

THE STRATEGIC PLAN OF AZUSA PACIFIC UNIVERSITY
(2020–2027)



RENEWAL

*Strengthening Our Capacity for Cultivating
Christ-Centered Scholars and Leaders*



“Do not conform to the pattern 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

Symbolism of the Bonsai Tree in Caring Hands

The Japanese art form of Bonsai dates back more than one thousand years from the Chinese art of penjing, using symbolism to communicate ideas and emotions. It suggests a particular representation of something much more than itself, thus allowing each viewer to interpret what is shown and to build-upon it based on his or her own experiences and memories. The Bonsai is something so deeply cared for, and held in such high regard, that it is allowed to be brought temporarily into the house for honored guests even though it contains soil from the garden.

(Adapted from Asashi Nakamura, 2018)

*This Bonsai tree seems most apt in symbolizing Azusa Pacific University, with its remarkable legacy and more than a century of institutional growth, development, and excellence. **Renewal: Strengthening Our Capacity for Cultivating Christ-Centered Scholars and Leaders** is the new Strategic Plan designed with the care of an APU Community seeking to honor its heritage yet acknowledging the need for careful pruning and replanting to achieve a new contemporary vision with focused impact for our culture and times.*

Preface

The Shifting Landscape of 2020

Strategic plans emerge from analysis of the economic, social, and political landscape, and thoughtful consideration of the strengths and opportunities of an organization and its people. This was the case when, in August 2019, a diverse group of Azusa Pacific University (APU) faculty, staff, students, administrators, and trustees embarked on an eight month-long planning process. Few could have predicted that one of the greatest and far-reaching disruptors in higher education, indeed the world, would materialize in Spring 2020. While the impact of the global COVID-19 pandemic on higher education has yet to be fully realized, the repercussions on student enrollment and retention, faculty and student engagement and learning, and institutional financial health have been significant. In the midst of this complexity, the APU Strategic Plan, *Renewal*, brings prioritized focus to meet the challenge and opportunity for Azusa Pacific to thrive as one of the largest Christian universities on the West Coast and contribute, in rich and meaningful ways, to society’s evolving needs.

In late May 2020, as colleges and universities across the United States grappled with the implications of this health pandemic on their delivery model and the students they serve, the death of George Floyd in Minneapolis, Minnesota, launched a wave of protests, social unrest, and calls to address systemic racism and a long history of injustice experienced by

communities of color, especially Black people, in the United States. A strong theme of *Renewal* is an institutional commitment to more deeply understand the issues, structures, and responses required to create a more just and equitable environment for students, faculty, and staff. As Dr. Kenneth Waters, Sr., associate dean and professor of New Testament at APU, recently remarked,

“If justice was a tree, equity would be a fruit that would fall from the tree.” The importance of this work cannot be overstated.

With an even more refined and intentional focus brought on by the unprecedented events of 2020, *Renewal: Strengthening Our Capacity for Cultivating Christ-Centered Scholars and Leaders* sets out a bold seven-year strategic plan for how Azusa Pacific University will flourish within this higher education landscape. **The plan encompasses three phases: Refocus, Rebuild, and Renew.** In 2020–21, the institution will **Refocus** on delivering the educational mission with excellence in a COVID-19 environment; addressing issues of identity, equity, and justice; and creating a sustainable financial enterprise through a significant right-sizing and reorganization of the institution’s resources. In 2021–22, APU will **Rebuild**, where existing and new resources are allocated to strategic long-term priorities. These first two years of the Plan bridge to the **Renew** phase in 2022–27, which will fuel Azusa Pacific growth into the premier Christian university of choice for our culture and times.

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Executive Summary

Emerging from this Strategic Planning Process and review in summer 2020 are five Grand Initiatives. The initiatives capture the anticipated impact of the Strategic Plan and organize the original themes, specific strategic recommendations, tactics, desired outcomes, and responsible University leadership for the plan's implementation and assessment.

■ **A Model Christian University**

*Become the model Christian University for our culture and times:
Defining engagement with virtue as leading Christian scholars and citizens.*

■ **A Thriving University of Choice**

*Become a University destination of choice for a diverse body of students,
faculty, and staff, reflecting inclusive academic excellence.*

■ **A Transformational and Collaborative Organization**

*Build APU's leadership structure to promote and sustain a newly
unified and collaborative approach to transformational University
development and impact.*

■ **A Recognized Leader in Technology and Data Management**

*Advance APU as an academic leader in innovative technology and
data management promoting insightful decision-making.*

■ **A Sustainable Financial Enterprise**

*Create entrepreneurial funding strategies and practices to resource
new initiatives and secure financial sustainability.*

*As designed and implemented, Renewal will advance APU as a University of impactful Christian scholars and leaders characterized by best practices of the highest quality. The plan provides a blueprint for a University-wide commitment to tactical implementation to effectively promote and sustain academic excellence for highly diverse constituencies at all degree levels. In light of unprecedented challenges and complicated landscape, APU will introduce three foundational phases, marked by innovation, creativity, and momentum. During **Refocus** in 2020-21, the institution will deliver on its core mission, advance its identity, and undergo comprehensive structural rightsizing. In 2021-22, the University will **Rebuild** our structures and capacity to **Renew** in 2022-27. The progress toward achieving these desired outcomes will be diligently assessed and demonstrated annually.*

By cultivating a more innovative institution and promoting the Kingdom and Common Good, Azusa Pacific University strives to become the nation's premier Christian University with a diverse group of students, faculty, and staff known as engaged citizens of character and virtue, and thoughtful scholars and leaders in their disciplines, sharing the truth and love of Christ.

I. Historical Perspectives on Christian Higher Education and the Mission of APU

Azusa Pacific University: How the Past Prepared a Strategic Future

For more than a century, Azusa Pacific University graduates have earned degrees that bear witness to the remarkable heritage and expansion of the institution since its founding in 1899. Beginning with the Training School for Christian Workers, Pacific Bible College, Azusa College, Los Angeles Pacific College, and Arlington College to Azusa Pacific College and now Azusa Pacific University, students attend classes in Southern California and around the globe. The Mission Statement adopted in 1990 by the APU Board of Trustees sparked significant growth over the last three decades: “Azusa Pacific University is an evangelical Christian Community of disciples and scholars who seek to advance the work of God in the world through academic excellence in liberal arts and professional programs of higher education that encourage students to develop a Christian perspective of truth and life.” While names and locations changed, the University’s *God First* motto remains. Today, 120 years later, and in the face of significant disruption and unparalleled opportunity for impact, **Azusa Pacific University is poised to equip a new generation of increasingly diverse students with an excellent Christ-centered university education.**

APU makes a distinct mark among the country's 1,600 four-year colleges and universities, contributing to the nation's higher education landscape and underscoring the value and necessity of a premier Christian institution to advance social good. Among the university's unique attributes and contributions, the following highlights exemplify Azusa Pacific University's readiness for renewal and impact:

APU serves more than 11,000 undergraduate and graduate students, as one of the largest Christian universities on the West Coast.

APU is ranked by U.S. News & World Report among the 399 Doctoral-level National Universities category of America's Best Colleges 2020, with 6,293 undergraduate and 5,550 graduate students.

APU is nationally recognized as a Carnegie Classification R2 Doctoral University with high research activity consistent with outstanding faculty scholarship. APU is 1 of only 135 National Universities in this category and 1 of only 2 colleges and universities of the 180-member Council for Christian Colleges & Universities (CCCCU).

- APU received \$13 million in external funding in 2019-20, with 16% coming from foundations and 84% from governmental sources.
- Nearly 200 student master's theses and doctoral dissertations were submitted for review and publication.

APU actively engages the community, as it grows in size.

