

***“EXPANDING THE POSSIBILITIES”***  
***Revised and Extended Strategic Map 2022-2025***

**I. INSTITUTIONAL CONTEXT**

Fresno Pacific University is a comprehensive Christian institution with five campuses, a Seminary, and online programs located throughout the Central San Joaquin Valley of California. This is a community of learners who live into the prophetic vision expressed in the FPU Idea (<https://www.fresno.edu/about/our-mission/fresno-pacific-idea>) and support its Mission, Vision and Values of Fresno Pacific University.

**Mission**

Fresno Pacific University develops students for leadership and service through excellence in Christian higher education.

**Vision**

Fresno Pacific is a vibrant Christ-centered university that is transforming California’s Central Valley and global communities through exemplary service to students of all ethnicities and cultures. Innovative programs encourage academic and professional excellence, peacemaking, social justice, ethical leadership, holistic wellness, and spiritual vitality. (Approved by Board of Trustees June 11, 2016)

The following elements describe the key elements of this vision:

*Sunbird Identity*

Wherever FPU graduates are present in the world they will be recognized for consistently demonstrating wise and effective ethical leadership through generous and compassionate service and professional excellence that embodies the kingdom of Christ on earth.

As a reflective academic and Christian community, the university will model and will be known for its core values and beliefs as expressed in the Fresno Pacific Idea and its confession of faith.

\*USMB Confession of Faith - <http://usmb.org/menus/confession-of-faith-detailed-version.html>

*Healthy Diverse Community*

FPU students, staff, administration, faculty, and board will be characterized by a diversity of race, ethnicity, socio-economic background, age, sex, abilities, and Christian faith. All of these persons will feel they belong and have access to full and equitable participation in university life. The university will be recognized for its integrated culture of holistic wellness and student development.

### *Mission Driven Program Development*

The university's programs and academic development will demonstrate an intentional emphasis on serving our region and meeting student needs through the development of professionally oriented academic programs that integrate the arts, sciences, and Christian faith.

University programs will be delivered in multiple forms—traditional, hybrid/blended, online, etc.—to all populations, using appropriate, effective, and cost-efficient modalities. FPU will offer quality online learning opportunities to all student populations. FPU will also be characterized by a global presence and an international/cross-cultural emphasis throughout its programs.

### *Financial Health*

Tuition and other pricing levels will be competitive, affordable for students, reflective of the academic quality of the university, and enough for financial health. The University's mix of programs, revenue, and donated resources will demonstrate wise proportionality. The University will budget for a 4% surplus and have a cash reserve of \$5M.

### *Working Culture*

The faculty, administrative leadership, staff, and board of the university will be known for professional excellence and Christian character. The operational work of the faculty, staff, and administration will be characterized by, simplicity, directness, respect, transparency, accountability, continuous improvement, and collaboration.

### **Values**

- Christian Community
- Service to Others
- Academic and Professional Excellence
- Student Focused
- Innovative and Responsive

## **II. FIVE THEMATIC GOALS – GEIST: THE PATHWAY FORWARD**

The University-wide strategic map for 2019-2022 identified five thematic goals: **GROW** Strategically, **ENGAGE** Collectively, **INNOVATE** Creatively, **SERVE** Courageously, **TRANSFORM** Purposefully. The strategic map for 2022-2025 updates these thematic goals (**GEIST**) and continues to use them to provide a pathway to the University's aspirations.

### *The Current Challenge*

The COVID pandemic hit FPU enrollment especially hard in 2020-2022. The shift to online study, health care restraints, increased mental health challenges, and obstacles to traditional recruiting significantly lowered enrollment in TUG and DC students. The trends of discontinuance were also noted in the public four-year institutions and the community colleges. These challenges impacted a significant pipeline of students transferring into our TUG and DC programs.

The financial impact of these and other COVID-related factors created a significant tuition revenue downturn of \$13M in FY22, and COVID is predicted to continue to impact revenue over the next two years. GEIST will continue to serve as the business plan as we review enrollment, advancement, and curricular strategies to address these challenges over the next three years.

