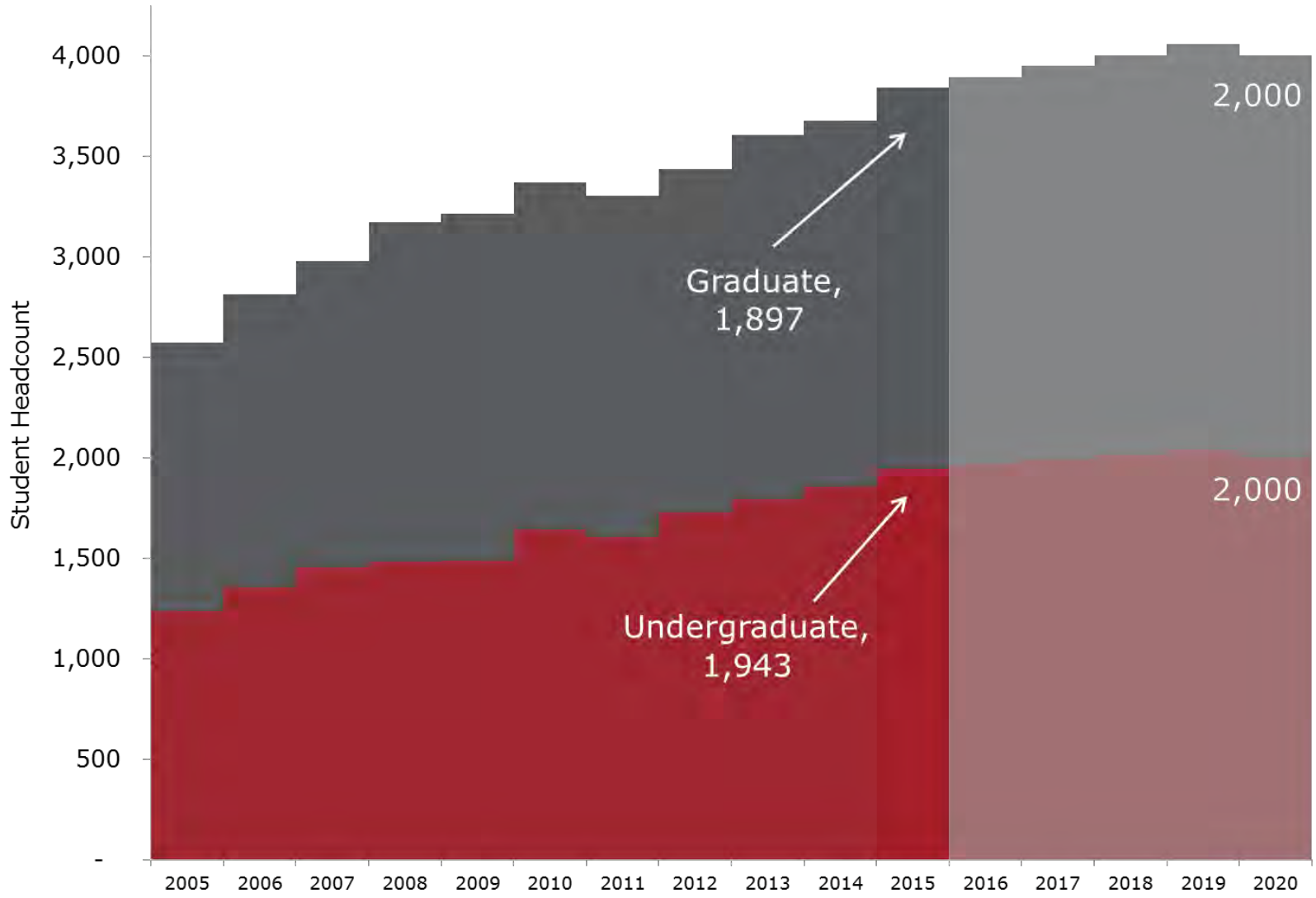


State of the University

October 21, 2015

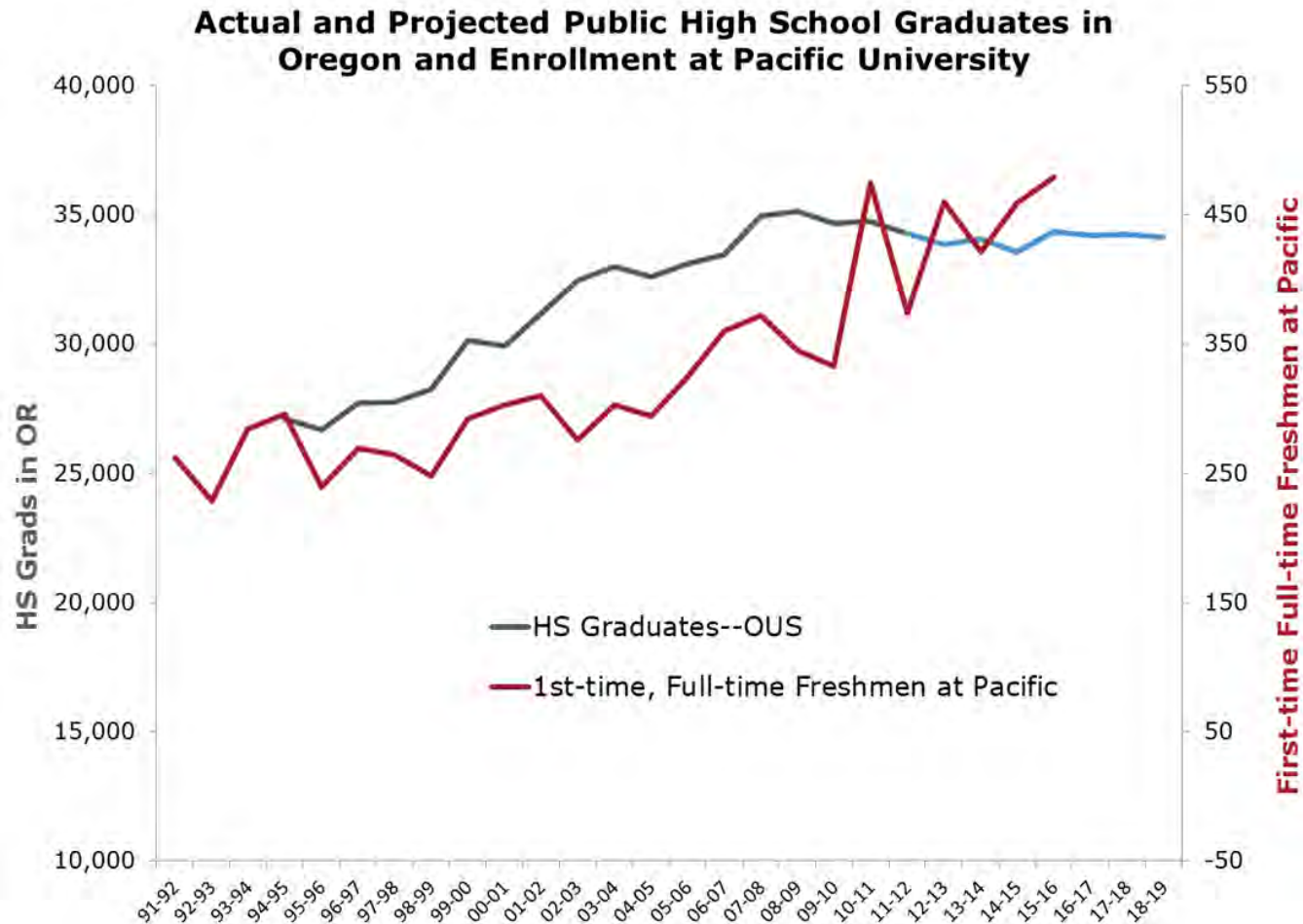
Lesley M. Hallick, Ph.D.
President

Enrollment Goal of 2,000 + 2,000 by 2020



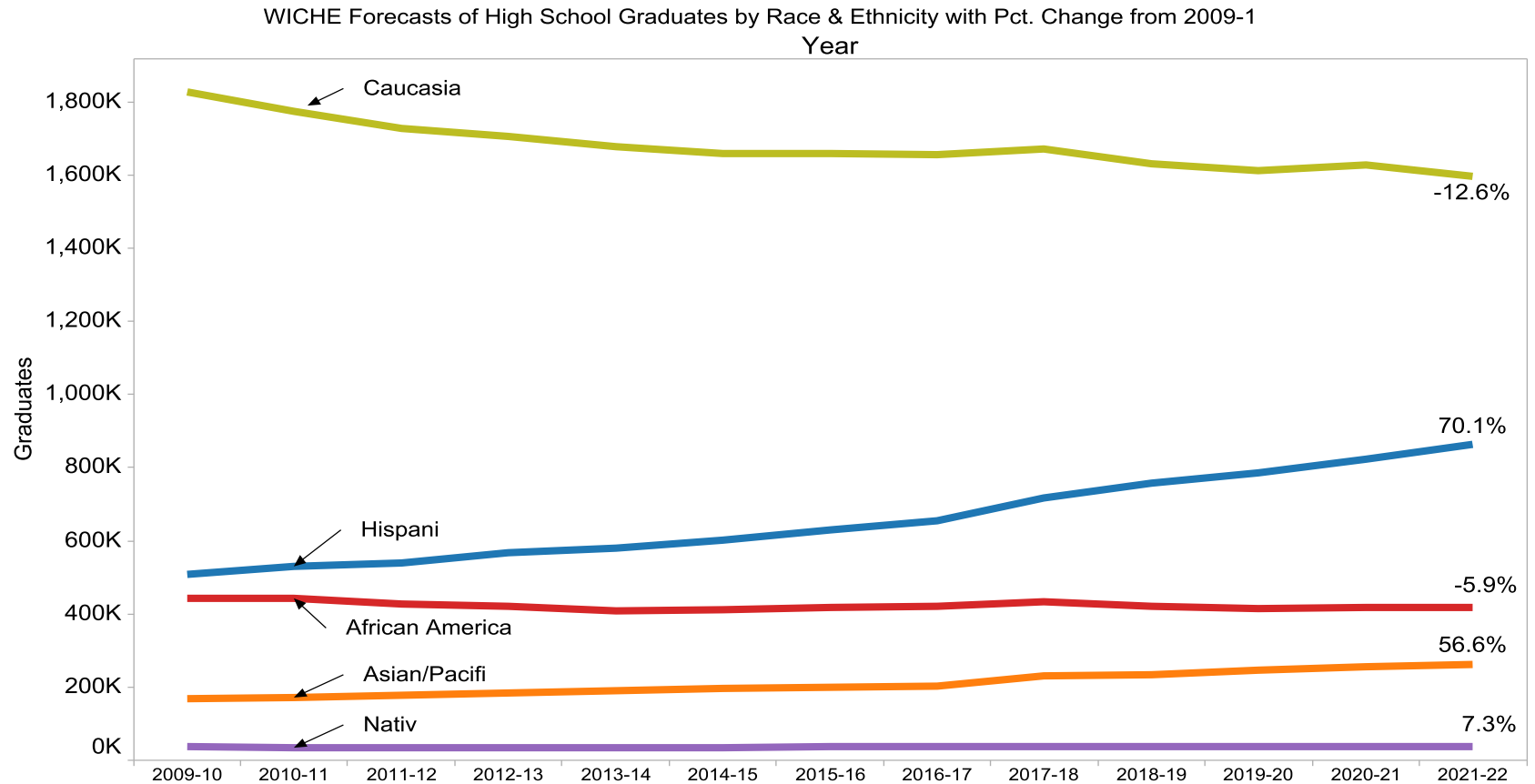
The Brutal Facts (1)

High School grads in Oregon follow national trends; they are declining, so future increases require increased market share.



The Brutal Facts (2)

High School grads of the future will be much more diverse.



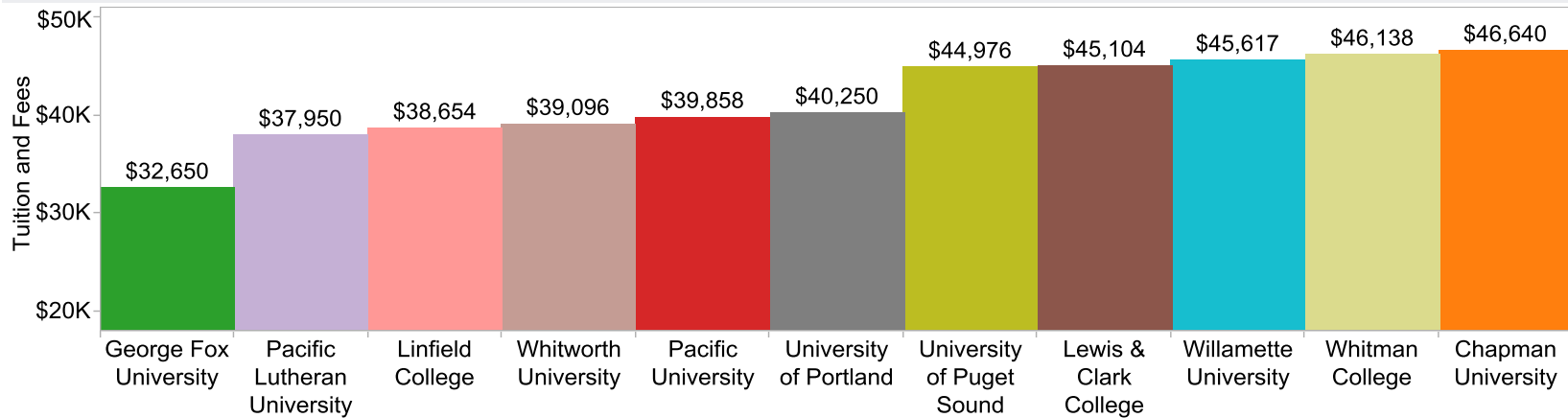
- WICHE forecasts show that most growth is occurring in Hispanic populations

The Brutal Facts (3):

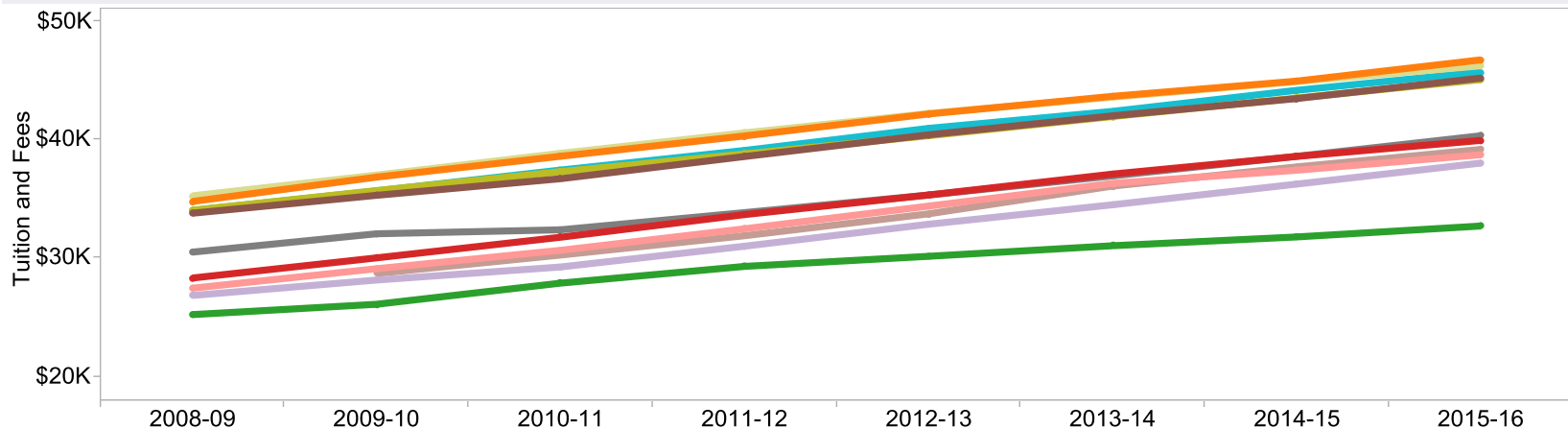
The cost of higher education is too high for many students

FG UG Tuition & Fees Comparisons

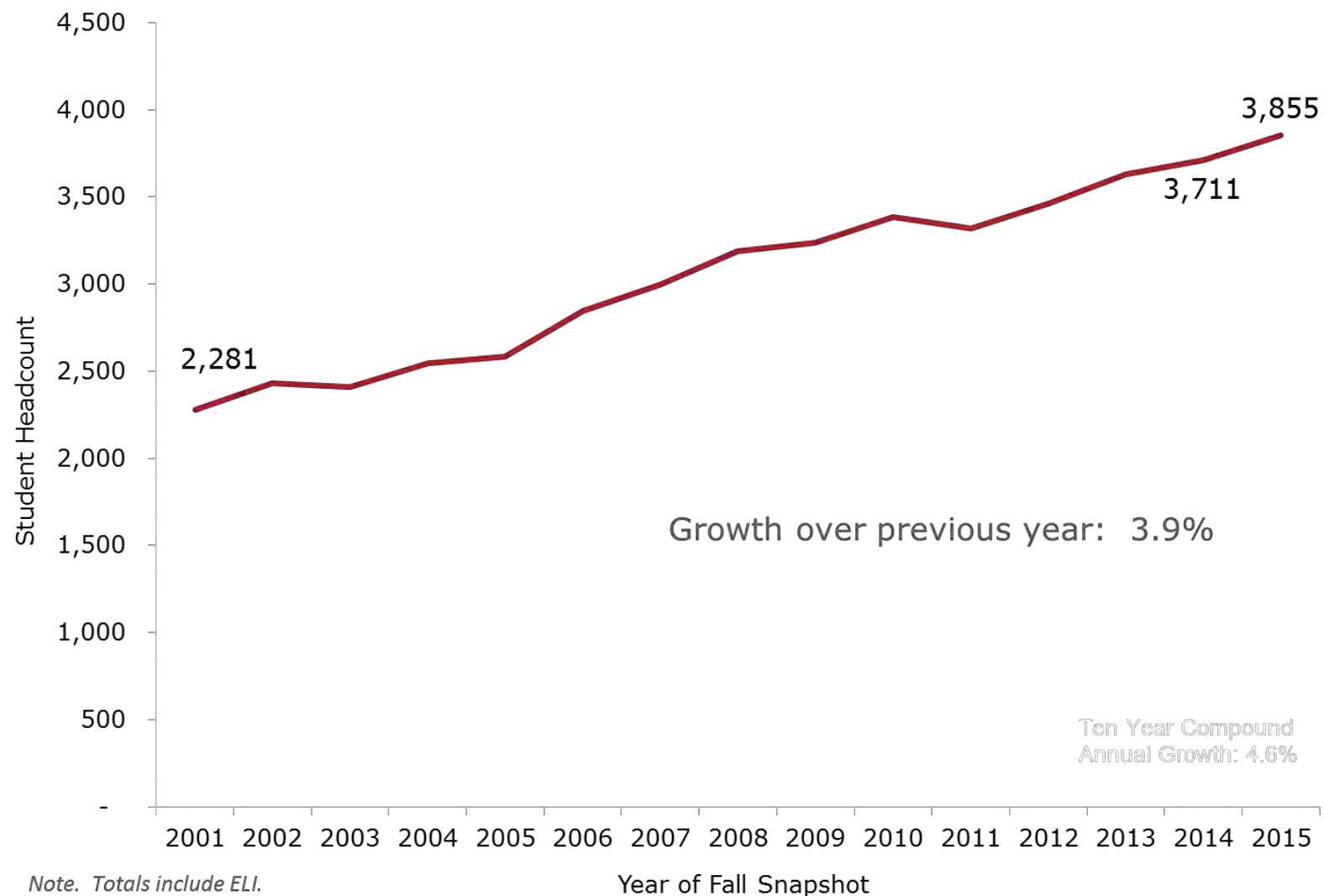
Tuition and Fees Comparisons 2015-16



Tuition and Fees Trends



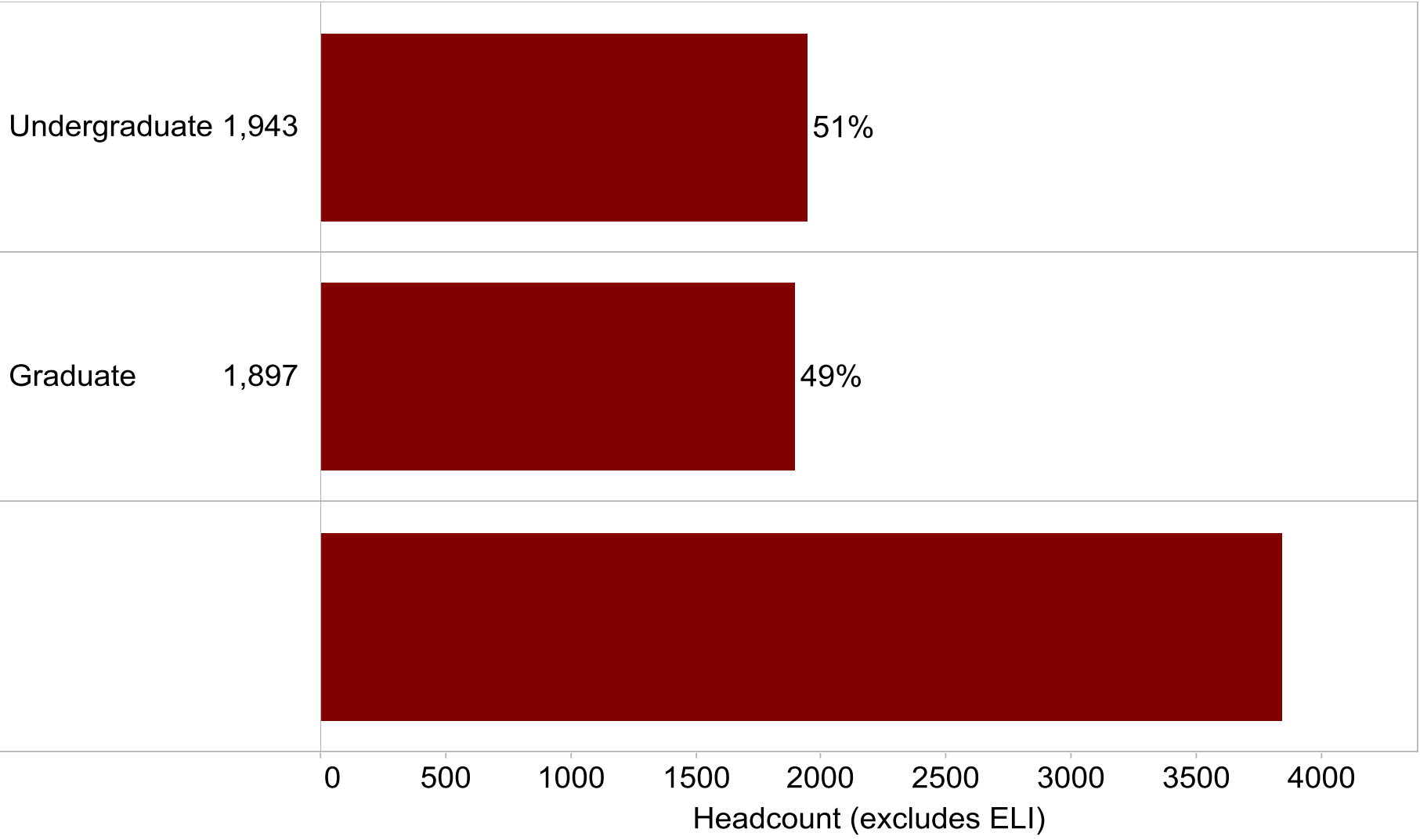
Student Headcount Trend – Total University



Note. Totals include ELI.

