

Opportunity Profile

# PRESIDENT OF FRESNO PACIFIC UNIVERSITY







## POSITION PROFILE

**The Board of Trustees of Fresno Pacific University (FPU) invite nominations and applications for the position of president.**

### **An Exceptional Opportunity**

FPU seeks an accomplished leader who is also an effective and selfless team player; someone who will be the respected head of a Christian university serving traditional undergraduate students, adult degree completion students and graduate students, all while working with the Board of Trustees in implementing

a progressive and evolving strategy for growth.

The new president will possess the experience, skills and drive required to help shape the future of this innovative and progressive institution, while exemplifying the character and ethics expected in a highly visible and trusted Christian university and community leader.

# ABOUT FRESNO PACIFIC UNIVERSITY

Fresno Pacific University offers undergraduate and graduate programs that couple academic preparation and a strong ethical foundation in a community that honors Christ and supports students. Traditional and adult students study on the main Fresno campus, which includes Fresno Pacific Biblical Seminary, or at

regional campuses throughout California's Central Valley, as well as online. FPU's strong graduation rate includes its Latinx and first-generation students, each making up about half the student body, and the university is a proud Hispanic Serving Institution. FPU is accredited by the Western Association of Schools and Colleges, and the seminary is accredited by the Association of Theological Seminaries. *U.S. News & World Report* and others rank the university highly academically, in social mobility and among best values.



## DID YOU KNOW?

3,500

**Traditional undergraduates and seminarians as well as adults** seeking bachelor's and master's degrees in evening programs

13:1

**Traditional undergraduate student-faculty ratio**

over \$65m

**FPU's annual budget**

33.2m

**Value of Foundation-controlled assets**

The Pacific District Conference of Mennonite Brethren Churches controls the university, delegating governance/policy decisions to the FPU Board of Trustees. The board provides governance and oversight through the Office of the President and collaborates with the FPU Foundation Board and the Seminary Standing Committee. All employees express a personal Christian commitment. More about the Mennonite Brethren, including the *Confession of Faith*, which FPU shares, at ***Confession of Faith – USMB***





## A UNIVERSITY BUILT ON AN IDEA

*The Fresno Pacific Idea ([fresno.edu/about/our-mission/fpu-idea](http://fresno.edu/about/our-mission/fpu-idea)) defines our commitment to Christian higher education.*

### A Christian University

We seek to be a collegium centered upon Christ and his church, committed to the ideals of God's Kingdom and to the integration of faith, learning and

action into the arts, sciences and professional studies.

### A Community of Learners

We recognize the importance of the interpersonal dimension of learning, believing that community grows out of common commitments and that learning is the result of interaction between persons, ideas and experiences.

### Prophetic

We believe that to be prophetic is to serve the church and

society by engaging in dialogue with and critique of contemporary culture and practice through informed reflection that contributes to wholeness, justice and reconciliation.

## DID YOU KNOW?

53%

### Four-year graduation rate

Includes Latinx and first-generation students

20%  
below

### Low graduation debt rate

Traditional undergraduate debt rate is 20% below the national average.

## DID YOU KNOW?

**4 YR**

### **Graduation Guarantee**

Gives qualified students a head start on their career

**56%**

### **Latinx student population**

FPU is a proud Hispanic Serving Institution

**49%**

### **First-generation students**

Traditional and adult programs help students become the first in their families to achieve a university education

**49%**

### **Students eligible for Pell Grants**



## ACADEMIC EXCELLENCE

FPU prepares students for leadership in professions, communities and congregations through a wide variety of academic programs.

