

Pacific Rising *2008-2015*

Strategic Action Plan



Integrated and Dynamic Planning

Pacific Rising is inclusive of statements of long lasting values and commitments that the University has made through the close of the 2015 planning period. They should show little change. University strategy is organized around 20 Strategic Direction statements that will be periodically reviewed by the Institutional Priorities Committee with recommendations for revisions forwarded to the President.

This supplemental document, the *Strategic Action Plan*, further defines the strategies through goals, tactics, and actions which are expected to show a high degree of change as achievements occur and new initiatives are set forth. As a mark of integrated planning, many of these tactics and actions find their source in the plans of the units and divisions of the University.

Through annual planning, assessment, and program review, the units note accomplishments and propose and set new goals, actions, and tactics. In addition, collaborative strategies are proposed by the University planning bodies and are assigned for collaborative action across units and divisions.

This Strategic Action Plan includes details on each of the goals that comprise the 20 Strategic Directions. Provided are specific actions associated with each goal, outcomes expected to be attained that include timeframes and milestones, measures which will be used to track progress, and identification of individuals and groups who are accountable for achievements.

Strategic Action Plan

COMMITMENT ONE: PACIFIC IS COMMITTED TO INNOVATION AND CREATIVITY ACROSS THE UNIVERSITY.

Strategic Direction 1: Expand innovation in academic programs.

Goal 1.1 Maintain an ongoing innovation planning process.

<u>Actions:</u> fund innovation initiatives, seek new proposals, develop proposals through stages	<u>Outcomes:</u> maintain a positive innovation fund balance, have proposals produced, sustain mature programs	<u>Measures:</u> average fund balance of \$___, 20 proposals produced, 7 mature programs sustained	<u>Accountability:</u> Asst Provost for Innovation
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Goal 1.2. Support and fund innovation in pedagogy, research, and the creation of knowledge.

<u>Actions:</u> train and develop faculty and academic staff regarding innovation and creativity, provide funding for faculty and staff, provide incentives for innovation	<u>Outcomes:</u> application of new ideas and concepts to scholarship, evidence for new teaching and learning modes/activities, greater ease to innovation	<u>Measures:</u> two training/development programs per year, continued funding of innovation, comfort and satisfaction levels with innovation and creativity	<u>Accountability:</u> Asst Provost, Asst Provost for RGS, Dir of HR
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Goal 1.3. Implement new education and service delivery models.

<u>Actions:</u> explore new models, recommend implementation, sustain successful models while replacing less successful	<u>Outcomes:</u> improved teaching and learning, increased access for students, improved service for students and employees	<u>Measures:</u> 3 new education delivery models by 2012, 5 new academic support models by 2015	<u>Accountability:</u> Council of Deans
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Strategic Direction 2: Enhance university administrative programs and services through innovation and creativity.

Goal 2.1. Target fundraising efforts to support innovation initiatives.

<u>Actions:</u> align and receive direct support for each of the innovation initiatives	<u>Outcomes:</u> provide external funds to support activities, reduce tuition dependency for new programs, provide relief for direct and indirect expenses	<u>Measures:</u> at least \$1M in funds raised	<u>Accountability:</u> Advancement, Office of Sponsored Programs
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Goal 2.2. Increase opportunities, incentives, programs, and rewards for faculty and staff to innovate.

<u>Actions:</u> train and develop staff regarding innovation and creativity, provide funding, provide incentives for innovation	<u>Outcomes:</u> application of new ideas and concepts to services and business processes, better use of technologies, greater ease to innovation	<u>Measures:</u> two training/development programs per year, 2 new reward programs, continued funding of innovation, comfort and satisfaction levels with innovation and creativity	<u>Accountability:</u> Asst Provost for Innovation, Dir of HR
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Goal 2.3. Focus on improvement through innovative and creative means and revise or phase-out less current, low-demand services and programs through program review.