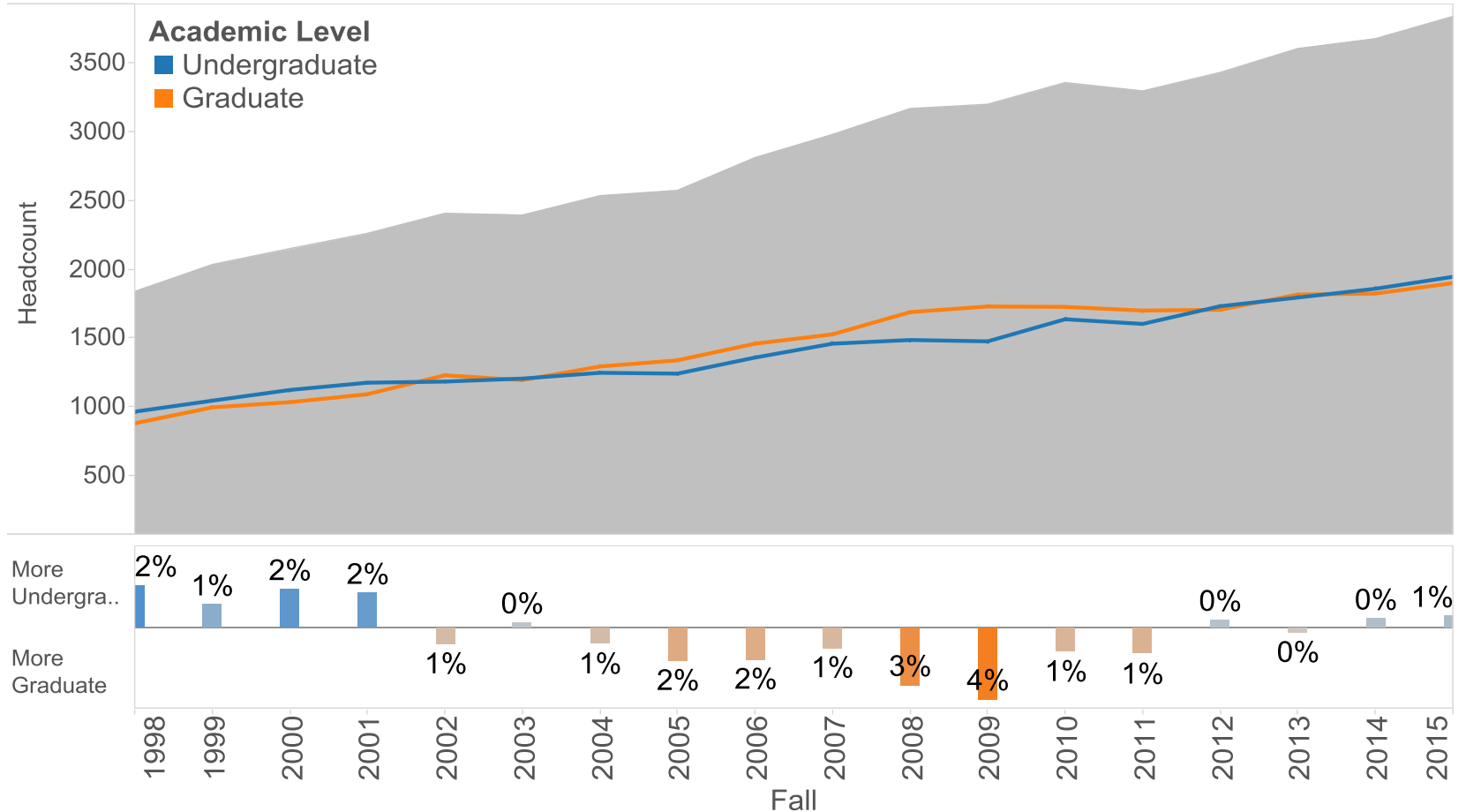


Total Enrollment Fall 2015

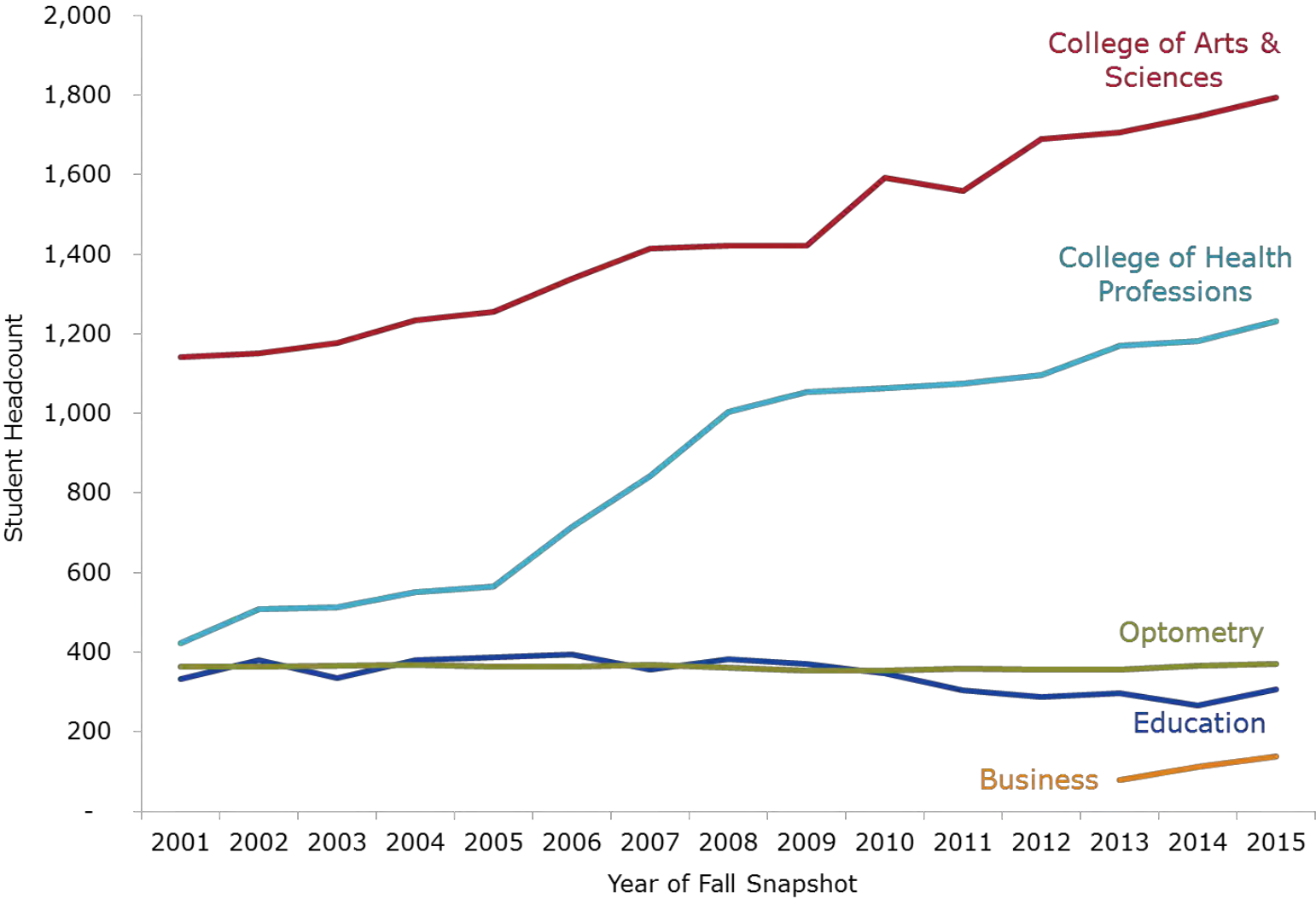


Undergraduate and Graduate Student Distribution: We are Growing

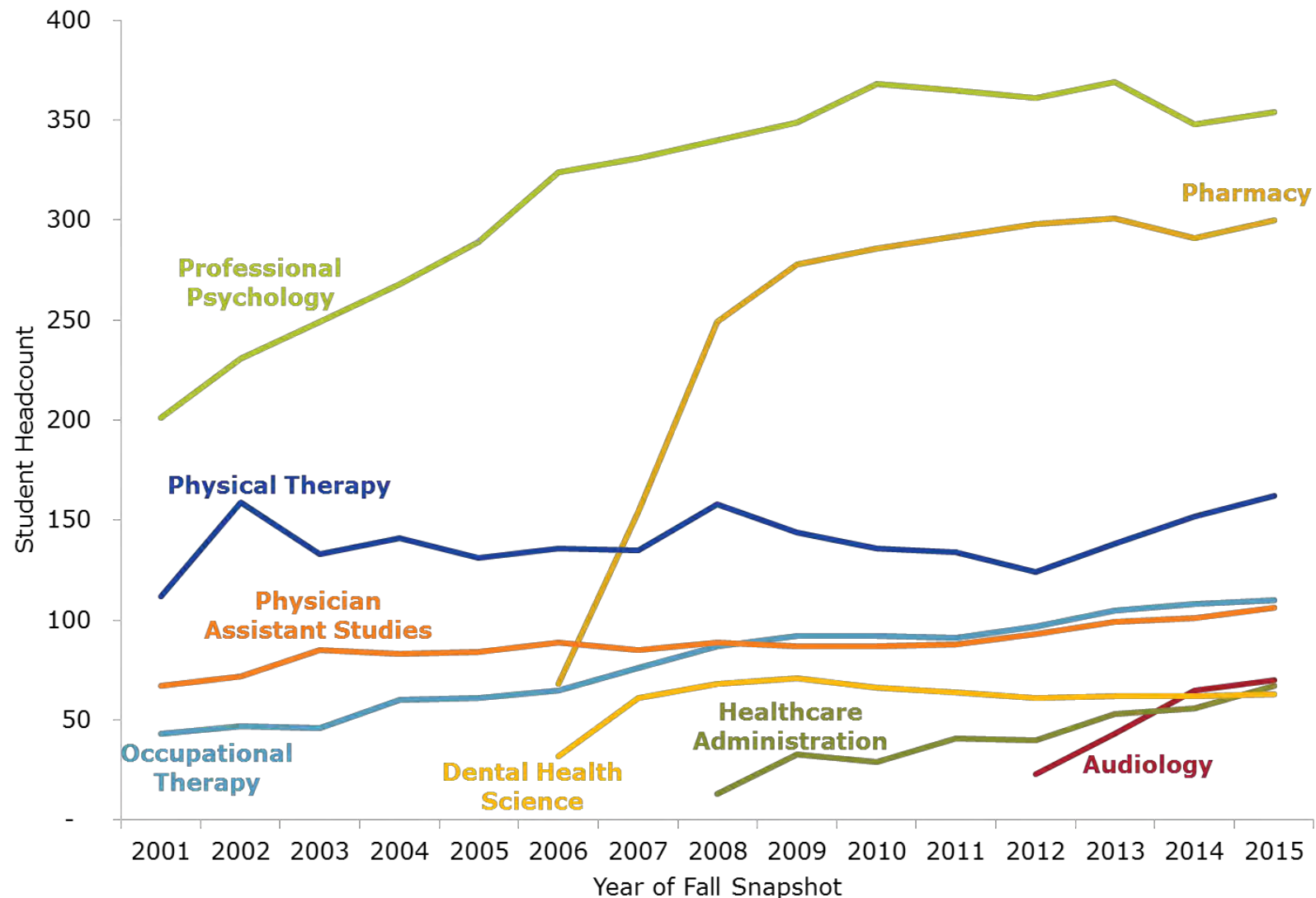
Enrollment Trend by Academic Level



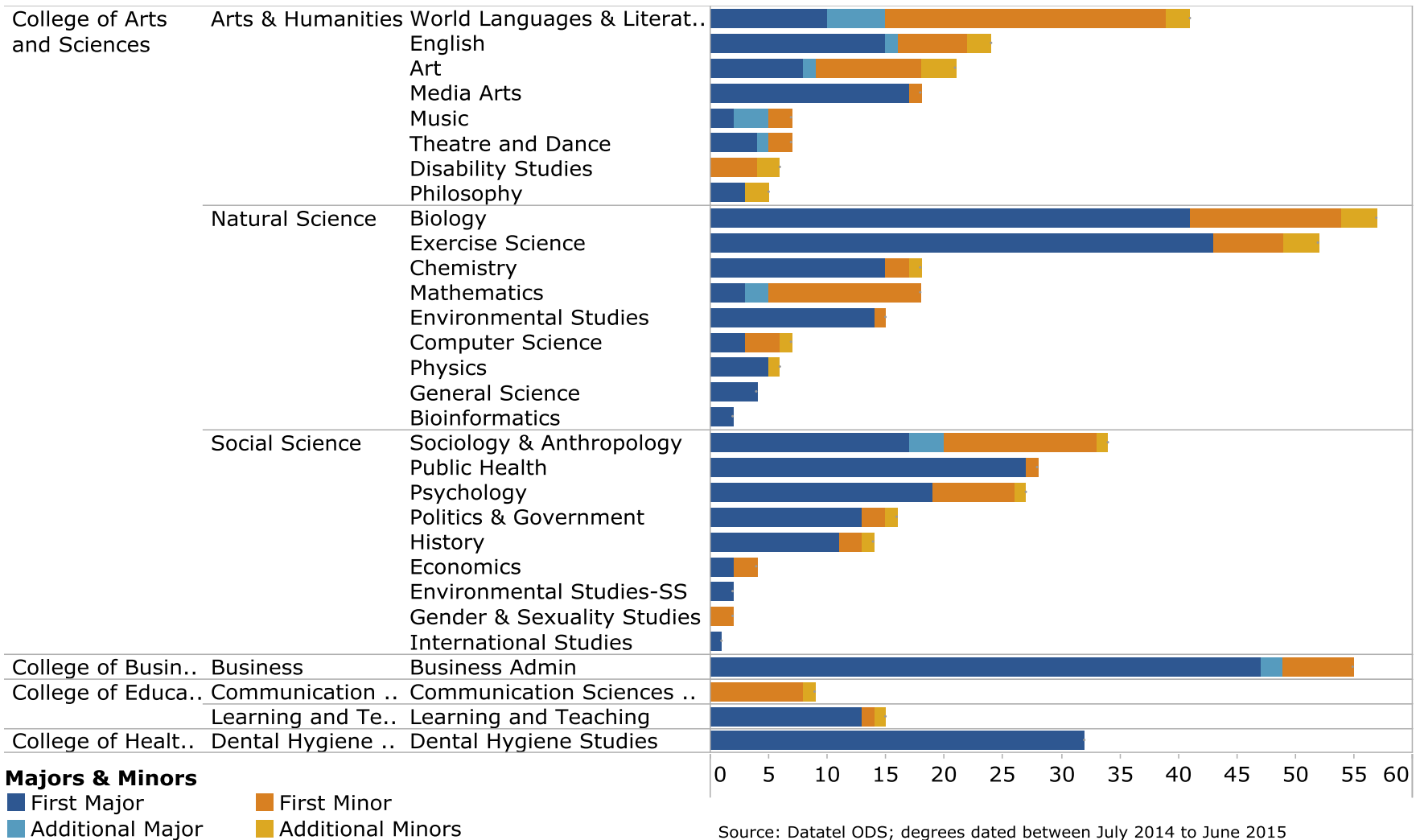
Headcount Trend by College



Headcount Trend in CHP



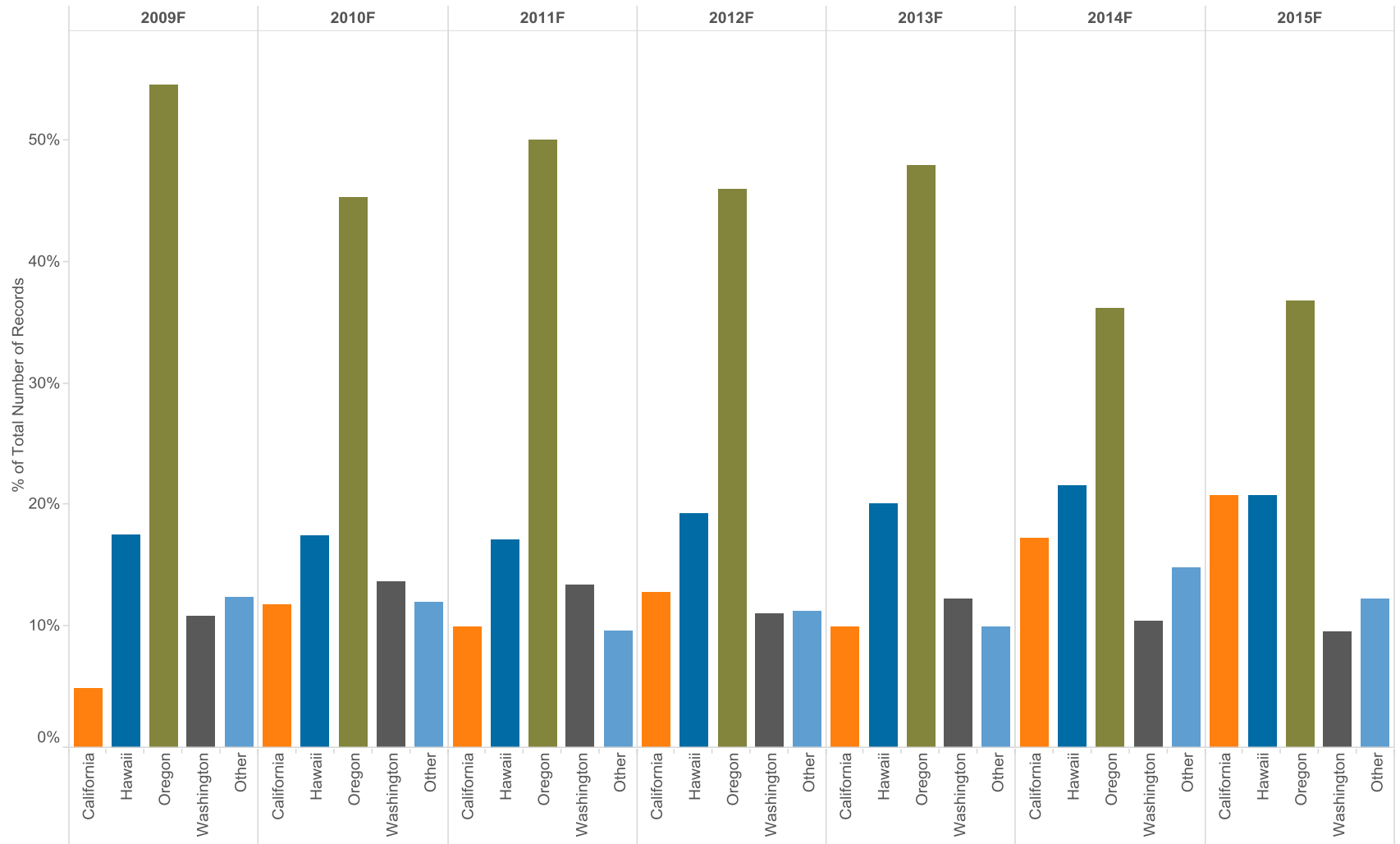
Overall Undergraduate Completions 2014-15



Source: Datatel ODS; degrees dated between July 2014 to June 2015

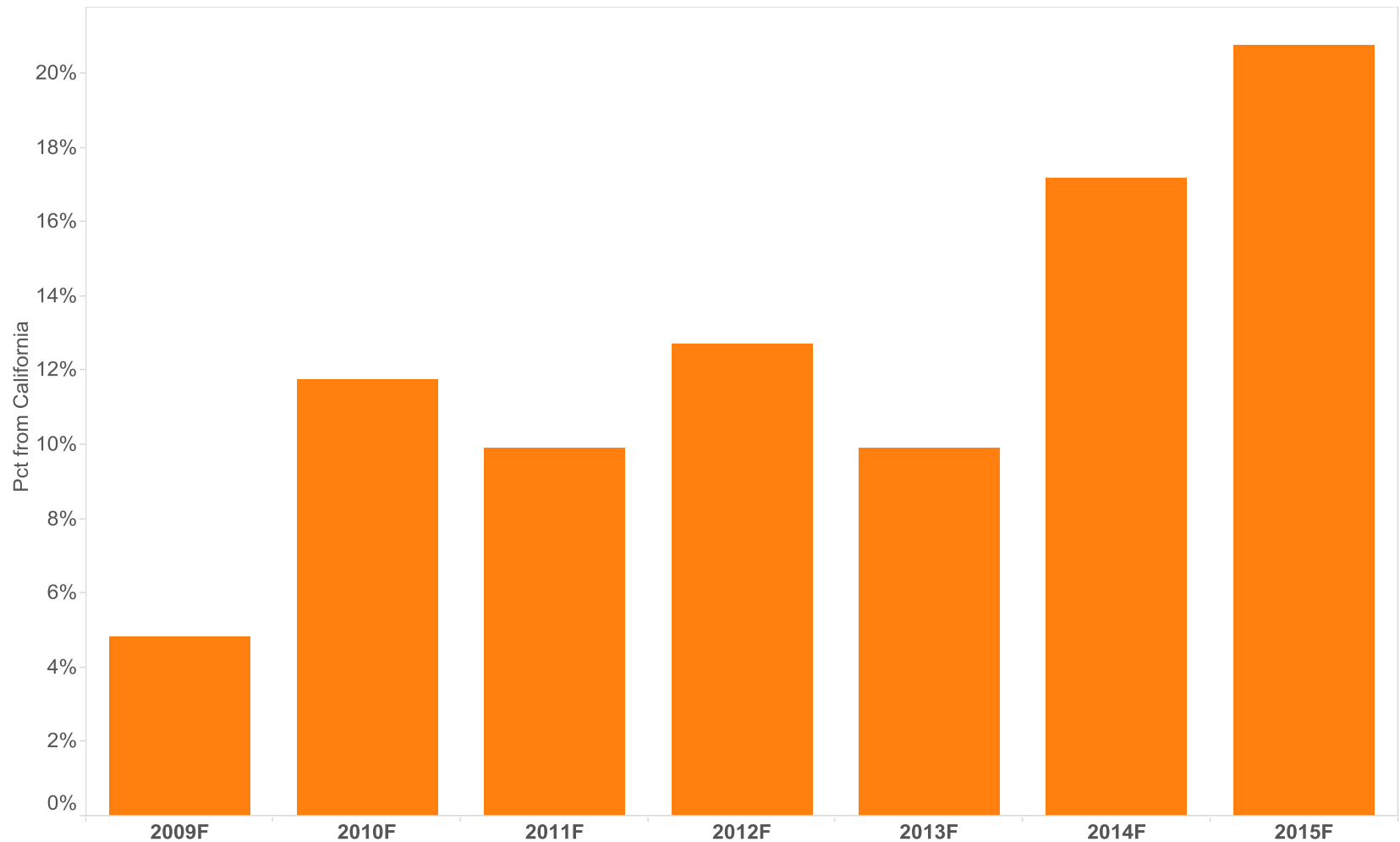
Source: OIRA: Student Information System

Freshman Deposits Percent Distribution by State



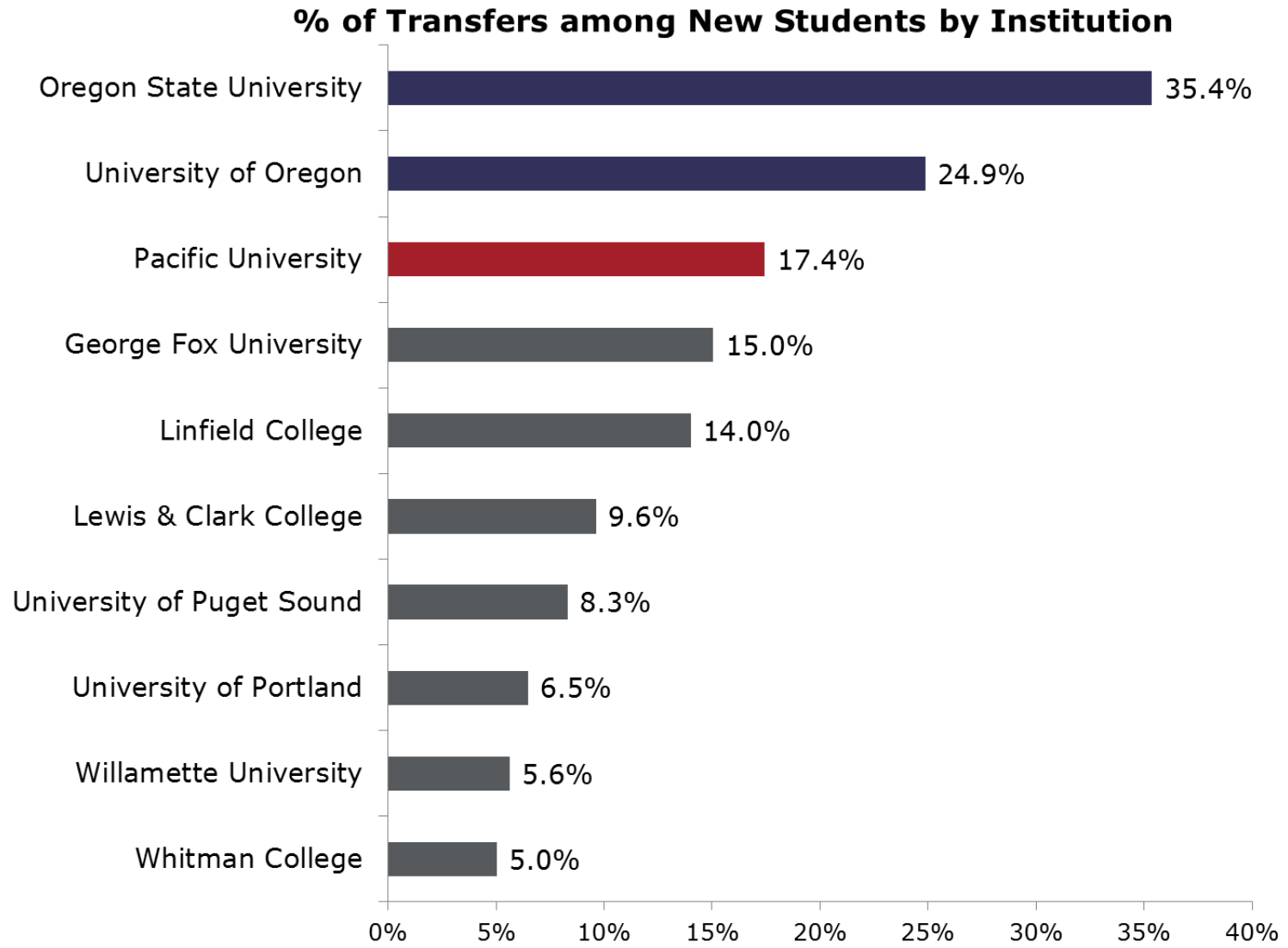
Fall 2015 is an estimate as of 2015/09/04.

