



University Annual Report of Progress

Azusa Pacific University | 2020-21

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Office of the President



ConGRADulations Drive-Thru Celebration, May 7, 2021

"I can do all things through Christ who strengthens me." (Philippians 4:13, NKJV)

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Azusa Pacific University | 2020-21

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Introduction and Overview

Paul W. Ferguson, PhD, DABT, President

An Unprecedented Year. Without question, the 2020-21 academic year proved to be one of challenge and blessing. As the COVID-19 Pandemic's impact on the closure of our campus extended beyond Spring 2020 to include the entire 2020-2021 academic year, the APU Community, as well as the entire higher education sector, was tested not only by the limits brought by this global health crisis, but also by the increasing political and racial tensions in the country. Despite the clear disruptions in delivery of academic courses, faculty scholarship, and student life experiences coupled with deep uncertainty in maintaining fiscal stability through loss of revenue from auxiliary enterprises, limited enrollment management initiatives, and loss of donor engagement, God wonderfully blessed APU through the resilience and generosity of our Faculty, Staff, Students, Alumni, Friends, and Donors. The President's Cabinet has been deeply focused on the process of implementing the Return to Campus (RTC) recommendations from the Return to Campus Task Force that is working to set a clear and detailed strategy for APU to reopen in Fall 2021.

Remarkable Progress Toward Fiscal Stability in the Midst of Challenge. Through diligent effort and engagement, remarkable progress was made over the past two years to introduce improved financial systems and implement a stewardship-minded approach to all of APU's expenditures. The APU Community responded to strategic measures with incredible generosity and impact to our call to join together in managing the fiscal impacts related to COVID-19 and institutional debt obligations. Employees committed to take accrued vacation, furloughs, and salary reductions, and reduced operational budgets. Additionally, University friends and donors were exceptionally generous with increased giving in FY21 by nearly \$3 million. With these generous and timely contributions, pursuit and receipt of federal COVID-19 support from the Higher Education Emergency Relief Fund (\$26.5M), and our strategic cost reduction measures, APU ended FY21 with a \$4.2 million budget surplus to further assist in COVID-19 Return to Campus Initiatives for Fall 2021, and was again fully compliant with our fiscal obligations, laying a strong foundation for further fiscal stability in FY22.

A Year of Innovation in the Midst of Challenge. Despite the challenges and limitations of the Pandemic, the APU Community exemplified significant resolve to provide Christ-centered academic excellence. Faculty offered new and creative course delivery through remote learning, and focused on meeting students where they were—understanding the limits of remote learning, and ensured ongoing shared governance with insight and compassion. Staff worked with the Administration to optimize remote work environments and provide necessary support to the academic enterprise as well as to support diversity, equity, and inclusion efforts. Faculty and Staff achieved new levels of scholarship and grantsmanship (\$6.7M in grants awards from government and nonprofit agencies). Student Affairs staff provided unique and intentional online experiences for students from diverse backgrounds and situations to promote inclusion and support during this year with a deep ongoing commitment to their spiritual formation. Additionally, the APU Community fully embraced the implementation of *Renewal, The Strategic Plan of Azusa Pacific University (2020-27)* to guide the University over the next 6 years to become the model Christian University for our culture and times.

Many will claim that higher education will never be the same after the Pandemic. That may be true. However, as you review this *2020-21 University Annual Report of Progress*, I encourage you to appreciate the depth and breadth of significant achievement by the APU Community even in the midst of the unprecedented Pandemic challenge. I know you will then agree with me, "To God be the Glory!"

Academic Affairs

Rukshan Fernando, PhD, Provost

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Principle-driven reorganization and right-sizing. Several steps were taken to streamline the structure and function of the Office of the Provost including: releveling and reorganizing of all academic affairs areas and the Office of Institutional Research and Assessment, elimination of executive directorships, and conversion of administrative lines into faculty admin/positions for enhanced transparency and budgeting. The Senior Associate Provost for Strategic Planning and Operations position was re-envisioned in order to support academic budgeting, communications, and systems. National searches will commence in 2021-22 for an Associate Provost of Research and an Associate Provost of Undergraduate Education and Community Engaged Learning. There have also been several shifts in leadership of the schools and colleges, with interim deans appointed for the School of Behavioral and Applied Sciences, College of Liberal Arts and Sciences, School of Theology, and Azusa Pacific Seminary. While this reflects a significant transition in leadership, this new team will take the Division of Academic Affairs into a bright future. The Office of the Provost also engaged in a cross-department budget reallocation strategy.



Revised expectations and process around academic program development, launch, review, assessment, and financial performance. The Office of the Provost partnered to form a collaborative relationship with Academic Cabinet, Enrollment Management, and Finance in order to develop a comprehensive process for program development and sunset, including admissions, finance, registration, and marketing considerations.

Established collaborative and unified approaches to leading the university with renewed commitment to shared governance. The Division of Academic Affairs has held regular strategy meetings with divisional partners from Human Resources, Enrollment Management, IMT, Advancement, Business Office, Student Affairs, Strategic Communication and Engagement, and Diversity, Equity, and Inclusion in order to optimize calendaring, intersection, and collaboration. Academic Affairs also built out its strategic planning process in collaboration with representatives from across the institution, including students. Provost-led working groups and school realignment proposals included significant engagement with Faculty Senate and Staff Council, increasing shared governance.

Created a new university structure for academic-based communication and community. The Office of the Provost collaborated with the Division of Strategic Communication and Engagement and the Office of the President to coordinate and streamline all communications across the university. A biweekly schedule of Chairs and Directors updates and the Provost Newsletter were also established in addition to a monthly Internal Academic Affairs update. These communications provided organizational, structural, and leadership updates, *Renewal* updates, and COVID-19 direction and guidance, as well as avenues to celebrate the outstanding work of our students, staff, and faculty. The provost's office sponsored community engagement around a Resilience series in Spring 2021 and a Trauma Informed Pedagogy series in Summer 2021, offering virtual events, community support, and resources.

Additional noteworthy accomplishments by the APU Faculty, Staff, and Students include:

- Faculty secured \$6.7 million in grants from multiple sources.
- In the midst of COVID-19, when many institutions were experiencing a decline in enrollment, deans, department chairs, and program directors exceeded their 2020-21 graduate and professional enrollment goals by \$1.7 million.
- Significant contributions made to the Return to Campus Task Force, including evaluation of campus access, course scheduling, and Hyflex technology with regular adaptations to maintain alignment with state and county guidelines.

College of the Arts

- MA in Music Entrepreneurship was ranked in the Top 20 US Programs and [17 by Best Value Schools](#); BA in Digital Media and Communication was ranked [14 by Bachelor Degree Center](#).
- Published the COTA Monthly Spotlight, reaching between 13,000 and 15,000 alumni, donors, community partners, faculty, prospective students, and current students who receive compelling and noteworthy highlights.
- Student/Alumni accomplishments include the APU Chamber Choir [record with Grammy artist](#) Jarret Johnson. Alumnus Ricky Staub had his directorial debut of a feature film on Netflix, [Concrete Cowboys](#). More than [90 alumni highlights this year](#), documenting winning awards, participating in film festivals, attaining scholarships, securing competitive job positions, releasing albums, and landing roles on ABC, Netflix, the CW, and more.
- Faculty and students have produced hundreds of performances this year. On YouTube alone COTA dropped more than 75 produced recordings and garnered more than 40,000 views.