### **The School of Business**

- The largest number of students as majors
- Bachelor's degrees in accounting, finance, management, marketing and organizational leadership
- An MBA and a master of arts in leadership

### **The School of Education**

- School districts seek our graduates because they see students as whole people
- Credentials, bachelor's and master's degrees across the range of the profession

### **The School of Humanities, Religion and Social Sciences**

- The widest range of disciplines, including art, biblical/religious studies/ministry, communication/English/literature/drama, history/classics, languages, music and sociology
- Professional programs include criminology, psychology, pre-law and social work, with a master's in peacemaking and conflict studies

### **The School of Natural Sciences**

- Majors across the sciences and mathematics
- Pre-professional programs in dentistry, medicine, physical therapy and pharmacy
- Bachelor's and master's degrees in nursing and kinesiology

### **Fresno Pacific Biblical Seminary**

- About 60% of students study marriage and family therapy (MFT), while the rest seek degrees relating to ministry and theology



## COMMUNITY PARTNERSHIPS

### **The Central Valley Teacher Prep Partnership**

A career pathway for UC Merced students who wish to enter the education profession by enrolling directly in the FPU teacher education credential program.

### **AIMS Center for Math and Science Education**

Independent nonprofit agency that makes research accessible to teachers so they can inspire students in new ways.

### **Clinical Pastoral Education of Central California**

Seminary partnership that qualifies students as chaplains in a variety of settings.

### **On-Site Counseling**

Quality, affordable counseling to FPU students, other individuals and groups as well as supervised experience to MFT students and recent graduates.

## CENTERS SUPPORT CENTRAL MISSION

Each of FPU's three centers focuses on a part of its central mission: faith, service and education.

### **The Center for Anabaptist Studies**

Fosters communication about Anabaptist theology through academic scholarship, theological training and leadership resources.

### **The Center for Community Transformation**

Connects the strengths of FPU with the resources of the region

to transform cities through entrepreneurial and outreach programs.

### **The Center for Professional Development**

Provides distance learning for about 10,000 people annually in education, business and other fields through in-person and online workshops, certificates and personal and corporate training.



# FRESNO & THE SAN JOAQUIN VALLEY

## A place of possibilities

Fresno is the heart of the San Joaquin Valley, the nation's leading agricultural area. But the city—fifth largest in California and largest in the Valley—also enjoys a truly urban scene with tech, music, theater, museums and cultural venues and baseball. Its central location in the state is just hours away Bay Area, Los Angeles and three national parks, including the iconic Yosemite, as well as beautiful Pacific beaches and the snow-capped Sierra Nevada.

## A diversly rich community

Always a multicultural center, the region's rich mix of 80 nationalities began with Native Americans and embraced people from China, Scandinavia, Germany, Russia, Japan, Armenia, South and

Southeast Asia and a large Hispanic population. These and many other cultures make this metropolitan community of more than 500,000 people a true mosaic.

As so often happens, an area's strongpoints also present great challenges and opportunities. More than 100 languages are spoken by students in Fresno schools and many families move with the crops. FPU has long produced educators, businesspeople and other

professionals who become local leaders. Growth in adult programs has provided a way for the large number of adults with community college credits to attain a bachelor's degree—and go on to earn a master's.



### More on Fresno at

[fresno.gov/Visitors/ThingsToDo](https://fresno.gov/Visitors/ThingsToDo)



# THE FRESNO PACIFIC UNIVERSITY STORY

## Seeing a need for Christian leaders,

A group of Mennonite Brethren founded Pacific Bible Institute in 1944 with 28 students in a residence on Van Ness Avenue. By the time the school moved to its present location in a former cotton field at the corner of Butler and Chestnut avenues in 1959, a junior college curriculum had been added. PBI became Pacific College in 1960. In 1963, a four-year liberal arts program was introduced and in 1965 came full accreditation as a four-year liberal arts institution. Accreditation was extended to master's degrees in 1975, and Fresno Pacific College was born in 1976.

Seeking to make a still greater impact, in the early 1980s the college formulated the "Broadening the Base" plan to expand facilities, enlarge the curriculum and more deliberately relate to churches and students beyond the Mennonite Brethren. In an acknowledgment of its increasing growth, the college became Fresno Pacific University in 1997. By 2005

FPU had established regional campuses in Bakersfield, North Fresno and Visalia to better serve working adults in bachelor's degree completion and graduate programs. The Merced Campus was added in 2012, and most FPU students now attend a regional campus. In 2010 the Fresno operations of Mennonite Brethren Biblical Seminary, founded in 1955 on land adjacent to the main campus, formally became a part of FPU.

