

DRAFT



“EXPANDING THE POSSIBILITIES” ***Strategic Map 2019-2022***

I. INSTITUTIONAL CONTEXT

Fresno Pacific University is a comprehensive Christian institution with five campuses, a Seminary, online programs and Continuing Education programs located throughout the San Joaquin Valley of California. This is a community of learners who live into the Values of *service, excellence, student-focus, 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.

The Fresno Pacific University Idea

In pursuing this mission, the university affirms the significance of knowledge which is a foundation for wisdom and virtue. As a Christian liberal arts community, Fresno Pacific University is an integral part of the mission of the church. From this Christian and liberal arts center, the university seeks to engage members of its community in a collaborative search for knowledge and experience which lead toward a perceptive and creative relationship with God, humanity and the natural world. On this foundation, the university seeks to build and to extend the Kingdom of God by enabling persons to serve church and society.

The Fresno Pacific Idea articulates the university's primary identity, its vision of community and its relation to the larger world. The parts of the Idea are not mutually exclusive, but complementary. Together, they form an organic whole.

Fresno Pacific University is a Christian University

Fresno Pacific University seeks to be a collegium centered upon Christ and His church. It is committed to the ideals of God's Kingdom and to the perspective of the liberal arts in which integration of faith, learning and action is a primary goal.

With others in the Anabaptist-Mennonite and believers' church tradition, the university encourages voluntary acknowledgment of the sovereignty of God, of the triumph of God's Kingdom, of the presence of God's Spirit in the life of the church and of the Lordship of Christ in all of life.

As an extension of the educational mission of the Mennonite Brethren Church, the university affirms the authority of the Bible over all matters of faith and life; the church as a community of redeemed people; a life of discipleship leading to holiness, witness and service; the call to serve Jesus by ministering to human need and alleviating suffering; the practice of reconciliation and love in settings of violence, oppression and injustice; and the development of spiritual maturity through disciplines such as prayer, study and meditation.

All authentic knowledge and experience are unified under God. All aspects of reality are understood to be parts of a larger whole. There is no contradiction then between the truth of revelation, of scholarly investigation and of action. The university encourages members of the Fresno Pacific University community toward a reflective and critical perspective on the nature of humanity and its relation to the world. Thus, the liberal arts enlarge the foundation for life-long learning and for advanced study in a discipline or profession. The university affirms that wisdom grows out of commitment to Christian faith and the integrative perspective of the liberal arts. Both are essential to developing a holistic view of God, self and the world.

Since education is understood to be a life-long process, university programs include a variety of academic and professional baccalaureate, graduate and non-degree programs. Each program builds on the integrative foundation of the liberal arts, encouraging thoughtful reflection on those beliefs and values that contribute to personal and societal wholeness. The intersection of Christian belief, the liberal arts and an ethic of service provides an educational perspective that leads to an examined understanding of God, self and the world that unites theory with practice.

Fresno Pacific University is a Community of Learners

Fresno Pacific University recognizes the importance of the interpersonal dimension of the learning process. The university believes that community grows out of common commitments and that learning is the result of interaction between persons, ideas and experiences. Thus, the university seeks to provide settings in which individuals can achieve such interaction within a community committed to learning and service. It believes that as individuals become more responsible with and accountable to one another, they are better able to understand themselves and to make thoughtful commitments to God, the church and the world.

The university seeks to accept each member of the community as unique, with purpose and value. Ethnic and religious identity is affirmed as a basis for respectful pluralism. While acknowledging individual differences, the university also holds to the believers' church expression of community as a body that transcends individualism and those cultural, national and ethnic boundaries which separate and alienate.

Believing that the Gospel transcends the limitations of all cultures and ideologies and that inclusiveness enriches community, Fresno Pacific University welcomes those of different cultural, national, ethnic and religious backgrounds to participate in its educational experience. The university invites those from other church traditions, both as faculty and students, to enter into dialogue and faithful practice with those in the Anabaptist-

Mennonite and believers' church tradition in following Christ and in sharing the university's mission. In keeping with its voluntaristic church tradition, the university affirms the community formed as individuals relate to God and does not discriminate against students who cannot freely and honestly make such a commitment. The university encourages persons to serve across cultures and throughout the world as compassionate disciples of Christ and as constructive members of society.

The university believes that knowledge and understanding are formed in community; that learning takes place through dialogue and discourse between people who have different experiences and perspectives and that such wisdom begins with humility. These understandings join teachers and students as partners in a mutual search for truth and wholeness.

