

RENEWAL

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

Annual Report (2020-21)



INTRODUCTION



Andrew Barton, EdD

Vice President for Strategic Planning/Mission Integration and Chief of Staff

As we return to campus for the Fall 2021 Semester, for the first time since the Pandemic began, we are blessed and encouraged by the role, scope, and impact that *Renewal* has had on the APU Community in the midst of COVID-19 challenges. The strategic planning process has provided an unprecedented opportunity to engage all constituencies in designing the University's future, promoting and accepting diverse perspectives and vision for improving the University for all participants, and for the first time, providing a detailed framework for setting institutional priorities and actions that benefit all stakeholders.

This Annual Report of Progress presents the current status of the *Renewal* implementation process, the progress in achieving the strategic recommendations referencing the action items and timelines, as well as highlighting a number of significant milestones and achievements in this first year. The fact that this success was achieved largely in a virtual environment is remarkable. Despite these restrictions, meaningful engagement by the APU Community around *Renewal* evolved, with tangible evidence that the Community has embraced the purpose and strategies of the Plan. The language of *Renewal* has permeated the activities and dialog of the APU Community—evidence of a consensus-based approach to strategic planning and reflective of the ultimate goal of the process.

I am very grateful for the depth and extent of commitment to *Renewal* by APU faculty, staff, and students who have served on the Working Groups, Faculty Senate, Staff Council, Student Government Association leadership, President's Cabinet, Renewal Advisory Group, and Renewal Enhancement Team. With their engagement and support, APU looks forward to a positive trajectory in 2021-22.

A handwritten signature in black ink, appearing to read 'Andrew Barton'. The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Andrew Barton, EdD
Vice President for Strategic Planning/Mission Integration
and Chief of Staff

Renewal Executive Summary

Renewal: Strengthening Our Capacity for Cultivating Christ-Centered Scholars and Leaders sets out five Grand Initiatives to capture the anticipated impact and organize the 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 Christ-centered academic excellence for highly diverse constituencies at all degree levels.

In light of unprecedented challenges and a complicated landscape, APU introduced three foundational phases for implementation. During *Refocus* in 2020-21, the institution addressed the immediate fiscal and organizational issues of the COVID-19 Pandemic in addition to a renewed commitment to 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.

Azusa Pacific University strives to be the nation's premier Christian university of choice for our culture and times 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.





Notable Milestones

2020-21

2020

- September** *Renewal*, APU's new strategic plan for 2020-27, launches.
- October** \$1 million secured for an Endowed Chair in Citizenship and Civic Virtue for the Honors College from the Fletcher Jones Foundation.
- November** APU ranks among top 25 universities nationwide by alumni as reported in *Forbes*.
- December** Rally with Us (virtual Dinner Rally) raises \$1.3 million for student scholarships, an all-time funding record for this event.
- 1,145 students graduate from APU with undergraduate and graduate degrees.

2021

- January** APU celebrates the life, service, and impact of Dr. Jon R. Wallace, Azusa Pacific University's 16th President, with an endowed student scholarship.
- February** President Paul W. Ferguson announces the new President's Annual Faculty Scholarship Enhancement Grants Program with \$120,000 in funding.
- March** Faculty secure a \$650,000 National Science Foundation STEM Grant to fund a first-generation scholar initiative at APU.
- April** APU recognizes the teaching, scholarship, and service of 34 faculty by awarding extended contracts.
- May** 1,782 students graduate from APU with undergraduate and graduate degrees.
- Women's Track & Field capture the first NCAA National Title for APU.
- June** \$6.5 million West Campus Student Commons project receives full donor funding.
- July** Despite the challenges of COVID-19, APU ends the fiscal year with an operational budget surplus that addressed nonoperational deficits and fully compliant with debt covenants.



By the Numbers

1

NCAA National Championship by Women's Track & Field

\$6.5 Million

Goal met to fully fund new West Campus Student Commons

\$14.5 Million

Ongoing expense reduction achieved from year 1 of *Renewal* right-sizing

\$15.6 Million

American Relief Acts allocation to APU for COVID-19 impacts

16

Town halls and roundtables hosted by the President's office for faculty, staff, and students

\$18.2 Million

Donor commitments, with \$5.9 million allocated to the University Endowment

19

Number of active *Renewal* Working Groups

36

Renewal action items addressed by Working Groups

66

Percent of students indicating they were moving toward God in their spiritual trajectory in response to fully online student chapels

230

Classrooms and conference rooms fitted with video conferencing technology

280

Faculty, staff, students, and administrators participating as members of the Working Groups

1,760

Vaccines administered through 14 APU vaccine clinics

2,927

Students graduating with undergraduate or graduate degrees

6,606

Vacation hours, valued at \$350,000, donated by APU faculty and staff for the benefit of colleagues negatively impacted by the COVID-19 Pandemic

10,500

COVID tests administered, including 4,000 to Cougar student-athletes



Renewal Implementation

OVERVIEW 2020-21



Following the collaborative strategic planning work of the Azusa Pacific community in 2019-20 and a fresh review of the assumptions and implementation plan in light of the Pandemic, University Administration launched a new strategic plan—***Renewal: Strengthening Our Capacity for Cultivating Christ-Centered Scholars and Leaders***—through a virtual event on September 17, 2020.