APU received the prestigious Carnegie Community Engagement Reclassification in 2020, 1 of only 359 institutions nationwide. This honor recognizes APU students' contribution of approximately 165,000 hours of community service annually with community partners such as Azusa Unified School District, Our Neighborhood Homework House, and the Azusa City Library. APU sponsors 14 well-established city programs in Azusa, including Azusa Reads, Writes, and Counts; the 8th Grade Majors Fair; and the Neighborhood Wellness Center.

- APU offers memorandums of understanding with 23 public school districts comprising 80 high schools and 16 private high schools, guaranteeing admittance and at least \$10,000 in financial aid to students from these partner schools who meet minimum academic requirements.
- For every \$1 in federal grant money traditional undergraduate students receive, APU provides nearly \$7 in grants and scholarships.

APU contributes \$1.25 billion in economic impact to the state of California, through operations, capital investment, ancillary spending, and wage premium by APU alumni, and supports more than 7,200 direct, indirect, and induced jobs.

APU attracts a richly diverse community that reflects its choice Southern California location.

APU is a Hispanic Serving Institution (HSI) as defined by the U.S. Department of Education. We are also an Asian American and Native American Pacific Islander-Serving Institution (AANAPI).

- Students of color comprise 55% of the student body.
- First Generation students make up 34% of APU's undergraduate student population, supported by several programs to ensure success, including TRiO Student Support Services.

APU is ranked No. 22 for First-Year Experience, No. 23 for Service-Learning, and No. 31 for Campus Ethnic Diversity among national universities by U.S. News and World Report.

APU is a military friendly, Yellow Ribbon-designated university, serving 500+ military families.

APU offers a comprehensive and rigorous academic portfolio to meet the intellectual, employment, and market-driven needs and interests of students.

APU provides more than 100 outstanding academic programs focused on Christ-centered academic excellence.

- The School of Nursing consistently ranks as a top 10 program in the nation (USA Today) and No. 1 in California (College Factual and Niche.com).
- APU School of Education (SOE) has graduated more than 20,000 educators, including superintendents, district leaders, principals, and school psychologists and counselors. The school maintains relationships with more than 150 school districts and local education agencies. SOE is 1 of only 13 California schools of education with national accreditation with more than 92% of SOE graduates rating their programs as effective or very effective at helping them develop the skills and tools they need to become effective educators.
- APU Honors College was recognized by the American Council of Trustees and Alumni in 2019 as 1 of 5 "Hidden Gems" in the nation.
- APU College of the Arts' School of Music ranks No. 7 in California in 2020 (College Factual), Department of Theater Arts nationally ranked in the top 30% of universities in 2018, and a BFA in Acting for the Stage and Screen ranked in the top 25 universities nationally in 2018-19 (OnStage Blog).

APU invests in high market-demand programs:

- The Doctor of Physical Therapy program has a 97% graduation rate, 100% pass rate on the National Physical Therapy Exam, and 100% employment in the field.
- APU Games and Interactive Media major equips students for careers in the \$100 billion gaming industry and is the first of its kind in the Council for Christian Colleges & Universities.
- APU alumni earn an average of \$54,200 10 years after graduating, compared to the national average of \$34,300; and 93% are employed within two years of graduation, versus the national average of 83%.

APU delivers a nationally recognized co-curricular student experience.

- APU's nationally regarded Student Affairs (SA) program offers engaging, high impact, co-curricular experiences. SA provides opportunities for undergraduate and graduate students to develop a deeper understanding of their identity, faith, academic goals, and vocational pursuits. Creative engagement efforts in this area continued throughout the remote learning environment during Covid-19. Students benefit from 50 active clubs and organizations with more than 1,185 undergraduate students in active formal on-campus discipleship groups, and a Counseling Center fully accredited by the International Association of Counseling Services.
- APU athletics is a top 20 nationally recognized NCAA Division II program (Learfield IMG Directors' Cup), involving 450 student-athletes in 8 men's sports and 11 women's sports. Since inception, the program has attained 51 national and 138 conference championships, and produced 14 professional athletes and 14 Olympians who garnered 7 Olympic medals. Current Cougar student-athletes maintain a collective 3.36 grade-point average.

APU reaches beyond its main campus in Azusa, 26 miles northeast of Los Angeles, to regional campuses across California and one in South Africa.

- Situated on 52 acres in Azusa, East Campus is home to: College of Liberal Arts and Sciences, School of Business and Management and its School of Accounting, College of the Arts and its School of Music, classrooms, residence halls, a library, athletic facilities, student center, and administrative offices.
- The 53-acre West Campus in Azusa is home to: Azusa Pacific Seminary, School of Nursing, School of Behavioral and Applied Sciences, School of Education, School of Theology, College of the Arts' School of Visual and Performing Arts, the Honors College, two libraries, Richard and Vivian Felix Event Center, John and Marilyn Duke Academic Complex, Barbara and Jack Lee Place of Prayer, numerous classrooms and offices, and the Segerstrom Science Center, serving multiple STEM disciplines and the community at large.
- Seven offsite regional locations serve students in the High Desert, Inland Empire, Los Angeles, Monrovia, Murrieta, Orange County, and San Diego regions. APU also provides extensive learning opportunities for students through many online and hybrid programs.
- Dedicated semester locations include Sacramento, California, and South Africa.

The Current State of Christian Higher Education in America

Over the last several years especially, society has sought more evidence that the investment of time and expense in higher education achieves measurable outcomes that improve the quality of life for all and addresses factors promoting social and economic mobility (Fischer, 2019). Hulme, Groom, and Heltzel (2016) summarized significant changes and shifts which have impacted U.S. higher education, among them:

- Greater access to higher education, through the initial infusion of significant governmental financial aid
- Emergence of the community college system
- Rising tuition costs in the face of reduced state and federal funding
- Disruption of digital technologies
- Decline in the number of full-time faculty, with increased dependence on adjunct, part-time faculty
- Questionable rigor in assessment of student learning
- Increasing state and federal regulations

The seismic dissonance of 2020, combined with other demographic, financial, and technological shifts already underway before the global health pandemic, have fundamentally altered how colleges and universities will meet the needs of students, parents and families, and employers:

- Demographic shifts across the U.S. and the growing economic divide pose substantial challenges to accessibility and affordability for students and families, more starkly apparent now than ever.
- Vocational demands for professional education, work experience, and internship opportunities continue to challenge the traditional time, content, and structure of the undergraduate degree, especially in the undergraduate liberal arts experience.
- The digital revolution directly challenges the role and scope of delivery of curriculum, and demands a more vibrant, interactive online presence in the higher education marketplace.

The national conversation has reached a point where the role, scope, and impact of higher education, and in particular, Christian higher education, is clearly under scrutiny. In a 2019 Gallup Survey, about half (51%) of U.S. adults now consider a college education to be “very important,” down from 70% in 2013. The drop is especially significant among young adults aged 18-29, declining from 74% in 2013 to 41% in 2019 for those who think higher education is “very important.” Two other demographic points of interest are relevant. Black or African American and Hispanic adults (65-66%) are more likely than White adults (44%) to say a college education is “very important.” In addition, Democrats (62%) are more likely to say a college education is “very important” than Republicans (41%). The 2020 health pandemic has increased the need for exemplary professionals in healthcare and teaching, along with mental health professionals to come alongside so many.

To meet these challenges, colleges and universities must operate with best practices and focus on **academic quality**, **affordability**, and **rigor** to equip students to succeed in their disciplines of choice.

The Value of a Christian University Education

As higher education becomes increasingly commodified and competitive, universities must address the changing demographic, economic, and technologic dynamics in the marketplace. APU must utilize contemporary and relevant strategies to prepare the next generations for successful careers, help people retool for new workplace demands, enhance quality of life of all citizens, spur imagination through the arts and humanities, and create new knowledge to fuel innovative technologies and businesses, while working with state and federal partners to enhance economic development for society (Ferguson, 2012).