<u>Actions:</u> develop staff, encourage innovation, design and implement a new university-wide program review process	<u>Outcomes:</u> improved program and services, successful and dynamic program review process linked to planning	<u>Measures:</u> improved student and client satisfaction, publish Program Review Handbook by 2008	<u>Accountability:</u> Cabinet, Asst Provost for Institutional Effectiveness
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COMMITMENT TWO: PACIFIC IS COMMITTED TO DISTINCTIVE PROGRAMS RECOGNIZED FOR THEIR QUALITY, UNCOMMONNESS, AND SUSTAINABILITY.

Strategic Direction 3: Strengthen current and develop new academic programs of distinction.

Goal 3.1. Invest in existing programs, elevating their distinction.

<u>Actions:</u> raise the quality and attractiveness of targeted programs, invest in activities to increase demand, elevate educational outcomes	<u>Outcomes:</u> increased recognition, increased demand, more successful graduates	<u>Measures:</u> target at least one program in each school, one in the library, and at least three in the College, measure enrollment demand, yield, external assessment, alumni satisfaction	<u>Accountability:</u> Council of Deans
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Goal 3.2. Assure distinctive national stature for the first-professional schools.

<u>Actions:</u> focus on Dental, Law, and Pharmacy, identify most successful practices and enhance, continue to exploit niches, invest time and resources in improving weaker areas	<u>Outcomes:</u> program prominence, high academic profile, placement rates, and alumni success	<u>Measures:</u> move national rankings to: Top 5 Den, Top 75 Law, Top 25 Pharmacy	<u>Accountability:</u> Provost and Deans of schools
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Goal 3.3. Form new academic programs as hallmarks of distinction.

<u>Actions:</u> program identification, program investment, sustained enrollment	<u>Outcomes:</u> create well known, high quality programs that are uncommon in Pacific's market	<u>Measures:</u> 3 programs by 2012, and 7 total by 2015, measures include enrollment demand, academic quality, resources, faculty, and educational outcomes	<u>Accountability:</u> Provost, Deans of College/Schools, and Departments of Programs
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Strategic Direction 4: Advance faculty teaching, scholarship and research.

Goal 4.1. Ensure for master teaching, scholarship and research, and leadership.

<u>Actions:</u> expand and enrich faculty development programs such as CTE, CAPD, pre-tenure leaves, and chair training, add new programs	<u>Outcomes:</u> improved teaching, scholarship, research, and leadership	<u>Measures:</u> faculty satisfaction, instructional and non-instructional productivity measures, educational outcomes	<u>Accountability:</u> Asst Provost for Faculty Development
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Goal 4.2. Increase resources for faculty scholarship and research.

<u>Actions:</u> identify internal resources through new funds and reallocation as appropriate, identify and receive external resources matched to programs and activities	<u>Outcomes:</u> additional resources from internal and external sources invested to directly support faculty activities, improved scholarship and related activities	<u>Measures:</u> 10% increase in scholarship, 25% increase in resources by 2010	<u>Accountability:</u> Asst Provost for RGS
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Strategic Direction 5: Pursue university-wide marks of distinction.

Goal 5.1. Focus activities on specific university-wide opportunities for distinction.

<p><u>Actions:</u> ensure the implementation of a comprehensive leadership model, competency-based experiential learning for all students, and international programs and intercultural competence in each academic unit</p>	<p><u>Outcomes:</u> enhanced national and international visibility for Pacific, leadership in higher education in these areas of focus, enhanced demand for faculty and students</p>	<p><u>Measures:</u> implement leadership model, increase experiential learning, implement international, programs, intercultural competence in each unit</p>	<p><u>Accountability:</u> Cabinet</p>
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Goal 5.2. Advance student achievement in international, national, and regional competitions.

