

“EXPANDING THE POSSIBILITIES”
Strategic Map 2019-2022

I. INSTITUTIONAL CONTEXT

Fresno Pacific University is a comprehensive Christian institution with five campuses, a Seminary and online programs located throughout the San Joaquin Valley of California. This is a community of learners who live into the prophet vision expressed in its Mission, Vision and Values of *service, excellence, student-focused, innovation and responsiveness* to a changing environment.

Mission

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

Vision Statement

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 Fresno Pacific University Idea

FPU is a Christ-centered community of learners that offers a prophetic witness through engaging the cultures and serving the cities. (<https://www.fresno.edu/about/our-mission/fresno-pacific-idea>).

University Aspirations

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 expressed in the Confession of Faith* and the FPU Idea.

As a reflective academic community, the university will model and will be known for its core values and beliefs as expressed in the Fresno Pacific Idea and the university confession of faith. *USMB Confession of Faith - <http://usmb.org/menu/confession-of-faith-detailed-version.html>

Healthy Diverse Community

FPU students, staff, administration, faculty, and board will be characterized by racial, ethnic, socio-economic background, age, sex, abilities, and Christian faith diversity, and 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 program and academic development focus will demonstrate an intentional emphasis on serving our region and meeting student needs through the development of professionally oriented academic programs that integrate within them the arts, sciences, and Christian faith.

University programs will be delivered in multiple forms—traditional, hybrid/blended and online, etc.—to all populations, using the most effective and cost-efficient modality appropriate to the needs of the programs and students for education in a global world. FPU will offer quality online learning opportunities and will extend through all student populations and programs as appropriate to the disciplines. FPU will also be characterized by a global presence and an international/cross-cultural emphasis throughout its programs.

Working Culture

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. Grants, contributions, and other donated resources will indicate a culture of philanthropy. The physical and financial resources will symbolize and support the broad educational, professional preparation, spiritual and life-forming goals of the university. The faculty, administrative leadership, staff, and board of the university will be known for academic and 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.

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

The previous strategic plan approved in 2015 outlined the University's aspirations. Those aspirations continue but are now accompanied with University-wide thematic goals, objectives and expected outcomes. The University-wide strategic map for 2019-2022 identifies five thematic goals: **GROW** Strategically, **ENGAGE** Collectively, **INNOVATE** Creatively, **SERVE** Courageously, **TRANSFORM** Purposefully.

Each goal includes objectives and identify strategic priorities which aid departments in identifying initiatives that assist in the development of Action Plans over the next three years. These plans will be monitored, assessed and reported to the community and Trustees annually. The Thematic Goals (**GEIST**) provides a pathway to the University's aspirations.

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 is a tuition-driven institution. Planned growth is a key strategy to economic viability and institutional influence. The University has five campuses, a seminary and online programs. Each area will develop Actions Plans that identify potential markets for growth, programs that draw and retain students, and impact that encourages donor support.

Objectives

1. Increase overall average student population to 5000 students per semester, including 1200 TUG students.

- *Success indicators:*
 - Increase size of entry class each semester (TUG, DC, Grad)
 - Revised and new academic programs
 - Expanded online programs
 - Increase in feeder certificate and pathway program participation

2. Increase scholarship/annual fund revenue through a comprehensive fund development plan which includes greater alumni participation, broader donor-base and grant development.

- *Success indicators:*
 - Double Annual/Scholarship and Unrestricted giving.
 - Launch comprehensive campaign
 - Restore Employee benefits & COLA
 - Fund and Build Effective IT Systems for Administration and Academics
 - Address one-third of deferred-maintenance priority needs

3. Expand revenue streams that support improvement of academic programs and innovative initiatives.

- *Success indicators:*
 - Increase revenues for facility use, initiate, lectures, workshops, seminars, music, movie, and theater productions that are revenue producing consistent with the mission.
 - Establish business-university partnerships to broaden sponsorships.
 - Percentage of revenue from non-tuition sources.