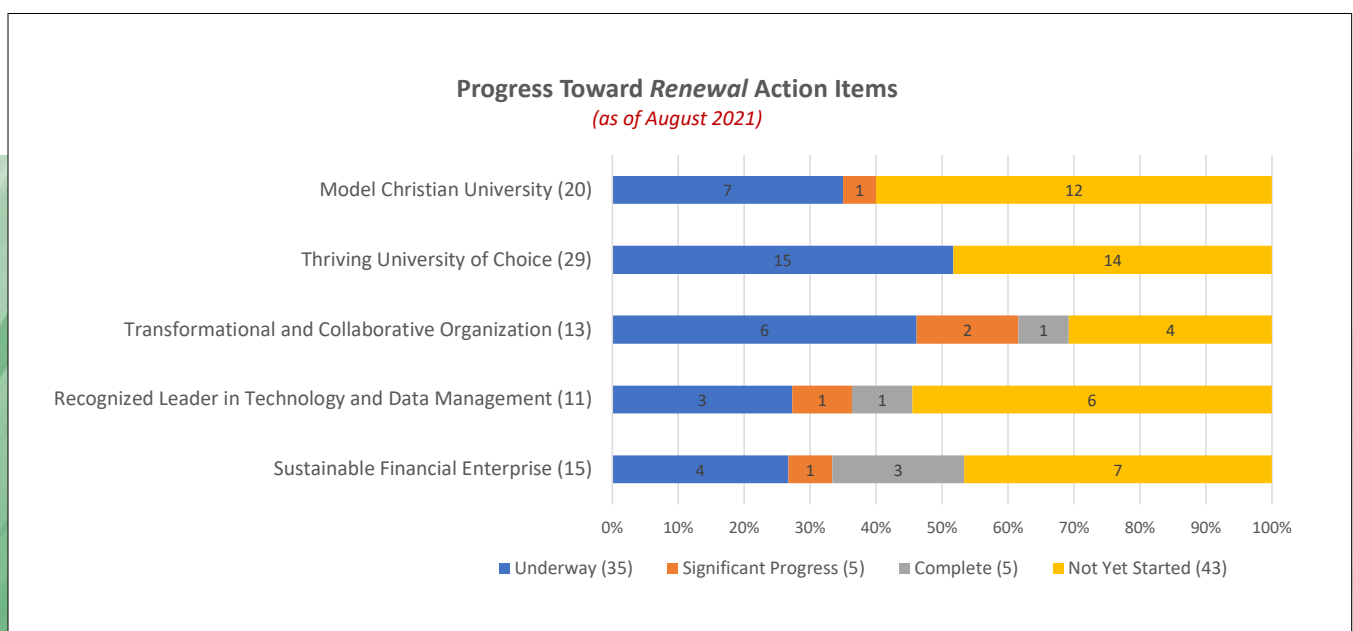
In the year since its launch, *Renewal* has stimulated a new focus and energy across the institution alongside a heightened collaboration with the Faculty Senate, Staff Council, and Student Government Association leadership. Faculty and staff have embraced the vision and language of *Renewal* as they engaged in learning around the five Grand Initiatives, evaluated their own contributions, and served on the 19 *Renewal* Working Groups.

More than 280 faculty, staff, students, and administrators participated in these Working Groups, led by faculty and staff with oversight from the President, Provost, or other Vice Presidents, focused on 36 action items laid out for attention during 2020-21 by the Plan:

- Affirm, Support, and Sustain (President)
- Reorganization and Program Development (Provost)
- Emerging Pedagogies and Online Education (Provost)
- Spiritual Formation and Faith Integration (Provost)
- Curricular and Pedagogical Innovation (Provost)
- Student Retention and Success (Provost)
- Attracting Diverse Student Population (VP/Chief Diversity Officer)
- Minority Serving Institution (VP/Chief Diversity Officer)
- Campus Climate (VP/Chief Diversity Officer)
- Designing an Equitable Student Experience (VP/Chief Diversity Officer)
- Faculty/Staff Development (VP/Chief Diversity Officer)
- Funding Ethnic Affinity Organizations (VP/Chief Diversity Officer)
- Assessing APU's Story Via Campus/Virtual Images (VP/Chief Diversity Officer)
- Data and Technology (VP/CIO)
- Employee Development (VPHR)
- Financial Sustainability (VP/CFO)
- Communication (VP/Strategic Communication)
- Traditional Undergraduate Admissions (VP/Chief Enrollment Officer)
- Campus Constituency's Involvement in Recruitment (VP/Chief Enrollment Officer)

Each Working Group delivered either a final report outlining their recommendations to the President's Cabinet or an interim report of progress with intent to continue their work in 2021-22. Serving as the backbone of the seven-year implementation plan, Working Groups will continue to form and disband based on progress completing the action items.

The following table indicates progress, as of August 2021, toward the 89 actions items outlined for attention in *Renewal* in 2020-27.



