



THE PUC ADVANTAGE

Strategic Plan, 2011-2016

Pacific Union College



MISSION STATEMENT

Pacific Union College is a Seventh-day Adventist learning community offering an excellent Christ-centered education that prepares its students for productive lives of useful human service and uncompromising personal integrity.

INSTITUTIONAL STUDENT LEARNING OUTCOMES

*“Joyful is the person who finds wisdom, the one who gains understanding.”
(Proverbs 3:13)*

*PUC facilitates this journey to **WISDOM** by promoting and modeling:*

→ WHOLENESS →

PUC graduates will make mature, independent choices integrating the needs of body, mind, and spirit.

→ INTEGRITY →

PUC graduates will live lives based on the highest ethical standards.

→ SERVICE AND STEWARDSHIP →

PUC graduates will practice the Biblical imperatives to serve humanity, resist injustice, and care for the created world.

→ DIVERSITY →

PUC graduates will display intercultural competence and global understanding as informed members of a dynamic global church and world community.

→ OUR ADVENTIST HERITAGE →

PUC graduates will understand and value the major tenets of Seventh-day Adventist Christian thought, including the blessing and significance of the Sabbath.

→ MAINTAINING LIFELONG LEARNING →

PUC graduates will continue to practice the intellectual skills and curiosity necessary to learn and grow creatively throughout life.

VISION STATEMENT

Pacific Union College, a premier Seventh-day Adventist educational institution, will achieve a national reputation as an outstanding Christian liberal arts college, recognized for its holistic and progressive philosophy of education, state-of-the-art learning environment, responsible stewardship, and shared spiritual values.

Students from diverse backgrounds will be prepared by the highest quality teaching and the enlivening power of the Holy Spirit to thrive in a complex and dynamic global society as creative Christian problem-solvers and light in the world.



POINTS OF DISTINCTION

Ranked among the Western Region's Best Baccalaureate Colleges by *U.S. News and World Report* for 17 consecutive years.



Ranked #2 for ethnic diversity by *U.S. News and World Report*, 2010.



Ranked #3 for international diversity by *U.S. News and World Report*, 2010.



Ranked #3 as a best value by *U.S. News and World Report*, 2010.



Napa Valley's only four-year college.



PUC alumni have comprised more graduates from Loma Linda University School of Medicine and Dentistry for the last ten years than any other college or university.



100% of PUC nursing students, taking national boards for the first time, passed during Winter 2010.



Psychology department scores at the 95th percentile of all college and university psychology departments administering the MFAT exam.



A green campus that is an emerging model of environmental sustainability



Biology Department houses several first-rate collections which include the May Pavillion, a geology and paleontology museum, a vertebrate animal collection, and a herbarium.



Albion Field Station serves as a 17-acre satellite campus on the Pacific Coast.



Pitcairn Center houses the largest collection of Pitcairn artifacts in the world.



PUC website selected as one of the top 25 college websites for design, ease of use, copywriting, interactivity, and use of technology, innovation, and content by Edudemic.com and reported by *The Huffington Post*.



Students participate in activities as members of over 25 cultural, academic, and special interest clubs, honor societies and campus ministries groups.



Strong international presence as one of the leading Adventist institutions participating in Adventist Colleges Abroad.



The college has sent over 1,300 student missionaries to countries including the Czech Republic, China, Kenya, Chile, South Korea, and the Marshall Islands.

NEXT LEVEL OF EXCELLENCE INDICATORS: 2011-2016

1. National and Regional Reputation

- a. Enhanced academic reputation
- b. Enhanced spiritual reputation
- c. Enhanced *U.S. News and World Report* rankings
- d. Enhanced number of faculty with terminal degrees
- e. Enhanced investment in faculty, facilities and programs
- f. Enhanced opportunities for distinctive programs
- g. Enhanced marketing and branding initiative
- h. Enhanced intellectual, spiritual and cultural capital to the Napa Valley community

2. Student Interest and Selectivity

- a. PUC becomes the school of choice for Seventh-day Adventist students in the Pacific Union and beyond
- b. Rise in number of applications and yield rate from Adventist academies
- c. Increased mean high school GPA and median SAT and ACT test scores from entering freshmen

