



# STRATEGIC PLAN 2020

*Endorsed by the Pacific University Board of Trustees on May 17, 2013*

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# INTRODUCTION

*“A diverse and sustainable community dedicated to discovery and excellence in teaching, scholarship and practice, Pacific University inspires students to think, care, create and pursue justice in our world.”*



## **PACIFIC UNIVERSITY 2020**

As Pacific University looks ahead to 2020, we have asked ourselves both who we are and who we want to be. Starting with President Lesley Hallick’s listening tour of 2009-2010, we have engaged in a collaborative and inclusive strategic planning process. Our faculty, staff and wider community have explored our history, mission and vision. They have envisioned the future of their own units as part of a growing and thriving university. And, they have contributed to a dynamic university-wide plan that will transform the opportunities available to our future students and alumni. The following is a look at where we will be, as a university, in the year 2020. The common framework of Vision 2020 shapes a set of strategic priorities from each area of the institution that will guide our activities and investment decisions. It is not a sealed document, nor will it become a static website. Rather, it will serve as a template against which we can measure our progress toward this vision. This will require continuous monitoring and a comprehensive update on at least an annual basis throughout the remainder of this decade.

Pacific University in 2020 is an institution in which students of all ages and backgrounds find joy in the discovery of new ideas and opportunities. It is a place where they find a rich and rewarding educational environment, marked by close interaction with their professors and their peers. It is a place where they are exposed to ideas they never imagined and where they explore paths they never considered. It is a place where they are prepared to greet a rapidly changing and challenging world with the skills to adapt and to lead.

This strategic plan for Pacific University is not a re-imagining of our institution; it is an extension of the core values we have shared for more than 160 years. As we look to our future, we are building on a foundation of tradition and of common values, on the work of those who have come before, and on the unique prospects facing us today. We are building on the mission of the university from its earliest roots, an institution established by our founders because they believed deeply in the opportunity of education for all.

We are planning from a place of great opportunity, but one with great challenges. We are entering an era when our traditional pool of prospective students — 18-year-olds graduating from high school — is declining in numbers. We are also at a crossroads where the cost of higher education makes it harder to access and demands that the value obtained be greater than ever before. We would need to be innovative and agile even to sustain our place in the higher education market, but instead we propose to grow it. We will need to find creative ways to recruit and retain our traditional students, and we will need to explore our understanding of other potential student populations and how we can best recruit and serve them.

At the same time, we must balance our growth with our core identity as a place of close, nurturing relationships — of a personal touch that is at the heart of what our students and alumni value about Pacific University.

We are fortunate that much of the work we envision in the coming years has already begun. We are seeing steady growth in enrollment even as our traditional Oregon pool of high school graduates has leveled off. Some of this growth has come from other states, some from transfer students, and some due to our growing number of graduate professional programs that meet the needs of today's work force. Over the past few years, we have been designing and implementing new programs at an unprecedented rate. We have built a base of undergraduate, graduate and professional programs that position us to serve a diverse population. And, we have started the process of growing those programs for a new generation with far greater technology skills and expectations than we have experienced in the past. But the pace of this change must continue to increase if we are to compete in a new and increasingly transparent marketplace for students and their families.

At the same time, we have begun to build a discipline and a culture that requires each new program initiative to demonstrate not only that they have academic rigor, but that there is both demand and an employment market for their graduates. They need to present a detailed financial and academic plan over the first five years to demonstrate how they project to reach economic sustainability. These plans are updated, rolled forward and adjusted annually based upon their actual outcomes.

Expanding our student population is a key step in ensuring the sustainability of our programs. We will seek to recruit and retain 2,000 undergraduate and 2,000 graduate students by the year 2020. We need that critical mass of students, faculty and staff to be able to efficiently offer a comprehensive set of programs where students can explore inside and outside of their disciplines, and to create and sustain an environment and depth of scholarship where students are able to work side by side with their faculty and fellow students in the process of discovery. Our expectation of the quality of this environment and our students' learning experience must be held to the highest standard whether our students are literally side by side in the classroom on one of our campuses or they are accessing these experiences from afar.

To accomplish these goals and to secure our future, we must grow our endowment to help fund these innovations — while net tuition revenue will remain our most important resource for the foreseeable future, we will not be able to reach the potential of our vision without a much stronger portfolio of support for students and programs. We must build the breadth and depth of prospects inspired and willing to help Pacific achieve this vision at a faster pace than ever before. To ensure that our university continues to be an affordable option for bright, qualified students from all backgrounds, our target of a \$100 million endowment by 2020 is critical to the economic sustainability of Pacific University.