Freshman Deposits Percent from California

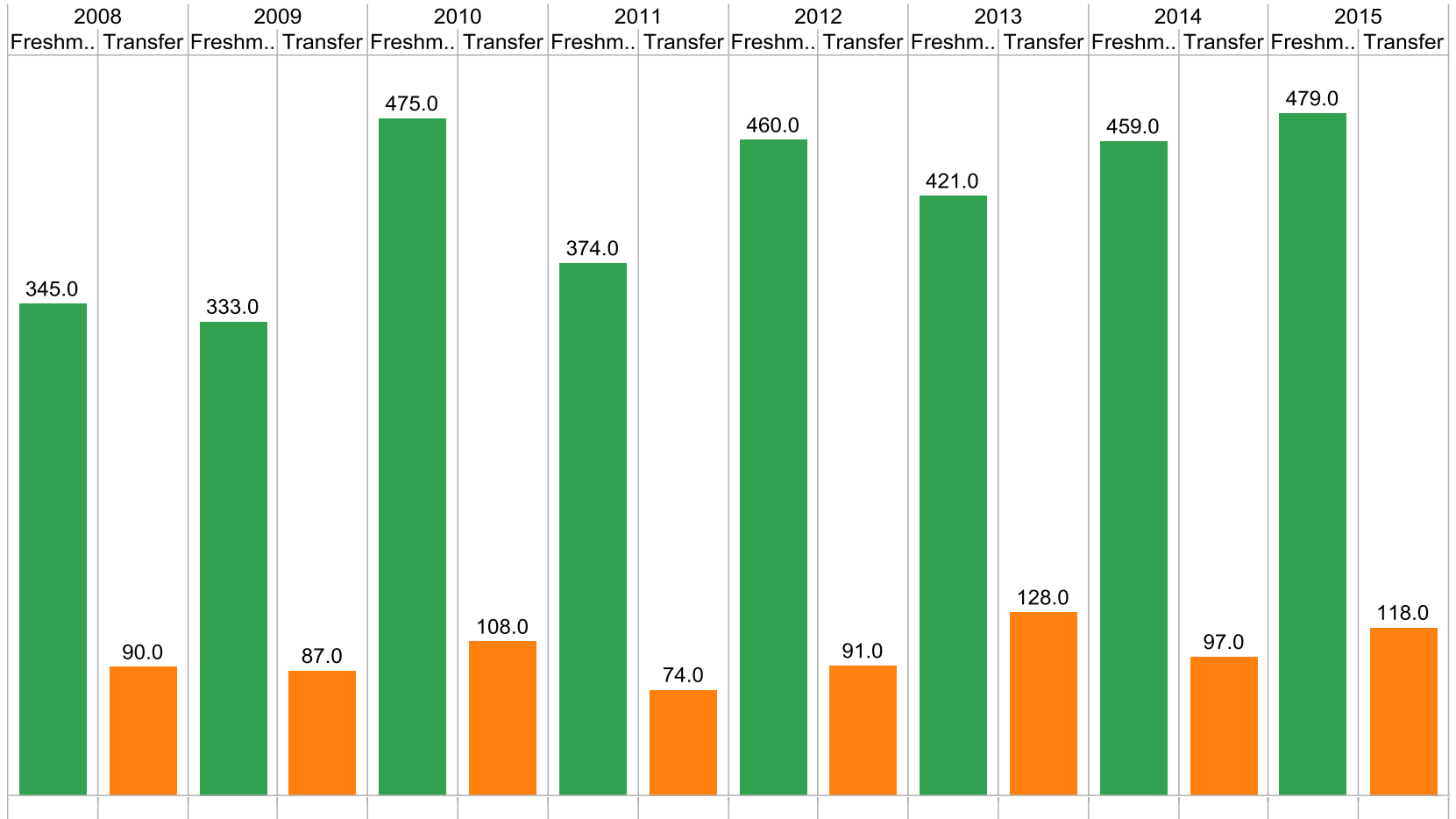


Fall 2015 is an estimate as of 2015/09/04.

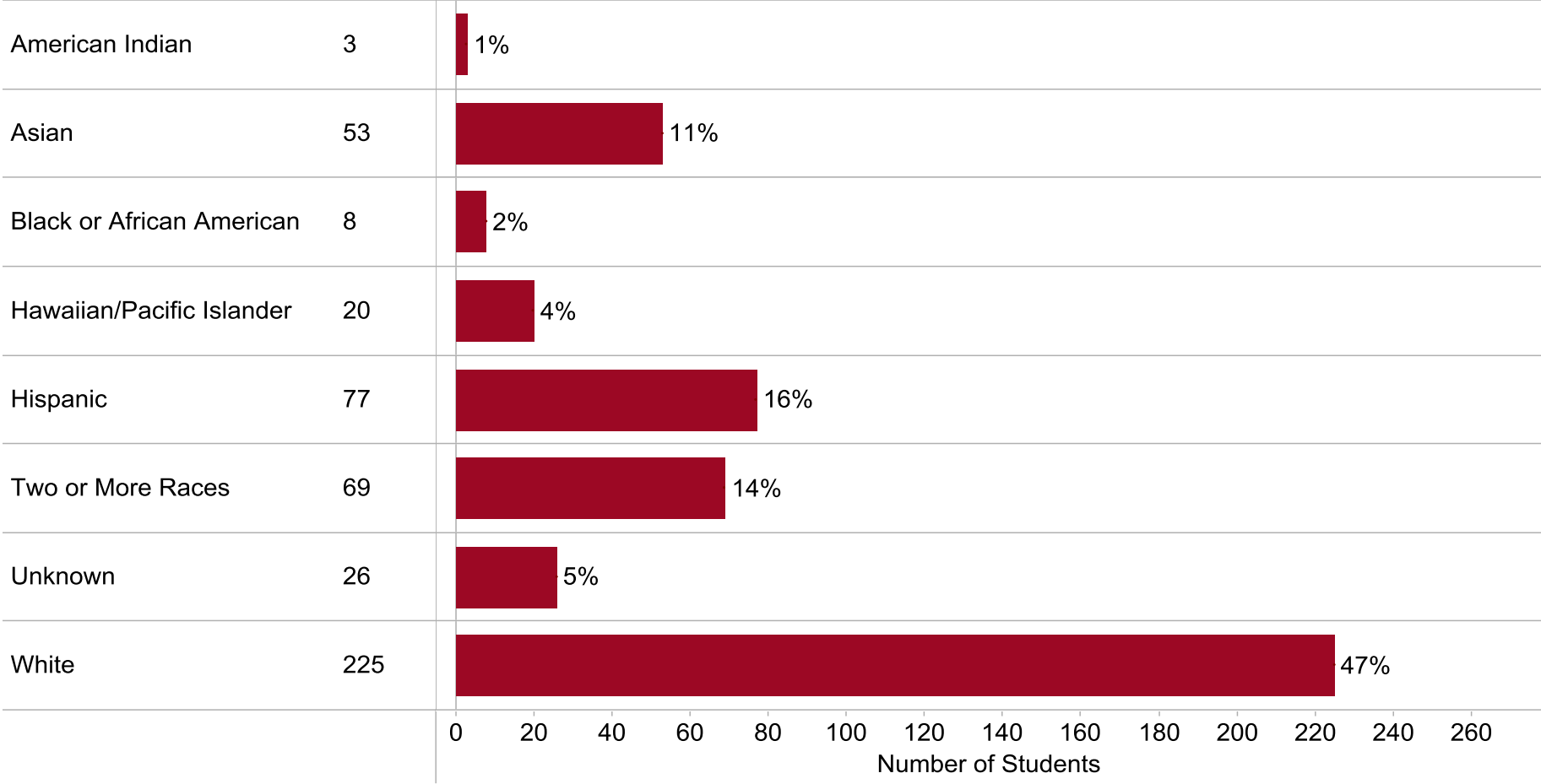
Prevalence of Transfer Students



CAS New Student Total Student Headcount by Cohort Year and Total Student Headcount

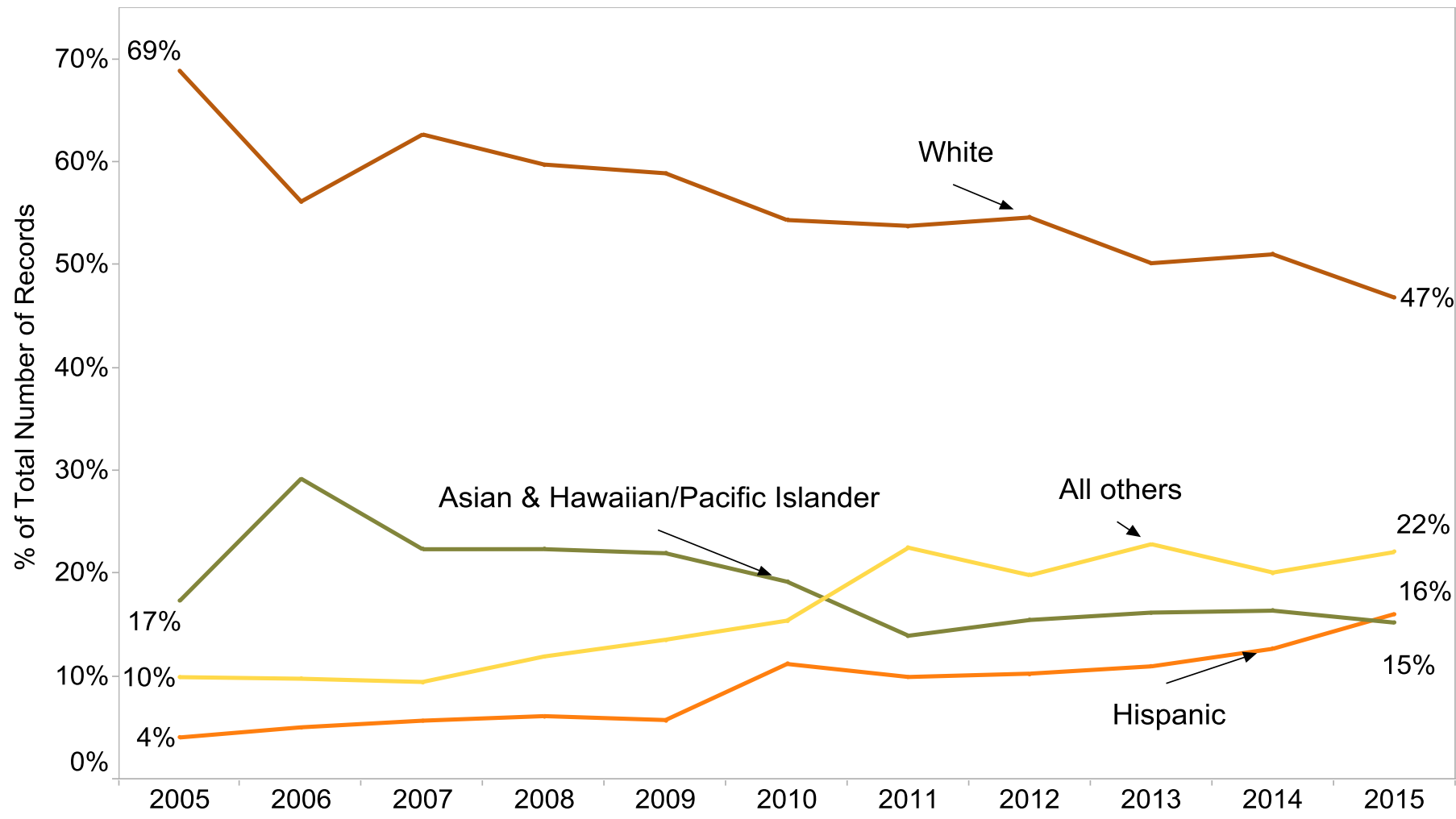


First-time, Full-time Freshman Race or Ethnicity, Fall 2015



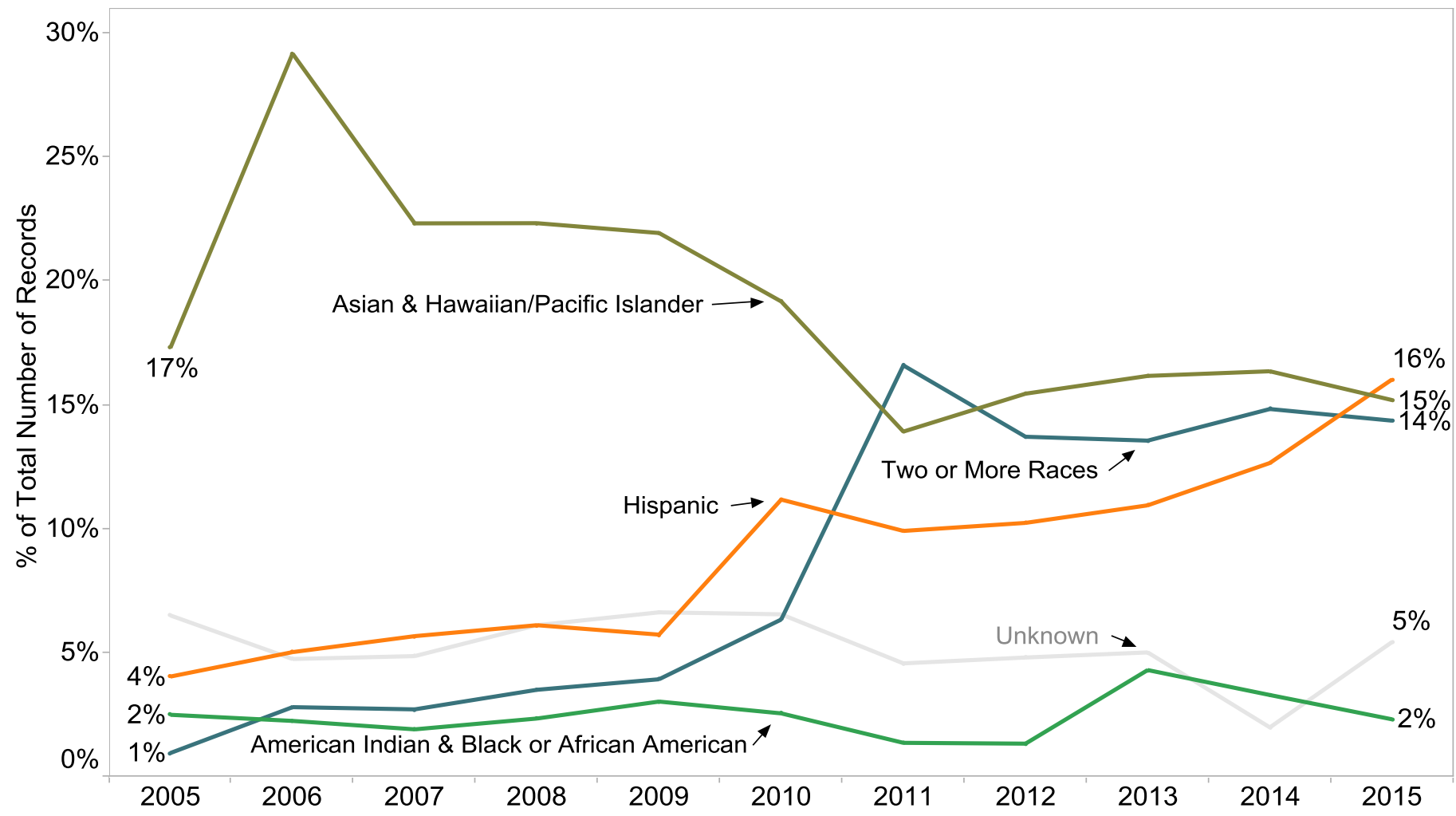
First-time, Full-time Freshman Race or Ethnicity Trend

Y axis is %

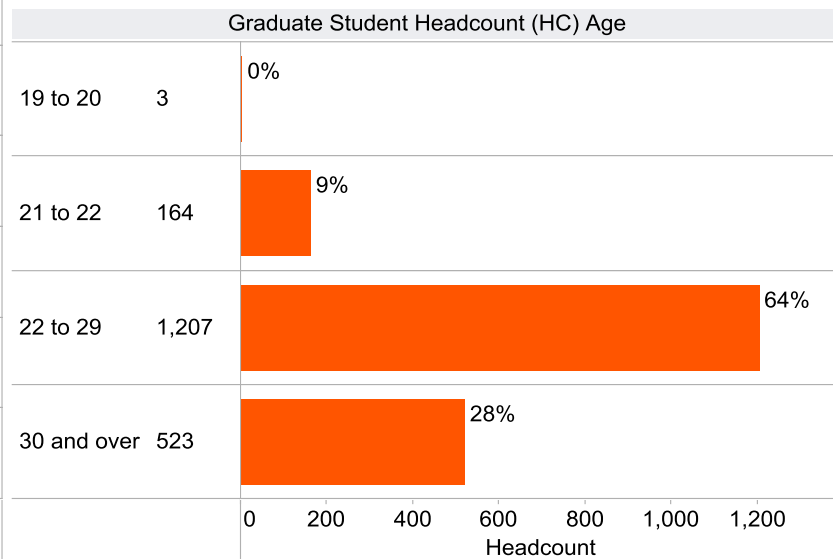
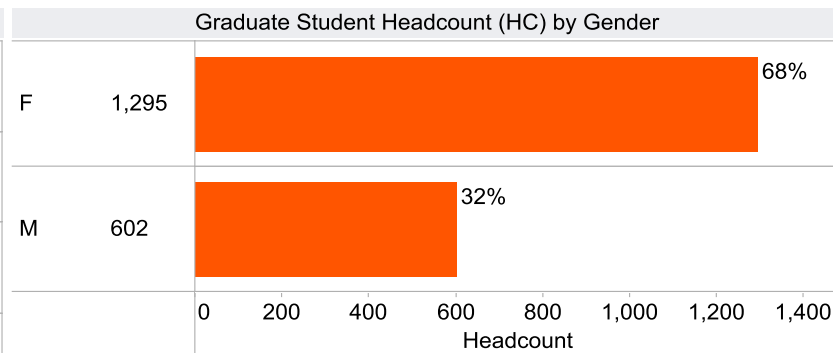
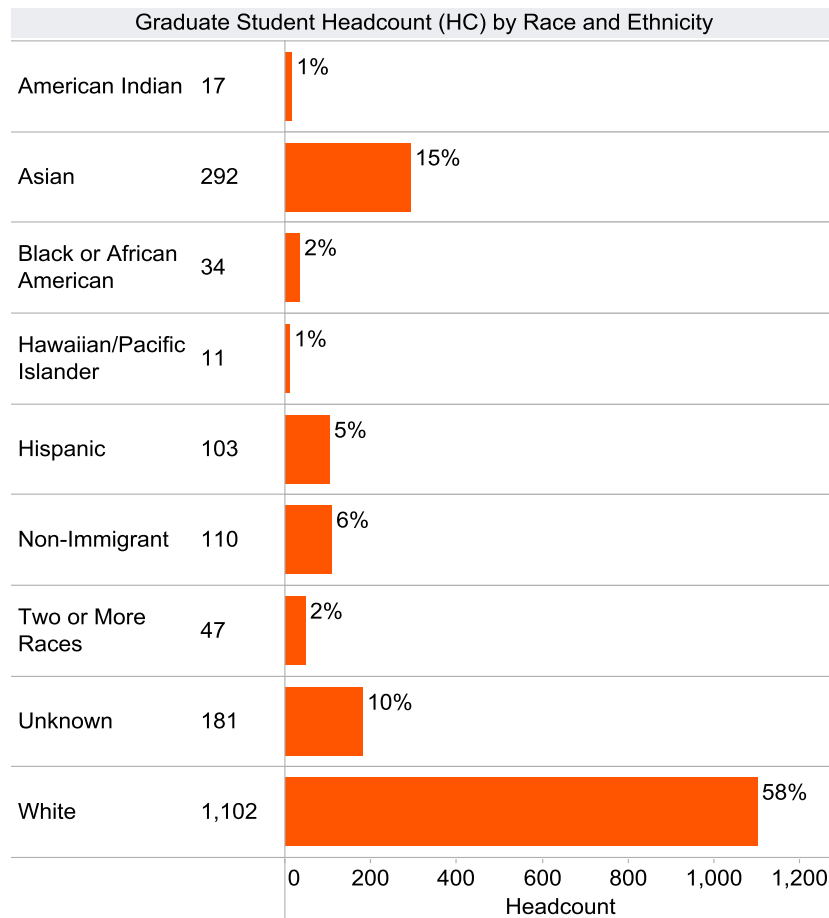


First-time, Full-time Freshman Race or Ethnicity Trend - Detail

Y axis is %

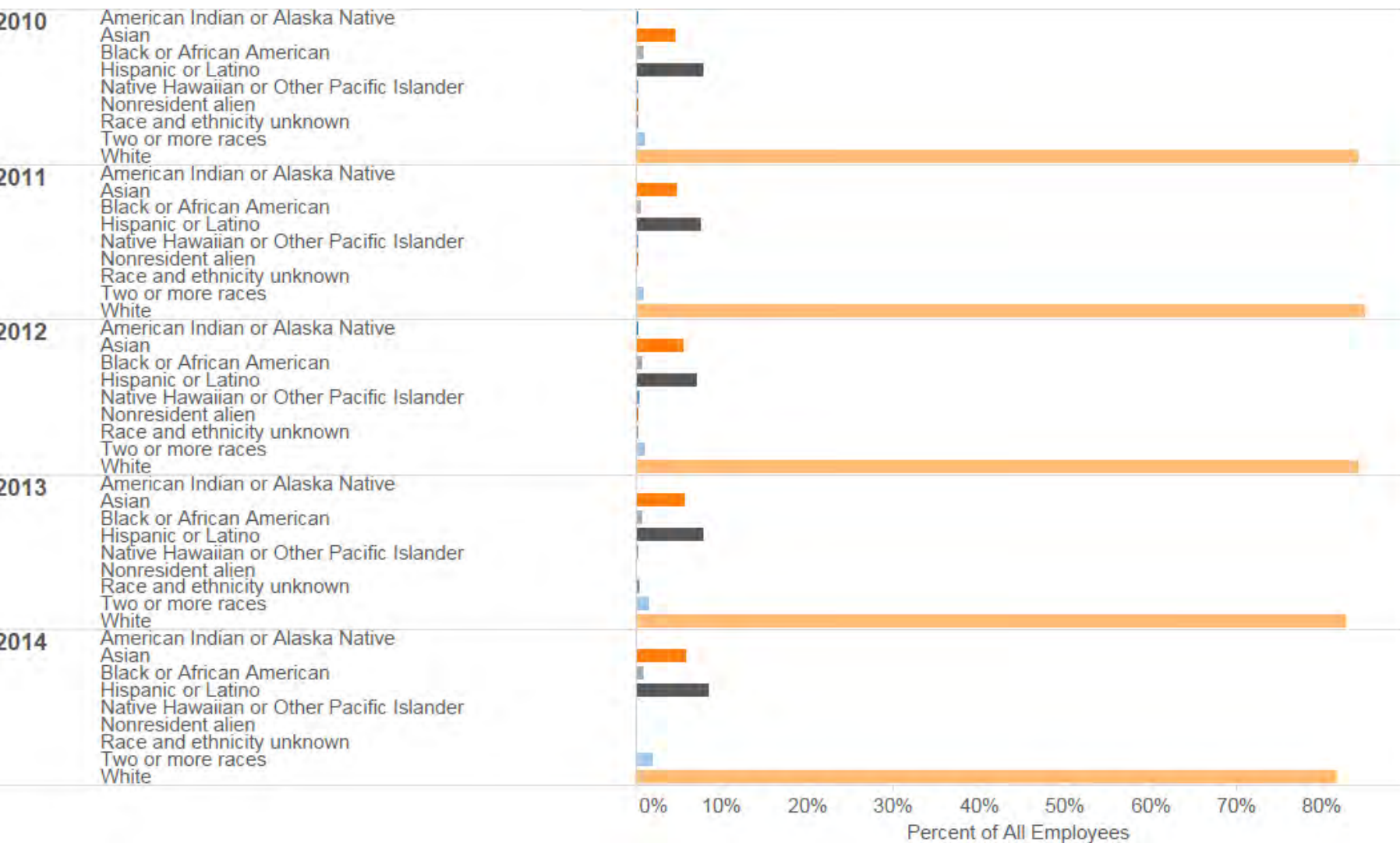


Graduate Student Demographics Fall 2015



Includes graduate students from all locations and colleges as of the fall census.