A Model Christian University

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



Proposed 2020-21 Action Items	2020-21 Achievements
<p>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.</p>	<p>Engagement around the Mission Statement has been rescheduled until the appointment of the 18th President of Azusa Pacific University, expected in 2022.</p> <p>A Working Group and Writing Group developed and proposed a document which has been presented to the Board of Trustees for review before consultation with the wider community in Fall 2021.</p>
<p>Evaluate current spiritual formation and faith integration strategies to determine efficacy, consistency, and impact at all degree levels and current/future students.</p>	<p>After a semester-long review of documents and data, the Spiritual Formation and Faith Integration Working Group identified a notable lack of clarity of definition, operationalization, and assessment, along with a difference in understanding, support, and evaluation across institutional sectors. The Working Group will continue into the Fall 2021 semester with the goal to propose a shared institutional vision and curricular and co-curricular operational framework for spiritual formation and faith integration by December 2021.</p>

RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

A Model Christian University

Proposed 2020-21 Action Items	2020-21 Achievements
<p>Create a new university structure for communication, community, church, and government relations.</p>	<p>The Division of Strategic Communication and Engagement was created in January 2021, following a reorganization of the Office of University Relations. The Enrollment Marketing functions transferred to the Division of Enrollment Management. Reconstituted community, church, and government relations functions are expected in the year ahead.</p>
<p>Create a comprehensive internal and external strategic communication plan to align university impact across strategic initiatives.</p>	<p>A draft Strategic Communication and Engagement Plan is being refined by a Working Group. New collaboration and coordination strategies for internal communications between Offices of the President, Provost, Human Resources, Student Affairs, and Strategic Communications and Engagement have been implemented.</p> <p>A new visual identity and accompanying materials for the Undergraduate Admissions recruitment strategy was introduced this year.</p>

OTHER NOTABLE MODEL CHRISTIAN UNIVERSITY HIGHLIGHTS

- **University Advancement secured \$1.4 million in donations to provide initial funding for an endowed Chair in Citizenship and Civic Virtue in the Honors College.**
- **APU was awarded a \$650,000 National Science Foundation STEM grant to fund a new first-generation scholar initiative.**
- **President Ferguson announced a new President’s Faculty Scholarship Enhancement Grants Program to fund faculty research, with \$120,000 in funding.**
- **300 student-athletes competed in 13 sports and together earned a Team National Championship, a Team National Championship Runner-Up, three Individual National Champions, a Team Regional Championship and NCAA Elite Eight birth, a Conference Championship, a PacWest Coach, Player, and Pitcher of the Year, a Regional Coach and Rookie Player of the Year, and two Team All-Academic awards, among other academic and athletic recognition.**



A Thriving University of Choice

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



Proposed 2020-21 Action Items	2020-21 Achievements
Assess and align modalities and online programs for effective completion of program learning objectives.	The Provost Working Group #2 spent time reviewing definitions and data, and will continue elements of its analysis in the year ahead.
Increase high school and community college engagement and ease of transferability.	<p>A 2+2 pathway for community college students to seamlessly transition into APU for the Bachelor of Business Administration, BA in Psychology, and BA in Criminal Justice was launched. Pilot schools include Fullerton College, Mount San Jacinto College, and College of the Desert.</p> <p>48 on-the-spot virtual admissions events engaged community colleges and transfer students.</p>
Evaluate and enhance systems to attract a diverse student population at all levels.	The DEI Equitable Student Experience Working Group made a number of recommendations around communication, collaborative recruitment and retention strategies, and curricular and co-curricular practices.

RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

A Thriving University of Choice

Proposed 2020-21 Action Items	2020-21 Achievements
<p>Institute a longitudinal assessment plan that includes campus climate studies to establish baseline and ongoing comparative outcomes/results.</p>	<p>The DEI Campus Climate Working Group recommended the administration of two community-wide assessments delivered alternately every two years, along with ongoing assessment data, to form a community report and action plan.</p>
<p>Increase commitment to creating an equitable and inclusive institution across all divisions, stakeholders, and locations.</p>	<p>The MSI/HSI Working Group made 47 recommendations for action around 11 core areas, including institutional structure, program and services, outreach and admissions, family integration, funding, research, alumni resources, designations, and best practices.</p>
<p>Design and implement an institutional-wide, multipronged 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.</p>	<p>The DEI Faculty/Staff Development Working Group made five key recommendations including mandatory training, development of a structured continuum of DEI professional development and employee services, and the establishment of a more robust centralized database to track participation and engagement.</p>
<p>Examine and redesign curricular and co-curricular student experiences using an equity lens, providing mentoring and high-impact practices for all students.</p>	<p>The DEI Equitable Student Experience Working Group recommended the formation of an inclusive cross-functional learning community to embrace and promote the best practices in student, faculty and staff engagement.</p>
<p>Perform comprehensive review of how program/general education curricular/co-curricular experiences support transformational learning.</p>	<p>Extensive data review and assessment was performed by Provost Working Group #4, who will extend work into 2022 before making recommendations.</p>
<p>Center the teaching and learning process on faculty development, best practice pedagogy in multiple modalities, cultural awareness, and inclusive practice to engage diverse learners.</p>	<p>Extensive data review and assessment was performed by Provost Working Group #4 that will extend work into 2022 before making recommendations.</p>
<p>Increase funding for student and faculty/staff ethnic affinity organizations.</p>	<p>The Ethnic/Affinity Organizations (EAO) DEI Working Group made the recommendation to provide all student and faculty EAOs with guaranteed annual funding through the institutional budget planning cycle, along with access to apply for additional funding when available, and additional structural support for this purpose in the Student Center for Reconciliation and Diversity.</p>

RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

A Thriving University of Choice

Proposed 2020-21 Action Items	2020-21 Achievements
<p>Evaluate and enhance systems to identify students needing intervention and support to be successful, including advising/mentoring and success coach strategies.</p>	<p>Provost Working Group #5 made 14 recommendations around definition, process, philosophy, training, and improving access to resources.</p>
<p>Develop an institutional framework for talent management, which allows for different development needs for both faculty and staff.</p>	<p>The Employee Development Working Group made recommendations in six key areas, including standardized definitions, creating varying pathways of development including establishing a High Performing Employee program, a formal mentoring program, and building individual development plans for employees.</p> <p>The Office of Human Resources launched a new employee Flexible Time Off benefit and a refreshed staff performance management system, Coaching for Success.</p>
<p>Reevaluate facility improvement priorities, leases, and submit new Campus Master Plan.</p>	<p>The formal review and early action on a rebalancing strategy for existing leases began.</p> <p>The framework for engaging a firm to lead the Campus Master Plan process was developed, with selection and engagement anticipated in 2021-22.</p>
<p>Conduct a university-wide assessment of images populating campus spaces to see if they sufficiently reflect APU's diverse community and commitment to diversity.</p>	<p>After a comprehensive and detailed assessment, the APU Story DEI Working Group made 12 recommendations in the areas of acknowledgment, accessibility, and adjustments, including the creation of a committee to bring annual oversight and evaluation of all university imaging.</p>

RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

A Thriving University of Choice



OTHER NOTABLE THRIVING UNIVERSITY OF CHOICE HIGHLIGHTS

- The Student Health Center administered more than 10,500 COVID tests, including 4,000 to Cougar student-athletes, managed only 195 positive COVID cases across all APU populations, and delivered 1,760 vaccines through 14 vaccine clinics in the Spring 2021 semester.
- Student Affairs launched together.apu.edu as a hub for student engagement and information during the 2020-21 academic year, and offered chapels fully online. In addition, 66% of students indicated they were “moving toward” God in their spiritual trajectory, up from 58% at the beginning of the year.
- Student Affairs supported 525 students allowed to reside in university housing.
- 9,139 students, faculty, and staff participated in University Counseling Center outreach opportunities this year, representing a 178% increase compared to the previous year. The UCC also launched Telehealth, a new service to provide on demand, app-based counseling and health services specifically for graduate and professional students at regional campuses.
- Department of Campus Safety (DCS) elevated safety and security with the transition to a hybrid model now fielding both unarmed and three qualified armed Special Services Officers, a repurposed 7,750-square-foot office space in Smith Hall, implementation of body-worn cameras, a new DCS Advisory Committee, a new SafeAPU mobile phone app, and a new Memorandum of Understanding with the Azusa Police Department.
- Employees donated 6,606 vacation hours, valued at \$350,000, for the benefit of colleagues affected by the impact of the COVID-19 pandemic.
- Center for Diversity, Equity, and Inclusive Excellence launched a new Diversity Ambassador Program for Health Care Professionals, a new Network of Faculty and Staff Ethnic Affinity Organizations (MOSAIC), and engaged 71 faculty and staff in the existing Diversity Ambassador training program.
- Center for Student Action developed two new online educational modules for students to learn about local, national, and international service.

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.



Proposed 2020-21 Action Items	2020-21 Achievements
<p>Review and realign divisional Vice Presidents around future priorities.</p>	<p>Executive and Senior Vice President roles were eliminated.</p> <p>Four realigned divisions were created:</p> <ul style="list-style-type: none"> - Auxiliary Services - Diversity, Equity, and Inclusion - Strategic Communication and Engagement - University Integrity
<p>Pursue principle-driven reorganization and right-sizing strategies across the institution, i.e., academic, student, support, and service structures and leadership.</p>	<p>In partnership with the Reorganization and Program Development Working Group, the Office of the Provost led the first phase of the realignment conversation. This work will continue into the 2021-22 academic year, with anticipated implementation across the Academy starting in Fall 2022.</p> <p>New Interim Deans announced in the College of Liberal Arts and Sciences, School of Behavioral and Applied Sciences, and School of Theology/Azusa Pacific Seminary to facilitate university transitions in school and college reorganization.</p> <p>Significantly streamlined structure and function in the Office of the Provost, i.e., Academic Success, Faculty Affairs, Strategic Planning and Operations, Undergraduate Education and Community Engaged Learning, Writing and Tutoring centers, and Institutional Research.</p>

RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

A Transformational and Collaborative Organization

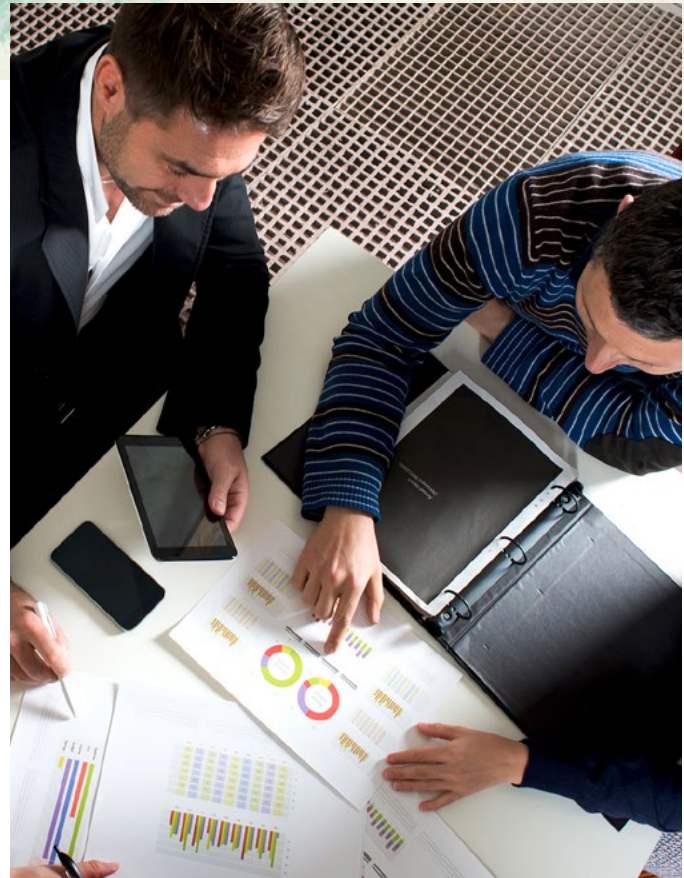
Proposed 2020-21 Action Items	2020-21 Achievements
Revise expectations and process around academic program development, launch, review, assessment, and financial performance.	A cross-functional working group has identified roles, responsibilities, and data needs. Utilizing the CFO Colleague data, the Provost's office is drafting a program viability process and will advance this action item with key stakeholders in 2021-22.
Evaluate and realign current structure and resource allocation for university enrollment and marketing plans.	Traditional undergraduate and graduate enrollment functional areas were consolidated into the Division of Enrollment Management. In the restructure of University Relations, the enrollment marketing function was moved to the Division of Enrollment Management.
Evaluate and realign institutional online and hybrid strategies and support services, including but not limited to, the APU-LAPU relationship.	The Emerging Pedagogies and Online Education Working Group spent time reviewing definitions and data, and will continue its analysis in the near future.
Develop a comprehensive job architecture plan, and evaluate the institutional strategy for faculty and staff development.	The Office of Human Resources developed and presented a draft job architecture to the President's Cabinet, outlining the philosophy and practices, including total rewards, workforce planning, career paths, learning and development, and succession planning.

OTHER NOTABLE TRANSFORMATIONAL AND COLLABORATIVE ORGANIZATION HIGHLIGHTS

- The institutional response to the COVID-19 Pandemic involved a myriad of leaders across the campus, led by the Executive Return to Campus and Academic Return to Campus committees, and the Emergency Operations Planning Group of the Critical Incident Response Team in the early stages of the pandemic.
- A total of 280 faculty, staff, and students were involved in 19 Working Groups, addressing 39 action items set out in *Renewal* for focus in 2020-22. This Working Group model demonstrates an ongoing commitment to shared governance, with strong representation and regular engagement with the Faculty Senate and Staff Council.
- The Office of the President facilitated 11 Presidential Roundtables, 2 faculty/staff town halls, and 3 student town halls to engage the community and increase trust and accurate information sharing across all levels of the university.
- This year saw a more robust climate of shared governance between the Office of the Provost and Faculty, displayed through the multiple working groups, and engagement with Faculty Senate and mid-level management.
- ConGRADulations was a collaboration between the Offices of the President, Provost, and Student Affairs to deliver a COVID-compliant drive-through photo opportunity for California-based graduates and their families in May 2021.

A Recognized Leader in Technology and Data

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



Proposed 2020-21 Action Items	2020-21 Achievements
Invest in technology resources to improve flexibility to deliver distance education.	Video conferencing technology installed in 230 classrooms and conference rooms, along with 2.0 upgrades in 25 additional classrooms in Azusa, Monrovia, High Desert, Inland Empire, Orange, Murrieta, and San Diego campuses at a cost of \$1.3 million.
Develop a comprehensive and institutional technology and data collection strategy, supported by a collaborative office structure and resource plan.	The Technology and Data Working Group developed and recommended a comprehensive strategy, collaborative office structure, and resource plan to the President's Cabinet for consideration.
Review and renew APU's data integrity and effective data governance policies, processes, and practices.	The President's Cabinet approved the Technology and Data Working Group proposal for data integrity and data governance policies, processes, and practices.

RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

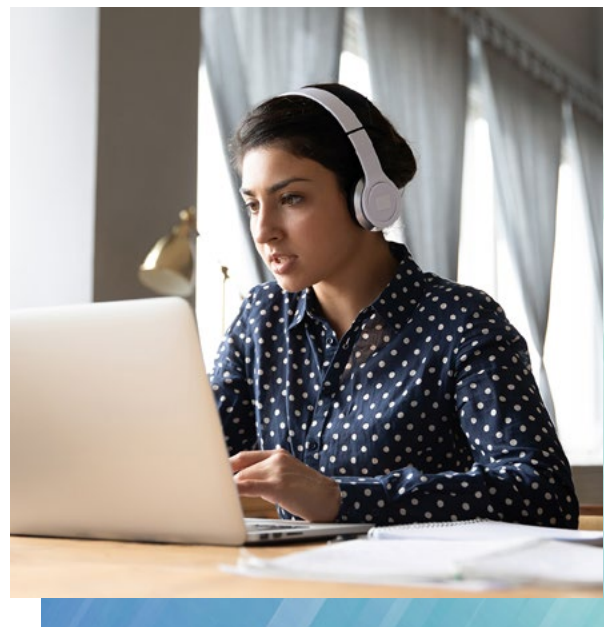
A Recognized Leader in Technology and Data

Proposed 2020-21 Action Items	2020-21 Achievements
<p>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.</p>	<p>The Technology and Data Working Group proposed a process for prioritization to the President’s Cabinet for consideration.</p> <p>DialPad, an Ai-powered cloud communication platform, was launched to enhance student enrollment and staff training capabilities.</p> <p>Significant upgrade to the Financial Management system enabled the latest features, platform, and security improvements.</p>
<p>Gap analysis with regard to emerging pedagogy, learning environments, and technology for future learners, faculty, staff, and academic disciplines.</p>	<p>The Provost Working Group #2 spent time reviewing definitions and data, and will continue its SWOT analysis during the Fall semester to provide recommendations in 2022.</p>

OTHER NOTABLE TECHNOLOGY AND DATA HIGHLIGHTS

- Enrollment Management completed more than 90 technology projects, automation, and data projects.
- Facilities Management completed a new 24-seat College of the Arts Animation Lab in Darling Academic Complex.
- IMT completed wireless improvements in Trinity, Engstrom, and Adams residential halls.
- The Office of Admissions conducted 127 virtual events for 1,900 people, while also launching both live and static [virtual campus tours](#) for prospective students and families, in partnership with the Division of Strategic Communication and Engagement.
- IMT partnered with the Student Health Center for several critical digital projects, including building a health hub within the [APU Now app](#) and [MyCougar Health Portal](#) for all APU students, faculty, and staff.

- APU launched Discord, a real-time digital community and virtual campus for traditional undergraduate, graduate, and professional students.



RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

A Sustainable Financial Enterprise

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



Proposed 2020-21 Action Items	2020-21 Achievements
Distribute CARES Act funding to effectively assist our students, especially those in greatest need.	Successfully administered \$15.6 million in American Relief Act funds, of which \$6 million was directed to eligible students.
Establish a new COVID-19 Testing and Monitoring Center operated by the APU Student Health Center.	Established and operated the COVID-19 Testing and Monitoring Center, which administered 10,500 COVID tests, 1,760 vaccines through 14 vaccine clinics, and monitored hundreds of individuals in 2020-21.
Secure \$8 million from either FY 20 surplus or APU Endowment to support Return to Campus operations, requiring protective equipment, instructional technology, cleaning/sanitation services, and personnel.	Allocated \$3.5 million in Return to Campus expenses, including equipment, supplies, and labor costs in the Student Health Center, Hyflex Classroom Technology, and other Academic support areas.
Meet financial covenants, establish clear financial metrics, and evaluate future options for the institution's financial structure.	Despite substantial loss of revenue, APU successfully met consolidated liquidity and debt service coverage ratio covenants on January 31, 2021, and June 30, 2021.