We also have a very ambitious set of capital construction and renovation goals, for which we have targeted philanthropy to provide at least half of the cost. The most critical of these is the completion of the initial vision for the Hillsboro campus with the addition of a third building. This

will allow us to create a state-of-the-art campus where professional students, including those in the College of Optometry and College of Business, engage in interprofessional collaboration that represents the future, and where they are inspired and invigorated by a community dedicated to service. This new building must contain sufficient capacity to support the future visions of the programs to be located there, but it is also instrumental in allowing us to open additional space for innovation and growth on the Forest Grove Campus.

There are also other critical capital needs that must be underway during this decade. They include the projects envisioned in the Forest Grove Campus Master Plan and those necessary to support the proposed programming incorporated into this strategic plan, such as the completion of the Stoller Center expansion, the renovation of our science buildings to create a cutting-edge interconnected complex that supports our growing population of science and prehealth undergraduate students, and the replacement of the facilities and infrastructure that is so badly needed on the southwest corner of campus to support our arts and humanities students.

This journey has already begun. Just in the past three years, we have seen tremendous growth of programs — from new graduate and professional programs, such as speech-language pathology and audiology, to the nine new majors and minors in the College of Arts & Sciences that have opened in the last year, to the inception of the new College of Business. These strategies continue to strengthen the reputation and quality of Pacific.

We are breaching boundaries that may have limited us in the past — with potential new graduate programs in Arts & Sciences and Business and new baccalaureate degrees targeting non-traditional students and new delivery models that welcome adult, working professionals to higher education. These are tremendous steps toward coming together, not as five colleges, but as a single university with a shared purpose, collaborating to enhance the educational experiences afforded our students from all backgrounds and stages of life.

And, we are benefiting from unique opportunities. Just recently, for example, we have been presented with the chance to refinance our bond debt, build new residence hall capacity, and begin to remodel the University Center, without expanding our net expenses related to debt service. Because of the current economic situation in the country, we can take advantage of record low interest rates to build a facility that will move us forward and provide a net income to the university. This financial opportunity was unforeseen at the beginning of the decade and can allow us to move forward to meet the facility needs to house the majority of the 2,000 projected undergraduate students and to attract students with more competitive campus amenities. It will be proposed without requiring the diversion of any potential donors from the philanthropic fundraising goals at the core of our campaign initiatives: growing our endowment, building a third facility in Hillsboro, and providing innovative opportunities for investing in the future of Pacific.

With this strategic plan, we are poised to take Pacific University into the next decade as a thriving learning environment. Our success will be judged by future generations, but its accomplishment will

depend upon our ability to maintain a laser-like focus on our priorities and values, to measure our progress honestly, and to make adjustments to the implementation plans as we move forward.

We are standing on a firm foundation with so much potential, and yet we live in a time where those ideals and goals that we hold dear in higher education are threatened. Such threats are not new to our institution, nor is the determination to overcome them. We share the same values that shaped the educational mission of Pacific University in the frontier 164 years ago: a passion for providing access to the transformational opportunity that education provides. We do so with the belief that creation of the strongest learning environment is one that promotes and encourages discovery, that invests in the excellence of individuals, that respects diverse voices and experiences, that nurtures a sense of responsibility that inspires us to seek economic and environmental sustainability, and that develops the potential in our students and alumni to serve and succeed in an ever-changing global community.



# ORIGINS, MISSION AND VISION



# *Pacific University*

## ORIGINS, MISSION AND VISION

### ORIGINS

Pacific University began as a school for orphans from the Oregon Trail in 1848 and in 1849 was chartered as a college founded by Congregationalists and modeled after the best schools of New England. Over time, the university has grown into a unique combination of undergraduate and graduate programs in liberal arts and sciences, education, business and health.

Today, Pacific's focus on teaching and learning in a close nurturing environment leads to genuine transformation in students' lives. Distinguished by its inquiry-based curricula and interdisciplinary collaboration, Pacific offers students exceptional opportunities for experiential learning, leadership and civic engagement.

### MISSION

A diverse and sustainable community dedicated to discovery and excellence in teaching, scholarship and practice, Pacific University inspires students to think, care, create, and pursue justice in our world.

### VISION 2020

Pacific University will embrace discovery as an essential characteristic of teaching, learning, scholarship, practice and creative expression. We will achieve excellence and distinction by investing in exceptional people. We will embrace a rich diversity of ideas, peoples and cultures. We will incorporate sustainability into all of our endeavors.

The culture of Pacific fosters warm and supportive relationships that enable the university to provide an extraordinary educational experience. Students, faculty and staff are drawn to Pacific by its welcoming environment, emphasis on public service, and development of graduates who contribute as gifted leaders of the global community.