3. Student Engagement and Success

- a. Increased student participation in missions, spiritual activities and service activities
- b. Increased student participation in campus co-curricular activities, student organizations and leadership positions
- c. Increased student participation in at least one high-impact learning experience each year
- d. Increased retention rates from freshman to sophomore year
- e. Increased graduation rates
- f. Increased alumni giving rate
- g. Increased student success in gaining acceptance to graduate and professional schools and/or job placement
- h. Increased ability to study, worship and collaborate in diverse groups

4. Educational Resources

- a. Financial stability and growth for PUC
- b. Increased endowment dollars per FTE student
- c. Increased annual expenditures per student
- d. Increase in grants and contacts
- e. Convert designated assets into educational resources
- f. Increased resources for faculty and staff compensation, improved facilities and instructional equipment
- g. Increased philanthropic support

PUC HISTORY

The PUC story begins with its founding by the Seventh-day Adventist Church, which has long had a strong commitment to and a holistic philosophy of Christian education. During the late 1800s and early 1900s, the church established schools and colleges near major population centers across North America in order to promote literacy and lifelong learning.

In 1874 the church founded its first college in Battle Creek, Michigan. A few years later, the rapidly growing California church began looking for a good location for a school in Northern California. Fifteen miles north of Santa Rosa, near the blossoming orchards of Healdsburg, they found ideal property and purchased an imposing, fully furnished brick structure just off Healdsburg's main street. Healdsburg Academy opened there on April 11, 1882, with two teachers and twenty-six students. In 1899, to reflect the expanding curriculum, the school's name was changed to Healdsburg College. In 1906, it officially became Pacific Union College.



1916 picnic

In 1909, the church purchased the Angwin Resort nestled in the spectacular mountains above St. Helena. They bought the land and its buildings for \$60,000, and PUC was dedicated at its present Angwin site on September 29, 1909. The resort's hotel, bowling alleys, and cottages became dormitories, classrooms, and faculty homes. Students and faculty worked together building other structures, often using lumber harvested from the College's property.

Over time, the campus reflected the swift changes and exciting developments of a growing country. Changes in facilities and programs reflected shifts in culture and development, including the coming and going of a dairy, a chicken farm, and such courses as blacksmithing and home economics. In time, the college added visual arts, aviation, film and television production, and other innovative contemporary fields of study. The school has always had strong religion, education, and science programs, with particular focus and success in the pre-medical courses.

As part of its pioneering and innovative spirit, PUC was the first Adventist school to meet the denominational Board of Regents' standards for college accreditation in 1932. In 1933 PUC was accredited by the Northwest Association of Secondary and Higher Schools, another first for Adventist colleges. Accreditation by the Western Association of Schools and Colleges came in 1951.

One of PUC's major contributions to the Adventist system was the introduction of graduate work in 1934 with the establishment of a very successful summer program called the Advanced Bible School. After the 1936 session, the school was transferred to Washington, D.C., and eventually became the Seventh-day Adventist Theological Seminary.

Currently, a destination campus, the college's beautiful and pristine natural setting and Napa Valley style continue to welcome hundreds of students each year, offering a community of outstanding learning and spiritual authenticity.



PUC sign circa 1950



STRATEGIC GOAL I

ACADEMICS

Create and support a more vibrant learning community.

Enrich PUC's teaching and learning community, building on our reputation for the highest quality instruction in both the arts and the sciences, as well as for strong personal relationships between students and faculty. We seek to transform our students through personal mentoring, high-impact teaching practices, and active, holistic learning, in keeping with the highest ideals of the Seventh-day Adventist philosophy of education. Such students are prepared to continue learning and growing throughout their lives and to serve God, the church, and the world with integrity.