Schreiner (2018) extends this call further by asking,

“What good is Christian higher education?”

She contends that it must not only support and encourage the individual and public good commonly addressed by secular education, but it must also distinctively prepare graduates for advancing Kingdom Good.

The Kingdom Good of Christian higher education “might be conceptualized as inclusive of individual and common good but transcending both.” Schreiner makes five insightful recommendations:

- Capitalize on the strengths of Christian higher education to focus on being salt and light in the world.
- Encourage greater campus engagement to meet the needs of the world.
- Instill a positive perspective at the individual-student and university-systems’ levels.
- Expand the co-curriculum beyond individual student growth to common good contribution.
- Match the energy and intentionality of students’ spiritual development to help them realize a Kingdom role in becoming impactful Christian scholars and leaders.

More than 20 years ago, Neuhaus (1996) suggested that the Christian university is especially suited to provide the transformational education experience that prepares students for careers and life. He wrote of its role in cultivating the life of the mind: “If the life of the mind is not understood as an integral part of Christian discipleship and mission, the term Christian university is indeed, as some claim, an oxymoron.” He continued, “The question that those who lead a Christian university must answer, and answer again every day, is whether the confession that Jesus is Lord limits or illuminates the university’s obligation to seek and serve Veritas—to seek and serve the Truth.”

The challenges facing Christian higher education in the next decade are particularly significant, as the nation wrestles with a health pandemic, race and inequity, and the legislative balance between ensuring protection of citizen rights in a pluralistic society with the rights of religious liberty expressed by the Church and religious colleges and universities. Policies around admissions, nondiscrimination, financial aid, hiring, and alignment with university mission are but a few of these pressing issues within a culture struggling with moral clarity and purpose. Pope Francis emphasized this reality recently stating that, “We are no longer under a Christian regime because the faith—especially in Europe, but also in much of the West—no longer constitutes an obvious premise of common life. On the contrary, it is even denied, derided, marginalized, and ridiculed.”

David Brooks (2016), New York Times columnist, recently reflected on seeking a college education in this culture: “Highly educated young people are tutored, taught, and monitored in all aspects of their lives, except the most important, which is character building. When it comes to this, most universities leave them alone.” APU is in the best position to offer society a way, as Brooks suggests, of “talking about and educating the human person in a way that integrates faith, emotion, and intellect. . . . and have a recipe to nurture human beings who have a devoted heart, courageous mind, and purposeful soul.” APU stands ready to embrace this responsibility.

A Renewed Vision for Azusa Pacific University

Through **Renewal**, Azusa Pacific University aspires to be the premier Christian university of choice for our culture and times.

This consensus-based vision, which motivates APU to address future higher education trends while committing to intensive self-reflection for improvement, will enhance APU's academic stature. APU will provide stellar academic and professional opportunities, but more importantly, model how a major national university can continue to be Christian in a "post-Christian" society. With successful implementation of Renewal, the nation could look to Azusa Pacific as:

■ A model Christian University

Provide Christ-centered, inclusive academic excellence integrating faith and scholarship through research, teaching, and service in undergraduate and graduate programs, and engage society with virtue.

■ A provider of broad and innovative programs to the next generation of diverse learners and ethical leaders

Increase success in student retention, graduation rates, and career preparation programs for diverse learners; more effective hiring and retention of employees of color; and employ relevant and contemporary discipleship-based student affairs programming to promote quality of student thriving.

■ A best University for work and study

Cultivate a diverse group of engaged and motivated faculty and staff supported by strong strategically organized leadership teams and collaborative engagement defined by missional focus, mutual respect, and open communication.

■ A University defined by impactful academic innovation

Offer relevant and contemporary undergraduate and graduate degree programs designed to meet emerging trends in the workplace as well as traditionally popular vocational and post-graduate opportunities. Academic programs reflect APU's interdisciplinary commitment to addressing societal needs and influencing culture. Renewed focus on best practices in the development of online programs will complement this effort.

■ A faculty and staff committed to values-based commentary and resolution of society's most difficult challenges, from science to social and spiritual issues

Provide focused faculty and staff professional development programs that support research, community engagement, and recruitment and retention strategies to attract the highest quality employees and bolster morale.

■ An innovator of technology applications for data-informed decisions in academic and operational performance, and optimized strategies for the physical plant

Strategically connect facilities, capital, and technology infrastructure improvements to program growth and significantly improve quality of place at APU.

■ An investor in the future, with a vibrant commitment to campus sustainability, student affordability, and opportunity

Define sound fiscal management and growth with balanced budgets, innovative cost savings, robust philanthropy to increase endowment for new scholarships, and extramural funding to enhance faculty research and academic programming. Comprehensive strategic program and collaborative budget planning demonstrate success metrics and performance indicators annually.

II. The Strategic Planning Process of Renewal

The Strategic Planning Process: Advancing a Renewed Vision for APU

Entering a new era of leadership in 2019 with its 17th President, the APU Board of Trustees charged Dr. Paul W. Ferguson to produce a comprehensive, integrated strategic plan to successfully guide the institution over the next 5-10 years. The consensus-based process utilized a Strategic Planning Leadership Team, led by Dr. Ferguson and Dr. Andrew Barton, then-Senior Advisor to the President, to encourage active constituent engagement, enabling the APU Community to:

- Come together in a spirit of hope and renewal after a season of acute fiscal and management challenges.
- Reflect on the institution's role as a premier Christian University in a disrupted landscape.
- Identify areas of excellence that advance Kingdom Good and practices that fall short.
- Implement policies and contemporary processes that produce excellence in our students, staff, and faculty.
- Position APU as a leader at state and national levels in providing sustainable Christ-centered academic excellence within the competitive higher education industry.

Drawing upon diverse perspectives and skills, the 31-member Leadership Team inspired rich dialog and interaction around APU's future. Thought leaders and subject-matter experts hailing from different academic disciplines, co-curricular and student support systems, campus locations, and lengths of service, gave voice to the university's present and future challenges, opportunities, and vision. All schools and major divisions were represented, as were faculty, staff, students, alumni, administration, and members of the Board. The Strategic Planning process fostered open and rigorous engagement between the Leadership Team and various constituencies.

The Strategic Planning Leadership Team identified five major themes to guide APU in identifying the challenges facing Christian higher education, attaining a new and focused aspirational vision, and clarifying necessary steps in the Strategic Plan. To do so, the Leadership Team divided into five themed work groups. Led by a Chair, each work group drew upon trend data, reports, internal and external content specialists, and resource teams to produce rigorous and detailed recommendation reports. Plenary sessions held throughout the process reviewed and discussed content and emerging recommendations. The work of these groups quickly coalesced into **five Grand Initiatives**. The Grand Initiatives were vetted through discussion and general consensus, with final recommendation by the President as Chair, to the Board of Trustees. After review and feedback from the themed work group Chairs, the Board of Trustees, senior leadership, Faculty Senate, and Staff Council, the Strategic Plan was approved.

The Plan's launch was interrupted by the COVID-19 pandemic and influenced by the social discord permeating the nation. This led to an intentional review of the timeline, and an added emphasis and refocus on important tactics by a small group of faculty, staff, and trustees. The Strategic Plan was shared with the wider community in September 2020. More detail on the Strategic Planning process is outlined in Appendix 1.

Grand Initiatives: Anticipated Impact of the APU Strategic Plan

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III. The APU Strategic Plan (2020-27)

3 Phases | **Refocus** | **Rebuild** | **Renew**
2020-21 | 2021-22 | 2022-27

A Model Christian University: Defining Engagement with Virtue as Christian Scholars and Citizens for Our Culture and Times

“Dear children, let us not love with words
or speech but with actions and in truth.”
— I John 3:18

Students thrive when they are intellectually, interpersonally, and psychologically engaged in deep learning. They use their college experiences to transform how they see themselves and the world. A Christian University should be the ideal environment to support this engagement and wellbeing within a framework of equity and justice, while fostering a sense of belonging and community. Faculty are inclusive in their pedagogy and practices, providing students with clear pathways to success. Thriving campuses are composed of a diverse group of people who embody the mission of the institution; are committed to academic excellence, and student success and flourishing; and collaborate across functional lines to foster academic communities that value the inherent worth of every member as one deeply loved by the Creator.