College of Liberal Arts and Sciences

- Produced 45 publications, delivered 30 presentations, and received 7 external grant awards as well as several internal grants.
- Awarded \$649,987 NSF S-STEM grant entitled Increasing Retention and Graduation of STEM Undergraduates through Scholarships and a Learning Community Combined with Academic, Social, Professional, and Family Supports. This five-year funding will provide scholarships for promising STEM aspirants with high unmet financial need, who are pursuing bachelor's degrees in computer science, computer information system, engineering, mathematics, applied mathematics or physics, and study how mentorship and other programmatic interventions impact persistence and retention.
- Granted \$70,000 Richter Scholars Research Fellowships to provide funding for 11 CLAS undergraduate and graduate students to pursue independent research projects in conjunction with a faculty sponsor-mentor during summer and fall 2021.
- Awarded \$104,000 SCIO (Scholarship and Christianity in Oxford) and CCCU grant entitled Supporting Structures: Innovative Collaborations to Enhance Stem Research at CCCU Member Institutions. This multi-faceted project involves research support for two STEM junior faculty, STEM public engagement, diversity in STEM development, STEM undergraduate support, and undergraduate club support.
- Granted \$12,500 from the Lilly Fellows Program to host a two-day virtual Reckoning and Reimagining: Envisioning a Faithful Presence in the Liberal Arts Regional Conference. This conference, with more than 150 attendees, featured a diverse, interdisciplinary group of more than 30 Christian scholars, clergy, religious leaders, and students from more than 20 institutions who offered insights, theory, and research for reimagining the liberal arts, and a robust response to the global enduring impacts of COVID-19 related to health care, justice, politics, and the economy.

School of Behavioral and Applied Sciences

- Published a total of 3 books, 35 research articles, and 2 textbook chapters. Two faculty members defended their dissertations. In addition, faculty research teams, faculty-student research teams, and student-led research teams presented at numerous academic conferences.
- Faculty and students in Physical Therapy, Social Work, Marriage and Family Therapy, and Psychology served the public in their professional capacity as frontline health-related workers caring for people throughout the pandemic.
- Social Work received the HRSA (Health Resources and Services Administration) Scholarships for Disadvantaged Students, which provides \$2.7 million over five years. Psychology has funded 8 full- and 4 part-time faculty and staff positions due to grant funding received by research faculty. Criminal Justice has continued grant funding in partnership with the City of Duarte looking into violence prevention and community policing, and received a new grant in conjunction with Children's Hospital Orange County evaluating the lived experiences of human trafficking survivors. Higher Education faculty participated in two federal grant projects through the National Science Foundation.
- Sally Mansour (Community Counseling Center) was awarded \$1.94 million (awarded over five years) from SAMHSA for the National Child Traumatic Stress Initiative.
- Angela Robles in Kinesiology consulted with the USA Olympic Softball Team leading a Strengths-based Zoom session assisting the team in their preparation for competition in the 2021 Olympics in Japan creating a collective USA Olympic Team Strengths Profile for them.

School of Business and Management (SBM)

- Curriculum now offers students the opportunity to earn internationally recognized certificates, credentials, and microcredentials. As a compliment to their diploma, these offerings allow students to align achievements with professional competencies and industry demands and showcase their skills to employers.
- The Leung School of Accounting now provides students the opportunity to prepare for specialized credentials, such as the Certified Public Accountant (CPA), the IRS Enrolled Agent (EA), and the Certified Information Systems Auditor (CISA), increasing their value to potential employers.
- Introduced the International Business Colloquium (IBC), an engaging and interactive experience that includes speakers from around the world with international case-study discussions, founded by Dr. Cawman and centered around the Cawman & Fine-Skalnik (2021) case study. In Fall 2021, 9 schools in 8 countries and 16 speakers are planned, touching undergraduate and T1 and T2 graduate programs, and paving the way for interuniversity business collaborations with Christian universities globally.
- With a renewed focus on scholarship in 2020-21, 57% of the faculty participated in scholarly activities, including national and international conference presentations, international publications, textbooks, and a TED Talk.
- Designed MBA and MBM curriculum pathways increasing GR enrollment without increasing curriculum costs by utilizing existing courses.
- Developed Master of Professional Accountancy (MAcc) Traditional and Executive Programs, creating two MAcc programs by using existing courses, allowing for increased enrollment without additional cost.
- Implemented new scheduling procedures, increasing marginal revenue.

School of Education

- Dr. Stacy Kula was a co-editor of *High Achieving Latino Students: Successful Pathways Toward College and Beyond*, which received the Book of the Year award from the American Association for Hispanics in Higher Education (AAHHE).
- Sixteen public school leaders were selected and completed the launch of the Next Generation Superintendents program, developed by the Dean's office. This 10-month long program was designed to support and coach leaders from underrepresented groups into school district leadership. Of the inaugural cohort, 14 of 16 were promoted in the first year.
- Amidst COVID-19 accommodations in K-12 and APU settings, all student teaching candidates were placed in both fall and spring semesters, with many having mid-semester transitions in modality (from face to face to online or vice versa).
- The School of Education exceeded enrollment goals for the year which increased class sizes or sections for faculty who readily adapted all courses to online formats.
- School of Education faculty provided technology teaching resources for K-12 partners in various online venues.

School of Nursing

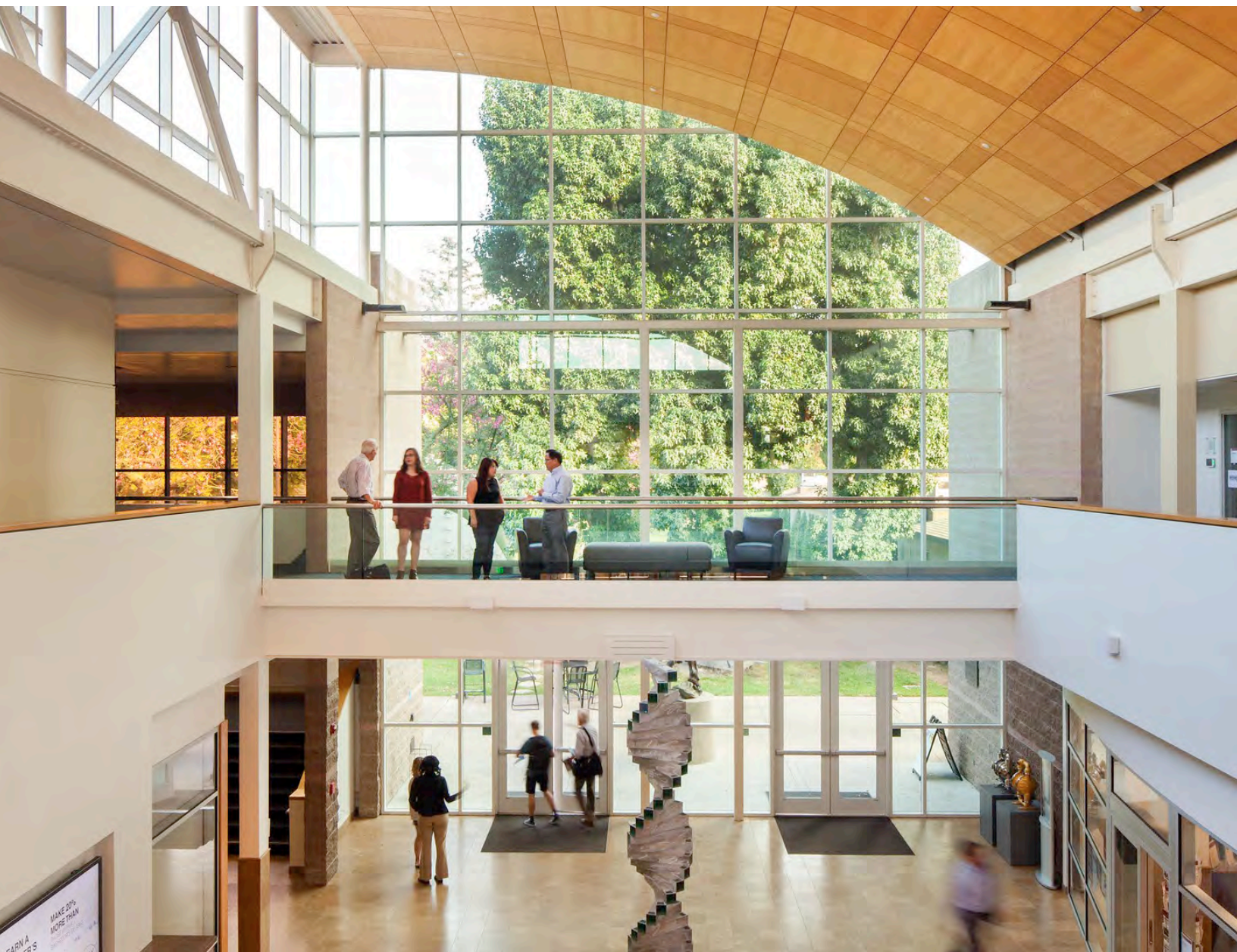
- Completed the Master of Science in Healthcare Administration (MSHA) to join the MSN in Healthcare Administration and Leadership in Nursing. The MSHA is designed for those with bachelor's degrees in nonclinical fields who are working professionals that want to advance and are interested in management and leadership positions in healthcare settings. Courses are taught by faculty from both the School of Nursing and the School of Business and Management.
- Finalized the articulation agreement between Pasadena Area Community College District and Azusa Pacific University resulting in an integrated simultaneous Associate's Degree in Nursing and a Bachelor's Degree in Nursing for eligible students enrolled at both institutions.
- Graduated 852 pre- and post-licensure nurses and enrolled 1,024 new nursing students.
- Designed a "bridge" curricular path from the Doctor of Nursing Practice to the PhD and enrolled three students.
- Prepared the Council on Education for Public Health (CEPH) application packet for the Master of Public Health national accreditation.
- Renewed the Nurse Faculty Loan Program (NFLP) and Advanced Nursing Education Workforce (ANEW) grants and received funding for the Behavioral Health Workforce Education and Training (BHWET) grant for \$1,912,252.
- Jonas Center for Nursing and Veterans Health Care awarded two scholarships in the amount of \$30,000 to two nursing doctoral students.
- More than 1,000 students, faculty, community partners, and alumni attended the 16th APU Nursing Research Symposium focused on both the local and global impact of the pandemic on nursing education and healthcare systems. The three-day, spring symposium included international speakers. The Virtual Poster Hall featured more than 50 research presentations.