1. Support the faculty as they continue to develop high-impact teaching practices such as collaborative learning, the summer reading program, capstones, service-learning, and undergraduate research in order to continue to improve student success and create an extraordinary learning environment.
2. Transform Nelson Memorial Library into an attractive and effective learning commons with bright, comfortable study spaces, improved aesthetics and increased access to services.
3. Create and/or expand academic programs that respond to the needs of the Pacific Union and of our geographical region, based on quality research.
4. Enliven learning by renovating our classrooms with comfortable, functional seating and improvements as needed in instructional equipment, lighting, temperature control, acoustics, and color.
5. Explore the feasibility of converting the academic program to the semester system, in order to reallocate time for active and deep learning, as well as to bring PUC into better coordination with 80% of U.S. colleges and universities.

STRATEGIC GOAL 2

SPIRITUAL LIFE

Support students in meaningful individual journeys of faith by engaging them in vibrant spiritual communities and providing them with opportunities to serve others.

Authentic spiritual growth occurs in an environment where conversations about faith and learning are nurtured, and where opportunities to engage in meaningful service activities allow students to practice the gospel. This type of spiritual formation and discipleship provides the basis for a relationship with Jesus Christ as one's personal Savior, as well as a life of engagement in the local congregation and local and global communities.

1. Provide a safe and nurturing environment for students to develop and grow spiritually.
2. Ensure that PUC's General Education curriculum provides coherent, holistic support for students' faith journeys, ethical life choices, and future engagement and leadership in their local congregations.
3. Ensure that all students have the opportunity to participate in at least one volunteer service activity as part of the Office of Service, Justice and Missions or through other areas on campus.
4. Work in cooperation with the PUC Church, as well as other local congregations, to involve students in the life and work of the Seventh-day Adventist church community.
5. Connect our alumni with home congregations where they may provide thoughtful, educated leadership and where they will receive continued spiritual support.





STRATEGIC GOAL 3

MARKETING AND ENROLLMENT

Increase competitive positioning and student enrollment by establishing a brand that is exceptional among Christian schools in providing outstanding academics within an exemplary spiritual context.

Pacific Union College must become the school of choice for students in our constituent market in order to maintain optimal enrollment and institutional vitality and viability. The institution must continue to refine its recruitment and marketing plans and to innovate in order to distinguish itself in the educational marketplace.

1. Cultivate and market several areas of excellence in our academic program to develop into the “best in the industry” by allocating funds for the programs’ academic growth, facility improvements, and marketing.
2. Recruit the top students in the nation through more strategic scholarship programs, desirable internship opportunities, job placement efforts, alumni success stories and other details that will provide evidence of an outstanding quality program.
3. Assist in establishing and supporting a comprehensive retention plan for the campus with the goal of reaching and maintaining an increased retention rate by establishing a deep sense of campus community, a vibrant and focused student life agenda, and strong academic support for student persistence.
4. Extend brand awareness to areas outside of our traditional recruitment territories through outreach events, advertising, and direct mailing campaigns, to create and increase new targeted recruitment markets in order to reach the goal of 1,500 full-time equivalency students by the 2015-16 academic year.
5. Streamline all processes related to enrollment—from admissions to financial aid to housing assignments—simplifying each step to ensure five-star customer service and satisfaction, thereby dramatically increasing the chances of student matriculation.



STRATEGIC GOAL 4

ADVANCEMENT

Increase philanthropic support to Pacific Union College by engaging a greater number of alumni and friends in helping to fulfill the mission of the College.

By promoting a greater understanding of the College's mission and its needs, building public confidence and support, and creating an atmosphere conducive to philanthropy where the donor is a respected partner in the mission of the college, PUC will be poised to receive the funding necessary to fulfill its mission and realize its bold vision for the future.

1. Implement an ambitious and comprehensive annual giving campaign which generates unrestricted philanthropic support for operations, and additional resources for special and capital projects.
2. Increase alumni participation to the annual giving campaign from 11.8% to 20%.
3. Implement a comprehensive alumni relations program which builds public trust among constituents and includes a communication strategy, regular special events designed to build community, and volunteer opportunities to engage constituents in the college.
4. Manage institutional partnerships with a wide variety of volunteers and constituents, and develop comprehensive programs which provide opportunities for alumni to be involved in the college in meaningful and rewarding ways.
5. Seek and solicit additional sources of philanthropic support that increase the college's endowments and support from foundation and corporate funding sources while preparing for a capital campaign.