To achieve and promote a thriving environment, APU will breathe new life into its guiding documents. The renewed vision will provide an overview of APU’s Christ-centered identity and define its spiritual and academic purposes and goals. Additionally, APU will create an inclusive environment of Christ-centered academic excellence through programs of distinction and active community engagement to enhance and support its stature as a high research activity university.

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Achieve greater clarity, direction, and focus for APU in today’s culture and times

- *President*
- *VP, Strategic Planning & Mission Integration*
- *VP, Diversity and Inclusion*
- *VP, University Integrity*

Refresh APU’s identity documents

- Rewrite the Mission Statement, and replace “Affirm, Support, and Sustain” language with a clearer commitment to the Statement of Faith and to uphold the university’s positions while not publicly advocating incompatible positions (2020–21)
- Create a new institutional document that best articulates APU’s identity, values, statements, commitments, and aspirational goals for its role as an institution of Christian higher education in a pluralistic society (2021–22)
- Strengthen the designation as a Hispanic Serving Institution and pursue designation as an Asian American and Native American Pacific Islander-Serving Institution and other distinctive designations focused on historically underserved student populations (2020–27)

Provide clarity and accountability regarding what APU expects to take place in the lives and work of a diverse body of students, faculty, and staff

- *Provost*
- *VP, Student Affairs*
- *VP, Strategic Planning & Mission Integration*

Create a renewed and collaborative institutional approach to spiritual formation and faith integration

- Evaluate current spiritual formation and faith integration strategies to determine efficacy, consistency, and impact at all degree levels and current/future students (2020–21)
- Create a shared institutional vision and curricular and co-curricular operational framework for spiritual formation and faith integration (2021–22)

Develop Christ-centered academic excellence and relevant career preparation for the next generation

- *Provost*
- *VP, Diversity and Inclusion*

Invest in existing and emerging areas of academic distinction

- Identify existing areas of academic distinction and assess future trends and resource allocation (2021–22)
- Evaluate and enhance strategic partnerships to support academic programs at all levels (2021–22)
- Create and invest in new academic programs at all degree levels to strengthen location and position as a minority-serving institution, including review and enhancement of the Ethnic Studies Program (2020–27)
- Reduce barriers within academic structure, faculty workload and evaluation, and technology to incentivize interdisciplinary approaches to teaching and research (2023–27)
- Review and revitalize the Christian liberal arts and sciences programs, including General Education, and consider developing an interdisciplinary core curriculum with sufficient focus on equity and justice in GE (2023–27)

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Develop a more significant and impactful Christ-centered, scholarly voice in addressing the challenges and opportunities of today’s culture and times

- *Provost*
- *VP, Advancement*

Increase investment in research and solidify APU’s position as the only confessional Christian University designated as a R2 Doctoral University with high research activity

- Award up to four annual President’s Faculty Scholarship /Department Enhancement Grants (2021–22)
- Increase research infrastructure (facility and equipment) and faculty support funding above minimum required for R2 status (2023–27)
- Align faculty workload commensurate with research expectations (2023–27)
- Establish a minimum of two new Endowed Faculty Chairs in areas of academic distinction (2023–27)
- Create an institute/center focused on interdisciplinary scholarship, which reflects the intersection of Christian faith and racial equity, justice, and reconciliation in our culture and times and includes a new Endowed Faculty Chair (2023–27)

More effectively tell APU’s story of impact, both internally and externally, to improve community engagement, enrollment, advancement, and overall reputation

- *VP, University Relations*
- *VP, Strategic Planning & Mission Integration*

Create a strategic communication strategy and infrastructure to reach all APU constituencies

- Create a new university structure for communication, community, church, and government relations (2020–21)
- Create a comprehensive internal and external strategic communication plan to align university impact across strategic initiatives (2020–21)

Establish the clear evidence that APU is a valued and vibrant contributing member to the quality of life at the local, state, and national community levels and motivated to engaging the world for Christ with both secular entities as well as having a vibrant relationship with the Church

- *Provost*
- *VP, Diversity and Inclusion*

Increase investment in APU’s role as a community engaged university

- Strengthen the Carnegie Foundation Classification for Community Engagement (2020–27)
- Increase educational opportunities regarding creation care and institutional environmental responsibility and encourage student, faculty, staff, and administrative engagement in sustainability efforts (2020–27)
- Increase mission-congruent joint partnerships between the University and local/regional Churches, including ethnically diverse Christian fellowships (2020–2027)

**A Thriving University of Choice:
Become a University Destination of
Choice for a Diverse Body of Students,
Faculty, and Staff, Reflecting Inclusive
Academic Excellence**

“I have come that they may have life, and
have it to the full.”

—John 10:10

A comprehensive, integrated, equity-minded approach to student thriving and talent development requires a whole-campus collaborative effort. On a flourishing campus, administrators respond to the needs of students, faculty, and staff, and are transparent in their decision-making. Staff are committed to providing excellent service to students and colleagues. Faculty believe that all students admitted to the institution can excel in and out of the classroom, and advocate for settings that support their learning and growth. On a thriving campus, there is no significant disparity in student success outcomes or sense of community, and graduation rates across race/ethnicity, gender, generation status, household income, campus location, or residence reflect equity.

In addition, improvements to organizational culture and infrastructure promote a workplace where all faculty, staff, and students flourish. The 2016 Credo Study indicated that matriculants and non-matriculants who visited the APU Azusa campuses were unimpressed with campus facilities. When placed in the context of Price et al’s (2003) survey of 14 institutions with 8,500 responses, indicating facility quality and cleanliness play an important role in the selection of an undergraduate institution, APU must do more to become a destination of choice. Along with facilities, faculty and staff engagement also heavily influence organizational performance, impacting recruitment and retention of productive employees. Employees must feel valued and cared for, have clear pathways for professional growth and development, and benefit from managers with clear communication and training (Markos, 2010). APU will work to enhance the recruitment and retention of an engaged workforce.

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Provide a Christ-centered learning community that enables diverse learners to thrive through inclusive pedagogy and practices

- *President*
- *Provost*
- *VP, Diversity and Inclusion*
- *VP, Student Affairs*
- *VP, Human Resources*

Adopt an institutional framework to define and operationalize APU's commitment to diversity, equity, and inclusive excellence

- Institute a longitudinal assessment plan that includes campus climate studies to establish baseline and on-going comparative outcomes/ results (2020-2022)
- Increase commitment to creating an equitable and inclusive institution across all divisions, stakeholders, and locations (2020-22)
- Design and implement an institutional-wide, multi-pronged and integrated training experience to advance diversity, equity, and inclusion with a distinct emphasis on cultural/identity awareness, implicit bias, intercultural engagement, and equitable practice (2020-22)
- Examine and redesign curricular and co-curricular student experiences using an equity lens, providing mentoring and high-impact practices for all students (2020-22)
- Increase funding for student and faculty/staff ethnic affinity organizations (2020-22)
- Increase hiring and retention rates for faculty and staff of color (2020-27)
- Conduct a university-wide assessment of images populating campus spaces to see if they sufficiently reflect APU's diverse community and commitment to diversity (2020-22)

Provide a rigorous academic experience characterized by trustworthy practices supported by research

- *Provost*
- *VP, Student Affairs*
- *VP, Diversity and Inclusion*

Ensure all students are challenged and supported to foster their academic excellence through curricular and co-curricular experiences designed for transformational learning