School of Theology/Azusa Pacific Seminary

- Awarded a Phase 1 grant from the Lilly Foundation to fund design thinking activities on the future of seminary education.
- Achieved a strong enrollment in the Doctor of Ministry Spanish program which completed its first year.
- Released curriculum produced by School of Theology faculty to help churches discuss (and lament) racism (<https://heraldpress.com/books/lamenting-racism-leaders-guide>).
- Launched [The Common Table Collaborative for Clergy and Congregational Well-Being](#). APU listed first as part of the Advisory Board on the related website, which will be linked to APU's Center of Vocational Ministry website.

Honors College

- Raised \$2.5 million in collaboration with the Division of Advancement toward a \$3 million Endowed Chair in Citizenship and Civic Virtue.
- Conducted a study of IDEA results that ascertained the quality of instruction within the Honors College did not decline during a year of online instruction.
- Produced six Oxbridge books of senior essays in May 2021. The Honors College has printed 21 books in the last four years.
- Obtained publishing contracts for two prior Oxbridge books from trade publishers.
- Award-winning author and APU Honors College Professor Diana Glycer was featured at the Trinity Forum, reaching 2,400 people from 31 countries.



Administration

Don Davis, EdD, Vice President for Administration/CIO

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Principle-driven reorganization and right-sizing. Utilities, leases, and associated property expenses were moved from the institutional account to the responsible division. The 25 Alosta Place public rental units are at 95% occupancy rate, providing financial assistance to the quasiendowment. The Division is projected to finish the fiscal year at or slightly over the FY21 working budget, including approximately \$2.3 million spent on COVID-19 from the Division's operating budgets.

Divisional goals summary. Key accomplishments include:

- Purchased and distributed PPE and signage, implemented COVID-19-compliant safety measures, and installed hyflex technology in classrooms for Destination APU.
- Completed Trinity, Engstrom, and Adams residence hall wireless improvements by deployment of the cloud-based Mist Wireless system, which uses data analytics aiding identification of service quality changes; consumer-level WiFi offered in University Village Apartments (UV) utilizing an outsource internet service, Frontier® FiberOptic.
- Developed schematics and budget estimate for a new cinema building, a College of the Arts (COTA) improvement, with Advancement and presented to potential donors.
- Completed pre-construction planning for West Campus Student Commons and submission of the plans to the City of Azusa for approval with confirmation of receipt of \$6.5 million in donor funding.
- Engaged in *Renewal* working groups, roundtable discussion, and Title III grant.
- Sold remaining non-operating assets for combined net proceeds of about \$1.7 million to the quasi-endowment.
- Completed the 7,750-square-foot remodel/renovation in Smith Hall to house new offices for the Department of Campus Safety.



Facilities Management. The Facilities Management Team completed 8,301 work orders and several facilities improvement projects including: Building #6 and Warren first-floor restroom remodels, Segerstrom restroom counter replacements, residence remodels and enhancements in Trinity, University Village, and Engstrom Hall, reseeding heavily utilized lawns, adding color/flowers and mulch to East Campus, and partnering with Campus Safety to trim overgrown plants on critical property lines and street-access locations. In addition, the creation of a COTA Animation Lab was completed, a solar proposal was developed and presented to the Administration in an effort to promote energy efficiency and savings, and Smartsheet software was designed and implemented for asset control and materials tracing.

Information and Media Technology (IMT). IMT's strategic focus comprised six goals: (1) digital student success, (2) digital communication and community, (3) digital security and privacy, (4) agile transformation, (5) innovative culture, and (6) leveraging data and integration:



IMT Strategic Focus
2020-21

Partner to Digitally Transform Student Experience

Our students will experience:

- A. Christ-centered academic excellence
- B. Meaningful engagement between professors and students with new improvements in technology to support learning
- C. Robust wellness and health resources to navigate COVID-19 and thrive in distance education
- D. Transformational faith integration and spiritual development through online chapels, discipleship groups, and spiritual mentoring programs
- E. Opportunities to connect with other students, faculty, and staff through various virtual programs and services
- F. Personalized student advising and peer counseling that promotes academic growth and faith maturity