STRATEGIC GOAL 5

STUDENT LIFE

Ensure student learning and development spiritually, academically, physically, and socially in a creative, caring, Christ-like community.

Students must be assisted to fully experience collegiate life and learning in a manner that promotes personal and social development, spiritual growth, physical health, occupational confidence, intellectual integrity, and emotional well-being. This is the basis of the holistic Adventist educational philosophy.

1. Provide a safe, comfortable, and enriching campus home that enhances opportunities for student learning, social and spiritual development and vocational success.
2. Promote civility infused with Christ-like regard, personal responsibility, and a respect for and understanding of diversity.
3. Promote student health and wellness through residential activities and programs that focus on the importance and value of individualized wellness plans rooted in the Adventist emphasis on health and wellness.
4. Develop and promote an exciting and effective co-curriculum that aligns with and supports institutional student learning objectives.
5. Develop and promote enhanced opportunities for student-led programs, student leadership and multiple forms of service.

STRATEGIC GOAL 6

FINANCES

Achieve and sustain financial strength and stability sufficient to support the range and quality of programs and facilities required to serve the needs of the College's stakeholders.

Resources must be stable enough that departments can make plans, determine priorities, and successfully implement them. PUC must achieve and sustain financial strength and stability sufficient to support the range and quality of programs and facilities necessary for the College's success. Financial performance will be achieved through increased revenues, organizational effectiveness and productivity, and enhanced stewardship.

1. Optimize the College's debt structure based on industry benchmarks and implement effective cash management processes to improve year-round liquidity.
2. Establish an operating reserve fund to minimize the effects of economic downturns on the operations of the College by developing sources of revenue in addition to tuition.
3. Develop a capital renewal plan that includes plans to effectively maintain facilities, technology and utilities infrastructure.
4. Streamline business processes to reduce costs and improve operational efficiencies.
5. Increase faculty and staff compensation enhancements, funded opportunities for professional development, and a strong wellness and health care plan.



STRATEGIC GOAL 7

ASSETS

Create and implement an effective plan to enhance and leverage the use of PUC's land, facilities and other assets in order to produce additional revenue streams that will support and sustain a twenty-first century state-of-the-art learning environment that will attract and retain outstanding faculty, staff and students to this destination campus.

Pacific Union College has been given a precious legacy of 1,860 acres of land, many historic buildings, 23 miles of hiking and biking trails, as well as many natural resources located in the rich geography of California's Napa Valley. PUC's Asset Management Plan will address land use and re-use, campus master planning that contributes to a coherent campus design, sustainability measures that reflect best practices in environmental stewardship, as well as project compatibility with the existing local community.

1. Continue to assess how to best use all of the College's assets in support of its core educational mission.
2. Develop additional sources of revenue to ensure the financial viability of Christian higher education at PUC.
3. Aid in growing the College's endowment fund.
4. Refine and complete the Campus Master Plan.
5. Promote environmental stewardship by utilizing opportunities to maintain and sustain a green campus.



PUC AT A GLANCE

Administration

HEATHER J. KNIGHT, PH.D.
President

NANCY LECOURT, PH.D.
Vice President for
Academic Administration

DAVE C. LAWRENCE, ED.D., MBA
Vice President for
Financial Administration

LISA BISSELL PAULSON, ED.D.
Vice President for
Student Services

JOHN COLLINS, ED.D.
Vice President for
Asset Management

PAM SADLER, B.S. CFRE
Vice President for Advancement

JULIE Z. LEE, B.A.
Vice President for Public
Relations and Enrollment

Facts & Figures

PROGRAMS AND MAJORS 73

FULL TIME FACULTY 91

FULL TIME STAFF 173

STUDENT TO FACULTY RATIO 15:1

FALL 2010 ENROLLMENT 1536

NUMBER OF ALUMNI
WORLDWIDE 25,000

Freshman Academic Profile

AVERAGE GPA 3.3

AVERAGE SAT 1530



ACADEMICALLY OUTSTANDING. SPIRITUALLY AUTHENTIC.

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