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**VALUES,  
CONTEXT  
& BIG IDEAS**

## PACIFIC UNIVERSITY'S CORE VALUES

In fall 2009, when President Hallick first came to Pacific, the university was nearing the completion of Strategic Plan 2010. Rather than embarking immediately on a traditional strategic planning process, she set out to understand the university as fully and as deeply as she could. She did this by digesting information, establishing an expectation for data based claims and decisions, and embarking on a detailed “Listening Tour,” a sort of campaign to hear what the campus had to say. More than 65 formal and 25 informal sessions were held to learn what was most valued as the fabric of Pacific and what aspirations were held by Pacific’s constituents.

Two overarching themes came up again and again . And they permeated every corner of Pacific. Everyone — whether they were students, faculty, alumni or staff — placed the highest value on the close student relationships that fostered personal growth and development. At Pacific, these relationships and interactions were characterized by a spirit of discovery and a commitment to excellence:

The theme of Discovery — creativity, originality and innovation — seemed to penetrate all the activities of the campus. This devotion to breaking down barriers and seeking new creations and solutions in teaching, in research, in art, in service — in every area of activity — was a constant drumbeat from the people with whom she met. Rather than articulating the more frequently expressed university mission components as competing elements of research and teaching, this atmosphere of discovery was described as the ideal environment for learning to take place.

She also heard about the Commitment to Excellence from all quarters. This was translated as a description of people, not of the more commonly utilized rankings and superlative but difficult to substantiate claims regarding programs. It was described in terms of holding students and faculty and staff to the highest possible standards and striving to offer state-of-the-art teaching of the highest quality every day. And from staff and students especially, it was described in terms of seeking to bring the same quality of excellence to every area of activity beyond the classroom. This perhaps subtle distinction of the more commonly utilized “Excellence” mission element has been framed as recruiting, developing, and retaining the best people — in other words the highest quality faculty, staff and students possible. It is in turn these people who devote themselves to excellence every day.

The Vision 2020 Themes articulated these values and inspired the Origins, Mission and Vision statement for the university, adopted by the Board in May, 2012. These Themes resonate deeply and broadly across the university programs and community. These five themes are outlined below and then each is described in slightly greater detail, with a few examples by way of illustration. Each unit of the institution then developed their own strategic plan for 2020 framed in the template of these five themes.

- Discovery
  - Discovery is an integral and essential component of the education process.
- Achieving excellence by investing in our people
  - Excellence is achieved by supporting the people who deliver and receive the university's programs.
- Sustainability
  - The highest quality programs are delivered in a way that is sustainable, both economically and environmentally.
- Diversity
  - Pacific's missions of education, discovery and service require a rich diversity of ideas, people and cultures.
- Global community
  - Graduates are motivated and prepared to contribute to the global community.

**DISCOVERY** is an integral and essential component of the education process. Pacific University inspires its students with experiential and applied learning opportunities. Students conduct research, travel the world and turn their passions into service. In the College of Arts & Sciences, each senior student completes a thesis or project appropriate to their area of study. Our College of Business emphasizes innovation and entrepreneurship as students connect with business leaders and create their own small businesses. Graduate and professional programs in education, optometry and healthcare not only teach best practices, they encourage students to practice them: in diverse K-12 partner schools, in Pacific's inter professional health and eye clinics, and around the world. Students have access to nurturing mentors, to world-class research faculty across campuses and colleges, and to a library system rich in technology, primary sources and publishing support. The student experience is complemented by a competitive athletic program, a myriad of international study opportunities, and service learning locally and abroad.

**EXCELLENCE** is achieved by supporting the people who deliver and receive the university's programs. Pacific University's colleges have received some of the top accreditations available, and Pacific is recognized locally and regionally as a leader in undergraduate, graduate and professional education. Academic programs work closely with local businesses, schools and healthcare facilities to give students and alumni real-world experiences, internships and networking opportunities. Our state-of-the-art campuses and clinics are cornerstones of the community, from the quality healthcare services provided in Washington County to the robust arts scene in Forest Grove. Our faculty members are devoted teachers who are experts in their fields as practicing educators, healthcare providers, artists and researchers. Undergraduate and graduate students alike are afforded opportunities to participate in research and to publish. Our alumni are noted leaders throughout the world.