- Perform comprehensive review of how program/general education curricular/ co-curricular experiences support transformational learning (2020-22)
- Center the teaching and learning process on faculty development, best practice pedagogy in multiple modalities, cultural awareness, and inclusive practice to engage diverse learners (2020-22)
- Assess and align modalities and online programs for effective completion of program learning objectives (2020-22)
- Elevate academic connections to the development of skills for future careers, lifelong learning and scholarship, and character building to support the formation of effective citizens (2020-27)

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Be known for excellent completion rates and thriving across all programs and among all students

- *Provost*
- *VP, Enrollment Management*
- *VP, Student Affairs*

Increase access and enact clear pathways to completion for students at all levels

- Evaluate and enhance systems to attract a diverse student population at all levels (2020–22)
- Increase high school and community college engagement and ease of transferability (2020–22)
- Evaluate and enhance systems to identify students needing intervention and support to be successful, including advising/mentoring and success coach strategies (2020–27)
- Increase first-year retention rates for traditional undergraduate students to 85% from 81% and six-year graduation rates to 70% from 68% by 2027 with no significant racial gaps in success rates (2020–27)
- Evaluate and cultivate a culture of financial literacy for undergraduate students (2020–27)
- Increase number and availability of campus jobs and/or undergraduate student and graduate student scholarships/fellowships through enhanced development of scholarship endowments (2020–27)

Be an institution where a diverse group of faculty and staff feel like they belong, will grow, and want to stay, providing clear and consistent pathways for salary growth, career advancement, and professional development

- *Provost*
- *VP, Human Resources*
- *VP, Diversity and Inclusion*

Create a comprehensive strategic recruitment, development, and retention plan to build a diverse and thriving community of faculty and staff

- Develop an institutional framework for talent management which allows for different development needs for faculty and staff (2020–22)
- Update current contract, compensation, benefits, workload, and evaluation plans; structure financial resources for faculty (regular and adjunct) and staff salary growth and development (2020–27)
- Establish university culture that provides for employee engagement, leadership, collaboration, and job satisfaction (2020–27)

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Prioritize and implement specific major capital projects to revitalize and improve stewardship of place to promote the recruitment/retention of faculty, staff, and students, and enhance the learning environment

- *VP, Finance & Business Strategy*
- *VP, Administration*
- *VP, Student Affairs*

Update Campus Master Plan and facility improvement priorities with a view towards sustainable policies and practices applicable to both Azusa and Regional Campuses

- Reevaluate facility improvement priorities, leases, and submit new Campus Master Plan (2020–22)
- Demolish modular buildings and build new academic/student spaces (2023–27)
- Transform fitness center to fitness/ athletics training center (2023–27)

Improve stewardship and sustainability of the campus environment to enhance recruitment/retention of faculty, staff, and students

- *VP, Finance & Business Strategy*
- *VP, Administration*

Increase funding for the maintenance and improvement of facilities to advance sustainable policies and practices

- Review/redesign campus spaces for our increasingly diverse residential and commuter student population, the safety of the campus community, sustainability and creation care, and service to the community (2020–27)
- Establish initiative for improved facilities maintenance (2020–27)
- Extend energy revolving fund to seven-year return, addressing HVAC and Segerstrom fume hood projects (2020–27)

Enhance the safety of our people and spaces applicable to both Azusa and Regional Campuses

- *President*
- *VP, Administration*

Enhance role and scope of Campus Safety to promote optimum responsiveness for protecting people and place; initiate progressive program to arm qualified campus safety personnel

- Increase investment in preparation and training of campus safety personnel (2020–27)
- Enhance safety trainings and monitoring for APU campuses (2020–27)
- Increase the use of technology to enhance the safety of campuses (2020–27)

**A Transformational and Collaborative Organization:
Build APU's Leadership Structure
to Promote and Sustain a Newly
Unified and Collaborative Approach
to Transformational University
Development and Impact**

“ For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all the others. We have different gifts, according to the grace given to each of us.”

— Romans 12:4-6

APU has experienced significant growth during the last few decades due, in part, to successful entrepreneurial and resourceful institutional development strategies. The lack of strategic, sustainable organizational and collaborative leadership and management initiatives, and programs, pose a challenge with this type of growth. Through Renewal, APU must evaluate and revise the leadership and academic structures to best optimize future strategic planning, resource development and management, and the changing needs of a diverse student body. APU will retain the spirit of entrepreneurial collaboration currently enjoyed across the institution while focusing on vibrant shared governance employed by successful universities.

Desired Major Outcome and Responsible Cabinet Members

Establish collaborative and unified approaches to leading the university with renewed commitment to shared governance, defined by new administrative structures for transformational impact

- *President*
- *Provost*
- *VP, Human Resources*
- *VP, Strategic Planning and Mission Integration*

Strategic Recommendation

Assess and reconstitute the administrative structure of the University for improved collaboration

Initial Action Items and Timeline

- Review and realign divisional Vice Presidents around future priorities (2020–21)
- Advance shared governance and ensure alignment of institutional support offices (2021–22)
- Ensure annual review and assessment of satisfactory progress towards Strategic Plan outcomes and expectations (2020–27)

Develop an academic structure, strategy, and portfolio focused on the next generation of students

- *Provost*
- *VP, Enrollment Management*
- *VP, Finance & Business Strategy*

Assess academic structure, programs, modalities, academic partnerships, and support services

Assess optimal student enrollment for optimal University service and impact

- Pursue principle-driven reorganization and rightsizing strategies across the institution i.e. Academic, student, support, and service structures and leadership (2020–21)
- Revise expectations and process around academic program development, launch, review, assessment, and financial performance (2020–21)
- Evaluate and realign institutional on-line and hybrid strategies and support services, including but not limited to the APU-LAPU relationship (2020–21)
- Review and update expectations, organizational structure, and investment in key underserved student populations (2021–22)

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Build a shared investment and ownership in marketing APU with measurable impacts on enrollment and enhanced reputation.

- *Provost*
- *VP, Enrollment Management*
- *VP, University Relations*

Develop a collaborative and comprehensive approach to marketing academic programs, which incorporate the strategic messaging of the university and engagement opportunities

- Evaluate and realign current structure and resource allocation for university enrollment and marketing plans (2020-21)
- Create a comprehensive strategic enrollment and marketing plan with staffing and operational resources for each- school/ program that is data driven, market responsive, student centered, and mission aligned (2021-22)

Become an employer focused on equity, development, and support for all employees

- *VP, Human Resources*
- *Provost*

Update Human Resource policies and procedures focused on leadership and management

- Develop a comprehensive job architecture plan, and evaluate the institutional strategy for faculty and staff development (2020-21)
- Review and enhance employee hiring and retention practices for underrepresented groups (2020-22)
- Undertake a workforce planning assessment (2021-22)
- Increase investment in faculty and staff leadership, development, and engagement programs and resources (2021-22)

A Recognized Leader in Technology and Data Management: Advance APU as an Academic Leader in Innovative Technology and Data Management Promoting Insightful Decision-Making

“The heart of the discerning acquires knowledge,
for the ears of the wise seek it out.”
— Proverbs 18:15

University success in a period of digital and higher education disruption requires the ability to pivot quickly using qualitative and quantitative data for insightful decision-making. Information technology and data management capabilities are essential to become an innovative change-ready institution. To effectively employ predictive analytics in University decision making, significant improvements are necessary to support and extend APU’s current desire to shape an innovative culture, and to become an agile and adaptive organization—one that is able to learn quickly and anticipate changing customer (Faculty, Staff, and Students) satisfaction, identify success factors and contexts, and promote innovation at all levels.