<p><u>Actions:</u> encourage student participation, support activities aligned toward student awards, increase support to undergraduate research</p>	<p><u>Outcomes:</u> recognized by national awards and honors for individual students and student organizations, improved graduate placement, student satisfaction, and leadership</p>	<p><u>Measures:</u> 3 national awards, 3-6 regional awards</p>	<p><u>Accountability:</u> Fellowship advisor, Academic Deans</p>
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COMMITMENT THREE: PACIFIC IS COMMITTED TO DISTINCTIVE PROGRAMS RECOGNIZED FOR THEIR QUALITY, UNCOMMONNESS, AND SUSTAINABILITY.

Strategic Direction 6: Advance integrated, multidisciplinary experiences for undergraduates.

Goal 6.1. Implement a comprehensive first-year experience for freshmen.

<u>Actions:</u> enhance existing and develop new programs and activities focused on students from time of admission through the end of their first year	<u>Outcomes:</u> better academic and social integration, improved yield rates	<u>Measures:</u> yield, first year persistence, overall retention, student satisfaction	<u>Accountability:</u> Dean of Students, Dean of General Education
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Goal 6.2. Invest in accelerated undergraduate programs.

<u>Actions:</u> seek new accelerated models, pilot and implement new accelerated programs, strengthen pre-law	<u>Outcomes:</u> elevated distinction for Pacific, more competitive in market place, more options for students	<u>Measures:</u> pre-law program successfully implemented by 2009, at least two new accelerated programs by 2015	<u>Accountability:</u> Academic Deans
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Goal 6.3. Leverage three-campus, three-city opportunities for undergraduate students.

<u>Actions:</u> target programs in Sacramento such as Bus/COP/SIS, target programs in San Francisco such as SIS/MUS	<u>Outcomes:</u> program enrichment, student satisfaction, better use of university-wide resources	<u>Measures:</u> 2 new programs by 2009, 5 new programs by 2012	<u>Accountability:</u> Provost & Academic Deans
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Strategic Direction 7: Strengthen the liberal arts and sciences core.

Goal 7.1. Attain and be recognized for a national model of General Education.

<u>Actions:</u> continue to improve GE model and delivery, develop faculty in program, support professional presentations	<u>Outcomes:</u> more highly integrated program, enhanced student benefit, national visibility	<u>Measures:</u> enhanced student satisfaction and educational outcomes, 3-5 national presentations	<u>Accountability:</u> Dean of General Education and Faculty
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Goal 7.2. Improve student writing in all undergraduate programs.

<u>Actions:</u> research and choose best model, pilot approach, initialize program	<u>Outcomes:</u> improved writing and communication, improved student confidence	<u>Measures:</u> portfolio assessment, direct measures of writing, student self-report on writing ability	<u>Accountability:</u> Dean of General Education and Academic Deans
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Goal 7.3. Better integrate the liberal arts and sciences with professional education.

<u>Actions:</u> ensure ethics in disciplines, implement learning portfolios, ensure related content in professional programs	<u>Outcomes:</u> more well rounded graduates, focused attention to integration of learning, capitalize on complex, small university position	<u>Measures:</u> improved student performance, student satisfaction, alumni satisfaction	<u>Accountability:</u> ETS, Academic Deans
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Strategic Direction 8: Leverage collaboration for innovative learning experiences.

Goal 8.1. Expand three-campus student learning experiences for graduate and professional students.

<u>Actions:</u> identify opportunities, eliminate obstacles, pilot learning experiences, sustain successful activities	<u>Outcomes:</u> involve all schools in graduate and professional education across the region, capitalize on opportunities provided by geography and diverse programs	<u>Measures:</u> increased instructional activities scheduled across campuses and external sites	<u>Accountability:</u> Council of Deans
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Goal 8.2. Establish customized graduate/professional programs across the region.

<u>Actions:</u> identify opportunities, eliminate obstacles, pilot programs, sustain faculty and enrollments	<u>Outcomes:</u> expanded opportunities for students, open new markets, capitalize on opportunities provided by geography and diverse programs	<u>Measures:</u> at least 5 highly customized programs by 2015	<u>Accountability:</u> Council of Deans
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Goal 8.3. Support collaborative faculty scholarship, research, and creative activity.