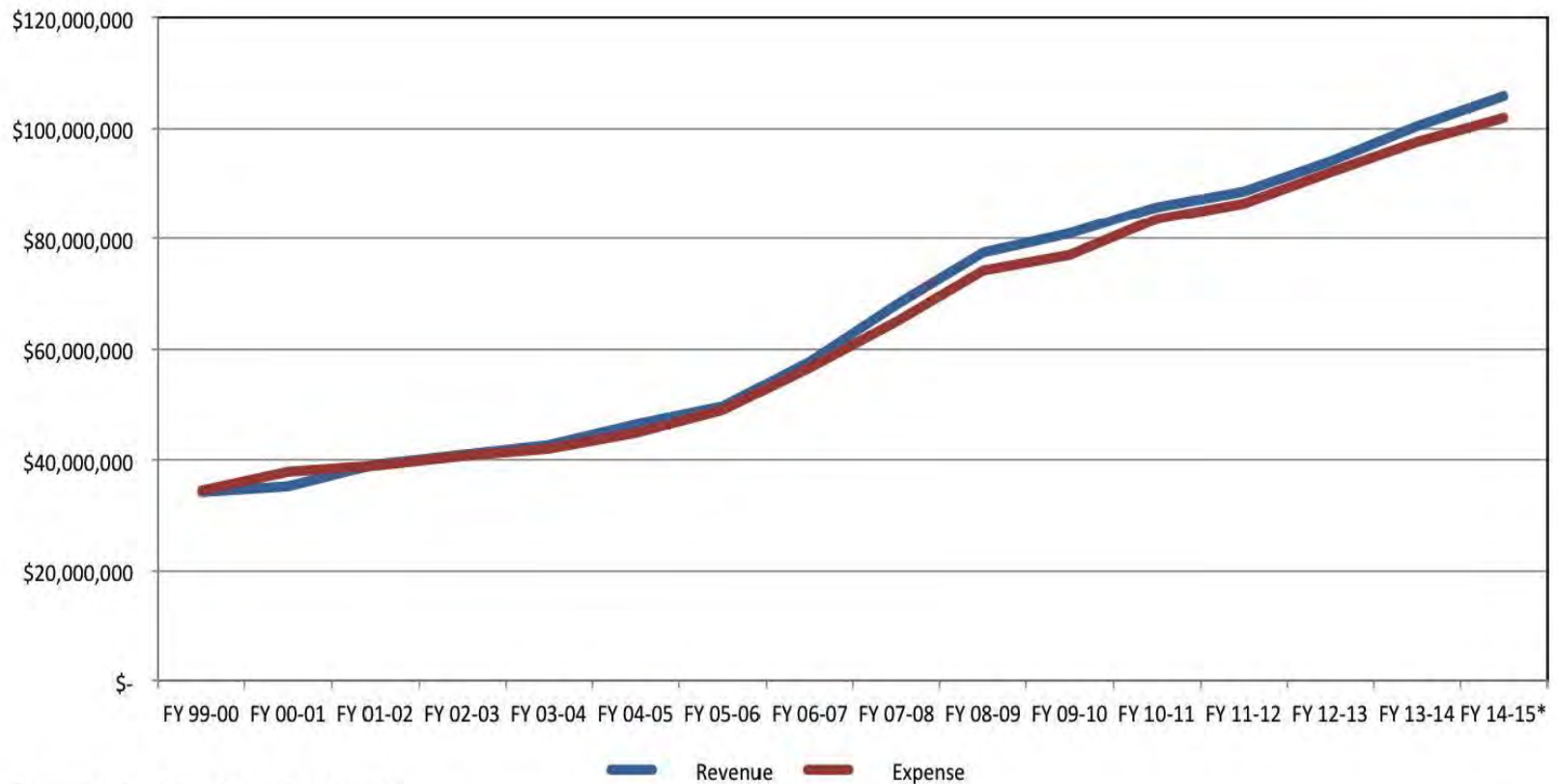
Distribution of All Employees by Race/Ethnicity



Financial and Operational Trends

OPERATIONS REVENUE & EXPENSE HISTORY

FY 99-00 THRU FY 14-15*

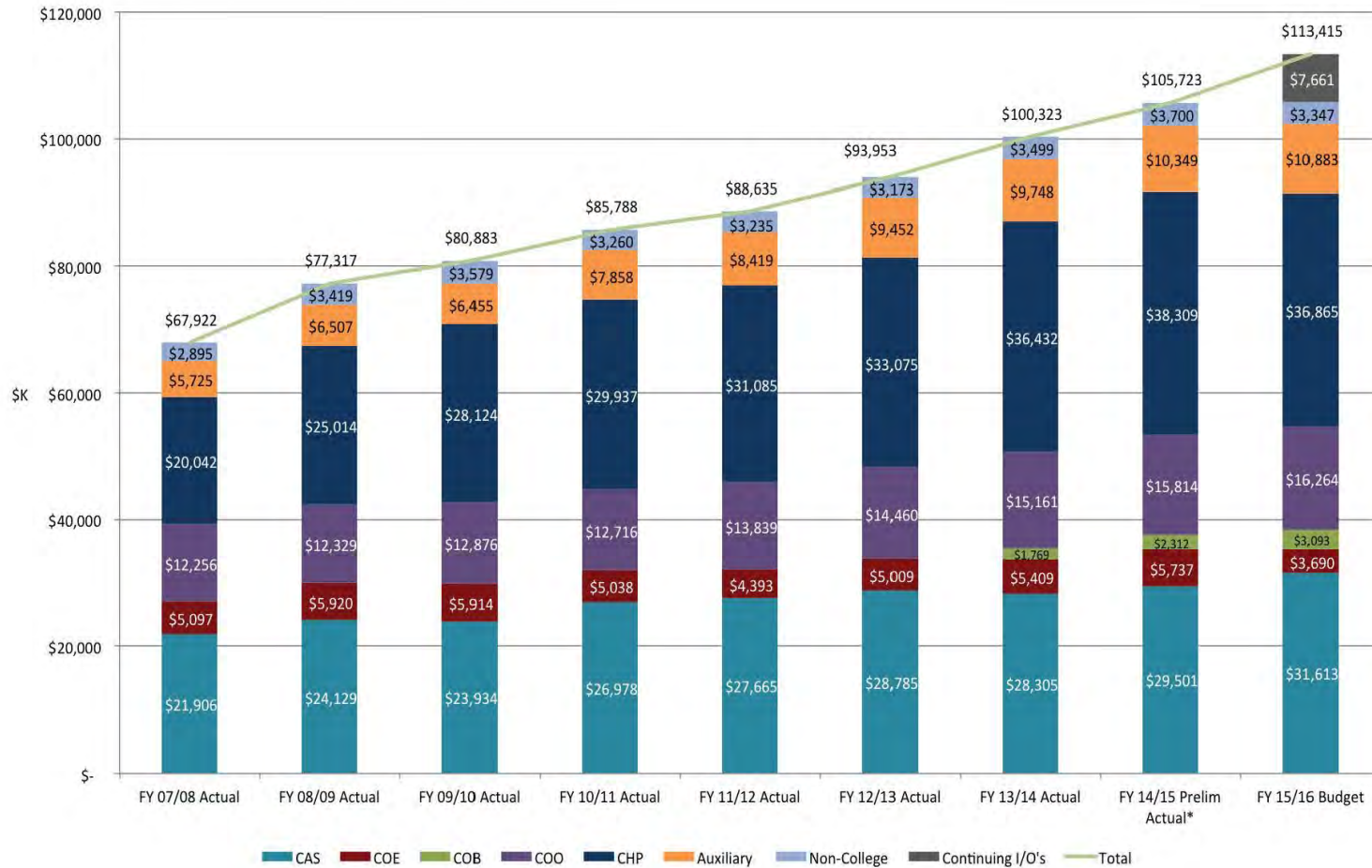


Expense before Non-Mandatory Transfers

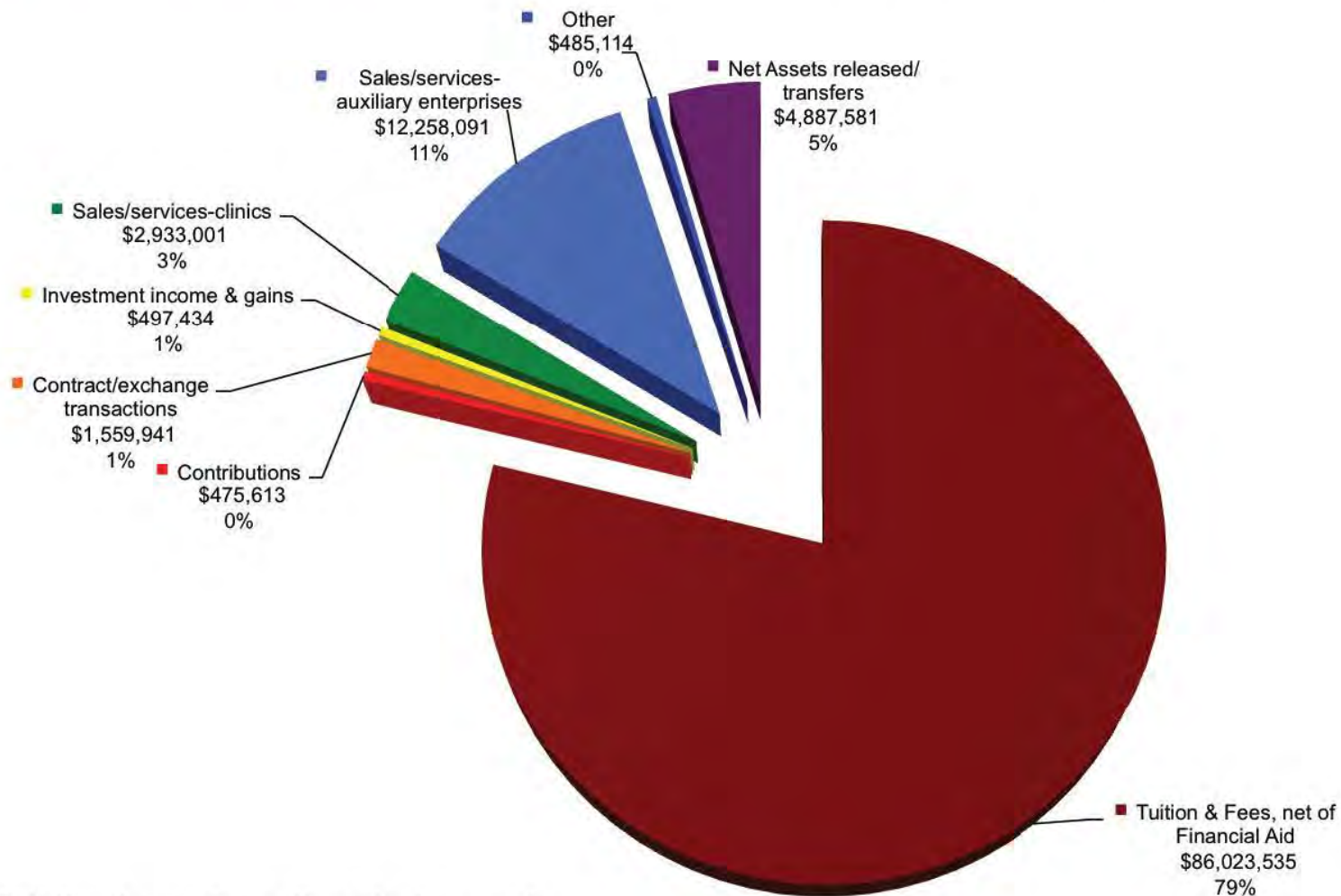
* FY 14-15 results are preliminary (financial audit in process)

OPERATIONS REVENUE BY AREA | FY 08 - FY 15

ACTUAL & FY 16 BUDGET



FY 15* REVENUE | BREAKDOWN BY CATEGORY \$109,120,310

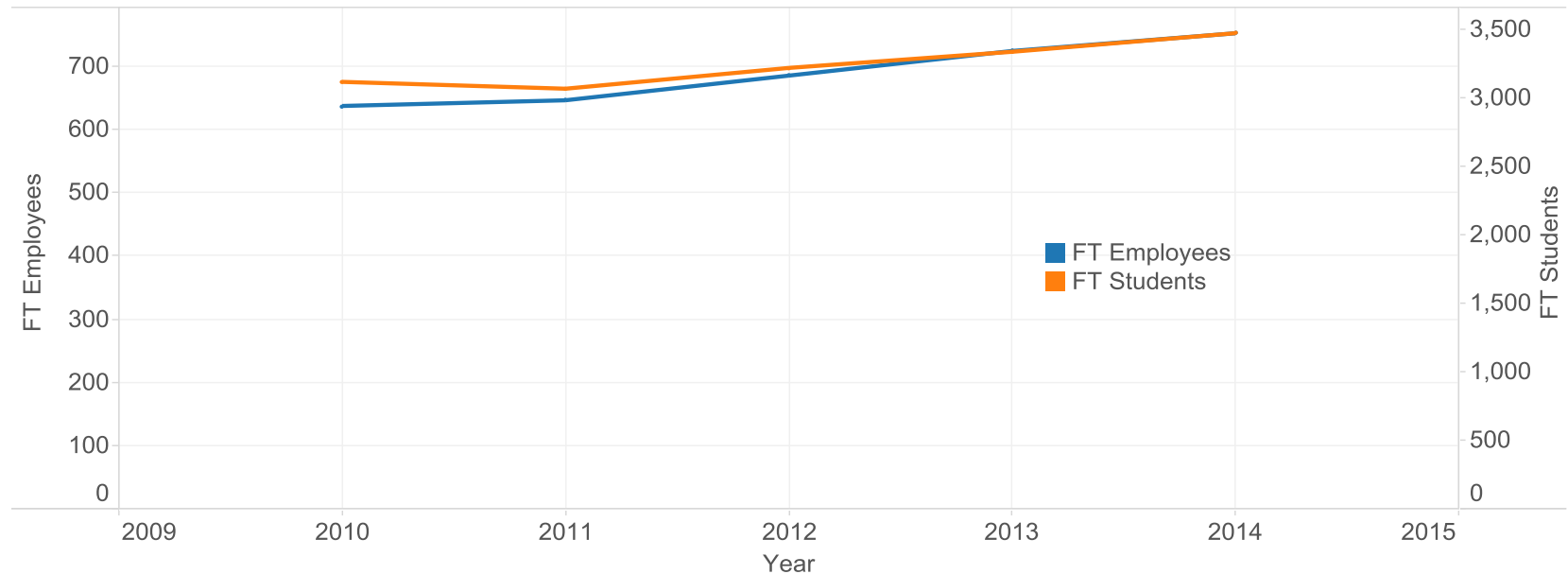


* FY 14-15 results are preliminary (financial audit in process)

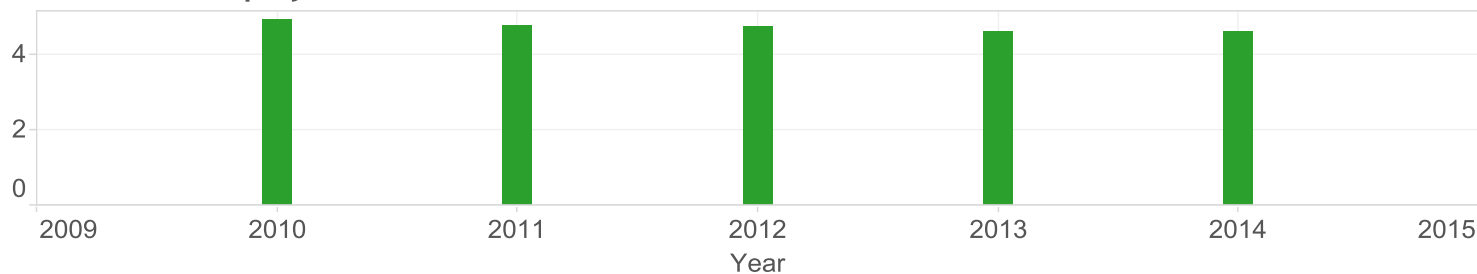
Full Time Student and Employee Trends

We have added faculty and staff proportionately (at least overall)