The highest quality programs are delivered in a manner that is **SUSTAINABLE**, both economically and environmentally. Each proposed new program is evaluated not only by its need and academic rigor, but by a carefully crafted five-year business plan. These plans are then

reevaluated and rolled forward annually until the program is either incorporated into the overall operational plan for the institution or modified or eliminated as appropriate. Pacific University is also committed to decreasing its environmental footprint through green building practices, decreased energy consumption and waste, and meaningful research into sustainable business, growing and living practices for the world. Interdisciplinary collaboration across colleges and campuses has increased our efficiency as well as facilitated deeper learning and engagement for students. Our programs are thoughtfully designed to serve learners at all stages — from our Early Learning Community to our undergraduate colleges to entry-level graduate programs to continuing education for professionals. We engender a lifelong love of learning, prepare graduates who are leaders, and anticipate the needs of a changing local and global community.

Pacific's missions of education, discovery and service require a rich **DIVERSITY** of ideas, people and cultures. Pacific University is a welcoming and nurturing environment that values individuals for who they are. Our rigorous academics, competitive athletic programs, multicultural and bilingual faculty, and comprehensive learning opportunities draw a diverse population of students not only from the Pacific region but from throughout the world. Strong partnerships with community colleges open the doors of Pacific University to undergraduate transfer students, while bridge and pipeline programs and other support structures enhance students' awareness of and readiness for college and their ability to succeed. The use of technology broadens the university's reach, with online and blended courses offering new learning opportunities for students of different ages and backgrounds. Undergraduate, graduate and professional students alike connect with diverse communities through clinical and practicum placements, two-week travel courses, month-long community services projects, or semester-long study abroad programs.

Graduates are motivated and prepared to contribute to the **GLOBAL COMMUNITY**. Pacific University students and alumni are leaders. Learning at Pacific goes outside the classroom, with students engaging in diverse communities and giving back through service, healthcare and teaching. Our College of Arts & Sciences requires civic engagement activities for all students, while at least 20 percent of our College of Health Professions students receive training in community-based practices that provide healthcare for underserved and rural populations. Almost every undergraduate major, from business to environmental studies to anthropology, offers students the opportunity to participate in a meaningful study abroad experience, while graduate and professional programs let students practice healthcare and education around the world. Our alumni network stretches around the globe.

These values are part of Pacific's past and present and will guide Pacific's future. Pacific University in 2020 is still a nurturing learning environment for undergraduate, graduate and professional students in the liberal arts and sciences, education, optometry, health professions and business. It has grown, though, to accommodate and anticipate the needs and interests of a mid-21st century world. It transforms lives, serving 2,000 undergraduate and 2,000 graduate students a year on state-of-the-art campuses closely connected to their communities. It is growing a robust endowment, investing in innovative ideas and cultivating enthusiastic learners who become flexible and insightful leaders in a changing world.

## BRUTAL FACTS

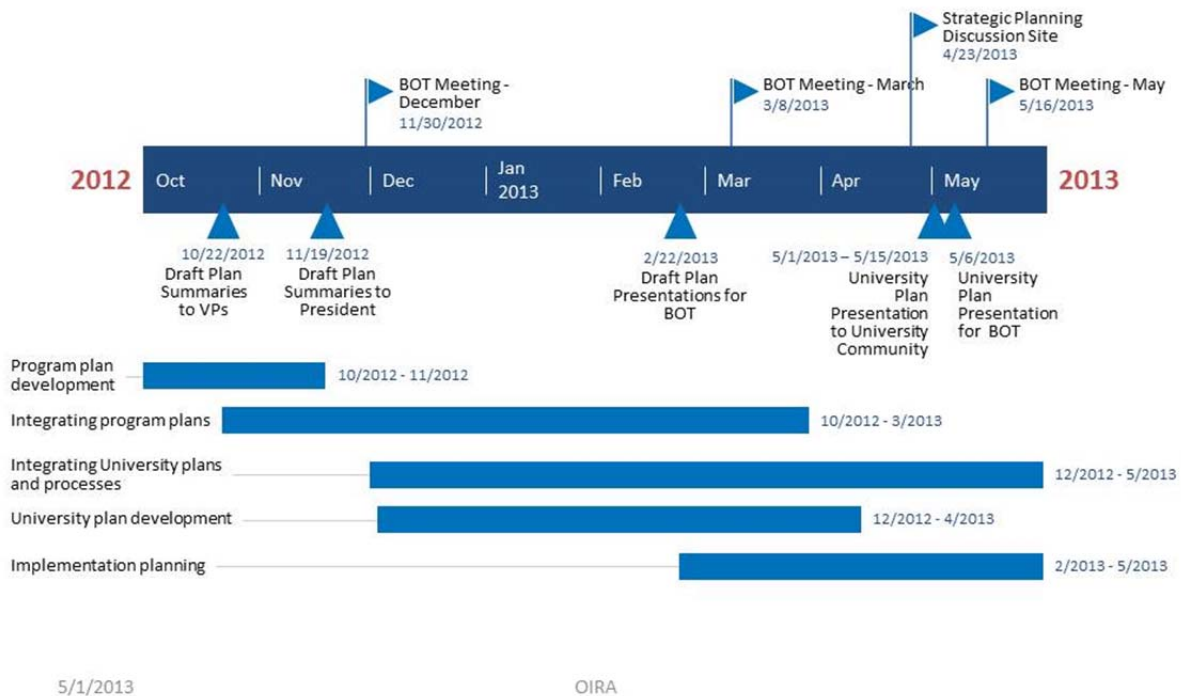
This vision of the future is not unopposed. Pacific operates in a higher education world that is increasingly connected, competitive and challenging. These environmental factors have been part of trustee and campus presentations and conversations over the last couple of years and include the following.