<u>Actions:</u> identify internal resources through new funds and reallocation as appropriate, provide catalysts for collaboration	<u>Outcomes:</u> increased cross-discipline and departmental faculty activities, increased learning and skill building, inspiration	<u>Measures:</u> 20% increase in collaborative activities by 2012	<u>Accountability:</u> Asst Provost for RGS, Academic Deans
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COMMITMENT FOUR: PACIFIC IS COMMITTED TO PREPARING THE WHOLE STUDENT, ESPECIALLY FOR RESPONSIBLE PROFESSIONAL AND CIVIC LEADERSHIP IN A GLOBAL CONTEXT.

Strategic Direction 9: Make experiential learning a hallmark.

Goal 9.1. Ensure structured experiential learning for all students.

<u>Actions:</u> identify programs with no experiential components, develop strategies and new activities, implement activities, reward faculty for additional workload	<u>Outcomes:</u> ensure that students benefit from the opportunities and integrated learning that comes from structured experience added to traditional activities	<u>Measures:</u> 100% participation by students in structured experiential learning in each school	<u>Accountability:</u> Asst Provost, Academic Deans, Student Life
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Goal 9.2. Advance undergraduate research.

<u>Actions:</u> investigate and develop a unifying program, implement programs strategies, enhance current activities	<u>Outcomes:</u> undergraduate research becomes a hallmark for Pacific	<u>Measures:</u> student participation rates, number of research awards and grants, number of faculty involved	<u>Accountability:</u> Academic Deans
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Goal 9.3. Strengthen the undergraduate residential learning community.

<u>Actions:</u>	<u>Outcomes:</u> learning is integrated in the traditional venues, in co-curricular activities, and in the residential communities	<u>Measures:</u> implement at least 3 new integrated programs by 2012	<u>Accountability:</u> Director of Housing, Academic Deans, Dean of Students
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Goal 9.4. Provide more intensive international experiences for students.

<u>Actions:</u> increase international opportunities for experiential learning, increase international enrollment	<u>Outcomes:</u> provide a richer international environment on campus and extend experiences outside of the United States	<u>Measures:</u> increase participation in international experiential learning in all schools by at least 25%, increase undergraduate study abroad participation from 130 to 250	<u>Accountability:</u> Director of International Programs and Services, Academic Deans
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Strategic Direction 10: Create distinctive citizen-leader development programs.

Goal 10.1. Achieve national recognition for citizen leadership programs.

<u>Actions:</u> inventory existing programs, develop comprehensive leadership model, integrate model across curricular and co-curricular programs	<u>Outcomes:</u> promote service learning, volunteerism, and citizen leadership in all students	<u>Measures:</u> student and alumni leadership activities, student self-report data, increased national visibility	<u>Accountability:</u> Academic Deans, Student Life
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Goal 10.2. Build a framework for leadership based on emotional-social intelligence (ESI).

<u>Actions:</u> pursue proposals developed in three areas: student selection, student learning and development, and faculty and staff development	<u>Outcomes:</u> more highly developed competencies in the multiple dimensions of emotional intelligence	<u>Measures:</u> selected EI scales	<u>Accountability:</u> Cabinet
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Goal 10.3. Ensure that students understand the value of life-long learning and lasting relationships with the University.

<u>Actions:</u>	<u>Outcomes:</u> students understand the value of life-long learning and lasting relationships with the University	<u>Measures:</u> continued education, student self-report, alumni surveys, alumni participation rates, giving rates	<u>Accountability:</u> Alumni Office, Advancement, Student Life
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Strategic Direction 11: Cultivate diversity, intercultural competence, and global responsibility.

Goal 11.1. Ensure student competencies through interactions among diverse peoples, cultures and content and by making diversity an integral part of curricula and student life.