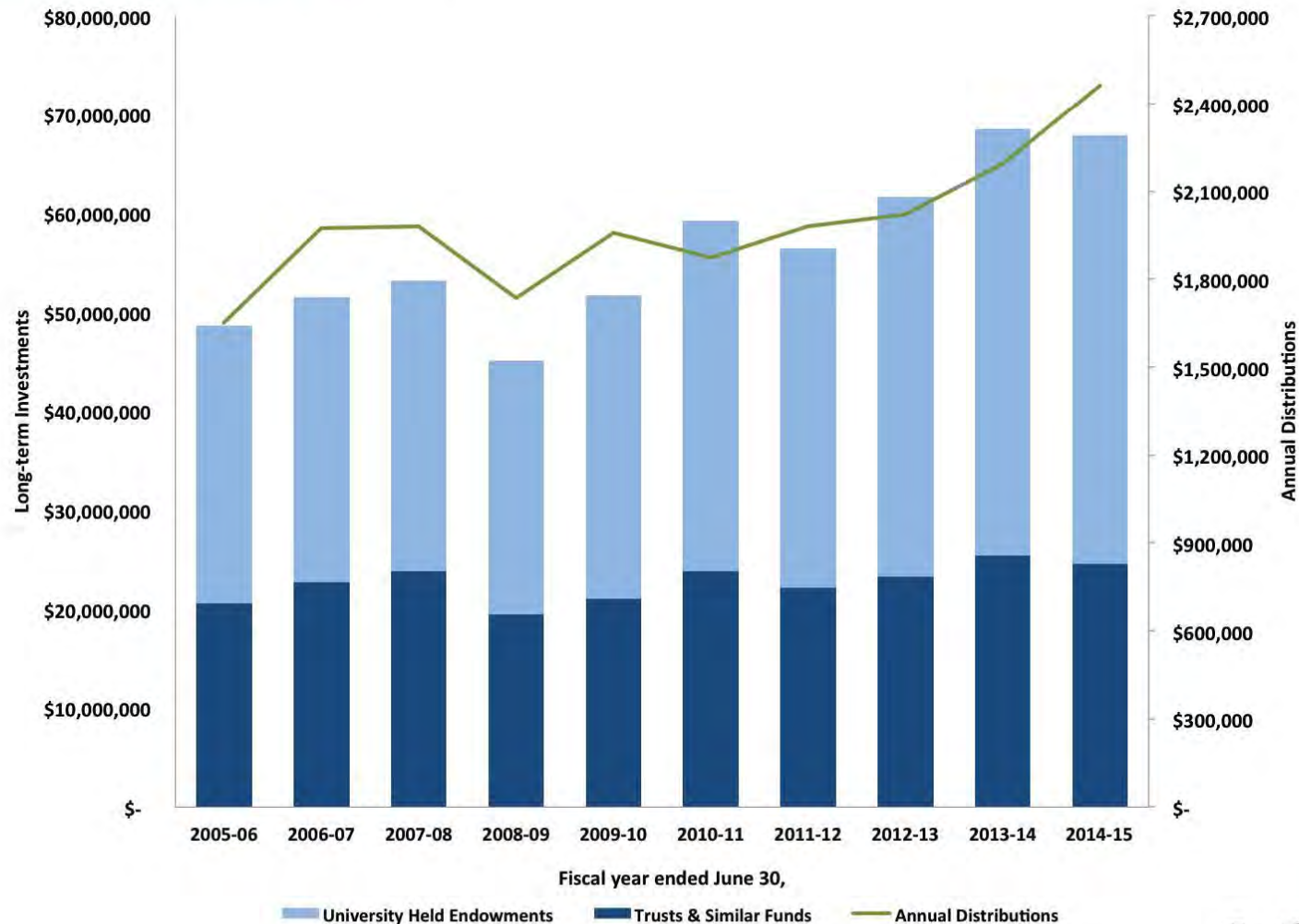
FT Student and Employee Trend



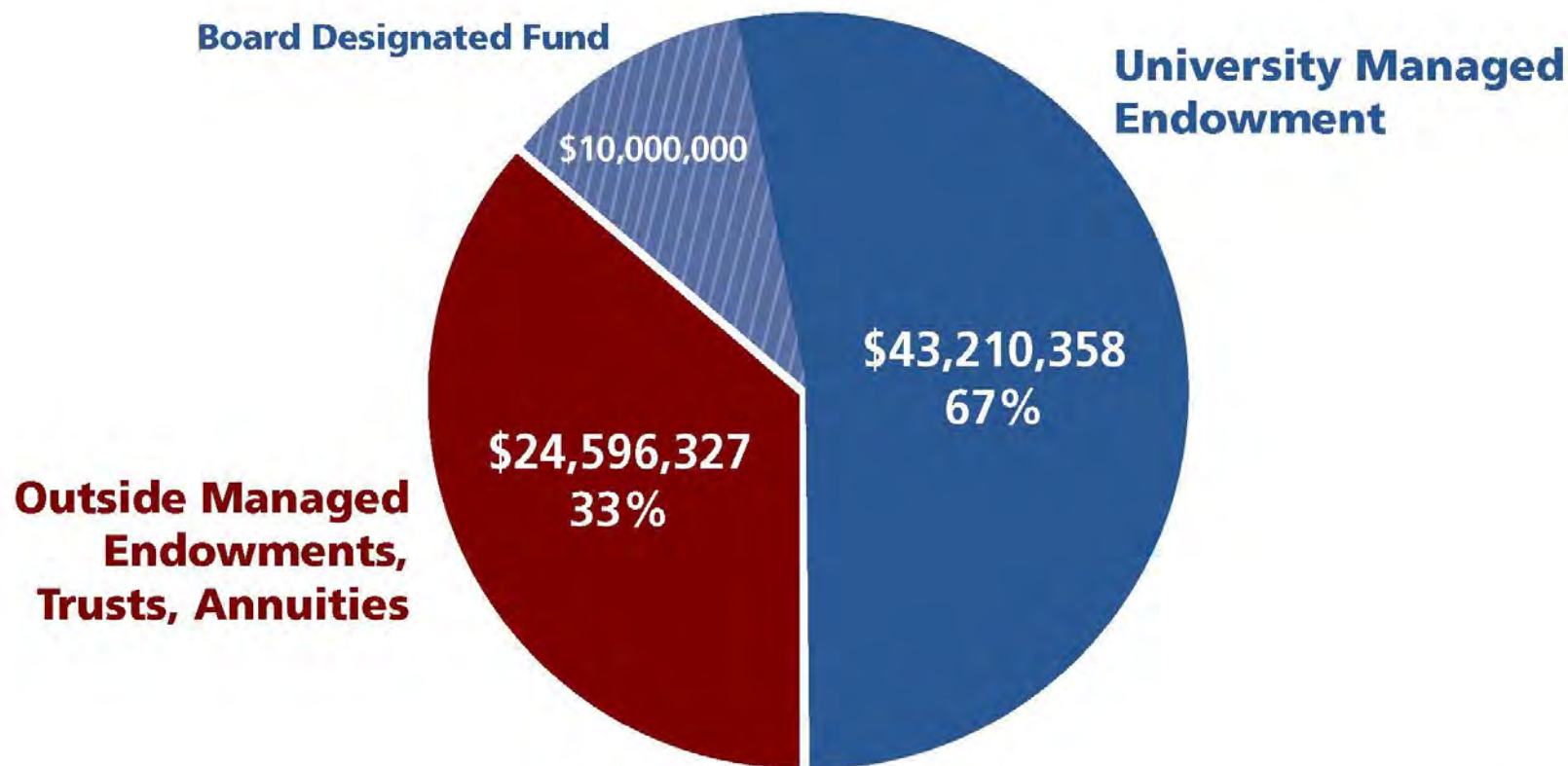
FT Student to Employee Ratio



UNIVERSITY ENDOWMENTS & LONG TERM INVESTMENTS | HISTORY

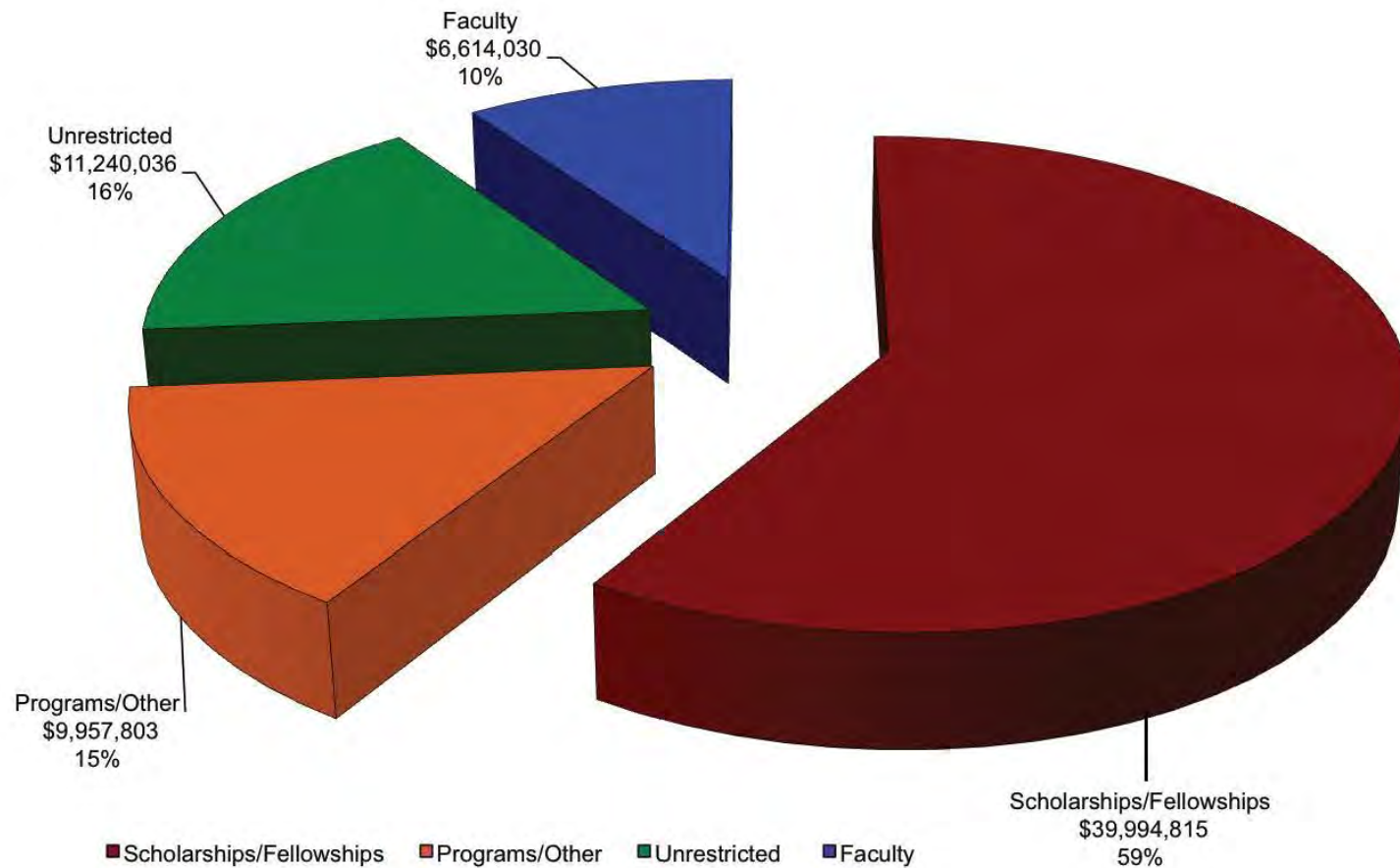


UNIVERSITY ENDOWMENT & LONG TERM INVESTMENTS | CURRENT FY 15*



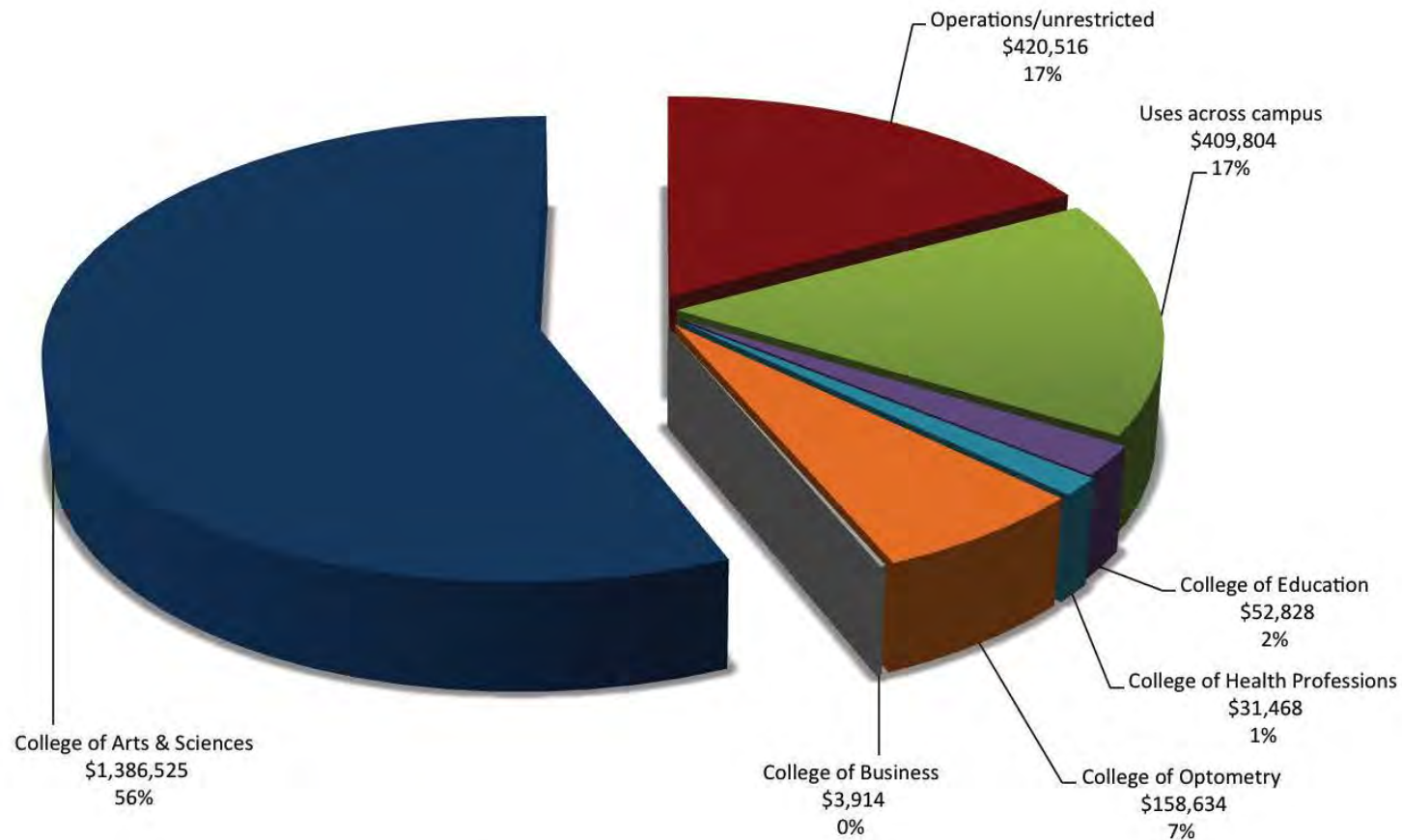
* FY 14-15 results are preliminary (financial audit in process)

FY 15* TOTAL ENDOWMENT & LONG TERM INVESTMENTS | BY GIFT DESIGNATION (\$67,806,684)



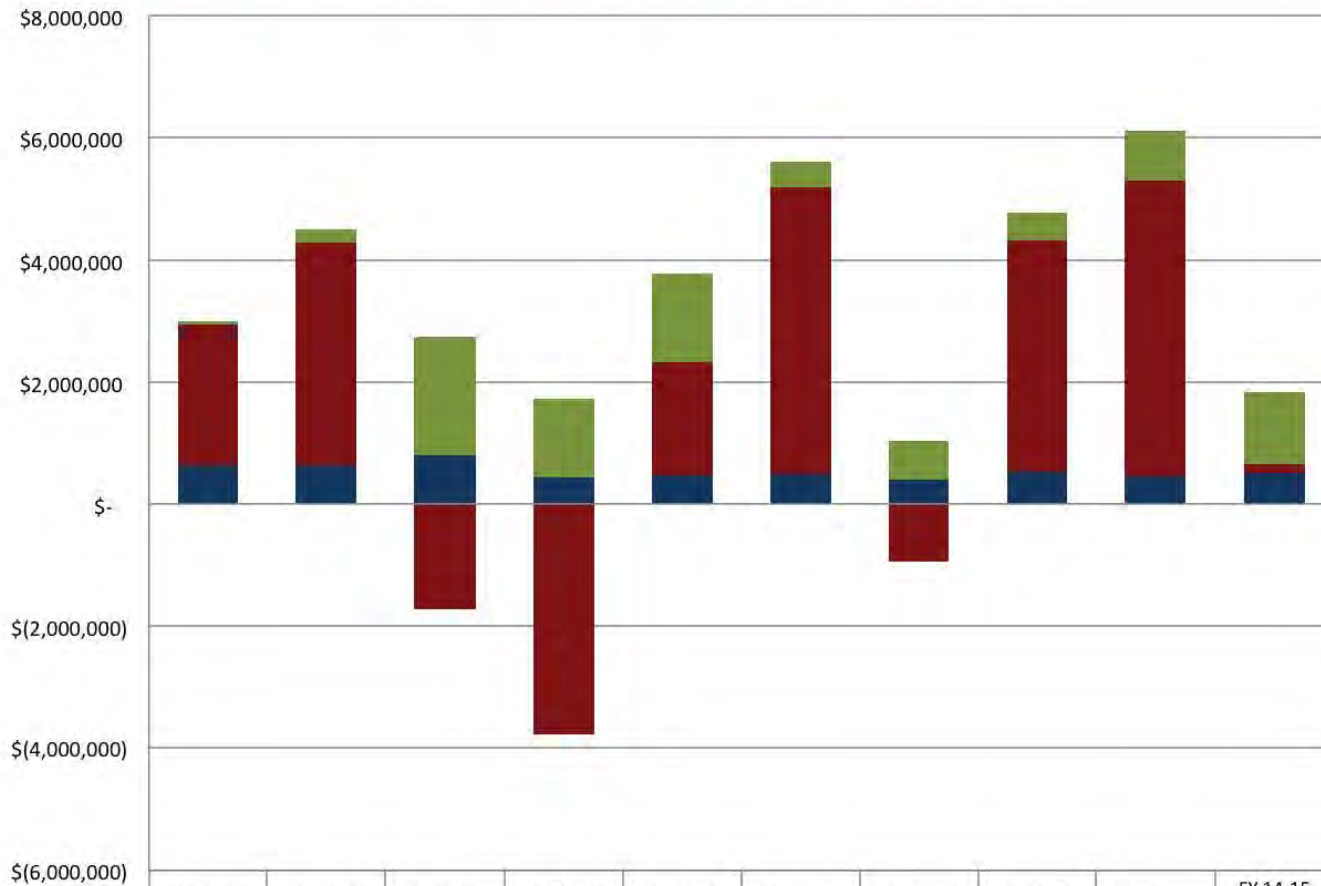
* FY 14-15 results are preliminary (financial audit in process)

FY 15* UNIVERSITY ENDOWMENT & LONG TERM INVESTMENTS | ANNUAL SPENDING BY COLLEGE (\$2,463,690)



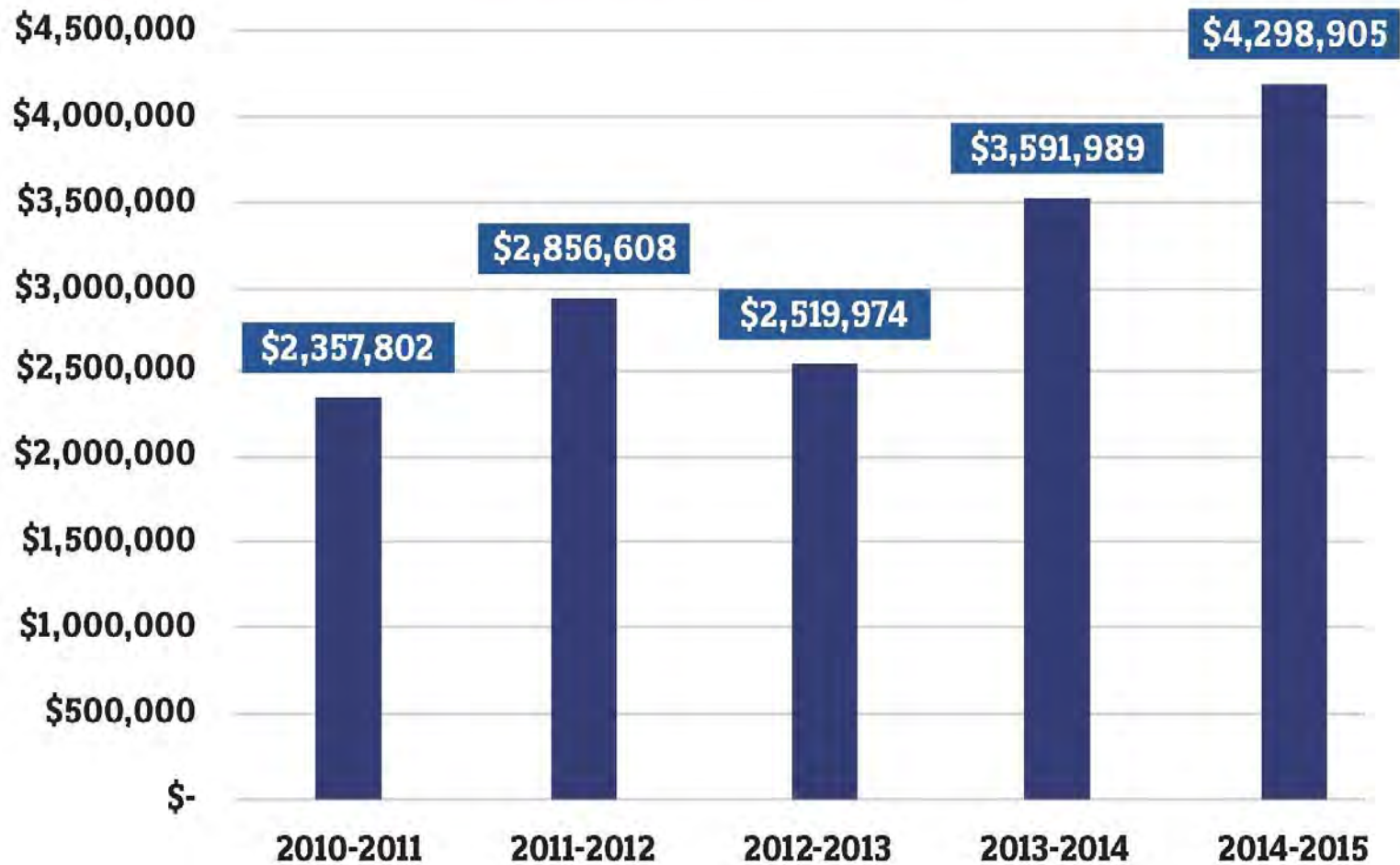
* FY 14-15 results are preliminary (financial audit in process)

SOURCES OF ENDOWMENT GROWTH

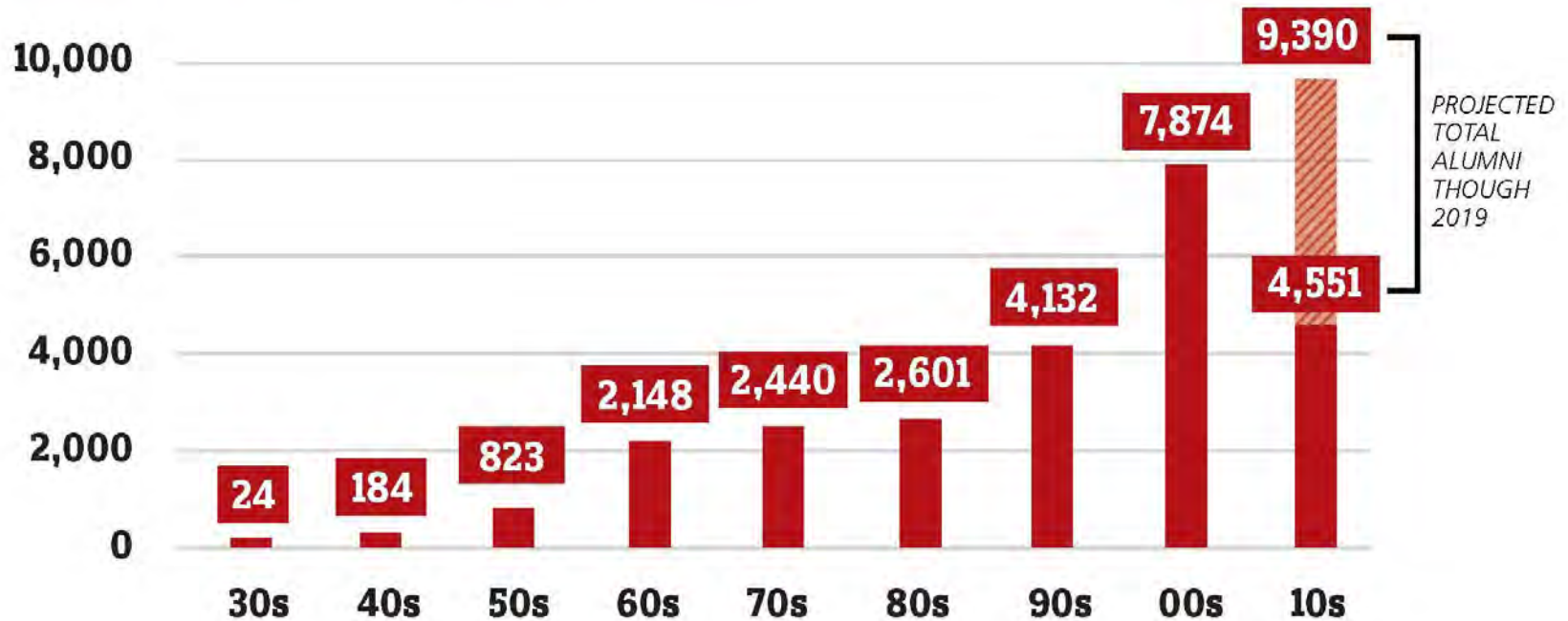


	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15 Unaudited
Contributions	\$46,953	\$215,172	\$1,951,797	\$1,281,724	\$1,463,543	\$418,817	\$638,781	\$431,152	\$817,872	\$1,178,905
Net appreciation (depreciation)	\$2,304,376	\$3,653,035	\$(1,729,983)	\$(3,781,393)	\$1,860,567	\$4,694,852	\$(955,011)	\$3,799,352	\$4,854,052	\$154,870
Investment earnings	\$642,265	\$634,264	\$801,178	\$435,307	\$465,813	\$495,875	\$394,692	\$527,800	\$446,179	\$505,738

PACIFIC UNIVERSITY PRIVATE SUPPORT FY 11-15



ALUMNI Census BY DECADE

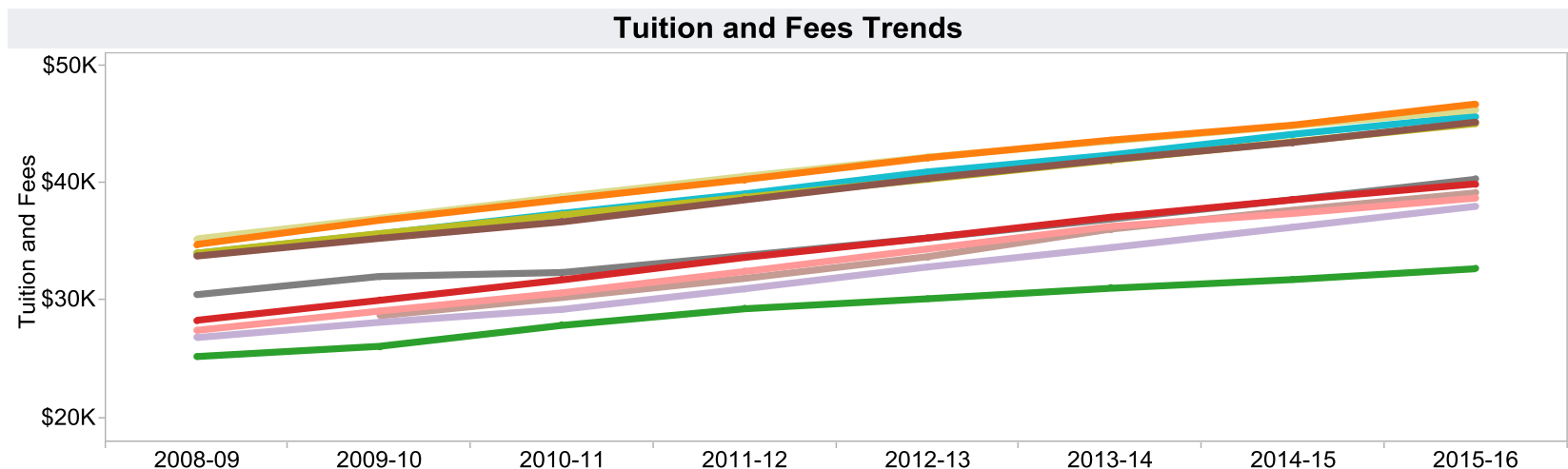
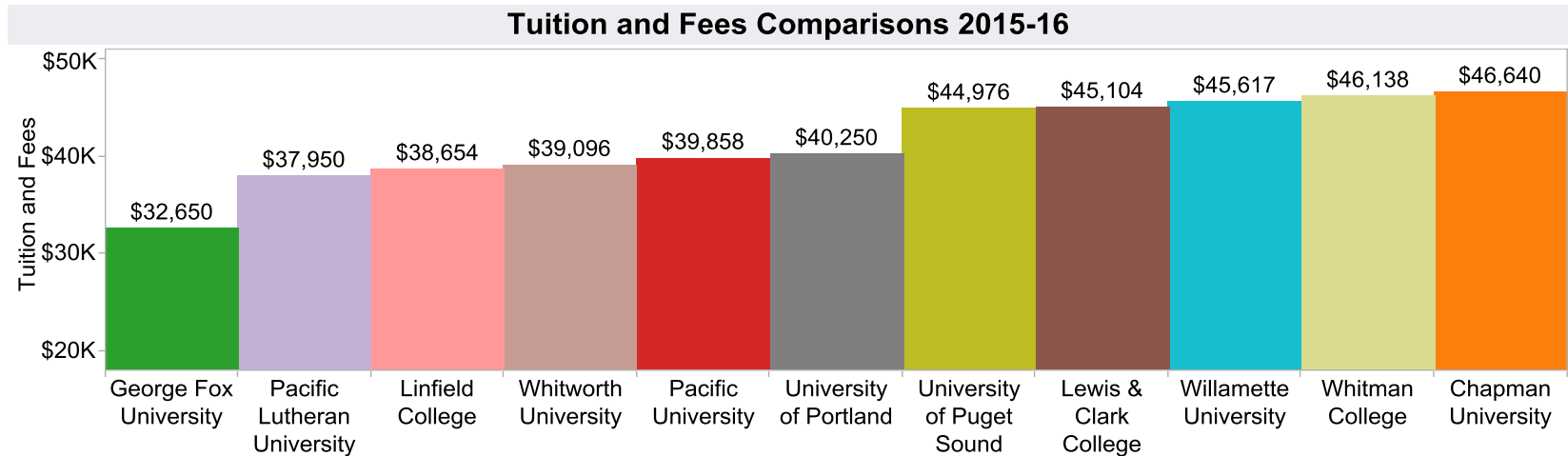


THIS REPRESENTS FIRST DEGREE, LIVING AND CONTACTABLE ALUMNI.