✓ = Completed

WG = Work in Progress

WG = Renewal Work Group

6/1/2021

| Digital Student Success | Enable Digital Communication and Community | Leverage Data and Integration |
|---|---|---|
| <ul style="list-style-type: none"> • Support learning - Implement Hyflex Classroom Designs. [A,B] ✓ • Develop virtual chapel attendance tracking [D] ✓ • Invest in Digital Infrastructure [B,D,E] <ul style="list-style-type: none"> • Improve wifi performance in dorms ✓ • Provide consumer level wifi in apartments ✓ • Implement a new intuitive student interface for APU Mobile and Home (Highpoint Campus Experience) [B,E] ✓ • Customer service through partnership - active listening will help us deliver the right experiences to the community. [A-F] ✓ | <ul style="list-style-type: none"> • Projects aimed at developing a digital campus environment. Implement Discord. [B,F] ✓ • Continue to develop Forms with workflows. [E,F] ✓ <div style="background-color: #ffe0b2; padding: 5px; margin-top: 5px;"> <p style="text-align: center;">Digital Security and Privacy</p> <ul style="list-style-type: none"> • Publish Security Master Plan • Develop Information Security Program Documentation • Deploy Multi-Factor Authentication (MFA) to PeopleSoft users • Develop GDPR Data Inventory </div> <div style="background-color: #e6ffe0; padding: 5px; margin-top: 5px;"> <p style="text-align: center;">IMT Agile Transformation</p> <ul style="list-style-type: none"> • Conduct Value Stream Mapping pilot ✓ • Re-establish IT Governance WG • Intentionally develop IMT staff ✓ </div> | <ul style="list-style-type: none"> • Create intelligent distribution audience groups (enhance Grouper) [A-F] ✓ • Develop Student Success Measures Dashboard utilizing Canvas and PS data [A-F] ✓ • Integration Platform-Simplify integration connector between systems (replace Mulesoft) [A-F] ✓ • Generate institutionally approved data definitions for data elements currently in use in existing dashboards. [A-F] WG • Implement Travel & Expense System (Concur) including integration to finance systems [A] ✓ |
| <p>Innovative Culture</p> <p>We are leaders in agile practices, innovative customer experiences and enablers of new business through digital transformation</p> | | |
| <p>Success Measures</p> <p>• Users adopt our products and services • Our partners have a voice and leverage our platforms and practices • We embrace our target culture</p> | | |

IMT Strategic Focus 2020-21

Video conferencing technology was installed in every classroom and conference room (230 total rooms) at the Azusa, Monrovia, High Desert, Inland Empire, Orange, Murrieta, and San Diego campuses and 127 faculty attended in-classroom training. The installation included more than 200 computers upgraded in classrooms, and new Mist wireless access points on the Azusa campus. Based on the learning from the Fall installation of every room, IMT partnered with the Office of the Provost to enhance 36 classrooms to a HyFlex 2.0 model for the Spring semester. These technology enhancements were featured by Higher Ed AV Media with USC Podcast, Stem Audio, and Shure Incorporated. In partnership with Judicial Affairs and Corporate Worship, an online Chapel experience, including attendance tracking, was created. There were 25,749 chapel YouTube views coming from 8 countries. In addition, partnered with APU Care Team to loan 130 laptops and 13 home wireless devices to students and 192 laptops to employees in order to support remote learning/working.

APU Now and Highpoint Campus Experience (CX) mobile products were updated to provide a more intuitive student experience. Calendly enabled prospective students to schedule direct consulting for financial aid through Admissions using self-booking appointments. In addition, a new interface for student payments was implemented. Media Services assisted with virtual events including: Academic Advising and Admissions, Fall 2020 Welcome Weekend Events, RezLife and DEI Virtual Concert, School of Nursing Research Symposium, webinars for the Office of Diversity and Inclusion, athletic competition broadcasts, and commencement ceremonies, including hoodings and commissionings, for Spring 2020, Fall 2020, and Spring 2021. In total, 181 webinars were hosted, reaching 10,657 participants; 71 athletic competition broadcasts occurred, amassing 33,329 views; and Spring 2021 commencement reached 7,573 views from 44 countries.

In partnership with Student Affairs, Discord!, the first official real-time digital community and virtual campus for both traditional undergraduate and graduate and professional students, was launched. In total, 463 undergraduate and 209 graduate/professional students utilized this service to create virtual communities. In conjunction with the Student Health Center, a health hub within the APU Now app was created, providing access to MyCougar Health Portal, health and safety guidelines, what to do if you're sick, and other COVID-19-related resources. In addition, enhanced systems for collection of biodemographic data and distribution of confidential documents were developed.

Salesforce customer relations management (CRM) was expanded for Spiritual Life and the Center for Student Action, providing increased automation. A Student Success Measures Dashboard was developed to evaluate student and faculty participation and engagement in Canvas online courses. Configuration of a new Travel and Expense System (Concur) and integration to PeopleSoft finance systems was completed.

An Information Technology Security Policy was drafted and approved by the Technology and Data Working Group.

There were 33,684 work orders completed with a 97.1% IMT satisfaction rating, 150,511 zoom meetings and classes with 1,398,615 participants, a 22.32% increase in Formstack submissions demonstrating the transition to electronic methods of data collection, 330,396 calls and 109,152 text messages sent using Dialpad, and 164 individuals participated in Productivity Technology Live Training.



Advancement

Corbin Hornbeek, MA, Vice President for Advancement

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Principle-driven reorganization and right-sizing. The Office of Alumni Engagement (OAE) was moved from the Provost's office to the Office of University Advancement. Following the completion of a top-line assessment conducted by Marts and Lundy and led by Chris Vlahos, OAE launched an inclusive and representative Strategic Planning Process to shape the future direction and priorities of the department with full integration with other Advancement functions, programs, and priorities. Advancement also eliminated 10% in permanent budget cuts and completed the year under budget (personnel and operations).

Major fundraising efforts. Advancement exceeded the budgeted University Fund goal of \$2 million. Total FY21 production, including all multiyear pledges secured and signed estate commitments, totaled \$18.1 million, a \$2.6 million increase over the previous fiscal year production of \$15.5 million (Table 1). Dinner Rally pivoted successfully to a virtual event, *Rally with Us*, resulting in an estimated 4,000 viewers and \$1.3 million raised, eclipsing all previous Dinner Rally totals. Virtual Giving Day more than doubled the previous Giving Day campaign (FY19) in total gifts and funds raised, resulting in 1,100 donors and more than \$300,000 raised. While major gifts remained strong, there was a 12% decline in total gifts and a 21% decline in total donors. This is likely due to the COVID-19 impact, including decreased impact of stable donor acquisition and retention programs. It will be important to continue to monitor and grow the donor base.

Table 1. Fiscal Year-to-Date Comparisons: Production

| Gift Type | FY20 | | | FY21 | | |
|--------------------|--------------|---------------|---------------------|--------------|--------------|---------------------|
| | Donors | Gifts | Totals | Donors | Gifts | Totals |
| Cash | 3,599 | 10,664 | \$ 4,619,835 | 2,848 | 9,394 | \$ 5,194,443 |
| Gift-in-Kind | 1 | 1 | \$12,657 | 2 | 3 | \$14,783 |
| Planned Gift | 11 | 11 | \$9,091,633 | 18 | 18 | \$7,407,000 |
| Pledge | 671 | 782 | \$1,783,029 | 422 | 519 | \$3,136,407 |
| Stock/Property | 7 | 7 | \$17,012 | 11 | 27 | \$2,399,099 |
| Grand Total | 4,190 | 11,465 | \$15,524,165 | 3,197 | 9,961 | \$18,151,732 |

Table 1. Fiscal Year-to-Date Comparisons: Production (cont.)

| Campaign Description | FY20 | | | FY21 | | |
|----------------------|--------------|---------------|---------------------|--------------|--------------|---------------------|
| | Donors | Gifts | Totals | Donors | Gifts | Totals |
| Capital Fund | 2 | 7 | \$80,000 | 4 | 5 | \$275,200 |
| Endowment | 135 | 324 | \$4,118,633 | 315 | 542 | \$5,914,852 |
| General Use-Develop. | 9 | 10 | \$4,126,515 | 9 | 29 | \$7,649,135 |
| Restricted | 1,973 | 3,663 | \$5,074,979 | 1,279 | 2,696 | \$2,180,205 |
| University Fund | 2,292 | 7,976 | \$2,143,920 | 1,884 | 7,155 | \$2,132,340 |
| Grand Total | 4,190 | 11,465 | \$15,524,165 | 3,197 | 9,961 | \$18,151,732 |

In accordance with Renewal, additional fundraising accomplishments include:

- Raised \$6.5 million to fully fund the West Campus Student Commons.
- Secured a \$1 million grant from the Fletcher Jones Foundation for the Endowed Chair in Citizenship and Civic Virtue. As of April 29, an additional \$400,000 has been committed toward the matching portion of this endowment, bringing the total funding to \$2.5 million.
- Established 7 new scholarship endowments, totaling \$417,500.

