successes: 2017-2018 accomplishments

Through the outstanding work and commitment of our faculty, staff and students, we have made significant progress on our strategic and institutional goals. Our 2017-2018 accomplishments include:

Ensuring quality: Preparing for the renewal of our accreditation by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC) affirms our steadfast commitment to achieving the highest level of quality and effectiveness in delivering a Pacific education. A universitywide steering committee and working groups composed of students, faculty and staff managed this comprehensive effort, which will culminate in 2019. Their highly successful collaborations reflect a deepened understanding of the value of the accreditation process, the results of which affirmed four distinct characteristics of a Pacific education: deep student engagement with faculty and staff, applied learning, service to communities, and preparedness for the future. These hallmarks are evidenced in our outstanding alumni outcomes.

A re-envisioned law school: A new dean working in close collaboration with faculty, regents and administrators launched the plan to reposition McGeorge for a bright and sustainable future. Building on its reputation for a quality, practical education, McGeorge developed a financially sustainable model that envisions a smaller and stronger law school with accelerated JD programs, improved student success and a higher national ranking. Greater focus will be placed on enhanced recruitment, higher entrance credentials, increased scholarships, and more robust bar exam preparation and career services. Early indicators are positive: applications to McGeorge have increased by 20 percent compared to a national increase of 9 percent, confirmed enrollments are higher than last year, and students' academic credentials are better than the previous two years.

Investing in possibility: Our "Leading with Purpose" campaign launched publicly with more than \$187 million of our \$300 million goal raised, ahead of plan. Our donors and advocates continue to provide the transformational experiences, superior education, top-notch faculty and outstanding facilities that prepare our students for the complexities of the 21st century. In fact, since the campaign began in 2015, our endowment has grown from \$385 million to \$422 million, thanks to the confidence our donors have in Pacific.

Building powerful student support: Strong partnerships throughout the university are resulting in a seamless experience and supportive environment for our students. Improvements range from a revamped student orientation and changes in the pre-matriculation process to better academic advising and an enhanced first-year experience. Our graduate students are being served by a graduate student support specialist on each campus to ensure students have local support. In addition, students now have a more streamlined application and admission process, along with orientation, academic advising and career resources.

Declaring our values: Understanding who we are and what we stand for is among the most important work the university has undertaken. By listening to and learning from the experiences of our students, faculty and staff, the university identified the six values that will guide our actions and decisions: academic excellence, student-centered, community engagement, diversity and inclusion, integrity and accountability, and respect and civility. This newly defined vocabulary will bring the university community together around a shared commitment to excellence.

Investing in our people: We have invested in initiatives aimed at increasing student, faculty and staff success and retention through new student residences and facilities such as the Eve Zimmerman Tennis Center, the Janssen-Lagorio Performance Center, a revamped Owen Hall with state-of-the-art studios and practice rooms and plans for a re-imagined library. Third spaces and sacred spaces are being created for the way students live and learn. Faculty and staff saw an improved payroll system, a commitment to invest in a new compensation philosophy, a faculty equity study, enhancements for non-tenure track faculty, an updated job classification system and information security and technology upgrades.

Each member of our community plays a vital role that is connected to our accomplishments, our plans for the future, and our coming together to provide an excellent education and experience to every Pacific student. Our work together will help our students and our three-campus community **live, learn and lead with purpose.**



2018-2019

Institutional Priorities

Institutional priority 1: Further our strategic goals

Pacific remains committed to the strategic efforts described in our refreshed strategic plan, Pacific 2020R. Our strategic plan is our commitment to support “Students with Purpose” by enhancing student support services, preparing graduates for the rapidly changing society of the 21st century, and creating a new school of health. In addition, Pacific 2020R is committed to creating an “Agile and Dynamic University,” where we are integrated across our three campuses and guided by our values.

Below are the three key strategic plan initiatives that will require significant effort from all of us this coming year to have a lasting and positive impact on our students, faculty and staff:

Undergraduate Student Support:

Building on last year’s progress, our undergraduate student support work will include enhancing and integrating academic and career advising, enhancing systems to track and support student academic progress and career development, reinvigorating the first-year experience, and increasing support for wellness and mental health. The recently approved Strategic Investment Fund program *Thriving Tigers* will allow this work to advance, thanks to collaboration from academics, Student Life and Enrollment Management.

Transformative Liberal Arts Education:

This year, our faculty will finalize shared core learning outcomes for our undergraduates. Teams of faculty and staff will begin integrating these shared learning outcomes into an impactful educational experience for all undergraduates that includes a revised set of General Education course requirements, and co-curricular and experiential learning opportunities.

Build a Unified University:

Our focus this year is to understand and review a set of policies and practices identified by each administrative division to ensure we are well aligned across our campuses and guided by our values. Practices and policies related to finance, technology, student services and marketing and communications will be reviewed, integrated and improved.

In addition, areas identified by the Pacific community in a recent crowdsourcing exercise, including student services and employee-related practices, will be explored to understand how our core values can be better integrated, and where new approaches are needed.

Institutional priority 2: Strengthen our financial sustainability

In this new era of higher education, Pacific must grow and reduce spending to be financially sustainable. But until enrollments grow substantially, Pacific must ensure that we compensate our employees fairly and spend less than we bring in. In the coming year, the university will reduce and reallocate its budget to ensure our employees

are compensated consistently with our newly adopted compensation philosophy and to achieve a 4.6 percent margin in the FY20 unrestricted budget. Informed by benchmarking, we will make strategic expenditure reductions to raise and distinguish Pacific’s brand of preparing exceptional graduates who are ready for the future.