The Brutal Facts (3):

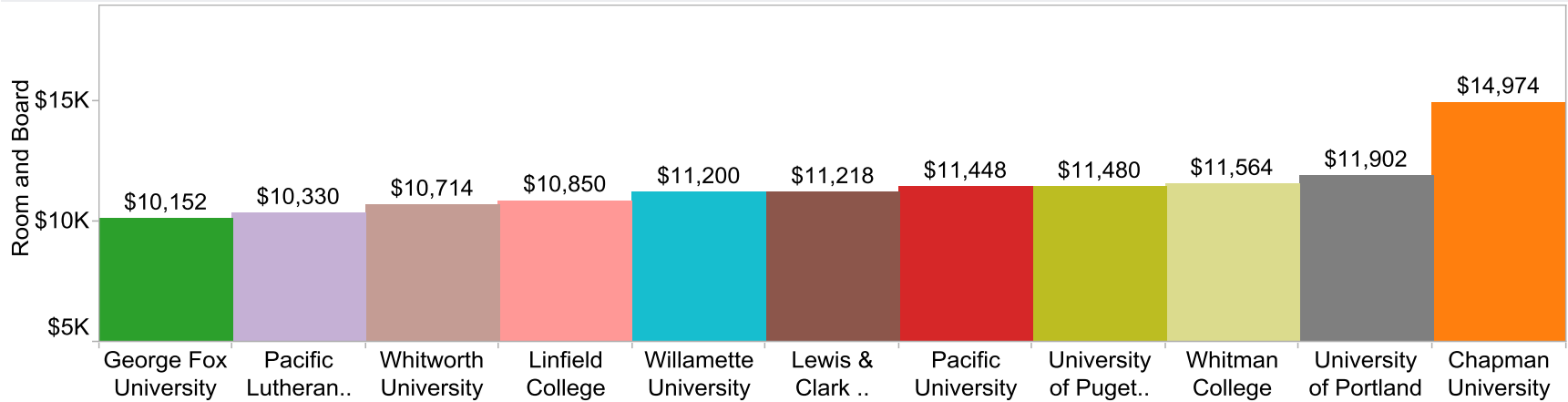
The cost of higher education is too high for many students

FG UG Tuition & Fees Comparisons

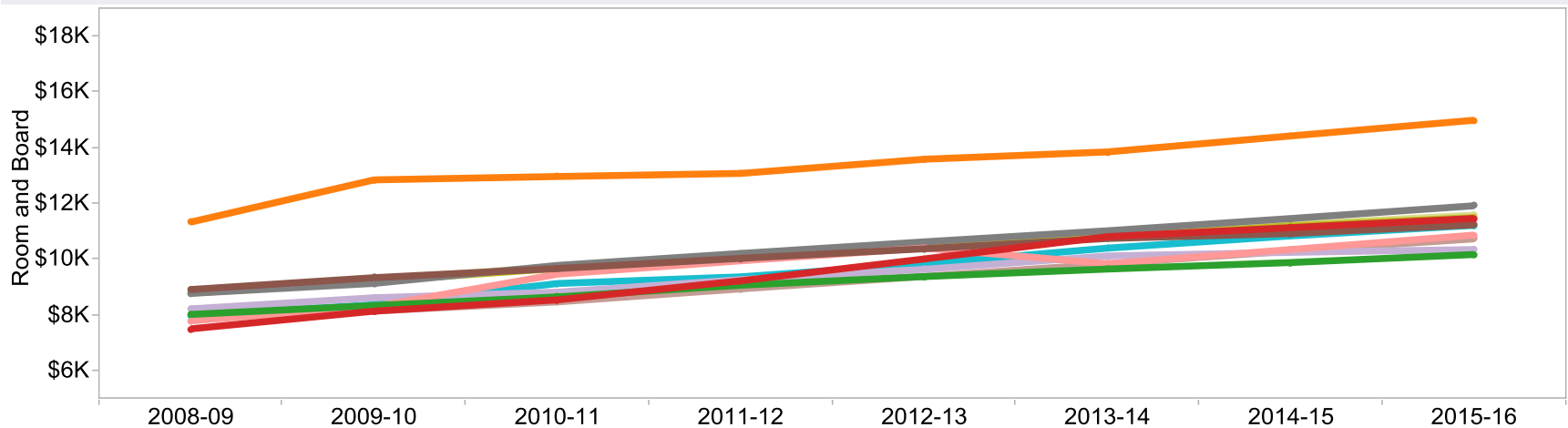


Room and Board Comparisons

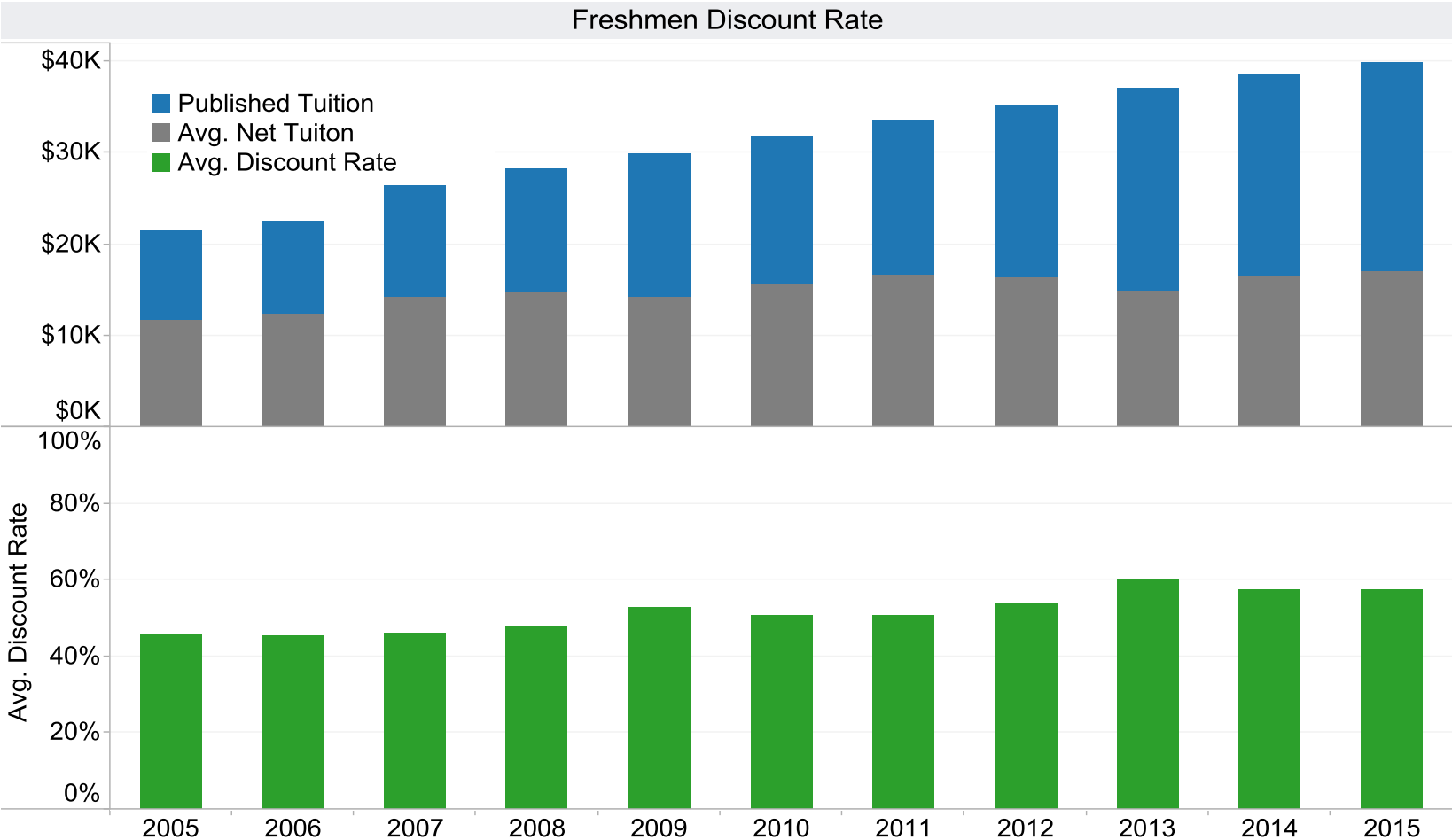
Room and Board Comparisons 2015-16



Room and Board Trends

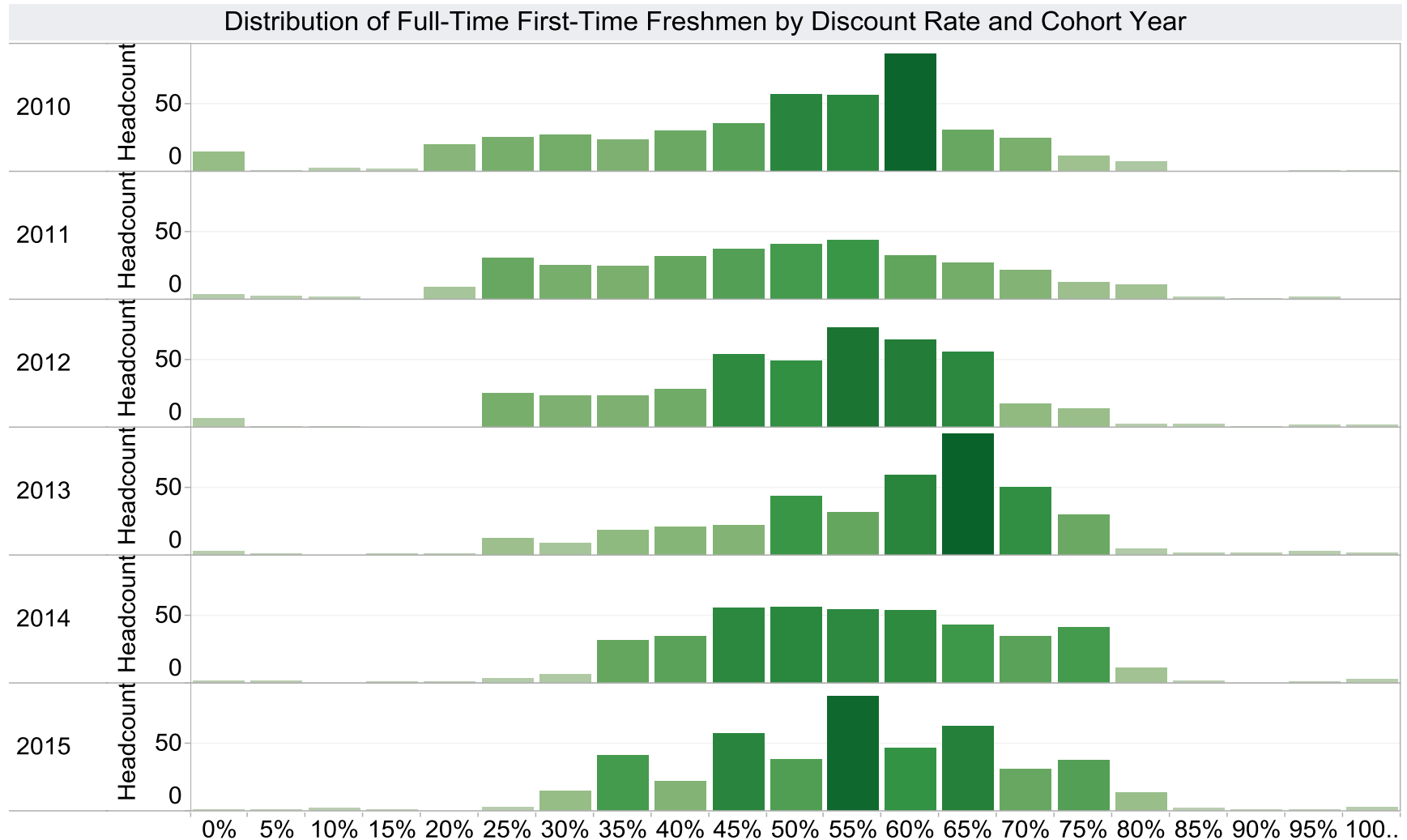


CAS Freshmen Tuition Discount Trend

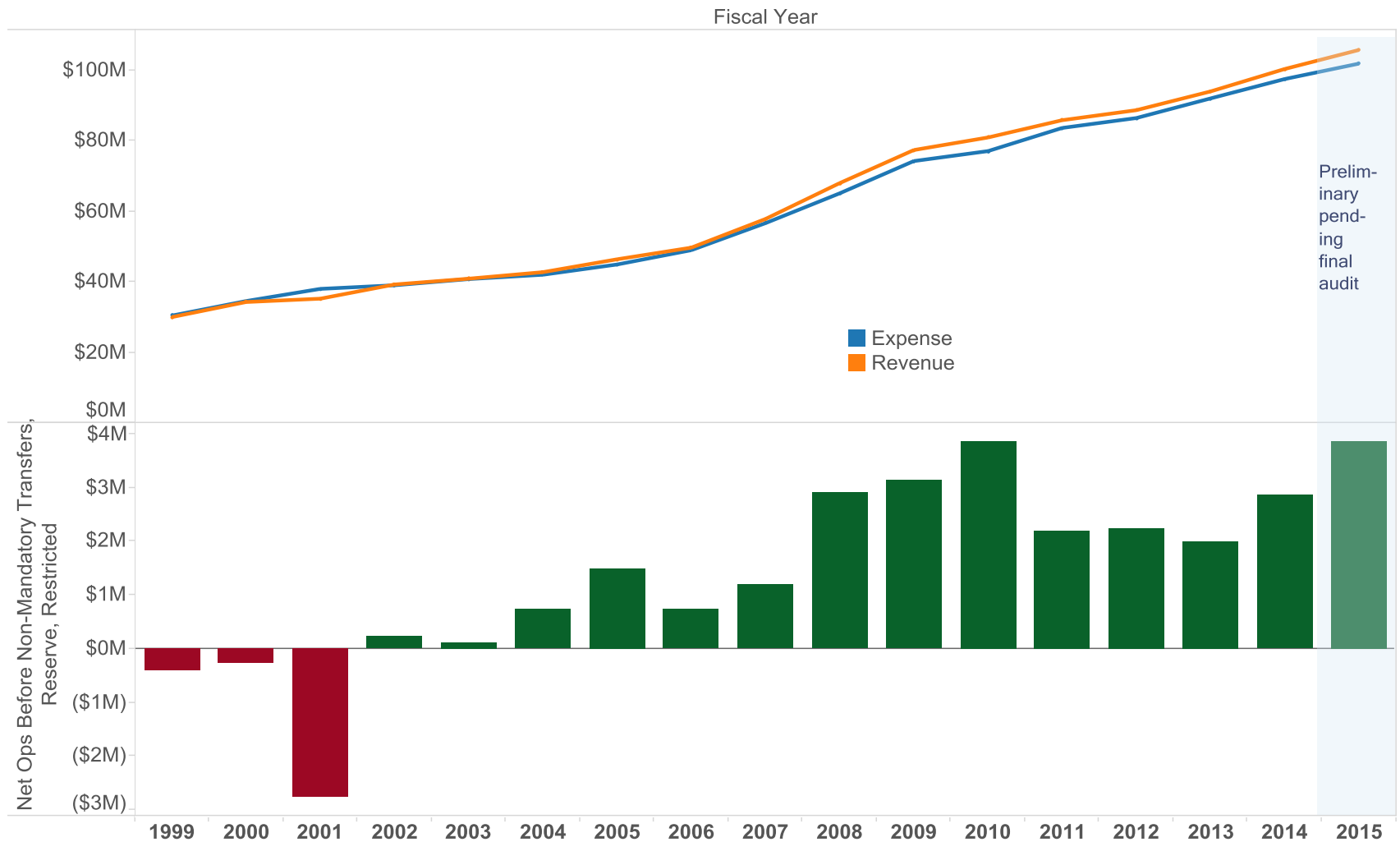


Excludes tuition benefit students.

CAS Freshmen Tuition Discount Distributions



Net Operations Trend



Major Facilities Project Updates

Boxer Clubhouse

2526 Sunset Dr.



Looking east across
from baseball field



Looking west near
Sunset Dr.

Main Fire Lane and Pedestrian Pathway Through Campus



Upgraded pathway
and outdoor areas



New pavement,
curbs, tables, &
umbrellas

University Ave.

Upgrading street with new sidewalks, lighting, shorter crosswalks, approximately 15 parking spaces, landscaping.



Street improvements on University Ave.
from Main St. to Sunset Dr.
Completion by October 2015.

Scott Hall



**3 New
Study
Pods**

**2 New Offices
and 1 Large
Conf Room**



**New
Restrooms**

**2 New
Classrooms
seating
40 and 55
students**



**Improved
Stairs &
Seating**



Also, included a new elevator, AV equipment and technology upgrades, and other ADA improvements.

Strain Hall

- **8 New Faculty Offices**
- **New Furniture**
- **2 New Biology Research Labs – in progress; completion in January 2016**

Completed Projects in FY 14/15

Brown - \$85.5K

- South room windows \$43.6K
- ADA Ramp \$15K
- Outside French Drain \$10K
- Sump pumps \$10K
- Emerg Shut off valve \$3K
- Add ADA door \$2.4K
- Repair old Gas Kiln \$1.5K

Carnegie - \$48.3K

- Restrooms - cosmetic \$23.3K
- Carpet Hallways & Stairs \$20K
- Offices - Patch & paint \$5K

Scott - \$88.3K

- CLIC - 2 mtg rooms & office \$43.6K
- CLIC carpet & furnishings \$24.5K
- Lobby and stairs \$12.4K
- Entry Flooring \$4K
- Furnishings for Café \$3.5K
- Data for Einstein's \$.3K

Jefferson - \$9K (An additional \$110K was done during the summer of 2015)

- Electrical upgrades in 4 classrooms

Completed Projects in FY 14/15 (Cont.'d)

Strain – \$10.1K

- Carpet in room 121 \$5.4K
- Retractable electrical cords \$4.5K
- Relocate vent less hood \$.2K

Murdock – \$42.8K

- Remodel a couple of rooms \$42.4K
- Room 114 door repair \$.4K

Walter – \$6.6K (upgrade room B-4 A)

- Furniture, lighting, dividers \$2.5K
- A/V upgrades \$2.5K
- Network drops \$1.4K
- Punch code for door \$.2K

Warner – \$85.5K

- Air conditioning in the theatre \$47K
- Upgrade Restrooms \$27.2K
- Put Corian countertops in room 116 \$8K
- Convert room 125 into 2 spaces \$3K
- Reverse door swing from room 5 \$.3K

Eugene Campus – (MSW funds) \$47K

- Carpeting, paint, install doorway, upgrade electrical, update technology

Total Overall FY 14/15 Costs = \$423.1K

Projects Completed During Summer of 2015

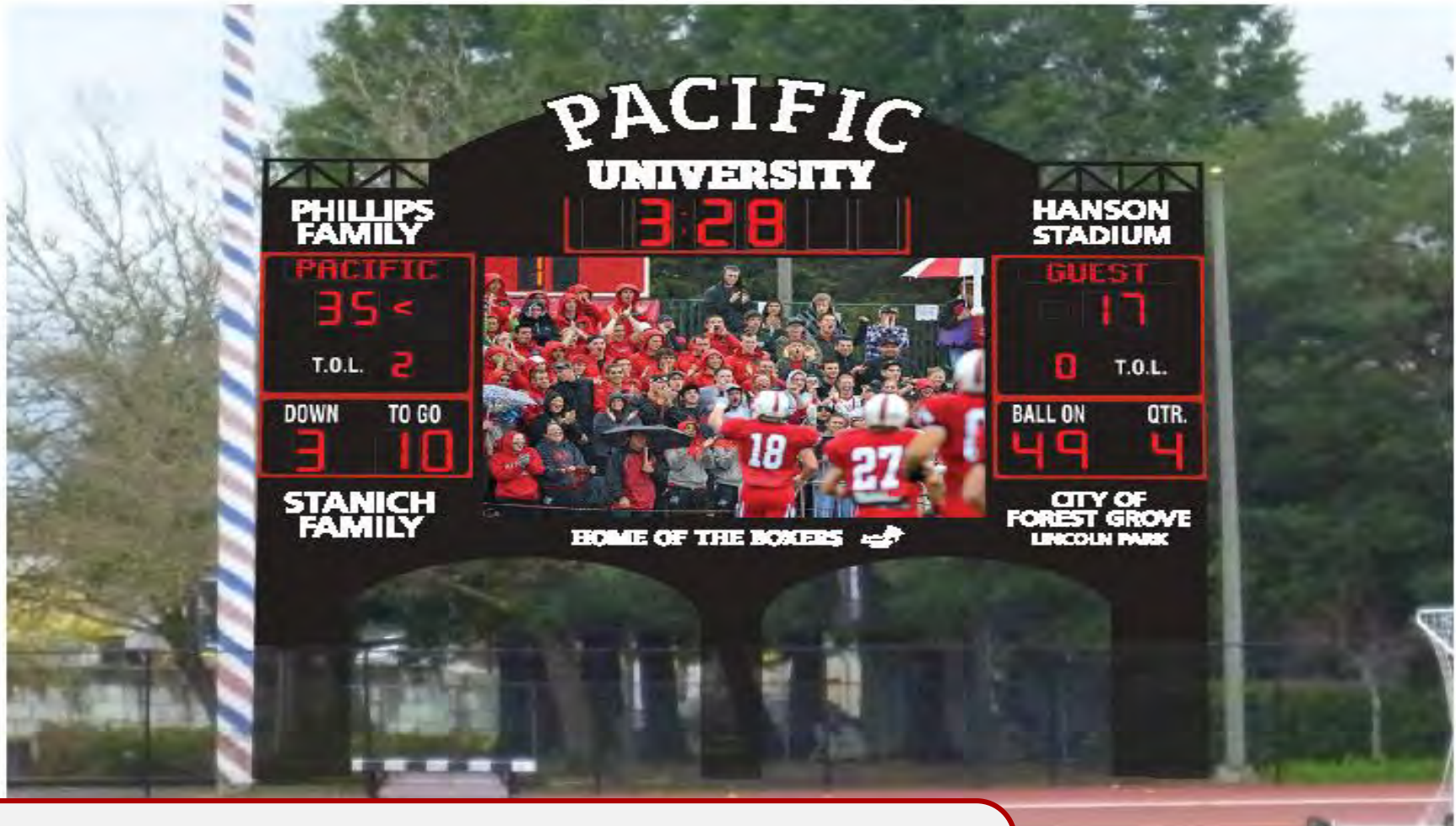
- **2213 University Avenue** – demolished house
- **2223 Main Street** – carpeted, replaced the HVAC and other cosmetic upgrades to house the office of Institutional Research
- **2415 Main Street** – facelift for Foreign Language Aide housing
- **2526 Sunset Drive** – Boxer Clubhouse completed
- **Berglund Hall** – built a new office for the Director of Communications & Sci Disorders
- **Fire Lane East to West** – widened paved and curbed
- **Forest Grove Campus Light Poles** – all repaired and repainted
- **Forest Grove and Hillsboro Campuses** – several lots re-stripped
- **Gilbert Hall** – refinished the natural wood on the exterior of the building
- **Hanson Stadium Scoreboard** – installed
- **McGill East Side** – added a new Early Learning Center outdoor classroom
- **McGill North Doors** – added seals to block out sound from the ELC classroom
- **Milky Way** – new roof and polished concrete floor
- **Murdock Hall** – replaced and upgraded the fire panel
- **Stoller Center** – poured a concrete pad at NW exterior for the Boxer Club tent and other events
- **UC Upstairs Restrooms** – remodeled
- **Walter Hall** – switched to 2 high efficiency boilers

Proposed Projects for FY 15/16 (Partial List)

- **Phase Ib and II of the Strain/Scott/Price Renovations;** Planning for Phases 3 & 4
- **Completion of University Avenue Improvements**
- **Jefferson Hall** – continuation of “lane upgrades” for clinical teaching
- **Berglund Hall** – renovations to support growth in COB & COE
- **Hillsboro Campus** – create more student study and student support areas
- **2105 Cedar Street** – cosmetic upgrades for future use
- **B Street Living Museum** (formerly B Street Farm) – start a White Oak Nursery
- **Cannery Field** – removal of 3,000 cubic yards of dirt to allow for regulation play on the soccer field
- **Forest Grove Campus** – concrete work to widen and repair several sidewalks and stairs
- **Marsh Hall** – upgrade the HVAC control system and rebuild the units; replace some windows that have damaged seals
- **Murdock Hall** – rebuild exterior soffits and gutters
- **Price Hall** – reroof
- **Stoller Center** – change lighting to LED in entire building; Planning for future expansion
- **Trombley Square** – update the landscaping
- **World Languages House** – rebuild the stairway/fire escape to 2nd floor

Athletics at Pacific

New Lincoln Park Scoreboard – Go Boxers!!



Scoreboard overall size: 42 ft. 3 in. x 42 ft. 3 in.