<u>Actions:</u> facilitate interactions among diverse peoples and cultures, integrate diversity into the curricula, integrate diversity into co-curricular activities	<u>Outcomes:</u> students will have competencies regarding diversity and intercultural dynamics	<u>Measures:</u> student self-report	<u>Accountability:</u> Asst Provost for Diversity, Diversity Committee
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Goal 11.2. Create a nationally and internationally diverse student body.

<u>Actions:</u> increase geographic enrollment	<u>Outcomes:</u> interaction among more diverse students	<u>Measures:</u> enrollment by state and nation, increase out-of-state enrollment from 12% to 18% and international enrollment from 150 to 300	<u>Accountability:</u> Assoc Provost for Enrollment, Director of International Programs and Services
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Goal 11.3. Increase diversity in faculty and staff.

<u>Actions:</u> Vigorously maintain the "Diversity Hiring Plan for Faculty", adding staff and retention components	<u>Outcomes:</u> interaction among more diverse employees	<u>Measures:</u> increase faculty ethnic diversity from 20% to 25% and staff ethnic diversity from 39% to 42%	<u>Accountability:</u> Asst Provost for Diversity, Director of Human Resources
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Goal 11.4. Increase training on diversity and intercultural competencies in the workplace.

<u>Actions:</u> design and conduct training activities	<u>Outcomes:</u> increased competencies relating to diversity and intercultural dynamics	<u>Measures:</u> faculty and staff surveys, 4 training programs each year	<u>Accountability:</u> Director of Human Resources, Asst Provost for International Programs
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Strategic Direction 12: Strengthen wellness, recreation, and athletic programs.

Goal 12.1. Increase participation in intramural, recreation, and active club programs.

<u>Actions:</u> focus on increasing participation by...	<u>Outcomes:</u>	<u>Measures:</u> increase participation from 50% to 75%	<u>Accountability:</u> Director of Recreation
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Goal 12.2. Strengthen intercollegiate athletics.

<u>Actions:</u> win	<u>Outcomes:</u> prominence in athletics	<u>Measures:</u> Be among the top 10	<u>Accountability:</u> Director of Athletics
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COMMITMENT FIVE: PACIFIC IS COMMITTED TO STRATEGICALLY EXPANDING AND IMPROVING PARTNERSHIPS AMONG ITS ALUMNI AND IN LOCAL, REGIONAL, NATIONAL, AND GLOBAL COMMUNITIES.

Strategic Direction 13: Increase support to the region and connect our strongest initiatives with national and global partnerships.

Goal 13.1. Focus on strongest programs.

<u>Actions:</u> Pursue six priorities: economic and social development/ entrepreneurship, health care clinics and advocacy, science applications, K-20 education and pipeline programs, professional leadership, and cultural enrichment	<u>Outcomes:</u> expand the reach of Pacific programming, strengthen regional programs through international connections	<u>Measures:</u> 5 new international initiatives by 2009, total of 10 new initiatives by 2015	<u>Accountability:</u> Provost, Advancement
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Goal 13.2. Strengthen connections in the Pacific Rim and the Americas.

<u>Actions:</u> seek new opportunities, identify local contacts, develop programs, sustain relationships	<u>Outcomes:</u> expand the reach of Pacific programming, strengthen regional programs through international connections	<u>Measures:</u> develop at least 5 partnerships in the Pacific Rim and the Americas	<u>Accountability:</u> Asst Provost for International Programs, Asst Provost for Diversity
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Strategic Direction 14: Collaborate with alumni, parents, and friends to connect them to students and programs.

Goal 14.1. Enhance alumni and parent programming and interaction on a broad scale.

<u>Actions:</u> foster national alumni leadership, establish new web-based alumni and parent programs	<u>Outcomes:</u> greater connections with alumni across a broader geography	<u>Measures:</u> programs in 8 new national regions, 5 new web-based alumni and parent programs or applications	<u>Accountability:</u> Alumni Relations
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Goal 14.2. Enhance alumni engagement in student recruitment, internships, and placement.