RENEWAL PROGRESS 2020-21 BY GRAND INITIATIVES

A Sustainable Financial Enterprise

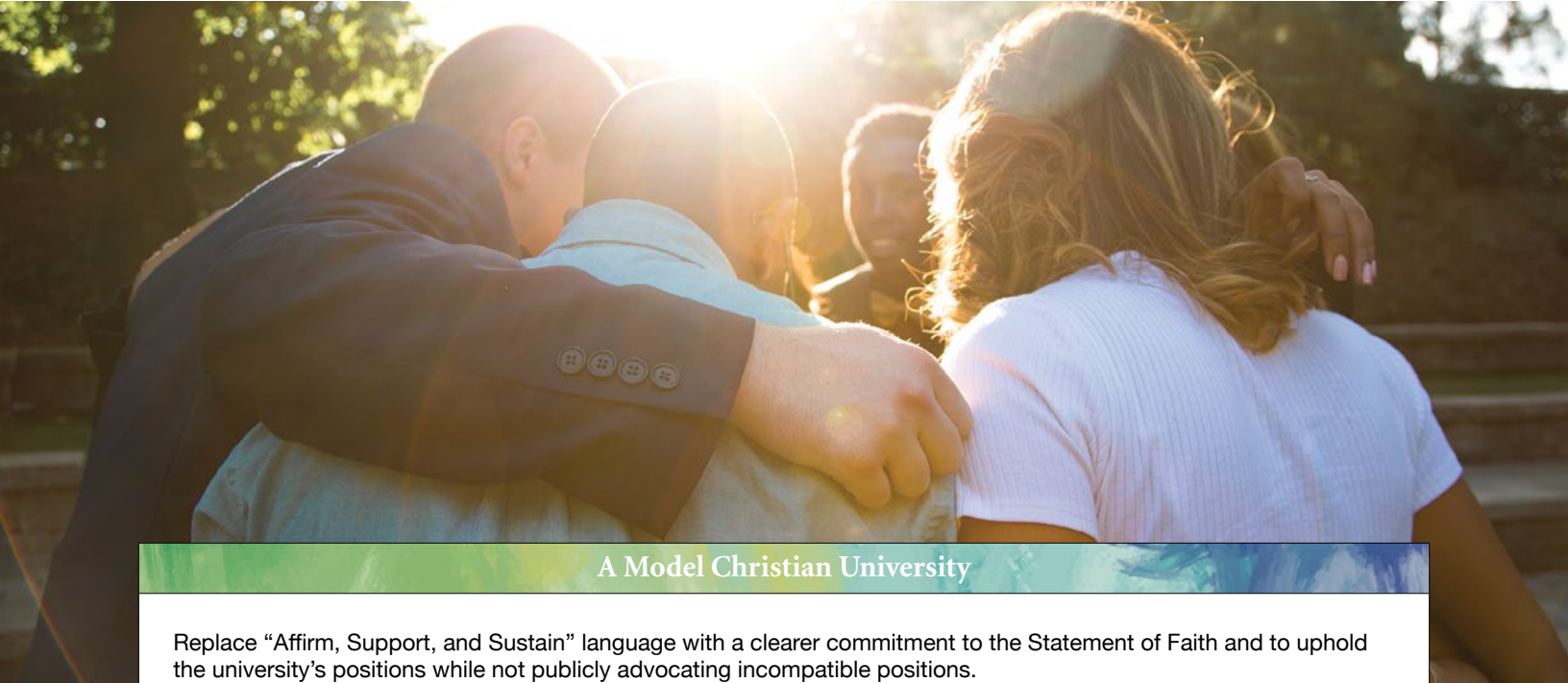
Proposed 2020-21 Action Items	2020-21 Achievements
<p>Restructure the institutional budget (i.e., expense allocation, pricing, discount, revenue share, and fee models) and implement new budget and planning software.</p>	<p>University wide right-sizing initiative realized \$14.5 million in ongoing expense reduction. Filled employee headcount was reduced by 111 (8%) from previous fiscal year.</p> <p>Despite COVID-19 pandemic restrictions, APU ended the 2020-21 fiscal year with a \$4.2 million operational surplus directed toward nonoperational deficits.</p> <p>A total of 48 significant projects, involving improved policies, procedures, and reporting, were completed by the Business Office. A new financial projection model, Adaptive Insights dashboard, and budget manager financial reports were launched, along with the configuration of a new travel and expense management system, Concur.</p>
<p>Assess and develop funding plans for major strategic initiatives in the plan.</p>	<p>University Advancement secured \$18.2 million in total commitments this fiscal year, including \$5.9 million toward the <i>Renewal</i> priority of university endowment. This included \$1.4 million for a new Endowed Chair in Citizenship and Civic Virtue, and more than \$417,000 to start seven new scholarship endowments.</p> <p>University Advancement completed the \$6.5 million goal for donations to fully fund the West Campus Student Commons project.</p> <p><i>Rally with Us</i>, a new virtual event, attracted an estimated 4,000 viewers and \$1.3 million of \$2 million raised for the University Fund this year.</p>

OTHER NOTABLE SUSTAINABLE FINANCIAL ENTERPRISE HIGHLIGHTS

- APU faculty secured \$6.8 million in grants.
- Overall enrollment revenue met the budget despite the shift to remote learning.
- The balance of nonoperating assets were sold for a combined net proceeds of \$1.7 million.
- \$866,000 in FEMA emergency expenditures recovery requests were submitted.



Upcoming *Renewal* Focus



A Model Christian University

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.

Implement a comprehensive internal and external strategic communication plan to align university impact across strategic initiatives.

Identify existing areas of academic distinction and assess future trends and resource allocation.

Propose a shared institutional vision and curricular and co-curricular operational framework for spiritual formation and faith integration.

Evaluate and enhance strategic partnerships to support academic programs at all levels.

Award four annual President’s Faculty Scholarship/Department Enhancement Grants.