Athletics

Gary Pine, MBA, Director of Athletics

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Principle-driven reorganization and right-sizing. The difficult decision was made to close the football program given the decline of Division II schools on the West Coast resulting in the elimination of local competition and the consistent cost overrun due to long-distance trips. This enabled Athletics to reallocate funding to other sports and student scholarships while operating within budget. While painful and emotionally charged, the decision witnessed a smooth transition after several months for those athletes wishing to transfer to other institutions. Of the 100 football players on the roster at the end of the first semester, 17 are remaining at APU to complete their education.

Divisional goals summary. Key accomplishments include:

- Continued compliant athletic training and competition, in spite of the restrictive impacts of COVID-19 and in conjunction with PacWest Conference mates. With approval from the Return to Campus Task Force, 109 contests were staged at home. In partnership with IMT, more than 70 APU contests were live-streamed.
- Administered more than 4,000 COVID-19 tests to Cougar student-athletes. Cougar athletics did not suffer a COVID-19 outbreak or cancel any contest because of its own athletes' infections, which are a testimony to the detailed return-to-campus plan developed by the Azusa Pacific Sports Medicine Staff and the Student Health Center, as well as the Cougars' adherence to policy, diligence for safety, and respect for their teammates and others.
- NCAA regulations guiding student-athletes transfers were relaxed during 2020-21, making it more convenient for student-athletes to move from one institution to another without penalty. PacWest schools averaged more than 11 transfers per institution. However, Azusa Pacific, which has the largest student-athlete population in the PacWest, had just six athletes request transfer notification during the year, giving support to the notion that Cougar athletes are satisfied on multiple fronts and have found a home at Azusa Pacific.
- In partnership with Advancement, \$58,759 from 563 donors raised to support athletics during Giving Day. In addition, collaboration is underway to campaign for Cougar Baseball Complex enhancements.

Cougar athletics performance. Cougar athletes had an excellent year in spite of the challenges imposed by COVID-19.

Highlights include:

- Women's track and field won the NCAA National Championship. In addition, Jaylah Walker (400-meter hurdles), Mechaela Hyacinth (100 meters), and Chin Agina (high jump), each captured individual championships.
- Acrobatics and tumbling had an undefeated regular season and was ranked number 1 by the National Collegiate Acrobatics and Tumbling Association (NCATA). The team made it to the final round of the NCATA championship tournament, narrowly falling to the six-time defending national champion Baylor Bears.
- Baseball won 17 of its first 20 games and earned the NCAA's No. 1 seed in the West Region. Unfortunately, APU fell in the regional tournament and, for the fourth-straight year, was left at the doorstep of advancing to its first-ever NCAA DII World Series. Head Coach Paul Svagdis was named PacWest Coach of the Year, and juniors Osvaldo Tovalin and AJ Woodall were named PacWest Player and Pitcher of the Year, respectively.
- Azusa Pacific men's and women's tennis teams were ranked in the NCAA Top Ten, and for good reason. The men won 17 of their first 20 matches, while the women won 12 of their first 14 matches, and both squads earned their respective No. 1 seeds at the PacWest Tennis Championship Tournament. The Cougar men were upset in the conference finals, but the women took all three matches in the championship to capture their first-ever conference crown. Both squads advanced to the NCAA regionals for the third straight year.
- Women's basketball qualified for the NCAA playoffs and advanced to the NCAA Elite Eight.

Cougar athletic academic performance. The NCAA documented the significant impact the Pandemic had on student-athlete mental health throughout the year, and Azusa Pacific athletes were not immune. The lack of social interaction combined with the sustained uncertainty regarding practice and competition while trying to properly manage virtual instruction weighed heavily on all Cougars throughout the entire Athletics program. Nonetheless, these student-athletes persevered, perhaps like no other class of Cougars in the 56-year history of Azusa Pacific intercollegiate athletics. Over the past eight years, the overall grade-point average (GPA) of Cougar student-athletes has steadily climbed, but given this year's set of circumstances, no one would fault this year's Cougars if the upward trend paused ... but it did not! In fact, the 2020-21 Cougars set an all-time program record with an amazing 3.48 collective GPA, easily besting the prior record of 3.36 set last year.

While individual academic awards are still coming in throughout the summer, several sports have already received recognition for their efforts in the classroom. With a team GPA of 3.65, the women's swimming and diving team was named a Scholar All-America Team by the College Swimming and Diving Coaches Association. Women's soccer (3.70 GPA) and men's soccer (3.30) received the Team Academic Award from the United Coaches Association. And women's water polo, which put together a collective 3.48 GPA, placed all 13 team members of the Golden Coast Conference All-Academic team. Five other Cougars from softball, baseball, and men's soccer garnered CoSIDA Academic All-District for fashioning a 3.47 GPA or better in such disciplines as allied health, kinesiology, accounting, and computer science.



Diversity, Equity, and Inclusion

Keith Hall, EdD, Vice President for Diversity, Equity, and Inclusion

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

The continued weight of the COVID-19 Pandemic and the ongoing unrest surrounding racial and sociopolitical realities in our nation impacted our university community during the 2020-21 academic year. These difficult times prompted an appetite for learning and an urgent pursuit of a deeper consciousness regarding diversity, equity, and inclusion (DEI) themes and topics. Faculty, staff, and students from a variety of backgrounds entered forums and sponsored diversity experiences with open and humble hearts to learn, grow, and leave as DEI champions committed to advancing diversity, equity, and inclusion as Kingdom distinctives.



DEI programming. Key accomplishments include:

- Facilitated multiple university-wide DEI forums to bolster cultural awareness and engagement for APU administration, faculty, staff, students, and alumni including: (1) *Equity and Justice Forum*, (2) *HSI Forum*, (3) *APU's MLK Tribute-Beloved Community: Glean from the Dream*, (4) *It Takes a Village: Reflections from Presidents of APU's Black Affinity Orgs*, (5) *A Seat at the Table: A Conversation with APU Black Men*, (6) *Re-Imagining Music: Bridging the Genre Gap*, (7) *APU's Tribute to Cesar Chavez*, and (8) *Lifting Our Voices: APU Asian American Women Speak*.
- Produced 8 *Cafecito Conversations*, featuring the diverse backgrounds and perspectives of faculty and staff on an array of topics, including but not limited to: reconciliation, invisibility, the importance of ethnic affinity organizations, and anti-racism.
- Organized *VOICES* as a safe virtual space for students to engage in critical conversation regarding racial justice, equity, and civic engagement.
- Sponsored 25 cultural events to enhance students' culture awareness, engagement, and proficiency, including: *Understanding and Supporting They Neighbor*, *I Am a Culture Not a Costume*, *Investing in One's Mental Health: Self-Care Workshop*, and *Diverse Women in Leadership Featuring APU Faculty and Staff*.
- Facilitated programming for APU's 494 veteran and military-connected students.
- In partnership with the Division of Student Affairs and the Office of the Provost, sponsored a special series on civic engagement in preparation for the national election and to address matters of disposition in light of the political climate.
- Held DEI professional development forums for Information, Media, and Technology (IMT) staff.