Like the region it serves, diversity is at the heart of FPU in the variety of ethnicities, social backgrounds and religious traditions among students, faculty, staff, alumni and supporters. The university meets these opportunities with a strong faculty and programs that both prepare students for personal success and serve the needs of the region.

We see the need for educated Christian leaders as even greater today than it was in 1944. Education that serves God and others remains our enduring core.

## DID YOU KNOW?

nearly  
80

### Majors & programs

40 traditional undergraduate majors, 11 degree-completion majors and 27 graduate programs, including eight in the seminary

15  
ONLINE

### Online programs

Bachelor's degree-completion, master's and certificates

over  
80

### Of professors hold doctorates

or highest degree in their field

BEST  
value

### FPU is recognized as a "Best Value"

and a leader in social mobility by *U.S. News & World Report* and *Washington Monthly*



# OPPORTUNITIES AND CHALLENGES

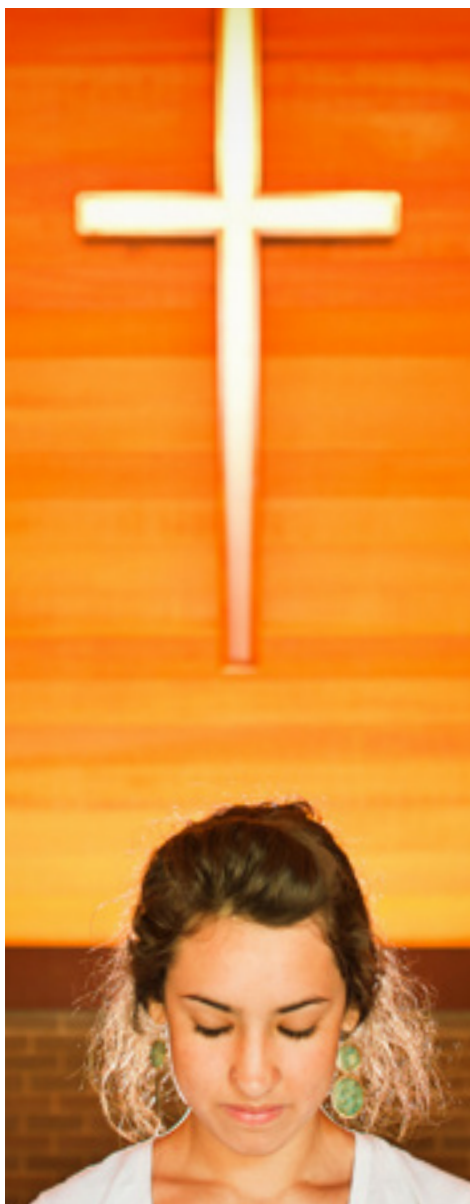
## Address Enrollment Challenges

Higher education is evolving rapidly and the competition for students is becoming more intense. Growing market share will require FPU to attract more non-traditional students and innovatively act to retain students who will persist to graduation. As a tuition-driven institution, FPU must find ways to grow while limiting tuition discounting.

The next president must be prepared to champion FPU's commitment to both traditional age and adult learners, its commitment to quality education and its commitment to access, accomplishing all three through effective management of financially viable programs.

## Be an Effective Communicator

Because FPU serves a wide variety of learners in multiple communities, the need for effective communication is paramount. The president cannot be everywhere, but the next president will understand the need to project a 24/7



presence that ensures that people have the information they need to function effectively within an extended educational community.

The next president needs to be seen on the main campus and five regional campuses, in Fresno and in all the communities FPU serves. The president needs to be accessible to the members of the FPU community, anticipating needs and being where he/she is needed, when he/she is needed.

Members of the FPU community understand that difficult decisions will need to be made and that all parties may not be satisfied with the consequences. The next president will work to be as transparent as possible in making decisions and will effectively communicate the reasoning behind decisions that impact the university.