The university's belief in community expresses itself in patterns of leadership and governance that are servant oriented and participatory and which lead toward consensual decision making.

The university seeks to carry out its educational mission through faculty, students, staff and board members who participate in church and society, share a mutual respect for educational goals and community standards and are committed to enhancing the quality of the educational experience for all its members.

Fresno Pacific University is Prophetic

Fresno Pacific University believes that to be prophetic is to serve the church and society by engaging in dialogue with and critique of contemporary culture and practice. The university encourages informed reflection on personal, institutional and societal values which contribute to developing a vision for wholeness, justice and reconciliation. It offers leadership to the church and the world by enabling persons to extend perceptive, creative and skillful responses to current issues; to illuminate darkness with light and dispel ignorance with wisdom and understanding. It seeks to bring an integrative, Christian ethic and perspective to present day thought and experience and to a common search for the better way.

Fresno Pacific University understands learning to be a journey; a journey of exploration, reflection and transformation; a journey toward deepened meaning and faith growing out of creative encounter with Christ and the world. The university believes that such learning may be nurtured through many different modalities and in many different settings and that it should be encouraged to continue throughout life. Thus, the university values imaginative, experimental and innovative ways of engaging students and faculty in the process of learning even as it seeks to remain faithful to its core values and identity.

Fresno Pacific University is a deliberate and continuing attempt to realize the vision expressed in the Fresno Pacific Idea. The Idea gives the university reason for existence, courage for growth and stimulus for adventure.

University Aspirations

Identity

FPU graduates 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.

Faculty and staff will model and will be known for their core values and beliefs as expressed in the Fresno Pacific Idea and the USMB 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 diversity of race, ethnicity, socio-economic background, age, sex, abilities, and Christian faith, and these persons will feel they belong and have access to full and equitable participation in university life.

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.

FPU will be characterized by a global presence and an international/cross-cultural emphasis throughout its programs.

Working Culture

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 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 that identify priorities which aid departments in identifying initiatives and strategies to assist departments in developing 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**) provide 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. Each department will develop Actions Plans that identify potential markets for growth and programs that will draw and retain new students.

Objectives

1. Increase overall average student population for TUG, Grad and DC from xxx to 5000 students per semester, including 1200 TUG students.

- *Responsibility:* Enrollment Management and Academic Departments
- *Possible Strategies:*
 - Revised and new academic programs
 - Expand online programs
- *Success Indicators:*
 - Increasing size of entry class each semester (TUG, DC, Grad)
- *Budgetary Implications:*
 - Expand marketing in Bakersfield and Merced
 - Increase staff & faculty support for regional campuses

2. Increase number of total units of Continuing Education from xxx to yyy.

- *Responsibility:* CE/CPD and Enrollment Management
- *Possible Strategies:*
 - Create feeder certificate and pathway programs
- *Success Indicators:*
 - Increasing head count
 - Increasing total units

3. Double unrestricted contributions to \$2M.

- *Responsibility:* Advancement and Communications
- *Possible Strategies:*
 - Comprehensive fund development campaign
 - Greater alumni participation
 - Broader donor-base
- *Success Indicators:*
 - Increasing unrestricted giving quarter over quarter
- *Budgetary Implications:*
 - Consultant for Advancement systems
 - Consultant Comprehensive campaign
 - Additional maintenance staff

4. Achieve new non-tuition, non-advancement revenue of \$500,000.

- *Responsibility:* Public Relations, University Centers, Grants Office, and Academic Departments
- *Possible Strategies:*
 - Increase fees 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
- *Success Indicators:*
 - Growing percentage of revenue from non-tuition sources
- *Budgetary Implication:*
 - Expansion of maintenance and events staff

5. Advance, build and restore athletics facilities that aid recruitment, encourage alumni loyalty and strengthen the University's image.

- *Responsibility:* Athletics, Advancement, Finance, and Facilities
- *Success Indicators:*
 - Athletic field restrooms, baseball stadium improvements, deferred maintenance on Events Center
- *Budgetary Implications:*
 - Cost of facilities and maintenance

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. 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.

- *Responsibility:* Academic Departments, Communications, and Enrollment
- *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
- *Budgetary Implications:*
 - Increase media market for Bakersfield and Merced.