DEI training. The Diversity Ambassador Program curriculum was enhanced and modified for hybrid and online delivery, granting access to faculty and staff based at APU regional campuses. In addition, the Diversity Ambassador Program for Health Care Professionals was launched during the Spring semester; the offering was exclusively available to faculty and staff in Nursing, Psychology, Physical Therapy, Athletic Training, Social Work, Public Health, etc. The Diversity Ambassador network has expanded to more than 360 faculty, staff, and administrators. The *Imago Dei Diversity Experience* for APU faculty and staff was transitioned from the Division of Human Resources to Diversity, Equity, and Inclusion division. Curricular components were revised with an emphasis on (1) self-awareness: personal identity and implicit bias, (2) others awareness: strengths perspective and cultural competency and fluency, and (3) collaborative and cultural engagement in the workplace and the classroom. New Faculty Orientation sessions also included sessions on equity-minded teaching and engagement. In partnership with Student Affairs, *Imago Dei Diversity Training* was also facilitated for all university student leaders to promote inclusive practices and cultivate a sense of belonging for all students with emphasis on marginalized populations in Residence Halls, Alpha Groups, CSA Service Groups, and Chapel contexts. In addition, Department of Campus Safety officers and staff were provided diversity training with a focus on implicit bias and cultivating a safe and thriving community.

Ethnic organizations. *MOSAIC: APU's Network of Faculty and Staff Ethnic Affinity Organizations (EAO)* was launched to bolster navigation, engagement, and retention of Faculty and Staff of Color. The Student Center for Reconciliation and Diversity sponsored virtual and cultural spaces promoting student engagement and belonging via Ethnic Organizations. Mosaic Caucus, which includes presidents of Ethnic Organizations and SGA, were coordinated throughout the academic year creating space for ethnically diverse student leaders to consistently engage, process, and be informed on institutional developments at APU.

DEI Partnerships. Provided diversity, equity, and inclusion lens in Presidential Roundtable Discussions, *Renewal* working groups, CCCU Equity and Inclusion Commission, Provost Search Committee, WSCUC Steering Committee, Alumni Relations Strategic Planning Task Force, Title IX Appeals Committee, NEH/HSI Bridge Planning Committee, and Trustee Scholarship Committee, and in Admissions, Advancement, and SGA forums. Also coordinated *Renewal* DEI Working Groups tasked with developing viable recommendations for employing action items during the implementation phase of the university strategic planning process including: Access and Affordability, Minority Serving Institution (MSI), Hispanic Serving Institution (HSI), and Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), Campus Climate Study, Equitable Student Experience, DEI Faculty/Staff Development, Ethnic Affinity Organizations, and APU's [Diverse] Story. In addition, provided co-leadership for the Department of Campus Safety (DCS) Community Advisory Committee.

Bias Incident Reporting. APU's Bias Incident Reporting (BIR) process is stewarded by the DEI division. The Division works closely with appropriate unit heads to address and resolve reports of bias. This table summarizes BIR cases by type over the last five years:

| | Age | Color | Disability | Ethnicity/ Culture | Gender/Gender Identity | Race | Religion | Sexual Orientation | Other | Total* |
|---------|------------|--------------|-------------------|-------------------------------|-----------------------------------|-------------|-----------------|-------------------------------|--------------|---------------|
| 2016-17 | 0 | 1 | 0 | 2 | 1 | 7 | 2 | 0 | 4 | 12 |
| 2017-18 | 0 | 7 | 1 | 8 | 5 | 10 | 1 | 4 | 5 | 27 |
| 2018-19 | 2 | 2 | 0 | 3 | 13 | 3 | 1 | 8 | 4 | 17 |
| 2019-20 | 2 | 3 | 0 | 11 | 3 | 11 | 1 | 0 | 1 | 17 |
| 2020-21 | 1 | 2 | 3 | 4 | 7 | 4 | 1 | 1 | 4 | 12 |

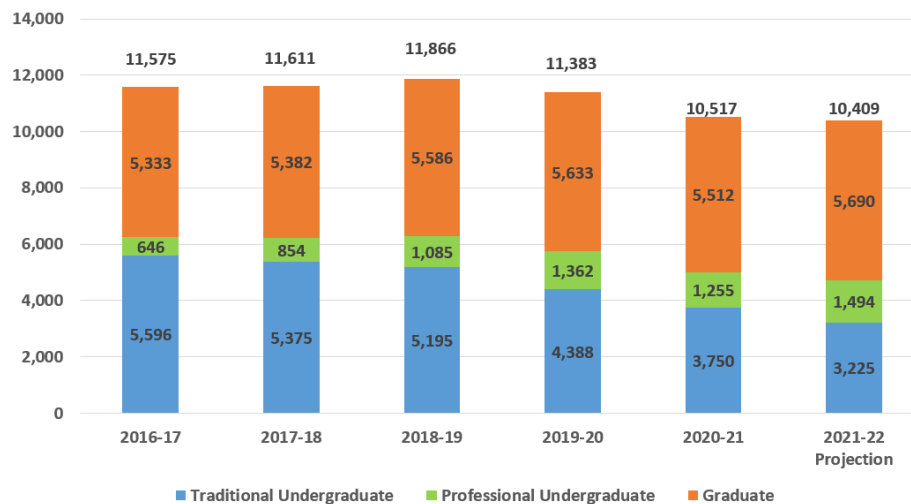
**Reflects number of BIR submissions. Some BIR submissions report multiple alleged infractions across multiple diversity characteristics.*

Enrollment Management

Heather Petridis, PhD, Vice President for Enrollment Management

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Figure 1 provides a five-year perspective on APU's enrollment and reflects the emerging and ongoing challenges the University has faced in maintaining undergraduate and graduate enrollments in a highly competitive academic market in the face of internal fiscal challenges.



Significant challenges were imposed on enrollment as a result of the 2020-21 COVID-19 restrictions in California and Los Angeles County, including the travel advisory prohibiting out-of-state recruitment travel, the inability to conduct campus visits, tours, or events from March 2020 to March 2021, and the NCAA extended eligibility for athletes resulting in a reduction of new student athletes. In addition, there was a 12% decline in California community college 2020 enrollment as well as a 15% decline in overall inquiries for the institution, which further impeded new student recruitment for Fall 2021/Fiscal Year 2022. The Division focused on alternative methods of recruitment, including digital marketing campaigns and virtual engagements and tours, and then navigated COVID compliant on-campus engagements when they were permitted. As a result, enrollment exceeded revenue goals by \$2.9 million for Fiscal Year 2021. In addition, enrollment management increased the deposit rate for freshmen year-over-year by 4% and successfully met the May 1 freshman deposit goal for Fall 2021. Given that the graduate and professional undergraduate pricing model is based on units versus headcount, Table 1 provides a breakdown of units by school year-over-year, illuminating the continued sizable increases in both the School of Nursing and School of Behavioral and Applied Sciences. The forthcoming Academic Program Plan and subsequent Strategic Enrollment Plan will be instrumental in ensuring that our program portfolio continues to be well balanced to withstand market shifts and downturns.

| School | FY 20 Units | FY 21 Units | Difference |
|--------------|----------------|----------------|--------------|
| BAS | 37,737 | 41,904 | 4,167 |
| CLAS | 2,746 | 3,169 | 423 |
| COTA | 2,881 | 2,737 | -144 |
| LIB | 543 | 438 | -105 |
| SBM | 6,291 | 6,640 | 349 |
| SOE | 21,220 | 20,693 | -527 |
| SON | 46,393 | 47,282 | 889 |
| AP Sem | 6,958 | 6,300 | -658 |
| Writing | 18 | 10 | -8 |
| Total | 124,787 | 129,173 | 4,386 |

Table 1: Fiscal Year Graduate and Undergraduate Professional Enrolled Units by School/College

Engagement efforts across the university have also supported student retention (Figure 2). While graduate retention has increased, undergraduate retention has declined.