- Our traditional applicant demographic is decreasing and thus challenging growth and increasing competition
- The recession has had an adverse effect on families and our ability to grow our endowment
- Increasing higher education costs and decreasing willingness to pay those costs
- Decreasing federal and state aid increase pressure on need for institutional and other aid
- The increased federal and state compliance requirements increase operational costs and may challenge growth opportunities

## NIMBLE PLANNING TIMELINE

Pacific has formed its response to these “brutal facts” through its strategic plans. Nimble planning is a working term for a focused, iterative, flexible approach to developing an integrated and comprehensive strategic plan. The first stage of the process started with the development of strategic plans at the college and major unit/department level. These individual plans were brought together in the recent year as part of an institution wide commitment to an ambitious timeline.

### Strategic Planning Spring Timeline



## Partial List of 2012-13 Strategic Planning Activities

Date	Activity
5/17/2013	Trustees vote on Pacific University Strategic Plan
5/1/2013 – On Going	President Hallick to present the University's Strategic Plan
4/25/2013	College of Arts and Sciences - All-Faculty Strategic Planning Forum
4/15/2013	Library Steering Team - Updating, standardizing
4/3/2013	Full Faculty Meeting with Strategic Plan Posters
3/20/2013	College of Health Professions Faculty Monthly Meetings - Final vote
3/11/2013	Strategic Planning Facilitators
3/11/2013	College of Health Professions - Interprofessional Student Senate - Final document presentation
3/7/2013	University Council - Future Focus
3/4/2013	College of Health Professions Deans and Directors - Strategic Plan adopted
2/28/2013	College of Arts and Sciences - All-Faculty Strategic Planning Forum
2/21/2013	College of Arts and Sciences - Faculty approved a motion to affirm mission, vision and theme statements
2/18/2013	College of Health Professions Deans and Directors - Refine workgroup document.
2/13/2013	Student Affairs Leadership
2/12/2013	Library Steering Team - Updating, standardizing
2/7/2013	College of Arts and Sciences - All-Faculty Strategic Planning Forum
1/23/2013	College of Health Professions - Strategic Plan Work Groups - Refine indicators and strategies
1/21/2013	College of Education - Creating survey
1/14/2013	College of Health Professions - Faculty and Staff to attend Work Group Sessions to refine and prioritize Indicators & Strategies.
1/14/2013	College of Education - Strategic Planning
1/7/2013	College of Health Professions Deans and Directors - Continued drafting of document.
1/4/2013	Library Mid-Year Retreat Strategic Plan Review
12/20/2012	College of Optometry - Faculty approve new College strategic plan
12/10/2012	College of Education - Strategic Planning
12/5/2012	College of Arts and Sciences - Faculty received a motion to affirm mission, vision and theme statements
12/3/2012	Enrollment Management Planning Research
11/29/2012	College of Arts and Sciences - All-Faculty Strategic Planning Forum
11/27/2012	Library Steering Team - Translation, cont.
11/19/2012	President Hallick with Strategic Planning Facilitators
11/19/2012	College of Health Professions Deans and Directors - Continued drafting of document.
11/16/2012	Strategic Planning Facilitators
11/15/2012	College of Optometry - Faculty approve new College Mission and discussed strategic plan
11/14/2012	College of Health Professions Faculty Monthly Meetings - Presented documents updated with input
11/8/2012	Strategic Planning Facilitators
11/5/2012	Finance and Administration Leaders on Strategic Planning
11/5/2012	College of Health Professions Deans and Directors - Continued drafting of document.
11/5/2012	College of Health Professions - Strategic Plan Work Groups - To-date documents sent to Work Groups for review and input
10/30/2012	College of Health Professions - Interprofessional Student Senate - Introduction to and input