Video display: 17 ft x 23 ft, HD, LED

Cost + Installation: approx. \$400,000

Uses: Pacific and community sports and other events, Commencement, NCAA tournaments, High School tournaments, and other events

OPTION | 4 SEPT. 2015

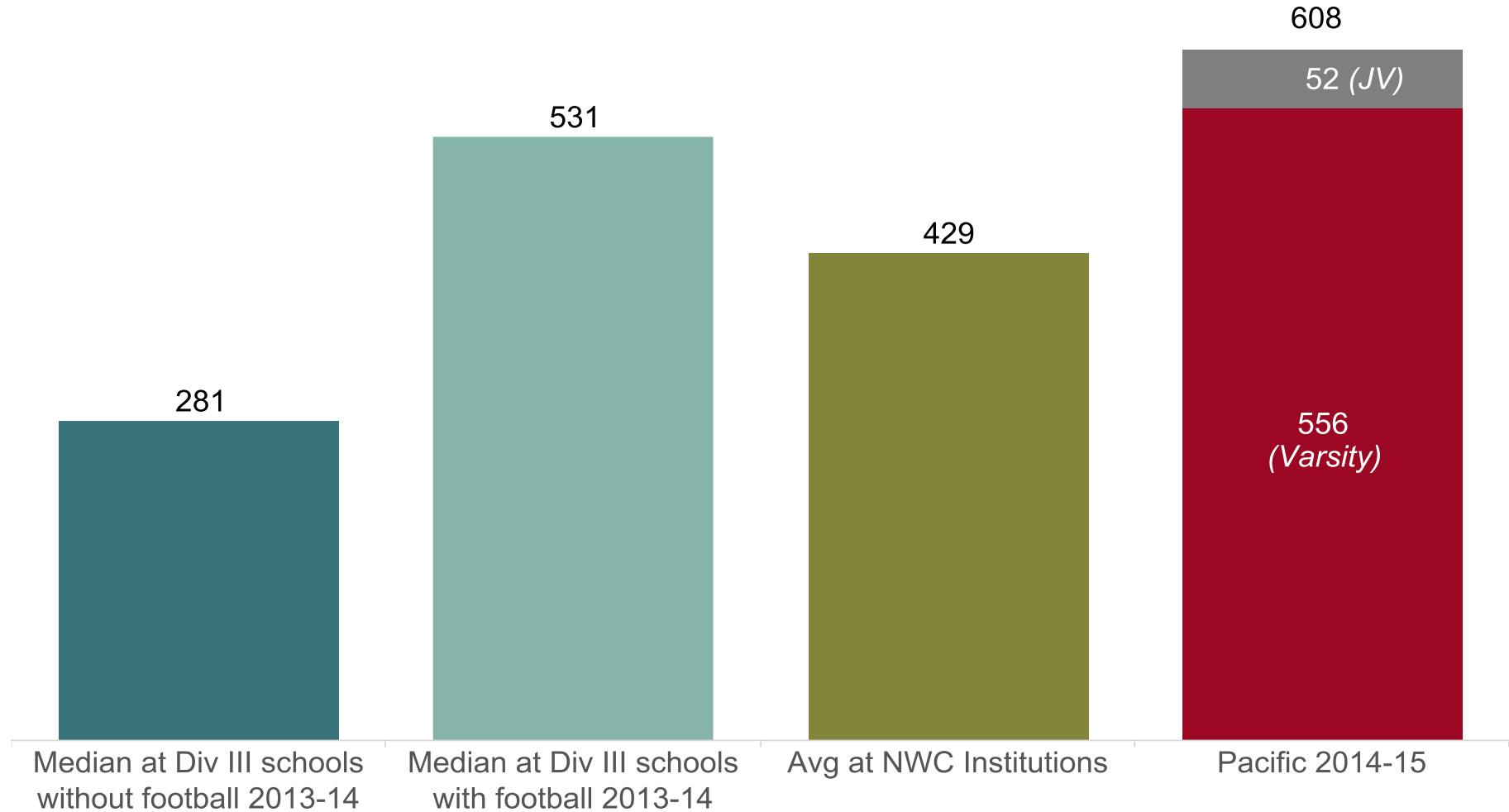
Unique Characteristics of NCAA Division III

- Division III is the NCAA's largest division
 - 450 total member institutions
 - Accounts for approximately 40% of the total NCAA membership
- 81% of NCAA Division III members are private institutions
- NCAA Division III athletic departments are dedicated to broad based-programs with a high number and wide range of athletic participation opportunities for men and women
- Structure of Division III playing season and eligibility standards
 - Minimize conflicts between athletics and academics
 - Allow student-athletes to focus on their academic programs and the achievement of a degree.

Unique Characteristics of NCAA Division III *(cont'd)*

- Division III is the non-athletic scholarship division of the NCAA.
 - Student-athletes earn scholarships in the same way as non-athletes, generally based on financial need and/or academic merit
 - Athletics cannot be a factor in scholarship awards
 - 75% of all student-athletes in Division III receive some form of non-athletic scholarship
- Division III student-athletes are subject to the same standards as the general student body
 - Admissions standards
 - Academic standards
 - Access to housing and support services

Student-Athletes by Institution Type



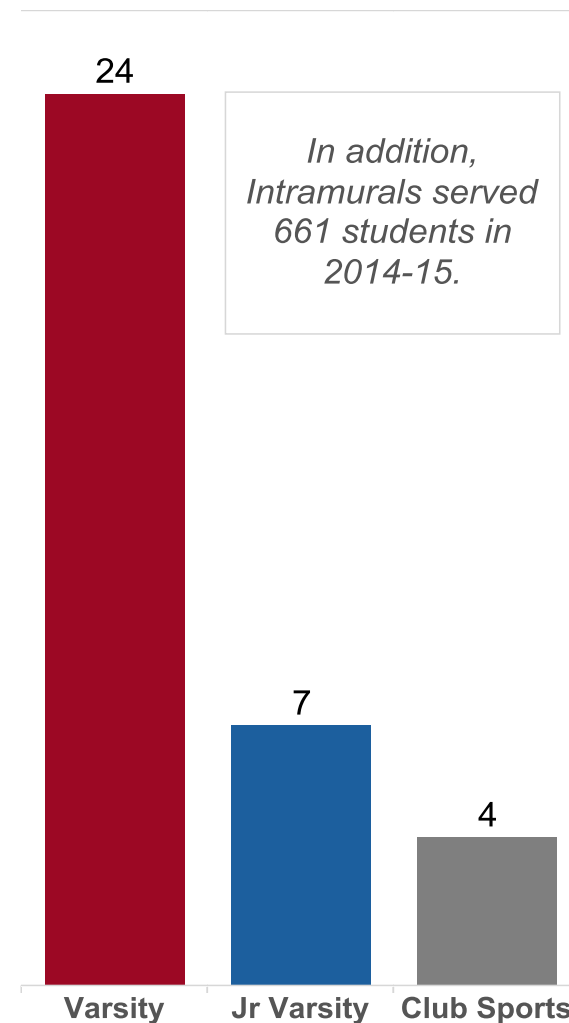
Includes Varsity & JV student-athletes at Pacific.

Source: 2013 NCAA Financial Reporting System & Pacific Athletics



Sports Programs at Pacific University

Sport	Varsity		Jr Varsity		Club Sports
	W	M	W	M	
Baseball		■		■	
Basketball	■	■	■	■	
Cross-Country	■	■			
Football		■			
Golf	■	■			
Lacrosse	■				
Rowing	■				
Soccer	■	■	■	■	
Softball	■		■		
Swimming	■	■			
Tennis	■	■			
Track & Field (In)	■	■			
Track & Field (Out)	■	■			
Volleyball	■		■		
Wrestling	■	■			
Cheerleading					■
Dance					■
Handball					■
Rugby					■
Grand Total	13	11	4	3	4



Source: Pacific Athletics Department

Northwest Conference (NWC)



- Comprised of nine private institutions all located in the Pacific Northwest.
 - 5 schools in Oregon (George Fox, Lewis and Clark, Linfield, Pacific, Willamette)
 - 4 schools in Washington (Pacific Lutheran, Puget Sound, Whitman, Whitworth)
- In 2014-15 the Boxers won NW conference championships in two sports (Football and Women's Lacrosse) for the first time since 1991
- Softball and Men's Tennis placed 2nd in the NW conference and played in conference championship events

Source: Pacific Athletics Department

Pacific Football has Second Highest Representation of Students from Hawaii in the Nation

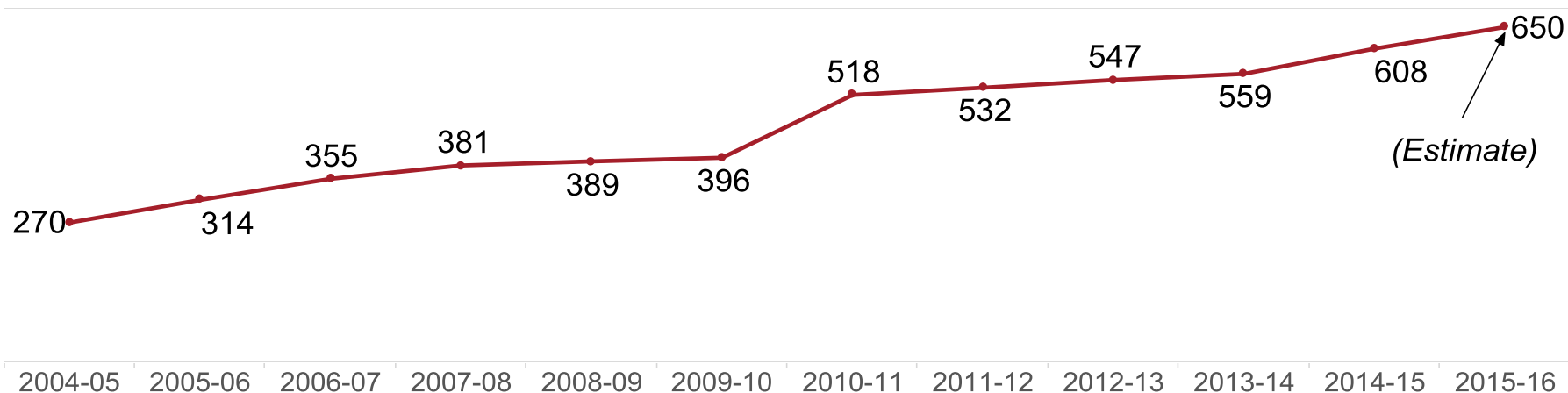


Includes NCAA Divisions I, II, III

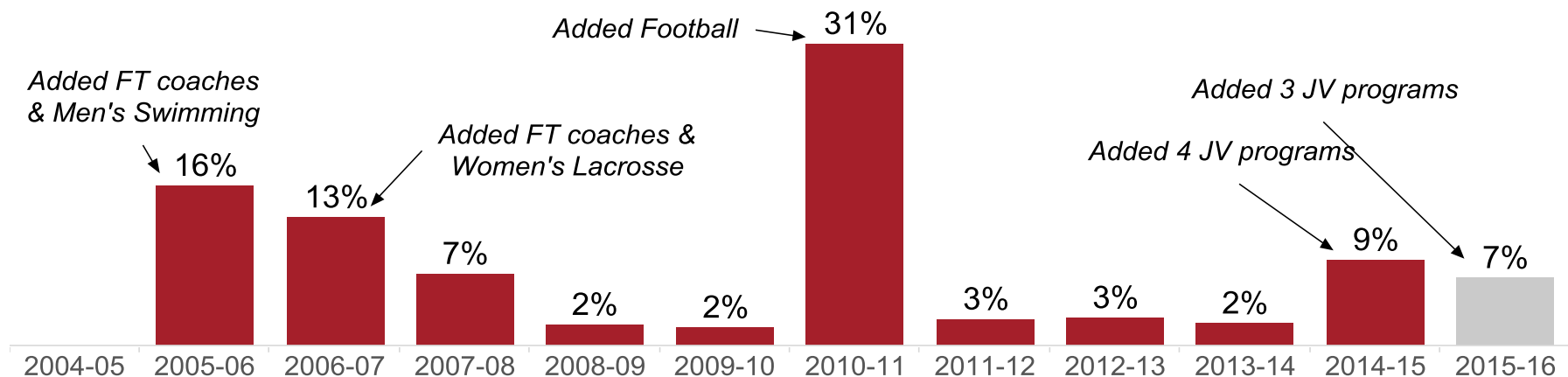
Source: Pacific Athletics Department

Growth in Athletic Participation at Pacific

Count of Student-Athletes



Year-over-Year Percentage Growth in Student-Athletes



Includes Varsity & JV student-athletes at Pacific beginning in 2014-15.

Source: Pacific Athletics Department

Best Colleges For Sports in 2015 – NCAA Division III

Overall Ranking



1. Johns Hopkins University



2. University of Wisconsin – Whitewater



3. University of Redlands



4. Chapman University



5. University of Mount Union



6. Washington University in St. Louis



7. Trinity University – Texas



8. University of Mary Hardin-Baylor



9. Pacific University



10. Hardin-Simmons University

Based on athlete responses to a NCSA survey of all 450 Division III institutions

Source: NCAA: <http://www.ncsasports.org/blog/2015/08/12/results-best-colleges-for-sports-2015/>



Best Colleges For Sports in 2015 – NCAA Division III

Baseball



1. University of Dallas



2. Johns Hopkins University



3. Northland College



4. Southern Virginia University



5. North Central University



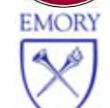
6. Pacific University



7. University of Wisconsin – Stout



8. Chapman University



9. Emory University



10. University of Texas – Tyler

Softball



1. New York University



2. Emory University



3. Washington University in St. Louis



4. North Park University



5. Pacific University



6. Mount Mary University



7. Tufts University



8. Covenant College



9. University of Texas – Tyler



10. Aurora University

Based on athlete responses to a NCSA survey of all 450 Division III institutions

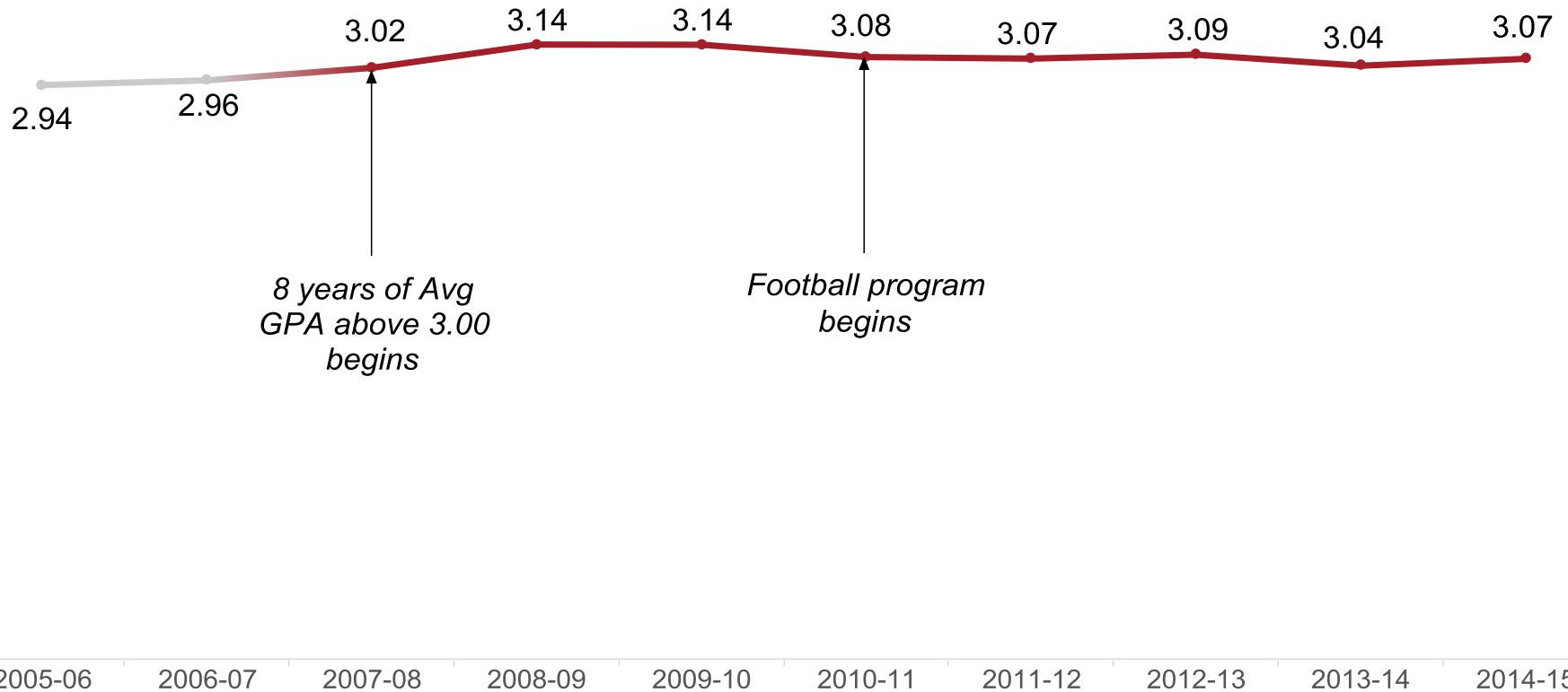
Source: NCAA: <http://www.ncsasports.org/blog/2015/08/12/results-best-colleges-for-sports-2015/>



Pacific Athletics: Student-Athlete Scholars

- The average team GPA in 2014-15 was 3.07, marking the 8th consecutive year that the average team GPA was over a 3.0
- A total of 95 Boxer student-athletes were selected to the Northwest Conference Scholar Athlete Team in 2014-15.
- Boxer athletics had one Academic All-American and three Academic All-District student-athletes in 2014-15
- The graduation rate of student-athletes at Pacific has been at or better than the general student body, and in the most recent nationally collected six year cohort, it was 15% higher than that of non-athletes.

Average GPA of Teams at Pacific

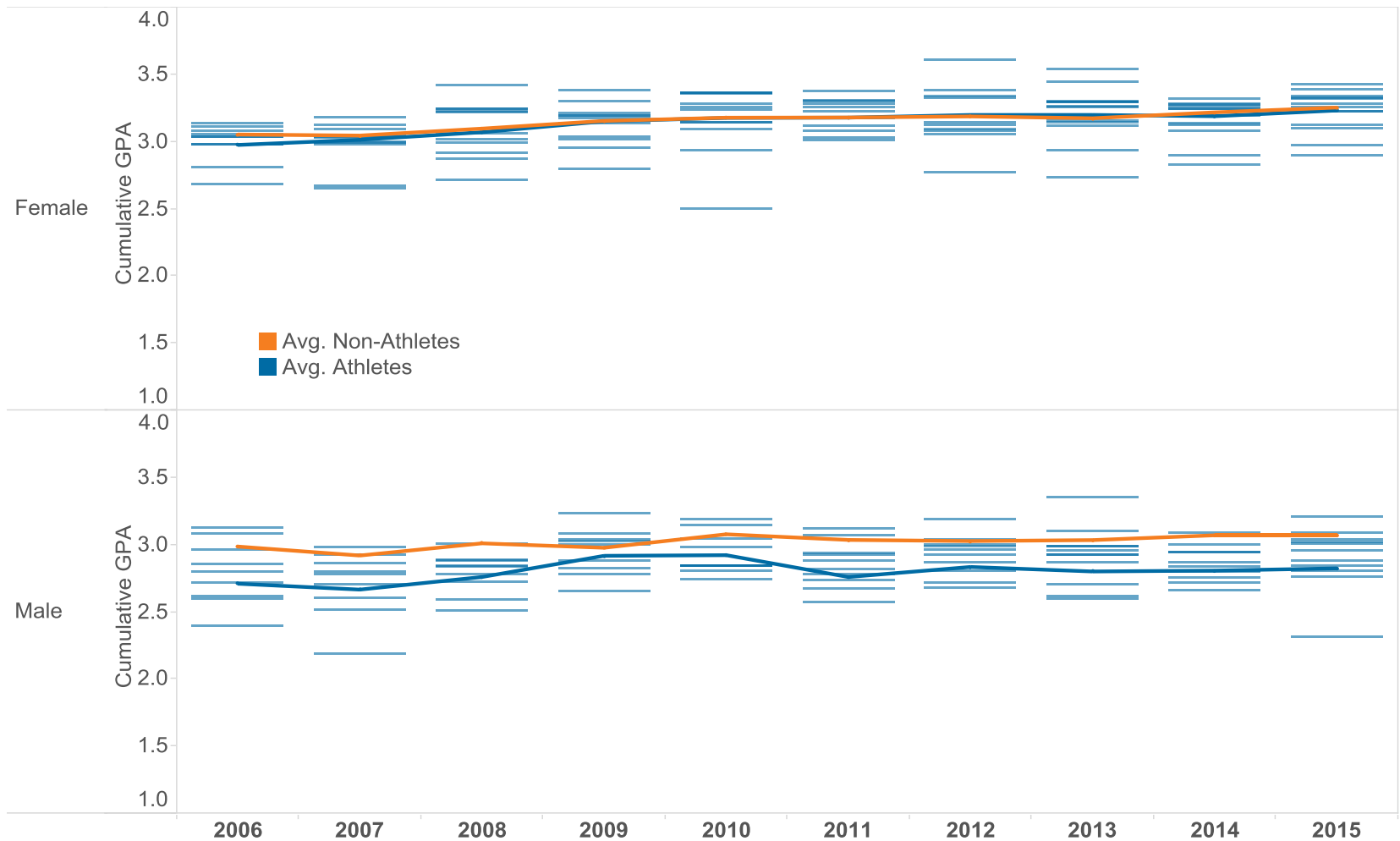


Cumulative average GPA for student-athletes through Spring semester.

Source: Pacific Athletics Department

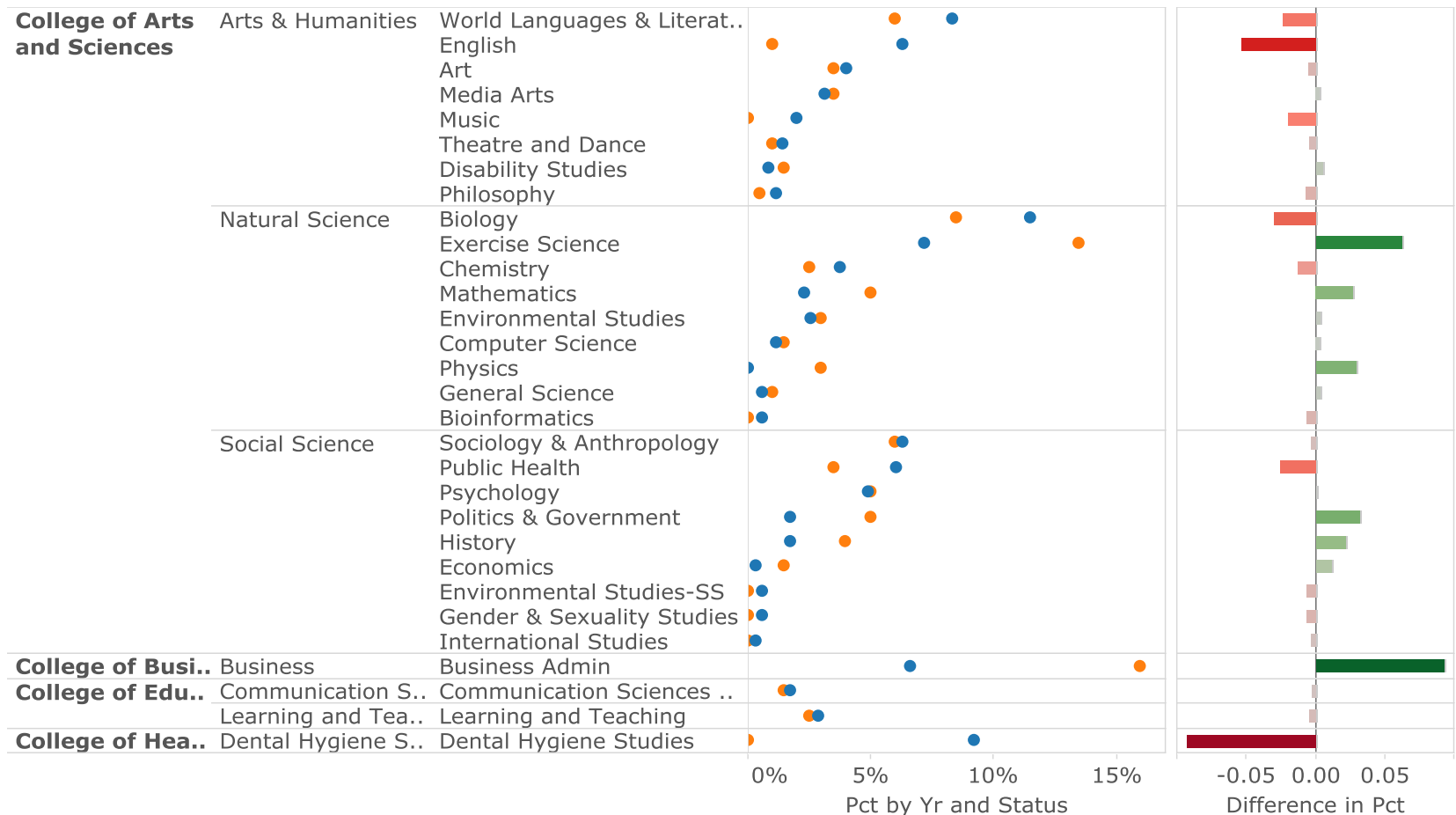


Average Cumulative GPA Comparisons by Gender



Source: OIRA: Student Information System

Comparison of 2014-15 Major & Minor Completions between Athletes and Non-athletes



■ Non-Athlete ■ Athlete

Source: Student information system; degrees dated between July 2014 to June 2015

Source: OIRA: Student Information System

Note: Includes all majors and minors.

Where are We Going?

Integration of Imagine Pacific 2020,
Strategic Planning, Prioritization and
Budgeting

IP2020 Timeline: Completed in 2014-15

- **Fall 2014**
 - Communication to campus, sharing rationale & timeline for IP2020 for January – fall 2015; vice presidents, college deans, and school directors test data for readiness to distribute.
- **January**
 - Distribute data to academic programs and support areas for review and verification of accuracy. Questions referred to deans and vice presidents, who will work with Institutional Research to reconcile any differences.
- **February**
 - Deadline for FTE and student credit hour data review to be returned to deans and vice presidents.
- **March**
 - Individual surveys distributed to all students, staff, and faculty
- **April**
 - Individual surveys returned
 - Templates distributed for completion
 - Began to review and analyze survey results
- **May**
 - Templates completed and returned. Some areas were given extensions.