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Establish contemporary, effective university structure/operation to achieve data integrity, technology management, and effective data governance that best guides decision-making

- *VP, CIO*
- *VP, University Integrity*

Re-envision how APU should collect, analyze, and use data, and manage technology to inform best practice across the institution

- Develop a comprehensive and institutional technology and data collection strategy, supported by a collaborative office structure and resource plan (2020–22)
- Review and renew APU’s data integrity and effective data governance policies, processes, and practices (2020–22)

Advance and manage integrated university data and technology needs/demands

- *VP, CIO*
- *VP, Finance & Business Strategy*

Increase integration of systems across the institution

- Review and assess continuing priorities in technology and data management in the following areas: unified data warehouse, HR and payroll systems, student success data capture initiatives, PeopleSoft platform, CRM and engagement tools, university website, and mobile technology tools (2020–22)
- Establish stimulus initiative to fund technology (including data management) in priority areas (2023–27)

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Use leading technology to improve student, faculty and staff success

- *Provost*
- *VP, CIO*
- *VP, Finance & Business Strategy*

Increase investment in technology projects

- Invest in technology resources to improve flexibility to deliver distance education (2020–22)
- Invest in technology and data resources to support faculty, staff, and student success (2020–27)
- Refresh and renew technology initiatives in learning environments and offices, maximizing efficiency and decreasing workload (2020–27)
- Fund technology, systems, and trained personnel who use data to support university decision-making and success of students, faculty, and staff (2020–27)
- Develop strategic technology partnerships (2020–27)

Prepare for transformational learning experiences and environments for future students

- *Provost*
- *VP, CIO*

Prepare for the technology needs of the next generation of students

- Gap analysis with regards to emerging pedagogy, learning environments, and technology for future learners, faculty, staff, and academic disciplines (2020–22)
- Prioritize emerging technology that enables flexibility/ adaptability to changing demands of students in the landscape of higher education (2020–27)

**A Sustainable Financial Enterprise:
Create Entrepreneurial Funding
Strategies and Practices to Resource
New Initiatives and Secure Financial
Sustainability**

“And my God will meet all your needs according
to the riches of His glory in Christ Jesus.”
— Philippians 4:19

As traditional undergraduate tuition increases at rates 2-3 times that of inflation, and discount rates have risen approximately 50%, the current structure has become unsustainable. Moreover, only one-third of incoming undergraduate students believe the value of their degree is worth the investment. Fortunately, while University leadership continues to invest in enhancing the traditional undergraduate experience, APU has strong working adult (professional) undergraduate and graduate programs. These programs accounted for more than 50% of the University's net tuition revenue in fiscal year 2020. However, decentralization of these efforts has led to inefficiencies and an inability to achieve broader University goals. From 2019-20, leadership made great strides in documenting financial policies and procedures, and changed the University philosophy on budget and planning. Yet, to create a high-impact, sustainable financial model, continuous review and scrutiny of expenditures, accurate position planning, and revenue projections must unfold. Additional areas for improvement include thorough review of APU's traditional undergraduate pricing model to provide access to all students, philanthropy, the university endowment, debt management, and research funding, as well as implementing the tools required to manage a university of APU's size and scope.

The total funding required for **Renewal** will come from both new, external dollars and the annual APU budget. The first two years of Renewal focus on significant rightsizing and reorganization of the institution's resources—people and finance—to create a sustainable financial enterprise. This undertaking will allow investment in positions, people and program development recommended in the Strategic Plan as part of the annual strategic

allocation of the APU operational budget. In anticipation of a stronger institutional financial model and a more confident economic and philanthropic landscape in years 3 to 7, outside funding will be sought for larger program development, infrastructure, and technology initiatives.

Desired Major Outcome and Responsible Cabinet Members

Strategic Recommendation

Initial Action Items and Timeline

Design and implement a COVID-19 Return to Campus Strategy for 2020-21 funded by primary sources other than the FY 21 Budget.

- *President*
- *President’s Cabinet*

Promote a Return to Campus in 2020–21 to optimize the APU learning environment and maximize fiscal resources and operations.

- Distribute CARES Act funding to effectively assist our students, especially those in greatest need (2020-21)
- Establish a new COVID-19 Testing and Monitoring Center operated by the APU Student Health Center (2020–21)
- Secure \$8M from either FY 20 surplus or APU Endowment to support Return to Campus operations requiring protective equipment, instructional technology, cleaning/sanitation services, and personnel. (2020-21)

Improve University financial planning and analysis to secure long-term fiscal discipline

- *Provost*
- *VP, Finance & Business Strategy*
- *VP, Enrollment Management*
- *Athletics Director*

Assess and refresh expenditure, planning, and forecasting strategies.

- Meet financial covenants, establish clear financial metrics, and evaluate future options for institution’s financial structure (2020–21)
- Restructure the institutional budget (i.e. expense allocation, pricing, discount, revenue share, and fee models) and implement new budget and planning software (2020-21)
- Restructure administrative and overhead costs to deliver APU’s educational model (2021-22)

Desired Major Outcome and Responsible Cabinet Members

Substantive new revenue to fund major new initiatives for future success through improvements in technology and campus infrastructure that will provide higher levels of professionalism and welcome in the recruitment process

- *VP, Finance & Business Strategy*
- *VP, Administration*
- *VP, University Integrity*

Define total Development goals tied to Strategic Plan

- *VP, Advancement*

Enhance and sustain a larger University endowment for longer term financial stability and impact by increasing the Endowment by \$48M (from \$94M to \$142M)

- *VP, Finance & Business Strategy*
- *VP, Advancement*

Strategic Recommendation

Consider additional sources to fund strategic initiatives

Develop Advancement Strategic Plan to support increases in revenue goals

Change selected policies around the university endowment

Initial Action Items and Timeline

- Assess and develop funding plans for major strategic initiatives in the plan (2020–21)
- Examine reasonable level of additional borrowing, if matched with appropriate and predictable ROI (2023–27)

- Increase annual University Fund goals (2020–21)
- Build a major gift campaign and supporting University Advancement resource plan (2020–22)
- Launch a Major Gifts Campaign in support of academic, student, faculty/staff, technology, facility, and other strategic priorities (2023–27)

- Establish an operational surplus policy, directed to grow the endowment by \$5M/year (2023–27)
- Eliminate unrestricted endowment fund distribution (2023–27)
- Maintain a 0% distribution policy related to the endowment (2023–27)
- Establish clear plan to grow Endowment to \$142M (2023–27)

Expected Investment in the Grand Initiatives

■ A Model Christian University (\$14M)

- Three endowed faculty chairs (\$9M)
- Research equipment endowment (\$4M)
- Department enhancement grants (\$0.4M)
- Academic and community engagement initiatives (\$0.6M)

■ A Thriving University of Choice (\$42M)

- Endowed undergraduate scholarships and graduate fellowships (\$10M)
- New academic and student spaces (\$11M for Honors College and West Campus Student Commons)
- East Campus green space, academic, and housing renovations (\$10M)
- Athletics facility renovations (\$11M for Baseball Field and Athletics Training/Fitness Center)

■ A Transformational and Collaborative Organization (\$15M)

- New academic building for the College of the Arts and renovated student spaces (\$15M)

■ A Recognized Leader in Technology and Data Management (\$20M)

- Data warehouse and student success data initiatives (\$7M)
- Information technology system and infrastructure enhancements (\$5M)
- Hardware and security upgrades (\$6M)
- Digital engagement strategies (\$2M)

■ A Sustainable Financial Enterprise (\$34M)

- Return to Campus Initiatives (\$9M)
- Endowment enhancement (\$25M)

This estimated infusion of \$125M investment will come from the reallocation of operating funds and private philanthropy in years 1 and 2, and a variety of new sources outside of the APU operational budget in years 3 through 7, including but not limited to the restructuring of outstanding debt, private philanthropy, incremental borrowing, and endowment-focused enhancements. The University Endowment is anticipated to rise from \$94M to \$142M during Renewal. The current priorities, project scope, high level cost estimates, and revenue sources will be reviewed annually in light of funding generation, updated prioritization of impact, and return on investment.