<u>Actions:</u> engage alumni in student recruitment, in internship placement and supervision, and in job placement	<u>Outcomes:</u> bring alumni closer to university operations, better connecting them to Pacific and better utilizing their resources	<u>Measures:</u> double the number of alumni engaged in student recruitment, internships, and placement	<u>Accountability:</u> Alumni Relations, Council of Deans
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Strategic Direction 15: Invest in marketing initiatives that build partnerships and elevate institutional visibility.

Goal 15.1. Achieve national visibility.

<u>Actions:</u> build infrastructure for marketing	<u>Outcomes:</u> provide better visibility for the university	<u>Measures:</u> double activities, resources, and investments, selectivity, geographic diversity, alumni response	<u>Accountability:</u> Director of Marketing
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Goal 15.2. Expand relationships with media outlets.

<u>Actions:</u> seek new outlets, improve current relationships, employ external support	<u>Outcomes:</u> more placement of stories about the university and more use of institutional expertise	<u>Measures:</u> increase the number of outlets and placed stories by 50%	<u>Accountability:</u> Director of Marketing
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COMMITMENT SIX: PACIFIC IS COMMITTED TO RESOURCE GROWTH AND MANAGEMENT TO SUPPORT ONGOING IMPROVEMENTS IN THE QUALITY OF EDUCATION AND SERVICE.

Strategic Direction 16: Manage enrollment to improve student quality, selection, and resources.

Goal 16.1. Implement a broader undergraduate student selection process.

<u>Actions:</u> explore new criteria, pilot selection in smaller groups, expand	<u>Outcomes:</u> expand the current criteria for admission to include additional measures	<u>Measures:</u> additional criteria in place for selected 2008 freshmen admissions	<u>Accountability:</u> Assoc Provost for Enrollment
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Goal 16.2. Improve freshman selectivity.

<u>Actions:</u>	<u>Outcomes:</u> expanded applicant pool will support increased enrollment in capacity programs and increased student preparedness	<u>Measures:</u> freshmen selectivity rate to 50% or less by 2010	<u>Accountability:</u> Assoc Provost for Enrollment
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Goal 16.3. Maintain access for economically disadvantaged students.

<u>Actions:</u>	<u>Outcomes:</u> provide access to the region's students and maintain economic diversity in the student body	<u>Measures:</u> need-based financial aid will be maintained at current levels	<u>Accountability:</u> Assoc Provost for Enrollment
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Goal 16.4. Ensure stable enrollments and high selectivity in the first-professional schools while increasing undergraduate enrollment from 3500 to between 3750-3950 and graduate enrollment from 600 to between 800-950.

<u>Actions:</u>	<u>Outcomes:</u> fill capacity in certain programs, growing new programs, and providing resources for investment	<u>Measures:</u> enrollment targets are achieved	<u>Accountability:</u> Assoc Provost for Enrollment
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Strategic Direction 17: Recruit, hire, develop, and retain excellent faculty and staff.

Goal 17.1. Ensure competitive salaries and benefits for faculty and staff and reward them for innovation, leadership, and service.

<u>Actions:</u> continue market analyses and close gaps, maintain parity in benefits package, provide focused incentive systems to promote desired outcomes	<u>Outcomes:</u> faculty and staff excellence leading to superior educational and service outcomes	<u>Measures:</u> salary and benefit market comparisons, employee retention, successful hiring	<u>Accountability:</u> Business and Finance, Council of Deans
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Goal 17.2. Make Pacific a more attractive place to work through staff programs.

<u>Actions:</u> expand training, professional development, and wellness services for all faculty and staff	<u>Outcomes:</u> greater job satisfaction	<u>Measures:</u> employee self-report, ____, training programs, ____, professional development, ____, wellness programs	<u>Accountability:</u> Director of Human Resources, Asst Provost for Faculty Development
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Strategic Direction 18: Improve and center services on students, faculty, staff, and external clients.

Goal 18.1. Ensure that administrative systems are adequately funded and designed to fully support innovation, cross-divisional coordination, and customer-centric service.