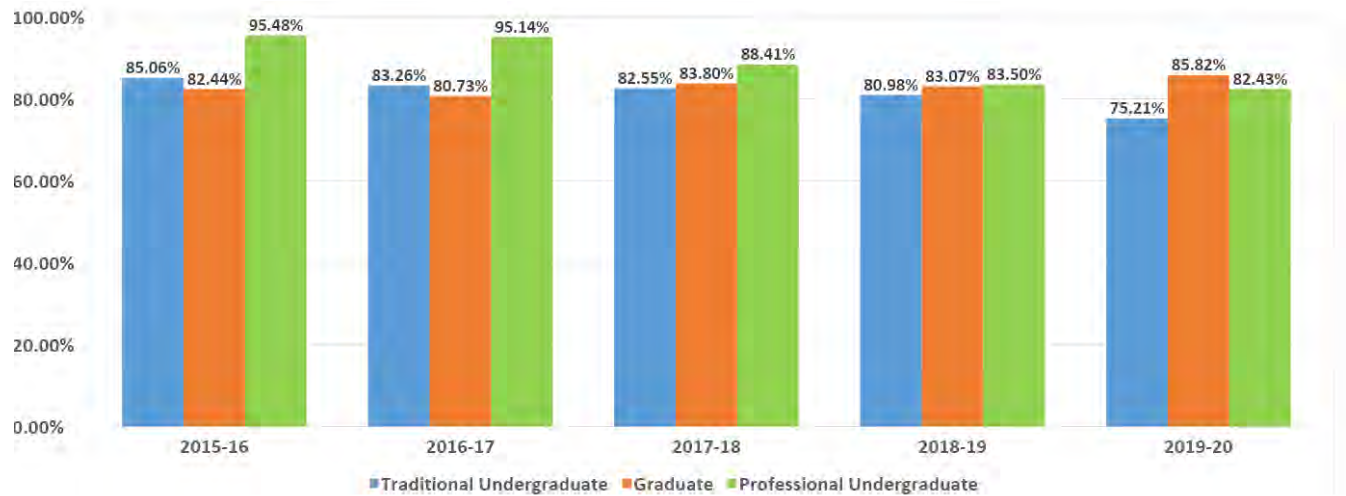


Figure 2: Retention by Student Population

Principle-driven reorganization and right-sizing. The Division successfully completed consolidation of traditional undergraduate and graduate enrollment functional areas leading to reduction in force and fiscal savings of an estimated \$950,000, establishing a scalable model that can adapt to increasing or decreasing population by degree level, and creating pathways for staff advancement within each functional area to promote retention and increase depth of experience/talent to reduce institutional risk and increase performance. The Division also completed the transition of enrollment marketing staff in order to integrate the development of a new marketing/advertising process with collaborative enrollment projections, assess advertising spend within the reduced budget resources, and partner with the Division of Strategic Communication and Engagement to ensure brand alignment.

Additional accomplishments include:

- Established high school MOU partnerships with Grace Brethren Schools and Ontario Christian High School.
- Partnered with Chaffey Joint USD and APU's Department of Kinesiology to launch a pilot program to offer college courses to high school students.
- Partnered with APU's Youth Leadership Institute to offer a college-level Exploring Vocation course to Christian high school juniors and seniors.
- Finalized Mt. San Jacinto College's Adult Education classes to return to the Murrieta Campus.
- Administered more than \$14 million in HEERF COVID-19 grant funds to the student body.
- Increased financial aid/APU value meetings with individual students and their families by 300%, leading to a 2.5% increase in FAFSA filing rates among deposited freshmen (73.9% versus 71.4% the previous year). Freshmen rates were 18.5% higher than the national average and 19.5% higher than the California average.
- Completed more than 90 technology projects, including automation of traditional undergraduate inquiries, test scores, and housing data import, development of a multi-faceted scheduling approach that facilitated continual adaptation during COVID, transition to digital transcript downloading and evaluation annotation, and development of various Tableau dashboards to improve analytics and decision-making.

Finance and Business Strategy

Alanna Cajthaml, MBA, CFO and Vice President for Finance and Business Strategy

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

The COVID-19 Pandemic continued to present a substantial challenge for the Finance and Business area in light of substantial revenue loss and the impact to the higher education landscape, including enrollment. A number of cost-savings measures were introduced such as tight credit card limits, furloughs, elimination of the 403(b) retirement match, elimination of nonessential spending, and launch of a university right-sizing effort. The FY21 Year-End financial result reflects the diligent and tireless work put forth by the APU Community despite the challenges APU has faced with the COVID-19 Pandemic and drop in revenue. The continuous financial stewardship, saving initiatives, and COVID-19 relief funds (HEERF I, II, and III funds and FEMA expense recovery support) helped APU offset some of the auxiliary enterprise revenue shortfall and be in compliance with the liquidity and debt service coverage ratio covenants.

FY 21 Consolidated Statement of Financial Position

Total Assets increased \$37.0M, or 10% from the prior year primarily due to the following:

\$23.9M, or 24% increase in investments.

\$19.6M, or 10% increase in land, buildings, and equipment.

\$1.4M, or 30% increase in beneficial interest in trust and contributions receivable.

(\$7.8M), or (48%) decrease in other asset accounts.

Total Liabilities increased \$15.3M, or 8% from the prior year primarily due to the following:

\$30.2M increase in capital lease obligation due to implementation of new Lease Standards ASU 2016-02 (Topic 842) in FY21.

\$7.2M increase in distributions payable to trusts and annuities.

(\$22.1M) or (12%) decrease in other liabilities accounts.

Consolidated Statement of Activities

Revenue compared to the prior year decreased by \$7.4M or 3.1%. This decrease was mainly attributed to Net Tuition and Fees and Auxiliary Enterprises, which was expected due to the decrease in traditional undergraduate enrollment and students not being on campus due to remote learning (COVID-19). The government grants and contracts compared to prior year increased by \$12.9M mainly due to HEERF I, II & III funds and FEMA expense recovery support which was instrumental in offsetting some of the revenue losses. The endowment gifts increased by \$2.4M compared to prior year due to 45% from the Citizenship/Civic Virtue Chair donation and 35% from the sale of property.

Expenses compared to the prior year decreased by \$15.5M or 6.3%. This decrease was mainly attributed to a decrease in personnel expenditures of \$14.3M due to savings initiatives like the hiring freeze, right sizing, furloughs, and changes in employee benefits (flexible time off and temporary hold on the 403(b) employer match). There was a decrease of \$1.2M in all other operating expenses mainly due to cost of sales related to auxiliary enterprises and depreciation.

Debt Management (DSCR and Liquidity Covenants)

APU has significantly improved the Debt Service Coverage Ratio (DSCR) to 2.01 due to diligent cost reductions implemented during the year and relief aid from the government. This exceeds the bank requirement of 1.20. APU steadily improved the Liquidity ratio since 2018 by 32% or \$21.84M and at a compound annual growth rate of 10% over three years. This has been possible through the sale of properties and the growth on the investment portfolio. In FY21, APU has exceeded the bank requirement by \$29.12M of the required liquidity of \$60M.

Principle-driven reorganization and right-sizing. In addition to being a central part of the university right-sizing effort, Finance and Business Strategy has also contributed significantly to the right-sizing efforts. University Services was consolidated as Auxiliary Services, and now reports to CFO and Vice President for Finance and Business Strategy, Alanna Cajthaml. Heather Snyder was named the Director of Auxiliary Services (effective July 1, 2021), and embarked on a right sizing and restructuring of the Division in order to successfully return to campus for Fall 2021. In addition, the Division has seen a reduction in force and increased automation.