## Financial Challenges

Like most schools based in a liberal arts tradition, FPU faces financial challenges. On the positive side, the university has a record of successive balanced budgets. That said, FPU's income is still primarily derived from tuition. The next president will develop additional income streams while operating within a balanced budget.



## DID YOU KNOW?

**HIGHEST  
Latinx**

**Latinx enrollment**  
among Council for Christian  
Colleges & Universities  
schools

**over  
98%**

**Receive  
financial awards**

FPU students receive  
scholarships, loans, grants and  
on-campus employment. More  
than \$29M in financial aid  
awarded in 2015-2016.

**NCAA  
DIV II**

**FPU's Sunbirds  
belong to the  
NCAA Division II**

with 16 men's and women's  
sports. The overall department  
GPA was 3.090. Several have  
gone to national tournaments,  
been named All-Americans  
and have had professional  
careers.

### **Form an Effective Partnership with the Mennonite Brethren Community**

Because of the quality and breadth of its programs, Fresno Pacific University draws a wide variety of students to its main campus and four regional campuses. FPU is a Hispanic Serving Institution (HSI). It also serves significant first generation, DACA, military and adult learner populations. In addition, FPU includes Fresno Pacific Biblical Seminary.

FPU strives to be welcoming to all, while remaining true to the Christian values expressed in the *Confession of Faith*.

FPU is closely tied to the Pacific District Conference of Mennonite Brethren Churches. Its Articles of Incorporation require that 60% of the trustees be elected by the conference, and that the board chair be selected from the 60%.

The next president will be committed to Anabaptist and evangelical ideals, including the reconciling power of God's

Spirit, an emphasis on voluntary discipleship, obedience to Jesus as Lord, the global mission of the church, the church as the community of the new covenant, mutual care and holistic concern for members of Christ's body and the call to address, in pastoral and prophetic fashion, the peace and justice concerns of the world.

### **Oversee a Unique Academic Environment**

The next president will possess a true affinity for academe, an appreciation for Christian higher



education and an understanding of the roles teaching and research play in achieving student learning.

Working through the provost, the next president must be prepared to coordinate a complex, multifaceted academic operation where change is the norm rather than the exception. This will require an appreciation for and understanding of the applications of technology in

teaching, learning and research.

The next president must be prepared to earn and maintain the respect of a talented and innovative faculty with high expectations for their leadership.

### **Support Fundraising**

The advancement staff have been working to develop a culture of philanthropy through a series of initiatives including funding the Culture and Arts

Center, active retention of donors, increasing unrestricted giving and developing business and professional relationships.

The next president will communicate a passionate vision for the university that inspires donors. Coordinating activities with the Advancement Office, he or she will take ownership of fundraising goals, strategies and tactics.

The next president will aggressively seek to build and strengthen relationships with all constituents, including students, alumni, faculty and administration, the community, local and statewide businesses and foundations.

### **Strengthen and Develop Partnerships**

The President of Fresno Pacific University serves as not only an institutional leader but also a community leader and spokesperson. He or she will be expected to promote the university's visibility and reputation by demonstrating strong leadership and personal integrity.

The next president will actively seek opportunities to increase awareness of the university and will effectively convey the





## DID YOU KNOW?

1944

### Founded in 1944

The only accredited Christian university founded in the Central Valley

5

### Locations in California

Main campus in Southeast Fresno (includes Fresno Pacific Biblical Seminary) and regional campuses in Merced, North Fresno, Visalia and Bakersfield as well as online

university's unique academic mission, strengths and values to all constituents.

He/she will have the opportunity to not only strengthen partnerships with the greater Fresno community, but also identify

and develop new ones there and in the communities where the five campuses are located.

Accomplishing this will require a president who is as comfortable working outside the academy as within its confines.





Fresno Main



North Fresno



Visalia



Merced



Bakersfield



Seminary



# QUALIFICATIONS & QUALITIES OF THE NEXT PRESIDENT

The President of Fresno Pacific University will be a servant-leader who possesses a terminal degree and a deep appreciation of the value of Christian higher education. The president will embrace the *Confession of Faith* and values of the Mennonite Brethren.