A Thriving University of Choice

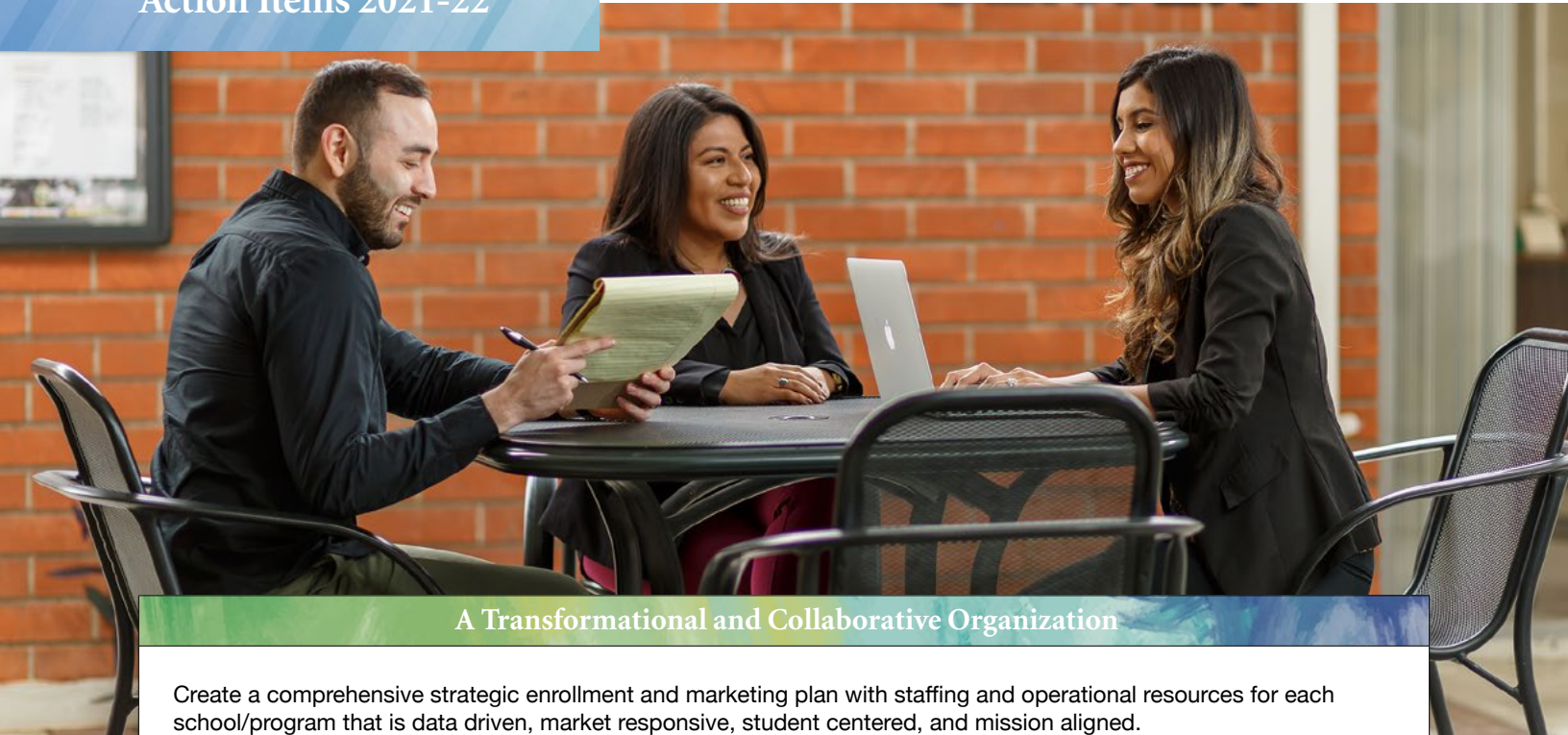
Reevaluate facility improvement priorities, leases, and submit new Campus Master Plan.

Assess and align modalities and online programs for effective completion of program learning objectives.



A Thriving University of Choice *(continued)*

Increase high school and community college engagement and ease of transferability.
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.
Evaluate and enhance systems to attract a diverse student population at all levels.
Increase commitment to creating an equitable and inclusive institution across all divisions, stakeholders, and locations.
Institute a longitudinal assessment plan that includes campus climate studies to establish baseline and ongoing comparative outcomes/results.*
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.*



A Transformational and Collaborative Organization

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.

Continue academic program assessment, review, development, launch, and financial performance.

Finalize principle-driven reorganization and rightsizing strategies across the institution.

Evaluate and realign institutional on-line and hybrid strategies and support services, including but not limited to, the APU-LAPU relationship.

Review and update expectations, organizational structure, and investment in key underserved student populations.

Develop a comprehensive job architecture plan, and evaluate the institutional strategy for faculty and staff development.*

Advance shared governance and ensure alignment of institutional support offices.*

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.*



A Recognized Leader in Technology and Data Management

Implement technology and data management priorities.

Conduct gap analysis with regards to emerging pedagogy, learning environments, and technology for future learners, faculty, staff, and academic disciplines.

A Sustainable Financial Enterprise

Meet financial covenants, establish clear financial metrics, and evaluate future options for the 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.

Restructure administrative and overhead costs to deliver APU's educational model.

Build a major gift campaign and support the University Advancement resource plan.

In light of the extraordinary demands upon employees and institutional resources this academic year, related to a safe return to campus and leadership transition, the 2021-22 action items will be prioritized for primary attention by a smaller number of Working Groups and Administration.

** While still active elements of Renewal, these action items will be attended to this year as time and resources allow.*

MISSION STATEMENT

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.



apu.edu/renewal