IV. Appendix

Appendix 1. Strategic Planning Process

Members	Position at APU (Theme Team Assignment)
<i>Dr. Paul Ferguson</i>	<i>President (Leadership Team Chair)</i>
<i>Dr. Andrew Barton</i>	<i>Vice President for Strategic Planning and Mission Integration (Leadership Team Co-Chair)</i>
<i>Tayo Agbalaya</i>	<i>President, Student Government Association (4)</i>
<i>Maricela Alvarado, MPA</i>	<i>Graduate Student Fellow, Higher Education (4)</i>
<i>Brittany Billar, M.S.</i>	<i>Associate Dean of Engagement, Student Affairs (4)</i>
<i>Christian Brazo, M.A.</i>	<i>Executive Creative/Internet Director, University Relations (4)</i>
<i>Dr. John Burdett</i>	<i>Assistant Professor of Music, Director of Instrumental Studies/Bands, College of the Arts (4)</i>
<i>Dr. Coba Canales</i>	<i>Dean of Spiritual Life, Student Affairs (1)</i>
<i>Evan Collins, MBA</i>	<i>Member, Board of Trustees (3)</i>
<i>Dr. Courtney Davis</i>	<i>Associate Professor of Communication Studies (2)</i>
<i>Terri Drechsler, M.A.</i>	<i>Assistant Director, Compensation and Benefits, Human Resources (5)</i>
<i>Dan Fachner</i>	<i>Member, Board of Trustees (1)</i>
<i>Dr. Rukshan Fernando</i>	<i>Provost (Theme 2 Chair)</i>
<i>Pamela Fisher, M.A.</i>	<i>Assistant Professor of Communication Studies (2)</i>
<i>Alanna Godoy, MBA</i>	<i>Vice President for Finance and Business Strategy; Chief Financial Officer (Theme 3 Chair)</i>
<i>Aaron Hinojosa, M.A.</i>	<i>Executive Director, Student Center for Reconciliation and Diversity (1)</i>

Members	Position at APU (Theme Team Assignment)
<i>James Janssen, M.Div.</i>	<i>Executive Director of Technology (5)</i>
<i>Dr. Ron Jewe</i>	<i>Professor, Co-Chair, Diversity Council (3)</i>
<i>Dr. Joy Karavedes</i>	<i>Administrative Manager, Division of Teacher Education; Staff Council Chair (1)</i>
<i>Dr. Loren Martin</i>	<i>Professor of Clinical Psychology; Faculty Moderator (Theme 1 Chair)</i>
<i>Dr. Aurora Matzke</i>	<i>Assistant Provost (2)</i>
<i>Gary Pine, MBA</i>	<i>Director of Athletics (3)</i>
<i>Donato Powell</i>	<i>Associate Vice President, Facilities Management and Construction (5)</i>
<i>Dr. Megan Prosser</i>	<i>Senior Advisor to the President and Chief of Staff (Theme 5 Chair)</i>
<i>Dr. Renee Pozza</i>	<i>Professor and Senior Associate Dean, Academic Initiatives and Innovation, School of Nursing (2)</i>
<i>Dr. Laurie Schreiner</i>	<i>Professor and Chair, Department of Higher Education; Chair of Chairs Advisory Council (Theme 4 Chair)</i>
<i>Dr. Ethan Schrum</i>	<i>Associate Professor of History, College of Liberal Arts and Sciences; Faculty Fellow, Honors College</i>
<i>Michelle Staggs, M.S.</i>	<i>Director, APU Inland Empire Regional Campus (5)</i>
<i>Dr. David Weeks</i>	<i>Professor and Dean, Honors College (1)</i>
<i>Dr. Jessica Wong</i>	<i>Associate Professor of Systematic Theology, School of Theology (1)</i>
<i>Audrey Yeoh, MPH</i>	<i>Director of Foundation Relations, Advancement (3)</i>



Appendix 1. Strategic Planning Themes

The Strategic Planning Leadership Team initially identified **five major themes** to guide the work groups in forming recommendations. Later in the process, these themes were replaced by **Grand Initiatives**.

Theme 1: Articulating APU's Identity as an Institution of Christian Higher Education for Our Culture and Times

1. Clarify identity, vision, and mission distinctives as a uniquely diverse academic institution.
2. Define the role of Christian higher education for our culture and times.
3. Affirm a foundation of spiritual integration.
4. Embrace the role of a community-engaged university.
5. Optimize marketing and communication of APU's image and impact.

Theme 2: Defining APU's Academic Mission and Framework

1. Enhance and extend existing pillars of academic excellence.
2. Identify and invest in emerging academic areas of distinction.
3. Implement recruitment, development, and retention strategies for excellent faculty.
4. Promote faculty/student scholarship and faith integration.
5. Launch strategic initiatives to optimize academic partnerships.

Theme 3: Building a High-Impact, Sustainable Institutional Model

1. Optimize organizational structure and management.
2. Enhance financial management and accountability: promote cost efficiencies and contemporary financial planning/analysis.
3. Employ comprehensive enrollment management strategies.
4. Right size academic, co-curricular, and athletic programs.
5. Strengthen extramural funding strategies to support existing and emerging initiatives including new strategies in advancement, alumni engagement, and optimized debt management.

Theme 4: Creating a University Environment Where Students Thrive

1. *Promote academic excellence for diverse learners.*
2. *Extend resources and eliminate barriers to promote holistic student success.*
3. *Increase student affordability.*
4. *Enhance quality of campus life.*

Theme 5: Promoting a University Workplace Where Faculty and Staff Flourish

1. *Introduce HR policies and procedures that promote a healthy and vibrant workplace attracting and retaining employees.*
2. *Improve organization structure and communication, and promote shared governance.*
3. *Implement comprehensive employee development and succession planning.*
4. *Update Campus Master Plan and increase funding for the maintenance and improvement of facilities.*
5. *Execute an integrated IT strategy that enables digital transformation of programs, operations and student experiences*
6. *Promote the safety of people and spaces.*

Appendix 1.

APU Strategic Planning Timeline



Appendix 2. Yearly Schedule of Action Identified by Grand Initiative

This Appendix summarizes completion dates of Action Items for each Renewal Grand Initiative. As indicated in the Plan, the implementation follows a three-phase approach: **Refocus** (Year 1: 2020–21), **Rebuild** (Year 2: 2021–22), and **Renew** (Years 3–7: 2022–27). Action items may be initiated early in the plan, but ultimately completed several years later. In addition, as Renewal serves as a blueprint, the timeline and implementation of these action items will be assessed annually.

A Model Christian University

Become the Model Christian University for our culture and times:
Defining engagement with virtue as Christian scholars and citizens.

