

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

I. INSTITUTIONAL CONTEXT

Fresno Pacific University is a comprehensive Christian institution with five campuses
Seminary and online programs located throughout the Central San Joaquin Valley of California.

Mission Driven Program Development

The university's program 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/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 Universitywide strategic map for 2022 identified five thematic goals: **ROW** Strategically, **ENGAGE** Collectively, **INNOVATE** Creatively, **SERVE** Courageously, **TRANSFORM** Purposefully. The strategic map for 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 restrictions, 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 TUG and DC programs.

The financial impact of these and other COVID-related factors created 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 (Isaiah 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 nontuition 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 nontuition and non-advancement revenue streams (Finance, Advancement)
5. Build, restore, and reimagine 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 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 self.