received

10/26/2012 College of Education - Strategic Planning  
10/26/2012 College of Health Professions - Faculty and Staff survey for  
input/changes/corrections/suggestions  
10/25/2012 College of Arts and Sciences - All-Faculty Strategic Planning Forum  
10/22/2012 College of Health Professions Deans and Directors - Continued drafting of document.  
10/18/2012 University Advancement All Staff on Strategic Planning  
10/17/2012 College of Health Professions Faculty Monthly Meetings - Presentation / Input  
10/8/2012 College of Health Professions Deans and Directors Introduction and drafting of document.  
10/3/2012 College of Education - Joint Faculty  
9/28/2012 College of Education - Strategic Planning  
9/27/2012 College of Arts and Sciences - All-Faculty Strategic Planning Forum  
9/22/2012 Library Steering Team - Translating Balanced Scorecard to University Strategic Planning  
Template  
9/14/2012 College of Education - Strategic Planning  
9/14/2012 University Advancement Leaders on Strategic Planning  
9/13/2012 University Council - Future Focus  
9/12/2012 Admissions and Student Life Leadership on Strategic Planning  
9/10/2012 Academic Affairs Department Leaders  
9/7/2012 Marketing & Communications Leadership  
8/30/2012 College of Arts and Sciences Faculty  
8/23/2012 Strategic Planning Facilitators  
8/22/2012 College of Education - Joint Faculty  
8/21/2012 College of Business - Department of Business Administration faculty reviewed and approved the  
Strategic Plan  
8/20/2012 College of Optometry - retreat to discuss engaged learning as part of our strategic plan  
8/17/2012 President Hallick and Strategic Planning Facilitators  
8/7/2012 Strategic Planning Facilitators  
7/7/2012 Library Annual Summer Retreat Core Themes all-staff discussion  
6/27/2012 President Hallick and Strategic Planning Facilitators

These grassroots efforts are connected through mission themes and collaboration. The University Mission Themes inform and are supported by unit planning; however, programs and units have latitude to do more. Planning processes offered opportunities for programs and units to gather input from their constituencies and be informed by appropriate data. As such, the individual plans provide a rich and substantial base for the university strategic plan.

The university plan draws on the college and unit plans to orchestrate institutional goals and strategies. University Theme Objectives will be informed by unit planning Objectives. The fundamental design of the plan and its development process encourages use of the plan as an ongoing guide rather than a report from a point in time. The individual components of the plan will be revised and updated on an annual basis (in a manner similar to our current process for investment initiative business plans).



## INTEGRATION OF INDIVIDUAL STRATEGIC PLANS

College, program and support area strategic plans were integrated by designing and framing them around the University Mission Themes. These University Mission Themes form a common network of values that are supported and extended in the individual plans.

Other levels of integration are in process to further connect and reinforce objectives and outcomes as well as share and add support to resources. Plan authors are in the process of drawing connections between plans to identify opportunities for collaboration, dependencies, and opportunities for support.

In addition to connections among the plans, work is underway to connect the strategic plans to other planning processes. Plan authors have also begun to identify fiscal year expectations to facilitate integration with budget cycles and resource needs.

Highlights of the college, unit, and office plans include the following.

- Academic Affairs
  - College of Optometry
    - Prepare students for successful contemporary practice in a state-of-the-art facility
  - College of Education
    - Foster intellectual discovery for faculty and students through collaborative practice and research between professional disciplines within the COE and across colleges in the university
    - Commit to diversifying our professions through various efforts to recruit, support and retain multicultural and bilingual faculty and students and provide an array of clinical experiences for our students in settings they would not typically encounter (socially, economically, people in different age groups, ethnically, culturally, linguistically)
  - College of Arts and Sciences
    - To ensure that discovery leads to concrete readiness for post-graduate opportunities, we will expand opportunities for experiential and applied learning, especially through the development of new civic, research, and internship partnerships within and beyond the college
  - College of Business
    - Integrate within the curricula key themes that resonate with employer needs: innovation mindset, global perspective and international experiences, entrepreneurial insight, and ethical leadership
    - Ensure that every graduate has experience in developing and implementing a (micro-)business (e.g., knows how to create and launch a small business)
  - College of Health Professions
    - Provide healthcare education leadership through the development of nationally recognized post-professional education programs of advanced study and continuing professional education that highlights the strengths of CHP faculty, schools and programs