2020–21

- Engage the APU Community in rewriting the Mission Statement, and replacing “Affirm, Support, and Sustain” language with a clearer commitment to the Statement of Faith and to uphold the university’s positions while not publicly advocating incompatible positions
- Evaluate current spiritual formation and faith integration strategies to determine efficacy, consistency, and impact at all degree levels and current/future students
- Create a new university structure for communication, community, church, and government relations
- Create a comprehensive internal and external strategic communication plan to align university impact across strategic initiatives

2021–22

- Create a new institutional document that best articulates APU’s identity, values, statements, commitments, and aspirational goals for its role as an institution of Christian higher education in a pluralistic society
- Create a shared institutional vision and curricular and co-curricular operational framework for spiritual formation and faith integration
- Identify existing areas of academic distinction and assess future trends and resource allocation
- Evaluate and enhance strategic partnerships to support academic programs at all levels
- Award four annual President’s Faculty Scholarship/Department Enhancement Grants

2023-27

- Reduce barriers within academic structure, faculty workload and evaluation, and technology to incentivize interdisciplinary approaches to teaching and research
- Review and revitalize the Christian liberal arts and sciences programs, including General Education, and consider developing an interdisciplinary core curriculum with sufficient focus on equity and justice in GE
- Align faculty workload commensurate with research expectations
- Increase research infrastructure (facility and equipment) and faculty support funding above minimum required for R2 status
- Create and invest in new academic programs at all degree levels to strengthen our location and position as a minority-serving institution, including review and appropriate enhancement of the Ethnic Studies Program
- Create an institute/center focused on interdisciplinary scholarship, which reflects the intersection of Christian faith and racial equity, justice, and reconciliation in our culture and times and includes a new Endowed Faculty Chair.
- Establish a minimum of two new Endowed Faculty Chairs in areas of academic distinction

2020-27

- Strengthen the designation as a Hispanic Serving Institution and pursue designation as an Asian American and Native American Pacific Islander-Serving Institution and other distinctive designations focused on historically underserved student populations
- Strengthen the Carnegie Foundation Classification for Community Engagement
- Increase educational opportunities regarding creation care and institutional environmental responsibility and encourage student, faculty, staff, and administrative engagement in sustainability efforts
- Increase mission-congruent joint partnerships between the University and ethnically diverse Christian fellowships in the local and regional areas

■ A Thriving University of Choice

Become a University destination of choice for a diverse body of students, faculty, and staff, reflecting inclusive academic excellence.

2020-22

- Assess and align modalities and online programs for effective completion of program learning objectives
- Increase high school and community college engagement and ease of transferability
- Evaluate and enhance systems to attract a diverse student population at all levels
- Institute a longitudinal assessment plan that includes campus climate studies to establish baseline and on-going comparative outcomes/results
- Increase commitment to creating an equitable and inclusive institution across all divisions, stakeholders, and locations
- Design and implement an institutional-wide, multi-pronged and integrated training experience to advance diversity, equity, and inclusion with a distinct emphasis on cultural/identity awareness, implicit bias, intercultural engagement, and equitable practice
- Examine and redesign curricular and co-curricular student experiences using an equity lens, providing mentoring and high-impact practices for all students
- Perform comprehensive review of how program/general education curricular/co-curricular experiences support transformational learning
- Center the teaching and learning process on faculty development, best practice pedagogy in multiple modalities, cultural awareness, and inclusive practice to engage diverse learners
- Increase funding for student and faculty/staff ethnic affinity organizations
- Evaluate and enhance systems to identify students needing intervention and support to be successful, including advising/mentoring and success coach strategies
- Develop an institutional framework for talent management which allows for different development needs for both faculty and staff
- Reevaluate facility improvement priorities, leases, and submit new Campus Master Plan
- Conduct a university-wide assessment of images populating campus spaces to see if they sufficiently reflect APU's diverse community and commitment to diversity

2023-27

- Demolish modular buildings and build new academic/student spaces
- Transform fitness center to fitness/athletics training center

2020-27

- Examine and increase hiring and retention rates for faculty and staff of color
- Increase first-year retention rates for traditional undergraduate students to 85% from 81% and six-year graduation rates to 70% from 68% by 2027 with no significant racial gaps in success rates
- Increase number and availability of campus jobs and/or undergraduate student and graduate student scholarships/fellowships through enhanced development of scholarship endowments
- Update current contract, compensation, benefits, workload, and evaluation plans; structure financial resources for faculty (regular and adjunct) and staff salary growth and development
- Establish university culture that provides for employee engagement, leadership, collaboration, and job satisfaction
- Elevate academic connections to the development of skills for future careers, lifelong learning and scholarship, and character building to support the formation of effective citizens
- Evaluate and cultivate a culture of financial literacy for undergraduate students
- Establish initiative for improved facilities maintenance
- Extend energy revolving fund to seven-year return, addressing HVAC and Segerstrom fume hood projects
- Review/redesign campus spaces for our increasingly diverse residential and commuter student population, the safety of the campus community, sustainability and creation care, and service to the community
- Increase investment in preparation and training of campus safety personnel
- Enhance safety trainings and monitoring for APU campuses
- Increase the use of technology to enhance the safety of campuses

■ A Transformational and Collaborative Organization

Build APU's leadership structure to promote and sustain a newly unified and collaborative approach to transformational University development and impact.

2020-21

- Review and realign divisional Vice Presidents around future priorities
- Pursue principle-driven reorganization and rightsizing strategies across the institution i.e. Academic, student, support, and service structures and leadership
- Revise expectations and process around academic program development, launch, review, assessment, and financial performance
- Evaluate and realign current structure and resource allocation for university enrollment and marketing plans
- Evaluate and realign institutional on-line and hybrid strategies and support services, including but not limited to the APU-LAPU relationship
- Develop a comprehensive job architecture plan, and evaluate the institutional strategy for faculty and staff development

2021-22

- Advance shared governance and ensure alignment of institutional support offices
- Create a comprehensive strategic enrollment and marketing plan with staffing and operational resources for each school/ program that is data driven, market responsive, student centered, and mission aligned
- Review and update expectations, organizational structure, and investment in key underserved student populations
- Review and enhance employee hiring and retention practices for underrepresented groups
- Undertake a workforce planning assessment
- Increase investment in faculty and staff leadership, development, and engagement programs and resources

2020-27

- Ensure annual review and assessment of satisfactory progress towards Strategic Plan outcomes and expectations

A Recognized Leader in Technology and Data Management

Advance APU as an academic leader in innovative technology and data management promoting insightful decision-making.

2020-22

- Invest in technology resources to improve flexibility to deliver distance education
- Develop a comprehensive and institutional technology and data collection strategy, supported by a collaborative office structure and resource plan
- Review and renew APU's data integrity and effective data governance policies, processes, and practices
- Review and assess continuing priorities in technology and data management in the following areas: unified data warehouse, HR and payroll systems, student success data capture initiatives, PeopleSoft platform, CRM and engagement tools, university website, and mobile technology tools
- Gap analysis with regards to emerging pedagogy, learning environments, and technology for future learners, faculty, staff, and academic disciplines

2023-27

- Establish stimulus initiative to fund technology (including data management) in priority areas

2020-27

- Refresh and renew technology initiatives in learning environments and offices, maximizing efficiency and decreasing workload
- Invest in technology and data resources to support faculty, staff, and student success
- Fund technology, systems, and trained personnel who use data to support university decision-making and success of students, faculty, and staff
- Develop strategic technology partnerships
- Prioritize emerging technology that enables flexibility/adaptability to changing demands of students in the landscape of higher education

A Sustainable Financial Enterprise

Create entrepreneurial funding strategies and practices to resource new initiatives and secure financial sustainability.

2020-21

- Distribute CARES Act funding to effectively assist our students, especially those in greatest need
- Establish a new COVID-19 Testing and Monitoring Center operated by the APU Student Health Center
- Secure \$8M from either FY 20 surplus or APU Endowment to support Return to Campus operations requiring protective equipment, instructional technology, cleaning/sanitation services, and personnel
- Meet financial covenants, establish clear financial metrics, and evaluate future options for institution's financial structure
- Restructure the institutional budget (i.e. expense allocation, pricing, discount, revenue share, and fee models) and implement new budget and planning software
- Assess and develop funding plans for major strategic initiatives in the plan

2021-22

- Restructure administrative and overhead costs to deliver APU's educational model
- Build a major gift campaign and supporting University Advancement resource plan
- Increase annual University Fund goals

2023-27

- Examine reasonable level of additional borrowing, if matched with appropriate and predictable ROI
- Eliminate unrestricted endowment fund distribution
- Maintain a 0% distribution policy related to the endowment
- Launch a Major Gifts Campaign in support of academic, student, faculty/staff, technology, facility, and other strategic priorities
- Establish an operational surplus policy, directed to grow the endowment by \$5M/year
- Establish clear plan to grow Endowment to \$142M

Appendix 3. Supporting References

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