



PACIFIC OAKS

2021-2024 STRATEGIC PLAN





INTRODUCTION: HISTORY & IMPACT

1945. Coming on the heels of a World War that lasted six years and one day, six local families in Pasadena, California came together and opened Pacific Oaks Children's School with the belief that everyone has an inner light that is worth nurturing. Through the Quaker values of community, equality, and peace, they believed they could offer a progressive education that would help the world heal.

As the children engaged with their teachers, it became apparent that their model of education of inclusion and self-discovery could be applied to train future educators. In 1958, Pacific Oaks College was established to train educators to make an impact in their communities through successful careers in Early Childhood Education.

Through campuses in Pasadena and San Jose, as well as off-site locations

and online only students, Pacific Oaks College has expanded its programs to include undergraduate and graduate degree programs in Marriage and Family Therapy, Education, Human Development, Organizational Leadership, Business & Management, and Social Work. Pacific Oaks College is recognized as a Hispanic-Serving Institution by the U.S. Department of Education, with approximately 50% of the student population identifying as Latinx.

To better serve its students and its community, Pacific Oaks College & Children's School became part of TCS Education System in 2010. With a mission of training change agents to serve locally and worldwide, TCS shares in Pacific Oaks' goal in harnessing the potential that is found in every individual and helping them make a significant impact in their community.



Growing and inspiring diverse communities toward social progress through education.

STRATEGIC PLANNING PROCESS

Pacific Oaks College completed its most recent strategic plan in 2020, where higher education witnessed rapid changes in its environment. The shift of higher education landscape was impacted by federal and state regulatory requirements, new technology, intense competition, and most importantly, the ever-changing needs of students and community. It is important to note that environmental turbulence was greatly amplified in 2020 due to the pandemic of the novel coronavirus. This plan was prepared at a time where the future is unknown. We accept that as a risk to the strategies contained herein and realize there may be adjustments needed as realities unfold.

Guided by a steering committee, this comprehensive plan was created through multiple sessions of virtual meetings inclusive of representation from various stakeholder groups including students, alumni, staff, faculty administrators from the College and the Children's School, and trustees. These representatives provided a 360-degree perspective of the College and helped guide this plan through the strategic envisioning and priority setting. Feedback were used to

formulate each strategic goal and strategies to support it.

The factors considered were various and diverse. Some were based on institutional inspiration, others on requirements of accreditation agencies, and some were simply our motivation to serve the local and global community. All goals support the College's mission and incorporate the four core values of diversity, inclusion, respect and social justice.

Through multiple reflections of the steering committee, stakeholder representatives, and Pacific Oaks faculty and staff, seven strategic goals were confirmed and approved by the Board of Trustees.

The 2021-2024 Strategic Plan provides overarching goals that will guide Pacific Oaks' annual operating plans, within which specific metrics and benchmarks for accountability will be developed and measured. The key strategic goals included in this plan were formulated based on the current and future needs of the community. They are created to support the very core of Pacific Oaks – Education.



GROW

VISION & MISSION

Pacific Oaks College's vision, mission, and values statements connect the community to its past and future aspirations. They anchor the foundation of the College and all conversations began with a reaffirmation of these principles.

Vision:

Pacific Oaks College will achieve international prominence as a value-oriented and socially progressive institution through the impact of graduates who bring passion, professional competence, cultural empathy and advocacy to the individuals and communities they serve.

Mission:

Grounded in its social justice heritage, Pacific Oaks College prepares students to be culturally intelligent agents of change serving diverse communities in the fields of human development, education, related family services.

THE PACIFIC OAKS VALUES

Diversity

Aligned with our Quaker tradition, we value and promote diversity while actively seeking students and employees whose life experiences reflect diverse perspectives.

Inclusion

In accordance with our mission, our consistent commitment to participatory decision making reliably brings input from multiple perspectives across the entire Pacific Oaks Community.

Respect

We respect and value the unique experiences and cultures of each individual. We strive to create a community that is collegial and challenging, and one in which all engage authentically and effectively in the teaching and learning process.

Social Justice

We strive to ensure equal opportunity and fairness for all through knowledge, advocacy, and practice that promotes social equity and service to diverse communities.



STRENGTHEN

STRATEGIC GOALS 2021-2024

Grow

To grow as a preeminent progressive institution of high academic quality and experiences while inspiring and graduating socially conscious advocates and change makers.

Academic Excellence

- Improve quality of instruction.
- Enhance student learning and experience.
- Ensure relevant and current curriculum.
- Improve adjunct faculty preparation and inclusion.

Student Success

- Design sustainable student support services for all locations and modalities.
- Ensure a safe environment supportive of learning, development, and expression.
- Strengthen capacity for clear communication, opportunities to practically apply learning and access to evidence-based practices.
- Promote and celebrate students and their experience.

Strengthen

To strengthen opportunities with diverse communities globally through the integration of our progressive core values.

Community and Civic Engagement

- Expand institutional impact by developing meaningful community and business relationships.
- Connect student fieldwork, internship, and research opportunities to community needs.
- Create community serving enrichment, education, and wellness programs.
- Develop a social entrepreneurship platform.

Connection to the Children's School

- Partner with Children's School to create scholarly contributions to research and literature.
- Provide student research, intern and work opportunities at the Children's School.
- Launch conference series co-hosted by the Children's School and the College.
- Explore collaborative grant opportunities between the Children's School and the College.

ADVANCE

Advance

To foster social progress by advancing a sustainable future and network of operational effectiveness.

Growth in Enrollment

- Build relationships with new - domestic and international - student demographics.
- Support community responsive continuing education programs.
- Expand access through innovations in learning modalities and scheduling.
- Expand learning opportunities through relevant academic pathways.

Brand and Image

- Articulate and strengthen Pacific Oaks' brand identity.
- Enhance visibility and reputation through increased community participation.
- Strengthen alumni relationships, participation, and giving.
- Increase impact through broadened community outreach initiatives.

Operational Effectiveness

- Establish systems of operational effectiveness that incorporate evaluative tools and feedback mechanisms.
- Operationalize functional area quality improvement objectives in collaboration with TCS.
- Optimize operational effectiveness and efficiency through new and updated policies and procedures.
- Elevate human capital through the provision of value-added developmental opportunities.

THANK YOU TO MEMBERS OF THE PACIFIC OAKS COLLEGE COMMUNITY FOR CONTRIBUTING TO THE DEVELOPMENT OF THIS STRATEGIC PLAN

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