IP2020 Timeline: Fall 2015 Plan

- May to end of August
 - Preliminary review of templates and survey results
- September 2015
 - President's Cabinet and Provost's Council review of survey results
 - All templates due September 30th
- October 2015
 - President's Cabinet and Provost's Council review of templates
 - Template and survey results contribute to strategic plan updates
- October 21st – State of the University Address
 - President Hallick will provide an update on IP2020 along with an outline of remaining steps in the process
- November 2015
 - Vice presidential areas will review strategic plans with survey and template results in preparation for the 2016-2017 budget
- December 2015
 - Share proposed 2016-2017 budget assumptions with the Board

IP2020 Timeline: Spring 2016 Plan

- Widespread sharing of survey results, prioritization of issues and ideas raised in the surveys.
- Widespread sharing of data and analysis; peer review of academic templates and prioritization of issues and ideas raised in templates; development of several multiyear projects for implementation.
- Integrated task forces may be formed.
- Discussion and recommendations for building long term initiatives into strategic plans and 2017-2020 budgets.
- Trustees approve final 2016-17 budget and strategic plans at the March Board of Trustees meeting.

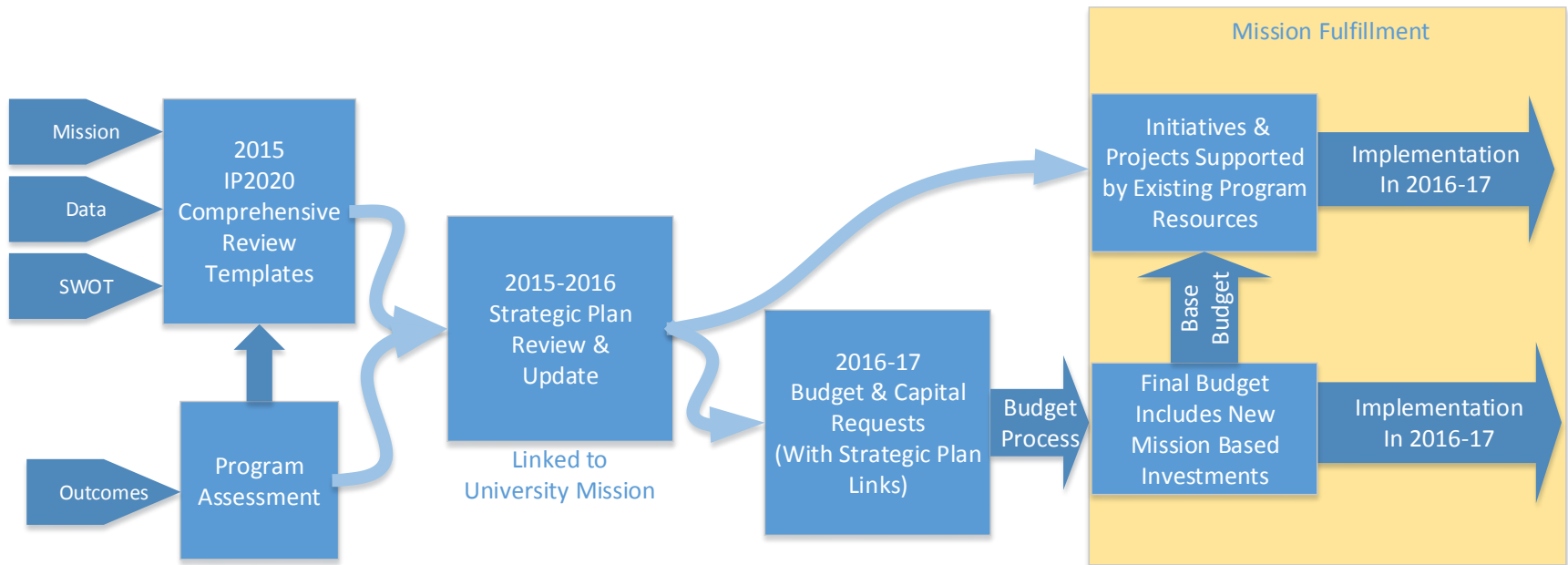
Integration of IP2020, Strategic Planning, Budget Planning

- All Areas – Through October
 - Review IP2020 Template responses, indicators, and current Strategic Plan
 - Update Strategic Plans
 - Complete Strategic Plan Update Summary Form regarding IP2020 and other updates to Plans
 - Prioritize items for Budget
 - Link Strategic Plan items to Budget Request and Capital templates
- Cabinet – November through March
 - Use Strategic Plans and Strategic Plan Update Summaries to inform budget discussions
 - Iterate with all Colleges and support areas to prioritize and balance the budget

Integration of IP2020, Strategic Planning, Budget Planning

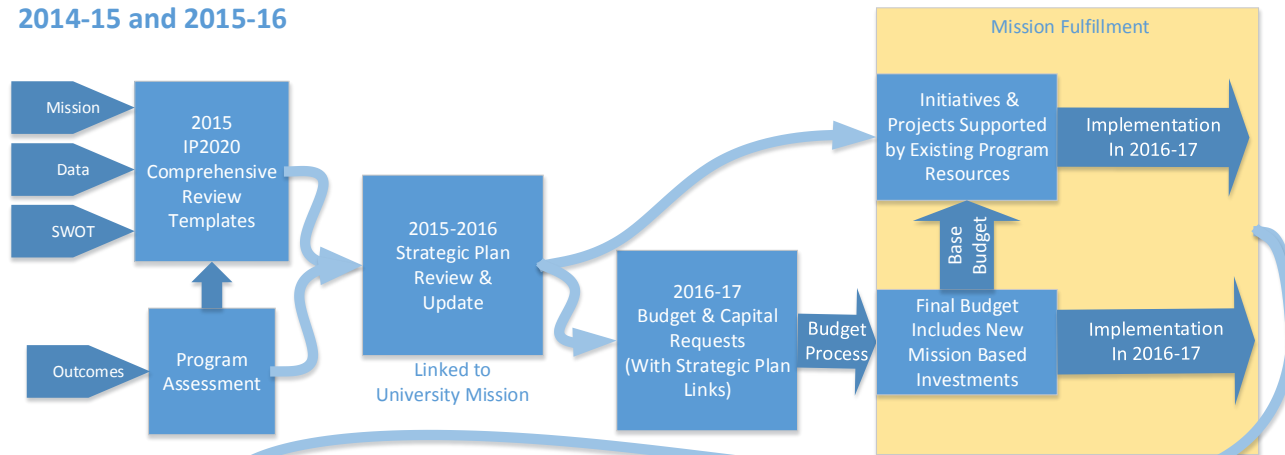
- Cabinet – May - June
 - Cabinet to review 16/17 process and decisions regarding Strategic Plan and Mission
- All Areas – January through September
 - Review indicators & program data
 - Complete Annual Strategic Plan Survey
 - Review and update strategic plan
 - Complete Strategic Plan Update Summary Form regarding IP2020 and other updates to Plans
 - Prioritize items for 17/18 Budget

Integration of IP2020, Strategic Planning, Budget Planning and Mission Fulfillment

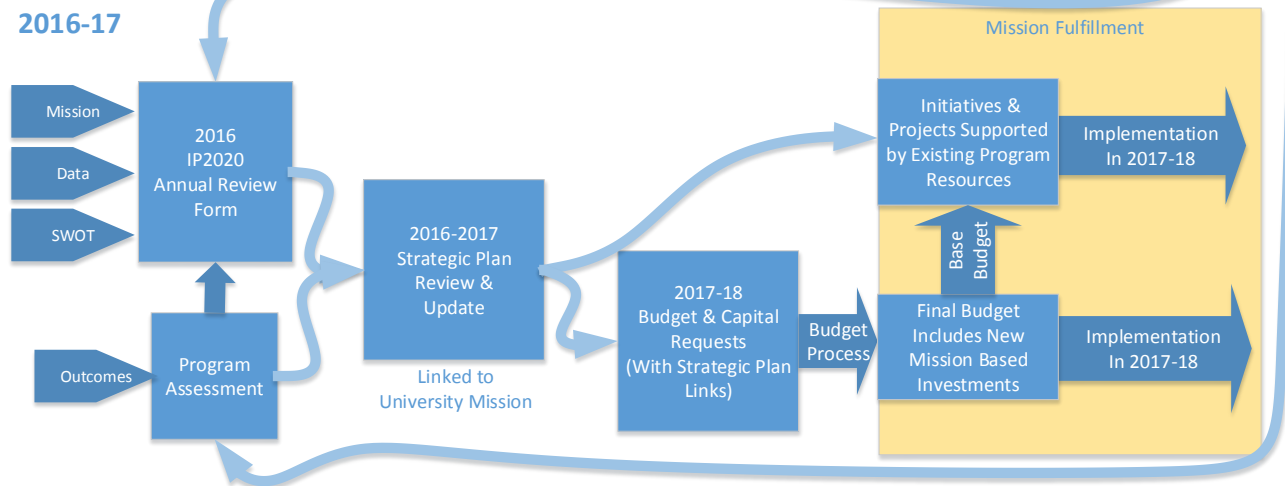


Integration of IP2020, Strategic Planning, Budget Planning and Mission Fulfillment

2014-15 and 2015-16



2016-17



Accreditation

Northwest Commission on Colleges and Universities

The five Standards for Accreditation are best understood within the context of the seven-year accreditation cycle. The standards are interconnected and build upon each other in a cycle of continuous improvement. For that reason, as an institution focuses on a given standard(s) for its Self-Evaluation Report, it does so in light of the standard(s) that have already been addressed, with the result that the information and analysis of previously addressed standards may be updated, expanded, and modified to produce a cohesive report.

Design and Function

The five Standards for Accreditation are statements that articulate the quality and effectiveness expected of accredited institutions, and collectively they provide a framework for continuous improvement within institutions. The five standards also serve as indicators by which institutions are evaluated by peers. The standards are designed to guide institutions in a process of self-reflection that blends analysis and synthesis in a holistic examination of:

- The institution's mission and core themes;
- The translation of the mission's core themes into assessable objectives supported by programs and services;
- The appraisal of the institution's potential to fulfill the mission;
- The planning and implementation involved in achieving and assessing the desired outcomes of programs and services; and
- An evaluation of the results of the institution's efforts to fulfill its mission, assess its ability to monitor its environment, and adapt and sustain itself as a viable institution.

Accreditation

Northwest Commission on Colleges and Universities

Ten Year Report and Transition to Seven Year Reporting Cycle

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Report Name	Year Ten Report (former process)			Interim Visit	Year One Report		Year Three Report			Year Seven Report
Report Scope					Standard One		Update Standard One; Add Standard Two			Update Standards One, and Two; Add Standards Three, Four, and Five
Action					Submit Report, Reviewed by Team. Findings sent to commission		Submit Report. Team Visit for Standards One and Two			Submit Report. Team Visit for Standards Three – Five and updated One and Two

Accreditation

Northwest Commission on Colleges and Universities

Institutional Self Evaluation

Year One

- In year one of the seven-year accreditation cycle, the institution conducts a thorough self-evaluation with respect to Standard One and Eligibility Requirements 2 and 3. Following the self-evaluation, it prepares a Year One Self-Evaluation Report for submission to the Commission office.

Mid-Cycle

- Conducted in the third year of the seven year cycle, the Mid-Cycle Evaluation is intended to ascertain an institution's readiness to provide evidence (outcomes) of mission fulfillment and sustainability in the Year Seven. It is to assist institutions in determining if the process of outcomes assessment will lead them to a successful Year Seven self-evaluation and peer evaluation. It is intended to be a formative and collegial evaluation with the institution in conversation with the evaluators.

Year Seven

- In year seven of the seven-year accreditation cycle, the institution conducts a comprehensive self-evaluation on all Standards and Eligibility Requirements. In doing so it also updates its response to Standards One and Two to ensure its response to those Standards is current and relevant. Following the self-evaluation, it prepares a Year Seven Self-Evaluation Report for submission to the Commission office.

From

<http://www.nwccu.org/Pubs%20Forms%20and%20Updates/Publications/Accreditation%20Handbook,%202015%20Edition.pdf>, p.14

Accreditation

Northwest Commission on Colleges and Universities

Accreditation Team

- Marita Kunkel – Program Leader
- Jenny Coyle – Head Writer
- Wil O'Shea – Institutional Research and Strategic Planning
- Ann Barr-Gillespie and Lisa Carstens – Advisors
- Karla Staihar and Kim Greenwood – Staff Support

Communication and Schedule

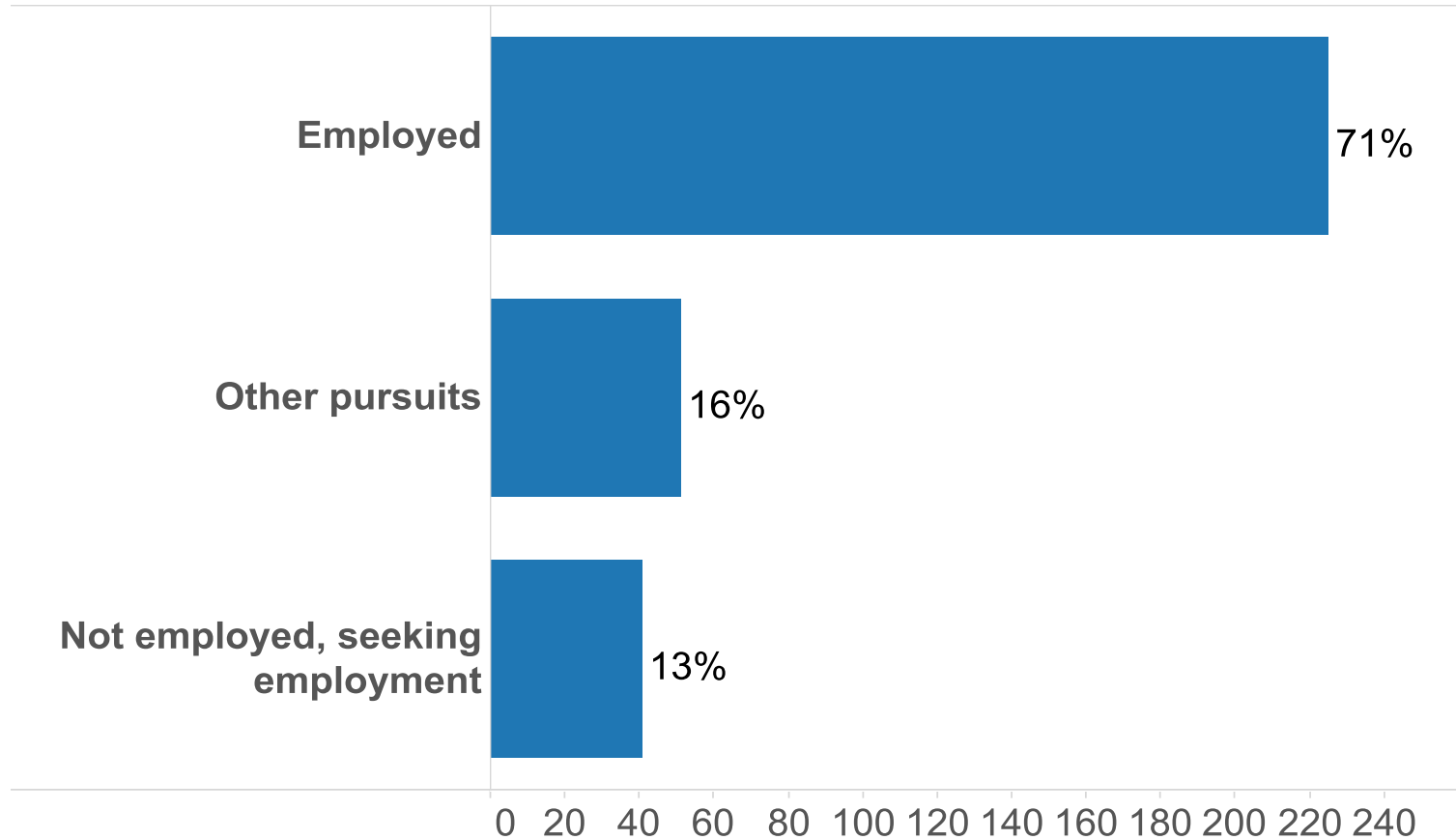
- The Accreditation Team will attend upcoming Governance Meetings
- Accreditation Webpage – In Development
- An ongoing iterative process which will link to Imagine Pacific 2020 and Budget Prioritization
- First Draft Complete – February 2016
- Site Visit – October 2016

Year Seven Focus

- Describe and assess learning outcomes in all of our programs, and demonstrate how those outcomes flow back into the planning process to result in continuous quality improvement and program efficacy as measured by mission fulfillment

Employment Status of Graduates

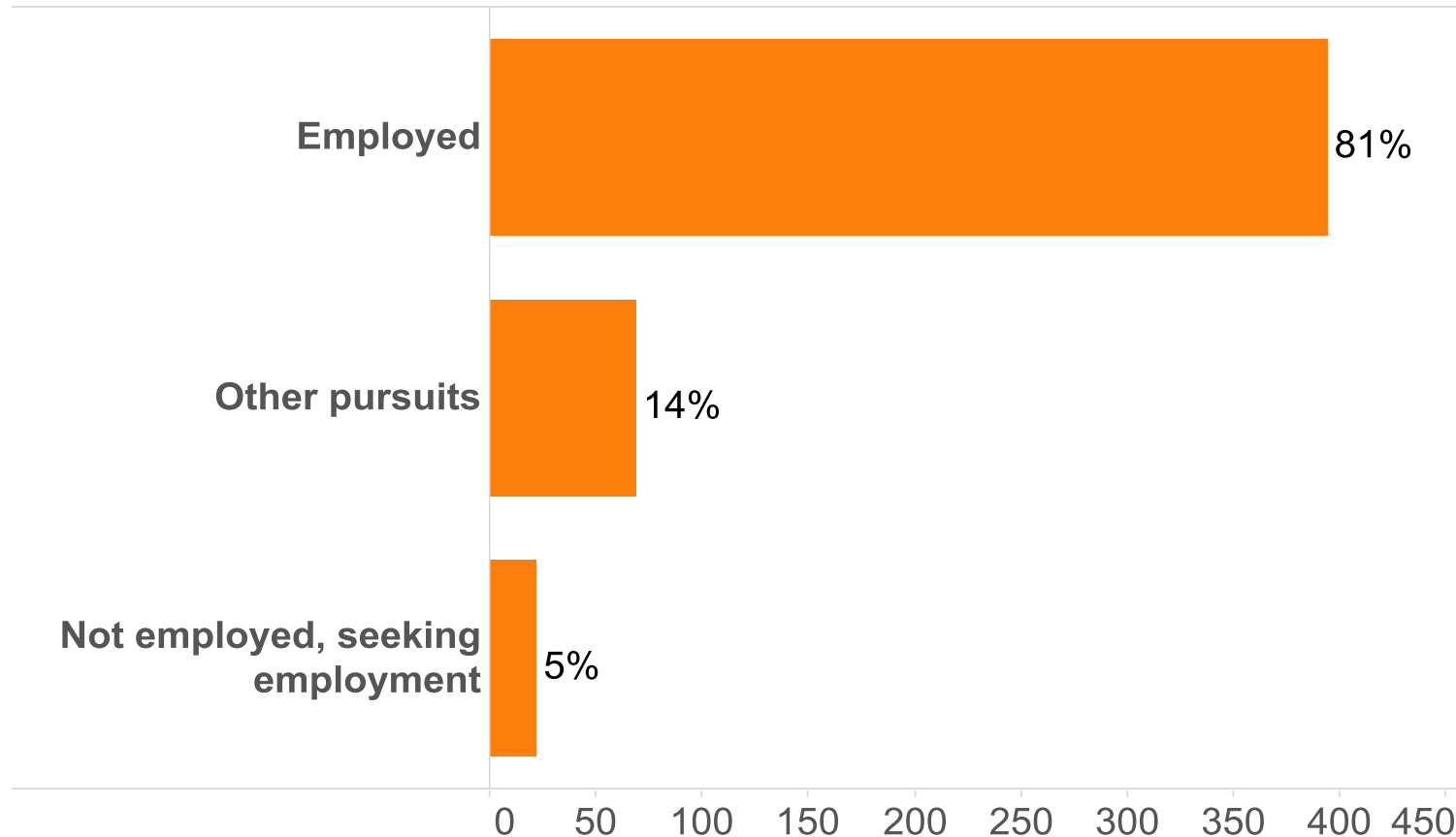
Undergraduate Programs



Based on 317 responses to the 2012 Alumni Survey of 2008-2012 graduates.

Employment Status of Graduates

Graduate Programs



Based on 485 responses to the 2012 Alumni Survey of 2008-2012 graduates.

Career Preparation of Graduates

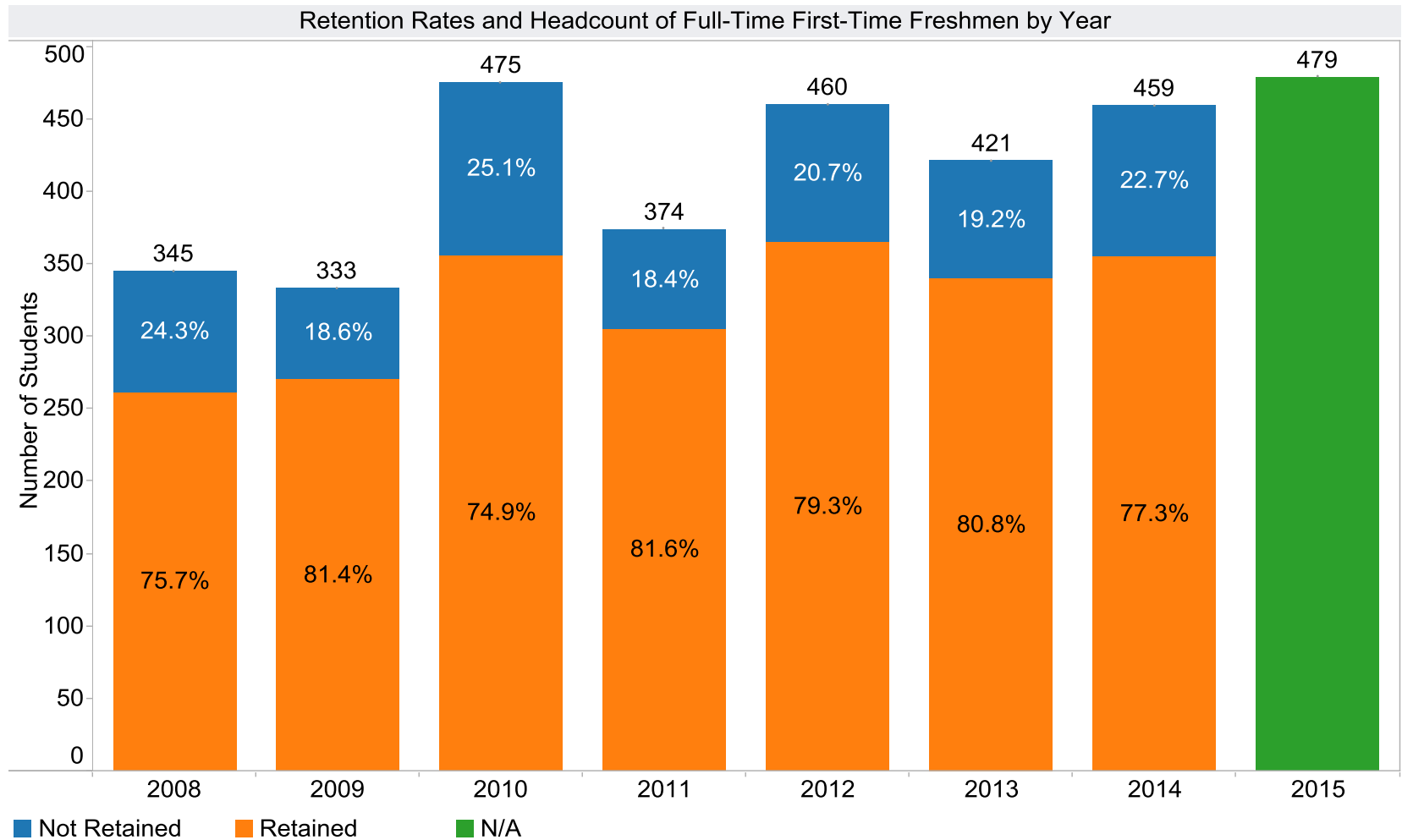
Over 90% of graduates felt adequately to very well-prepared for ...

- career or professional employment
- to be competitive with peers at their place of employment

Special Priorities for Academic Year 2015-2016

- Student Retention
 - Everyone owns this!
- Increase our focus on campus climate
 - How can your time be better spent in support of our students?
 - What could we stop doing?
 - Where will our investments have the greatest value?
- Salary Comparability with our Peers
 - Staff!!
- Enhance the diversity of faculty and staff

Undergraduate Retention



Thank you for attending the State of the University 2015 Questions, Thoughts or Suggestions?

Graduation May 2015



Lid Miles, May, 2015