## In addition, the following qualities are desired:

### LEADERSHIP

- ◆ Demonstrated successful experience in leadership positions in higher education. Experience in Christian higher education is highly desired.
- ◆ Direct experience fostering a learning environment in which academic rigor leads to successful learning outcomes.
- ◆ A collaborative leadership style, demonstrated through the ability to provide leadership for a diverse university, bringing

people together to achieve success in ever-changing circumstances.

- ◆ The style and experience of a planner and a doer. Someone who takes pride in assembling a team, setting clear, measurable goals and achieving success.
- ◆ The ability to champion and lead “smart” growth of a university that serves a diverse population.
- ◆ Experience building and motivating effective teams—appreciating the nuances of leading both faculty and administrative operations.
- ◆ Capacity for strategic thinking and innovation.

- ◆ Ability to drive consensus but also be bold and decisive when appropriate.

### RELATIONSHIP-BUILDING

- ◆ The ability to work comfortably within the Mennonite Brethren community.
- ◆ The ability to build trust and respect across multiple constituencies (students, parents, alumni, faculty, administration, trustees, community and strategic partners).
- ◆ The ability to develop and nurture partnerships with external organizations.



## FUNDRAISING

- ◆ A genuine interest in all aspects of fundraising.
- ◆ Demonstrated success in raising money for an organization.
- ◆ The ability to enthusiastically influence various donor constituencies.
- ◆ Enthusiasm to convey the FPU vision to inspire transformative gifts.

## BUSINESS ACUMEN

- ◆ Experience operating a complex educational organization.
- ◆ Experience managing budgets and financials at a detailed level.
- ◆ An understanding of the value of data-driven decision making.
- ◆ Experience with marketing functions.

- ◆ Experience with enrollment management in a complex educational organization.
- ◆ Strategic planning experience at an academic institution.

## COMMUNICATION SKILLS

- ◆ Effective and open oral and written communications.
- ◆ The ability to listen respectfully to a wide range of constituents.
- ◆ Ability to achieve buy-in and active support for bold actions.
- ◆ The ability to adjust style to communicate effectively to a wide range of constituents.

## PERSONAL CHARACTERISTICS

- ◆ The highest ethical and moral standards in both professional and personal life.
- ◆ Commitment to Anabaptist and evangelical ideals.
- ◆ A passion for diversity and justice.
- ◆ Perseverance, work ethic and drive to build a legacy of success.
- ◆ Intellect, curiosity and open-mindedness.
- ◆ Eagerness and stamina to serve 24/7 as an institutional advocate and spokesperson.
- ◆ Humility and a sense of humor.





## THE APPLICATION PROCESS

The Fresno Pacific University Presidential Search Committee will begin reviewing and evaluating applications as they are received and will continue to accept and review credentials until a new president is selected. To ensure fullest consideration, candidates are advised to submit their materials by **April 1, 2022**.

Dr. Richard A. Wueste (***richard.wueste@agbsearch.com***) and Dr. Julie Staggs (***julie.staggs@agbsearch.com***) of AGB Search are assisting this search. Nominators and prospective candidates are encouraged to contact them.

## APPLICATIONS

Applications should be submitted electronically in Word or PDF format to: ***FPUPresident@agbsearch.com***

### **Application materials should include:**

- 1. A Letter of Interest** that responds to the Opportunities & Challenges for the Next President and the Qualifications & Qualities of the Next President sections of this profile.
- 2. A current CV or resume.**
- 3. The names and contact information** (telephone and email) for five references, none of whom will be contacted until a later stage of the search or without the formal permission of the candidate. All inquiries and applications will be received and evaluated in confidence.

Fresno Pacific University is an equal employment opportunity employer and does not discriminate on the basis of race, color, national origin, ethnic or social background, sex, age or disability. Committed to excellence and actively supportive of cultural diversity, FPU invites individuals who contribute to such diversity to apply.