<u>Actions:</u> align systems resource needs with expected outcomes balancing affordability with effectiveness	<u>Outcomes:</u> reduced obstacles to innovation, collaboration, and customer relationships	<u>Measures:</u> customer satisfaction, productivity by unit	<u>Accountability:</u> Cabinet
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Goal 18.2. Enhance technical systems and business processes to better serve University priorities.

<u>Actions:</u>	<u>Outcomes:</u>	<u>Measures:</u>	<u>Accountability:</u> Chief Information Officer
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Goal 18.3. Ensure that unit level and University planning are directly linked through ongoing unit planning and a revised program review process.

<u>Actions:</u> enhance Institutional Priorities Committee functions, publish and implement Program Review Handbook, support university planning activities	<u>Outcomes:</u> acceleration in program improvement, more highly integrated planning and budgeting	<u>Measures:</u> broad outcomes	<u>Accountability:</u> Asst Provost for Institutional Effectiveness
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Strategic Direction 19: Build financial capacity through fundraising, investment and budget management, and appropriate tuition-setting.

Goal 19.1. Restructure the Annual Fund and conduct an aggressive fundraising campaign emphasizing endowment growth.

<u>Actions:</u> restructure the Annual Fund, conduct aggressive fundraising campaign, endowment growth	<u>Outcomes:</u> more financial resources to invest in university mission and priorities	<u>Measures:</u> annual fund revenue, campaign goal attainment, endowment	<u>Accountability:</u> Advancement
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Goal 19.2. Secure endowments for distinctive programs and faculty positions and implement a gift support model for distinctive programs.

<u>Actions:</u> secure endowments, implement a gift support model	<u>Outcomes:</u> more financial resources to invest in distinctive programs	<u>Measures:</u> funds available for investment	<u>Accountability:</u> Advancement, Council of Deans
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Goal 19.3. Increase undergraduate alumni giving from 13% to 20-25% annually, increase professional school alumni giving to targeted levels, and improve accountability to donors.

<u>Actions:</u> Increase undergraduate and professional alumni giving, improve accountability to donors	<u>Outcomes:</u> better alumni relations and more financial resources to invest in university mission and priorities	<u>Measures:</u> alumni giving from 13% to 20-25% annually, increase professional school alumni giving to targeted levels	<u>Accountability:</u> Advancement, Council of Deans
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Goal 19.4. Achieve a bond rating of 1A.

<u>Actions:</u>	<u>Outcomes:</u>	<u>Measures:</u>	<u>Accountability:</u> Business and Finance
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Goal 19.5. Ensure effective budget management through controls and support tools.

<u>Actions:</u> implement management controls and support tools	<u>Outcomes:</u> effective budget management	<u>Measures:</u>	<u>Accountability:</u> Business and Finance
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Goal 19.6. Set appropriate tuition and increase donor funded financial aid from 6.6% to ____%.

<u>Actions:</u> set appropriate tuition, increase donor funded financial aid	<u>Outcomes:</u>	<u>Measures:</u>	<u>Accountability:</u> Cabinet
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Strategic Direction 20: Optimize master planning to develop facilities that enhance student learning, support institutional priorities, and enhance campus beauty.

Goal 20.1. Complete existing projects and reduce deferred maintenance while planning for new facilities.

<u>Actions:</u>	<u>Outcomes:</u>	<u>Measures:</u>	<u>Accountability:</u> Business and Finance, Cabinet
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Goal 20.2. Build new Stockton Campus residential halls for at least 750-1200 students.

<u>Actions:</u>	<u>Outcomes:</u>	<u>Measures:</u>	<u>Accountability:</u> Director of Housing, Cabinet
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Goal 20.3. Expand interactive learning and communication technologies to better link the three campuses and remote learning sites.

<u>Actions:</u>	<u>Outcomes:</u>	<u>Measures:</u>	<u>Accountability:</u> Chief Information Officer
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