- Foster innovative models of interprofessional healthcare education, practice and scholarship that promotes interaction across the colleges in the university
- Athletics
  - Expand the Stoller Center to meet the needs of a growing student-athlete population that has doubled in the past 10 years
  - Maintain a high quality, competitive athletic program within the Northwest Conference and NCAA Division III by providing an enhanced student-athlete experience and increased competitive success in programs across the board
- Library
  - Anticipate and respond to our community's teaching, learning and research needs through information literacy instruction, educational technology services and reliable access to information resources
  - Provide a physical and virtual commons to encourage dialogue that leads to the discovery of new ideas, creation of collaborative and multidisciplinary partnerships, and opportunities to engage our local and global communities
- International Programs
  - Create a new position to provide faculty directors support in the proposal, promotion and implementation phases of short-term travel courses
  - Merge Pacific's dual emphases on public service and global community by expanding our semester-length undergraduate study abroad offerings to include a broad range of international civic engagement opportunities
- Diversity
  - The Office of Diversity working with the campus centers and colleges will engage community organizations and area school districts in expanding community-university partnerships in support of sustainable communities and educational opportunities for underserved minority students (URM)
  - In partnership with the office of international programs, student affairs and academic affairs advance the goals of "At Home in the World" that deliberately integrate international and domestic diversity in curricular and co-curricular program development
- Sustainability
  - Work with Facilities Management to green the university's bottom line by investing in energy conservation strategies — such as replacing ancient boilers — that provide a minimum 20 percent annual return
  - Work with the Sustainability Committee and staff, faculty and students, to raise our STARS rating from Bronze to Gold which would help the bottom line and attract positive press

- Research Office
  - Expand the scope of research by enhancing research and scholarly opportunities across the campus
  - Professionalize the research undertaking by attaching expertly trained personnel to the research office and provide state-of-the-art software and online access opportunities for researchers
- Office of Institutional Research and Assessment
  - Increase institutional effectiveness via comprehensive reporting and analysis; provide appropriate access to data and analytics across the institution via online analytic tools (i.e., viz.ir/Tableau Server); increase use of data and analytics in academic and operational decision making via online analytic tools (i.e., viz.ir/Tableau Server) and additional personnel
  - Support the university's mission through innovative and strategic application of analytics; support systematic use of analytics in enrollment management, planning, and student success initiatives via additional personnel; support and development of learning analytic resources
- Finance and Administration
  - Finance
    - Endowment activity and reporting capabilities that provide needed information, and is easy to use and integrate
    - Online payment capabilities to address needs for flexibility and compliance and serves university wide functions
    - Develop staffing to support growth, compliance and service expectations
  - Financial Aid
    - Prepare for growth and increasing service expectations by hiring a Financial Aid counselor who would be dedicated to awarding continuing Arts & Sciences students
    - Hire and provide space for an assistant director of Financial Aid for the Hillsboro campus to assist with awarding financial aid to graduate/professional students and provide on-site assistance with the complex issues that that population often experiences
  - Facilities
    - Support growth and promote excellence with additional personnel, a new facilities compound, and enhanced maintenance support for buildings in Hillsboro
    - Support the Pacific brand via enhancements to the Forest Grove Campus pathways and physical plant
  - UIS (University Information Systems)
    - Provide agile technology framework, responsive to academic, clinical, research and administrative needs such as responding to changing user expectations of self-selection, rapid deployment and shortened technology lifespan

- Expand and enhance services to support growth and new initiatives such as new locations and delivery modalities
- Enrollment Management and Student Affairs
  - Achieve an economically sustainable student body of 2,000 undergraduates and 2,000 graduates by 2020
  - Through modeling and facilitated exchange of ideas, Student Life moves student’s personal development beyond simple problem solving and to a point of innovative thought and action
- University Advancement
  - Achieve fundraising capital campaign priority of raising 50 percent of the cost of Hillsboro Campus Building 3
  - Increase endowment to \$100 million by 2020
  - Raise funds to meet the innovative program needs for the university priorities including the launch of the College of Business, the Stoller Athletic Facility Expansion, construction of an expanded state of the art science complex, and completion of the priorities of the Forest Grove Campus Master Plan
  - Execute a unified, comprehensive strategic enrollment marketing effort that includes admissions and athletics and is coordinated, collaborative, and effects the greatest impact

## NEXT STEPS

Pending endorsement of the University Strategic Plan by the Board of Trustees, next steps toward implementation will include ongoing plan integration, transitioning plans to sites for longer-term presentation, and developing annual processes for review, prioritization and updating. Strategic plan authors have been working together to identify opportunities to collaborate and more tightly knit the plans together. The plan authors have also been working to integrate the elements of their plans with other university planning processes such as budget planning.

This integration with the budget planning cycle will anchor the plan in a critical annual process. The current expectation is that strategic planning review will be scheduled at the beginning of the budget planning process in the late summer. This integration will be documented in the planning calendar as well as in budget documentation so that budget requests and initiatives can reference a supporting strategic plan.