Institutional priority 3: Embrace our values: Diversity and Inclusion

Last year, the Pacific community had a thoughtful and authentic conversation to clarify our shared values. It is now time to bring these values to the forefront to define what each value means to us and to celebrate ways we live and embrace our values.

In the coming years, Pacific will identify one of these values each year to spotlight as an institutional priority. This year, Pacific will explore what it means to be a university that is deeply committed to our value of Diversity and Inclusion. We seek to be a university that respects all individuals and embraces the richness that our diversity brings to our educational community. We want to recognize and honor differences, creativity and what is distinct about our community to continue to foster a safe, welcoming and inclusive environment.

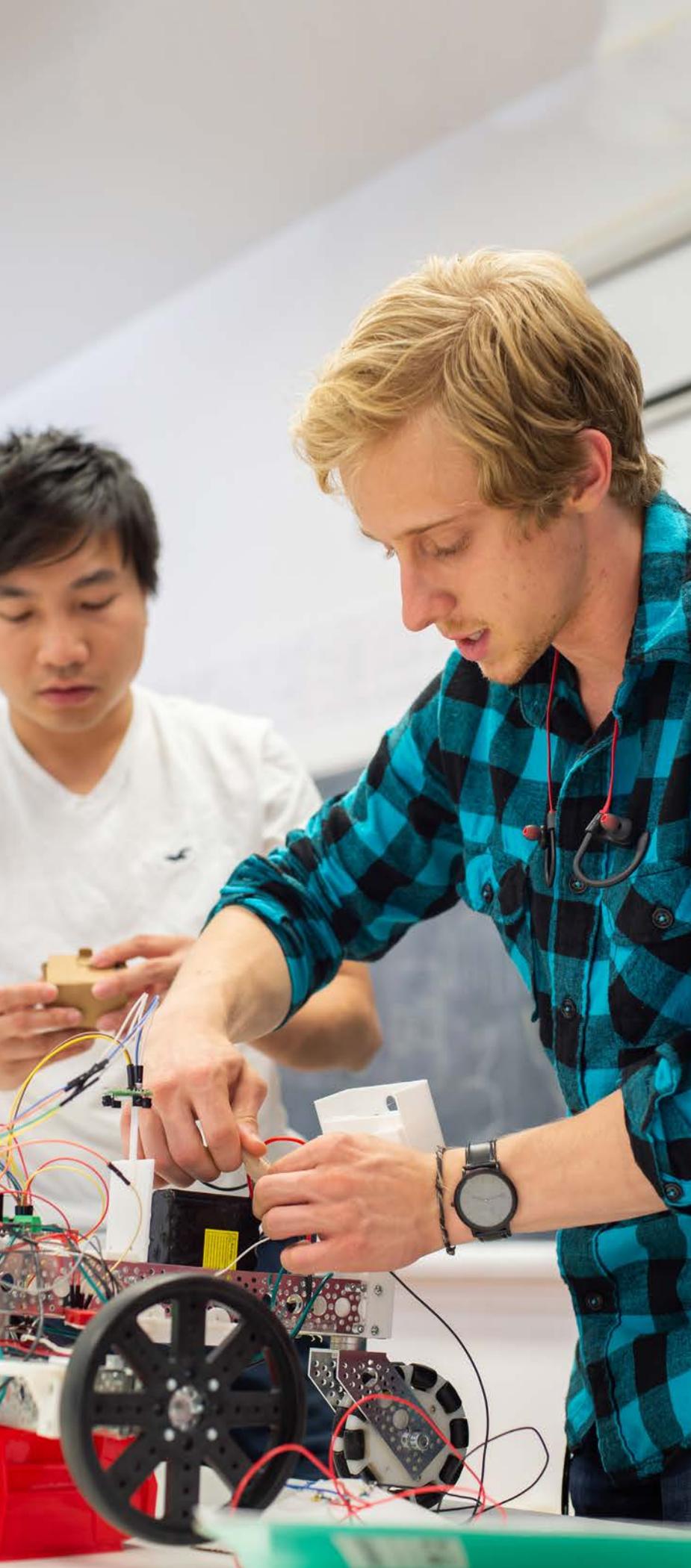
Our university can be a role model for how an institution can embrace diversity and inclusion. Steps toward this aspirational goal will include:

- Ensuring our educational community engages in thoughtful and open dialogues to reflect on ways diversity and inclusion can and should be manifested in our actions and behaviors.
- Addressing gaps and opportunities identified by the Diversity Leadership Team to strengthen policies and practices and ensure our behavior is aligned with our commitment to diversity and inclusion.
- Incorporating diversity and inclusion, along with our other core values, into Pacific's personnel actions such as hiring, promotion, performance review and recognition practices.

Institutional Priority 4: WSCUC Reaccreditation

The Reaccreditation Steering Committee did an excellent job engaging the university community to create a self-study report that provides a candid portrait of strengths and challenges at Pacific and demonstrates how the university complies with all WSCUC and federal standards.

Pacific presented its self-study report to the WSCUC Reaccreditation Team in June 2018 and will host a site visit in March 2019, culminated by WSCUC commission action in June 2019.



Our values will guide this work—ensuring respect and civility, encouraging diverse voices and inclusive dialogues, and honoring the perspectives of our community of administrators, faculty and staff even while making difficult decisions and taking challenging actions. Most importantly, putting our students at the center of our actions and decisions and providing them with an excellent educational experience will ensure we meet our commitment to preparing our students for purposeful lives.



UNIVERSITY OF THE
PACIFIC

go.Pacific.edu/P2020R

Copyright ©2018 University of the Pacific