## GOAL ONE: GROW Strategically

*“Enlarge the place of your tent, stretch your tent curtains wide, do not hold back; lengthen your cords, strengthen your stakes.... Do not be afraid; you will not be put to shame (Isa. 54:2,4).*

FPU typically generates more than 85% of its revenue from tuition. Financial health requires that we not only grow tuition revenue but build non-tuition revenue as well, ideally to 20% of total revenue.

### Objectives

- 1. Increase overall student population to 5000 students as measured by the fall census, including a minimum 1100 TUG, 1500 Grad, and 2000 DC students, by fall 2025. (Enrollment, Provost)**
- 2. Increase TUG, Grad, and DC retention from first year fall to second year fall at least 1% per year starting fall 2022. (Campus Life, Provost, President’s Council)**
- 3. Double annual scholarship and unrestricted giving from \$920K to \$2M by June 2025. (Advancement)**
- 4. Increase non-tuition and non-advancement revenue streams. (Finance, Advancement)**
- 5. Build, restore, and re-imagine facilities that aid recruitment, encourage alumni loyalty and strengthen the University’s image. (Finance, Cabinet)**

## GOAL TWO: ENGAGE Collectively

*“For we are God’s workmanship, created in Christ Jesus to do good works which God prepared in advance for us to do (Ephesians 2:10).*

The University is committed to engaging the cultures and serving the cities throughout the Central Valley.

### Objectives

- 1. Build recognition and support of FPU, as measured by media audits. (Enrollment, Advancement, Provost)**
- 2. Rent FPU facilities to community organizations that advance the mission and vision of the University. (Advancement)**
- 3. Improve internal communication. (Cabinet, President’s Council)**

## GOAL THREE: INNOVATE Creatively

*“By wisdom a house is built, and through understanding it is established; through knowledge its rooms are filled with rare and beautiful treasures” (Proverbs 24:3,4).*

The integration of faith and knowledge yields wisdom. Wisdom is a source of creativity; it broadens insight and inspires resourcefulness. Faculty and staff are encouraged to imagine broadly, to create constructively, and to act boldly in service to the mission.

### Objectives

- 1. Assess, revitalize, and create majors, courses, events, and programs that are compelling to students and consistent with the FPU Idea. (Provost, VP Student Life, CIO)**
- 2. Encourage entrepreneurial thinking among students. (Cabinet)**
- 3. Encourage innovative thinking among faculty and staff. (Cabinet)**

### GOAL FOUR: SERVE Courageously

*“Whoever would be great among you must be your servant, and whoever wants to be first must be your slave – just as the Son of Man did not come to be served but to serve ...”* (Matthew 20:26-28).

FPU’s missional charge is to develop students for leadership and service. Courageous service is that which follows the teachings of Jesus in loving our neighbor, even to our own discomfort. We model sacrificial service as a community and provide opportunities for all students to reach beyond their comfort zones to render service to others.

#### Objectives:

- 1. Increase the number of students participating in and the number of hours contributed to service learning. (Campus Life, Faculty)**

### GOAL FIVE: TRANSFORM Purposely

*“Do not be conformed to the patterns of this world but be transformed by the renewing of your mind. Then you will be able to test and approve what God’s will is – his good, pleasing and perfect will.”* (Romans 12:2)

The overarching goal of Christian education is transformation. This process should be part of the University community’s experience at all its locations. Strengthening the spiritual core of the University is essential to our service to the student. When we honor God in our work, he honors our community with his presence.

#### Objectives:

- 1. Promote a Christ-centered worldview in the classroom and co-curricular activities. (Provost, Campus Life)**
- 2. Cultivate an environment that actively celebrates diversity and inclusion and values differences. (UDC, Cabinet, President’s Council)**
- 3. Increase the percent of undergraduate students who find work in their field or are accepted into graduate school within six months of graduating, as measured by the senior survey. (Provost, Campus Life)**

Approved by the FPU Board of Trustees February 26, 2022.