While substantial work has been poured into the current drafts of the strategic plans, planners at all levels have been encouraged to develop “living plans.” That is, to see their plans as working documents that will evolve as needed to benefit from experimentation and learning as well as respond to a dynamic environment that will inevitably have resource limitations. This work will be enhanced by having it remain readily accessible to the Pacific community on an internal website for sharing and feedback. The current internal websites will need to be reworked to support this longer term process.



# STRATEGIC PLAN 2020

PACIFIC UNIVERSITY'S STRATEGIC PLAN 2020

University Mission, Vision, and Core Values	University Themes	Objectives	Desired Outcomes	Resources (Existing Funds, Strategic Initiatives, Fundraising)
<p><b>Mission</b> A diverse and sustainable community dedicated to discovery and excellence in teaching, scholarship and practice, Pacific University inspires students to think, care, create, and pursue justice in our world.</p> <p><b>Vision 2020</b> Pacific University will embrace discovery as an essential characteristic of teaching, learning, scholarship, practice and creative expression. We will achieve excellence and distinction by investing in exceptional people. We will embrace a rich diversity of ideas, peoples and cultures. We will incorporate sustainability into all of our endeavors. The culture of Pacific fosters warm and supportive relationships that enable the university to provide an extraordinary educational</p>	Discovery	Integrate discovery as an essential component of Pacific's education process.	<ul style="list-style-type: none"> <li>• Faculty and staff engaged in developing and applying innovative and effective teaching, scholarship, and practice.</li> <li>• Discovery experiences integrated into the curriculum and co-curriculum facilitate student success.</li> <li>• Creation of novel interdisciplinary and collaborative partnerships enhances practice, scholarship, and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising capital priorities: Hillsboro Campus Building 3, &amp; Forest Grove science, athletic &amp; arts facilities</li> <li>• Invest in institutional and external support for research and creative activities</li> <li>• Provide opportunities &amp; time for faculty &amp; staff development</li> </ul>
	Excellence via People	Achieve excellence by recruiting, retaining & supporting the best people to deliver and receive the university's programs.	<ul style="list-style-type: none"> <li>• Merit and need based scholarships attract and enable students who will be successful at Pacific.</li> <li>• Investments in faculty and staff compensation and development lead to higher retention and morale in support of the University mission.</li> <li>• Investing in learning, work, and living facilities inspire and support students, faculty, and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Grow the Pacific endowment to \$100M in order to increase funded student aid</li> <li>• Complete salary comparability project linked to enrollment growth &amp; net tuition revenue</li> <li>• Link merit awards to successful execution of strategic plan objectives</li> <li>• New residence &amp; food service facilities; Hillsboro Building 3</li> </ul>

PACIFIC UNIVERSITY'S STRATEGIC PLAN 2020 (cont.)

<p>experience. Students, faculty and staff are drawn to Pacific by its welcoming environment, emphasis on public service, and development of graduates who contribute as gifted leaders of the global community. <i>Approved by the Board of Trustees May 18, 2012</i></p>	Sustainability	Deliver high quality programs in a way that is economically and environmentally sustainable.	<ul style="list-style-type: none"> <li>Increased endowment diversifies revenue sources.</li> <li>Development of new and existing markets for enrollment growth increases and diversifies tuition revenue.</li> <li>Mission and strategic plans provide the basis for evidence based review and funding decisions.</li> <li>Participation in STARS rating system &amp; the President's Climate Commitment result in lower energy &amp; water consumption</li> </ul>	<ul style="list-style-type: none"> <li>Prioritized focus on fundraising by the President, University Advancement &amp; all program leaders</li> <li>Investments in new academic programs based on market</li> <li>Investments in planning and analytics</li> <li>Create a revolving fund for energy reduction investments with highest ROI</li> </ul>
	Diversity	A rich diversity of ideas, people and cultures enable Pacific's missions of education, discovery, and service.	<ul style="list-style-type: none"> <li>Diversity of ideas and respectful exchange supports critical thinking and thoughtful decision making.</li> <li>Diversity of people and cultures facilitates intellectual growth and maturity.</li> </ul>	<ul style="list-style-type: none"> <li>Investments in open scholarship, programming, and forums for respectful debate</li> <li>Investments in diversifying faculty, staff, and students</li> </ul>
	Global Community	Develop graduates who are motivated and prepared to contribute to the global community.	<ul style="list-style-type: none"> <li>Students, faculty, and staff engage with communities in service and scholarship.</li> <li>Engaging the international community abroad and on Pacific campuses provide learning opportunities and perspective.</li> </ul>	<ul style="list-style-type: none"> <li>Investments in civic engagement and outreach programs</li> <li>Investments in internationalization and support of international programs for all students</li> </ul>