4. Build and restore facilities that aid recruitment, encourage alumni loyalty and strengthen the University's image.

- *Success indicators:*
 - Athletic field restrooms
 - Break ground on Culture and Arts Center

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 and abroad. Various faculty and students have developed connections with cultural, business, educational, church and nonprofit groups. There has been little effort in planning and coordinating these efforts. Engagement consist of bringing individuals and organizations to campus, as well as committing time to organizational partnerships which have confluence with the University’s educational mission.

Objectives

1. Design brand positioning for multiple target audiences including businesses, churches and future students regionally, nationally and internationally.

- *Success indicators:*
 - Student population growth.
 - Greater media recognition, increased internships, expanded donor base, expanded career and alumni networks.
 - Expand media strategy over the CV for special events, and recognitions.

2. Strengthen government and regional social networks that extend opportunities to faculty and student.

- *Success indicators:*
 - Regular meetings with government officials, lawmakers on issues impacting education, Advocacy with AICCU, CCCU, CACCU.
 - Faculty and student opportunities to participate in CV Initiatives.

3. Empower faculty and staff governance structures to support collaborative communications for internal and external engagement.

- *Success indicators:*
 - *Town Halls, community service projects, community worship opportunities*

4. Strengthen and broaden partnerships in health care, education, the arts, sciences, technology and cross-cultural organizations locally, regionally and globally.

- *Success indicators:*
 - Increase number of partnerships locally, regionally and global.
 - Summer Opportunities in research, training and consultation for faculty/students.
 - Annual assessment of community engagement.

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.

1. Design events, courses and majors that increase participation in innovative programs that integrate core competencies and values consistent with the FPU Idea.

- *Success indicators:*
 - Establish Center for Teaching and Learning.
 - Broaden career service opportunities
 - Increased international service opportunities

2. Expand staff, faculty and student opportunities that advance entrepreneurial initiatives for learning and professional development.

- *Success indicators:*
 - Annual professional development plans for faculty and staff.
 - Graduate and Undergraduate research, innovation symposiums, and DC cohort projects.
 - Creative incentive structure that encourages operational, professional development and student creativity.
 - Increased faculty/staff retention.

3. Design and remodel facilities that encourage a creative environment.

- *Success indicators:*
 - Completed Master Plan.
 - Deferred Maintenance Plan with 1/3 priorities completed.
 - Sacred Spaces renovation.
 - Restroom for Athletic fields.
 - Fund drive for Baseball stadium.
 - Nursing Labs.

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. Establish service-learning opportunities in diverse local and global communities.

- *Success indicators:*
 - Increase in international service opportunities.
 - University-wide service day.
 - Centralized Service coordination.
 - Leadership Development Seminars and opportunities.

2. Increase work-related student professional experiences through volunteer, internships, practicums and work college opportunities.

- *Success indicators:*
 - Increase Student Satisfaction & Engagement (NSSE),
 - Increase in student service hours and internships.
 - Increase service-learning courses.

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 is not limited to the student’s experience but should become 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 through integration of faith and learning in both curricular and co-curricular culture and instruction.

- *Success indicators:*
 - Increased participation in spiritual development practices (prayers, chapels, scriptures, etc.).

2. Enhance or initiate programs that promote student leadership, service, and character formation.

- *Success indicators:*
 - Number of formal and evident collaborations with academic departments.
 - Increased student participation in activities of Centers.
 - Greater participation in spiritual development practices (prayers, chapels, scriptures, etc.) at all campuses.
 - Testimonies of transformation by students, faculty and staff.
 - Number of corporate acts of charity.

3. Expand opportunities for staff, faculty, graduate and DC students to engage in spiritual formation and cultural diversity initiatives.

- *Success indicators:*
 - Diversity in administration, faculty and staff.
 - Campus-wide participation in diversity initiatives.

4. Enhance FPU’s post-graduate outcomes to facilitate future success of students transitioning into the work force or graduate school from any of our locations and/or modes of delivery.

- *Success indicators:*
 - Higher percentages of employment and grad school entrance rates on FPU’s senior survey.
 - Increased participation in graduate school programs.
 - Increased participation in internships and experiential learning opportunities while attending FPU.
 - Innovative Career and Calling initiatives interwoven in curriculum and Advisor appointment sessions.
 - Increased ability for our students to understand and articulate the value of a liberal arts education.