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

- *Responsibility:* Student Life, Public Relations (Government relations), and Academic departments
- *Possible Strategies:*
 - Regular meetings with government officials, lawmakers on issues impacting education, advocacy with AICCU, CCCU, CACCU
- *Success Indicators:*
 - Number of faculty and student opportunities to participate in CV Initiatives
- *Budgetary Implications:*
 - Government liaison staff person

3. Increase the number of collaborative communications for internal and external engagement.

- *Responsibility:* Cabinet and Council

- *Possible Strategies:*
 - Empower faculty and staff governance structures to support collaborative communications
 - *Success Indicators:*
 - Number of Town Halls, community service projects, community worship opportunities
 - *Budgetary Implications:*
 - Insignificant
- 4. Strengthen and broaden partnerships in health care, education, the arts, sciences, technology and cross-cultural organizations locally, regionally and globally.**
- *Responsibility:* Academic departments, Public Relations, and Cabinet
 - *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
 - *Budgetary Implications:*
 - Travel and assessment cost

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. Introduce x new innovative courses or majors that are forward-looking and responsive to student wants and market needs.**
 - *Responsibility:* Academics and Student Life
 - *Possible Strategies:*
 - Establish Center for Teaching, Learning and Innovation
 - *Success Indicators:*
 - Broaden career service opportunities
 - Increased international service opportunities
 - *Budget Implications:*
 - Center staffing and professional development cost
- 2. Introduce x new student programs that increase participation in innovative programs that integrate core competencies and values consistent with the FPU Idea.**
 - *Responsibility:* Academics and Student Life
 - *Possible Strategies:*
 - Broaden career service opportunities
 - Increased international service opportunities
 - *Success Indicators:*
 - ?

- *Budget Implications:*
 - International travel cost?
- 3. Expand staff, faculty and student opportunities that advance entrepreneurial initiatives for learning and professional development.**
- *Responsibility:* Human Resources, Cabinet and Council
- *Possible Strategies:*
 - Annual professional development plans for faculty and staff
 - Graduate and Undergraduate research
 - Innovation symposiums
 - DC cohort projects
 - Creative incentive structure that encourages professional development and student creativity
- *Success Indicators:*
 - Increased faculty/staff retention
- *Budgetary Implications:*
 - Innovative incentive fund, professional development funds
- 4. Design and remodel facilities that encourage a creative environment.**
- *Responsibility:* Cabinet, Council, Master Planning Committee, Campus Beautification Committee, and Facilities
- *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
- *Budgetary Implications:*
 - New facilities and deferred maintenance cost

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.**
 - *Responsibility:* Academic departments and Student Life
 - *Possible Strategies:*
 - Increase in international service opportunities
 - University-wide service day
 - Centralized Service coordination
 - Leadership Development seminars and opportunities
 - *Success Indicators:*
 - Number of faculty, staff and students participating in service opportunities

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

- *Responsibility:* Academic Departments, Student Life (Career/International Services), and Advancement Office (Public Relations)
- *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.

- *Responsibility:* Academic Departments, Student Life, and Human Resources
- *Possible Strategies:*
 - Faith integration seminars for faculty and staff
 - Training in new employee orientation
- *Success Indicators:*
 - Increased participation in spiritual development practices (prayers, chapels, scriptures, etc.)
- *Budgetary Implications:*
 - Professional development cost
 - Center for Teaching and Learning

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

- *Responsibility:* Center directors, Honors College, and Student Life
- *Possible Strategies:*
 - Work with the CCT and CPACS
 - Establish an Honors College and CABS
 - Program options for degree completion students
- *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

- *Budgetary Implications:*
 - Reception and program cost

- 3. Expand opportunities for staff, faculty, graduate and DC students to engage in spiritual formation and cultural diversity initiatives.**
- *Responsibility:*
- *Possible Strategies*
 - Conferences, forums, discussions on spiritual vitality, social justice, peace and reconciliation and civic engagement
- *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.**
- *Responsibility:* Career Development, Alumni Relations, Academic Deans and Program Directors, Advisors and Coaches, Business Relations (Advancement).
- *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
- *Budgetary Implications:*
 - Future trainings for advisors and coaches and other front-line personnel
 - Another professional to help facilitate the connections with Graduate School, Seminary, and fully online students
 - Funding to acquire and deploy technology resources to facilitate scalable support for all students and alumni in currently non-serviced or underserviced components of career support, including job search and career advancement, alumni mentoring, employer outreach and partnership development.
 - Funding to acquire and deploy resources to facilitate career-relevant soft skill development, including but not limited to workplace etiquette, personal and professional branding, and emotional intelligence.