The needs of the APU community changed dramatically during remote learning/working and the Division pivoted quickly to provide quality services in the midst of all the changes. The University Bookstore moved online, processing more than 20,000 orders and distributing 6,700 orders through the curbside pick-up service. There was an increase in the number of participants in the Immediate Access Program, which grants student access to digital course materials on the first day of class. Mail Services shipped more than 7,500 packages for student engagement pieces and processed 10,500 packages for students that were permitted to live on campus during the pandemic. Azusa Print + Design established a new print relationship with the Azusa Unified School District (AUSD) and attained \$25,000 in revenue through a AUSD poster project. Bon Appetit created opportunities for a small reopening of campus eateries over the course of the Spring and Summer terms to support students and employees with permitted access to campus.

Other major Division achievements include:

- Enhanced management of business and accounting reporting through a robust projection model, the Adaptive Insights Dashboard, new financial reports for budget managers, and utilization of Office Connect Reporting.
- Tackled 48 significant projects this year, primarily focused on updating policies, creating new and improved budget procedures, engaging in WSCUC reporting, and cleaning up financial transactions in PeopleSoft to ensure accuracy.
- Developed and prepared Concur launch, a travel and expense management software, which will ease administrative burden, while also providing increased clarity on expenses.
- Achieved 90% automation of Kronos to update with PeopleSoft changes.
- Converted the Starbucks licensing store on East Campus to Shalom Café in honor of former President Jon Wallace. This coffee shop will serve Starbucks products and is anticipated to increase net returns to the institution.
- Restructured the 25Live event booking system based on customer satisfaction survey data.
- Reclassified all adjunct faculty as nonexempt, which required implementing new processes and ensuring compliance with state laws on recording hours worked.
- Managed staff and students working and living outside of California during the Pandemic to ensure that minimum wage and taxes were accurate.

Human Resources

Paola Martinez, Vice President for Human Resources

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

The COVID-19 Pandemic saw significant activity in job loss, job movement, unemployment claims, peak in real estate impacting verifications of employment, and constantly changing employment laws. The HR team actively supported hiring needs, employment and systems setup, employee relations matters, verifications of employment, separation processing, unemployment support, and many other functions while enhancing many practices in response to COVID-19 (Figure 1). The Division of Human Resources also worked on *Renewal* goals to develop an institutional framework for learning and development and a comprehensive job architecture, as well as optimize compensation strategies and best practices.



Figure 1: APU by the Numbers

Human Resources Information System. Tools and resources were developed and launched to manage emerging community needs and support our community past the pandemic and improve and maintain employee engagement and communication. Accomplishments include automation of ADA and sick-leave requests and adjunct contracts, routine updates of COVID-19 FAQs, and development of TFWA and remote-work requests, flexible time off, furlough, and vacation accrual and donation dashboards, and online daily health screening to support COVID-19 compliance (Figure 2).



Figure 2: Employee support provided through administrative leave, accommodations, vacation, and COVID-19 training.

Other major Division achievements include:

- Participated in Provost; Diversity, Equity, and Inclusive Excellence; Technology and Data; and Affirm, Support, and Sustain *Renewal* Working Groups.
- Developed policy, rollout, community-wide implementation, training, and HR Total Access resources for flexible time off, an enhanced employee benefit.
- Developed a comprehensive, fully automated staff evaluation system focused on goal-driven work and performance.
- Established *Engage!*, a monthly employee-wide communication with important news and updates, campus connections, employee stories, and events.
- Alongside Finance and Legal, established guiding principles for right-sizing and provided personnel data and guidance to university leaders.



Strategic Communication and Engagement

Maureen Taylor, MA, Vice President for Strategic Communication and Engagement

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Principle-driven reorganization and right-sizing. The Division of Strategic Communication and Engagement became a new Division of the University this year following the strategic dissolution of the Office of University Relations and reassignment of Enrollment Marketing to the Division of Enrollment Management. This resulted in a new vision consistent with *Renewal* and annual personnel savings of \$225,000 consistent with the University rightsizing initiative.

Grounded in that new vision, the Division created a new communication strategy and infrastructure to reach all APU constituencies. The University's first-ever Strategic Communication and Engagement plan was developed and presented to the *Renewal* Working Group for review. Multiple communication and engagement platforms including the website, social media, videos, and *APU Life* are being evaluated and realized significant work product:

Website: Developed and maintained university website design and frontend systems for more than 70,000 content files across 9,000 web pages. Created an APU Design System library. Introduced the [Jon R. Wallace Endowment website](#) to honor his legacy, as well as the [Destination APU Return to Campus Fall 2021](#) site and [Renewal](#) campaign site. Successfully migrated commencement programs fully to a web environment, including formatting accessible PDFs. The commencement website presentation also included a "Graduate Lookup" user experience. Monitored, maintained, and improved the quality assurance, including user experience, security, content quality, and broken links, for an overall score of 97.2%, and accessibility issues within the website for an overall score of 76.9%.

Social Media: The Giving Day campaign resulted in more than 87,000 impressions across the primary Azusa Pacific accounts and more than 750 click-throughs to the Giving Day site, contributing to the more than \$300,000 raised for student scholarships. In addition, Christmas and Easter Instagram campaigns were created and executed.

Videos: Created and delivered [Azusa Chamber Messages, a series of student stories](#) for APU's *Rally with Us*, [Day of Giving 2021 video](#), [ConGRADulations Drive-Thru Event \(Celebrating Our Graduates\) Video](#), administrator video messages on varied topics, and [Tiffany Moore's Virtual Commencement Address](#). The Division is also in production of the Return to Campus series and preproduction of the *I Am APU* film series.

APU Life: Reintroduced *APU Life* magazine, the university's primary public relations tool that reaches approximately 80,000 households, with a December focus on *Renewal* and spring/summer emphasis on innovations and resilience during COVID-19. This issue drops in mid-July.

As a lead member of the Strategic Communication Working Group, communication counsel and review of university communications was provided, as well as streamlining of communications across divisions. The Communication Connection, communication ambassadors across all divisions, was established and will extend this effort. In addition, introduced the [Accessibility Toolkit](#), a multipage PDF explaining accessibility in an easy-to-understand manner and representing collaboration with campus partners to ensure accurate representation of accessibility needs.

Additional divisional accomplishments include:

- Created a custom University Virtual Experience to enable prospective students and their families to experience the APU community during the COVID-19 pandemic.
- Introduced the UGA Redesign, creating a new visual identity for UGA promotional and marketing materials reflective of extensive research of Gen Z's values and needs, current design trends, and alignment with *Renewal*. Began to apply new visual identity to keystone pieces such as the Viewbook General Information Brochure, Small General Information Brochure, and Major Information Postcards, as well as the Financial Aid Guide.
- Developed the first-of-its-kind Admit Box, a welcome kit for newly admitted students.
- Represented APU on boards, committees, and organizations of influence, including the boards of the San Gabriel Valley Economic Partnership, Canyon City Foundation, and Azusa Chamber of Commerce; served on the San Gabriel Valley Healthy Cities Initiative, All in for Azusa Design Team, Azusa Housing Committee, Azusa Pedestrian Master Plan Committee, and Our Neighborhood Homework House Scholarship Committee and Feasibility Study; and participated in the Glendora Chamber of Commerce Legislative Action and Business Development Committee.
- Revisioned content development strategy is unfolding; currently 8-12 articles per month are published, leading to 80.6% year-over-year growth in pageviews from March 2020 to March 2021 (19,000+ pageviews).
- Transitioned from Dual Graphics to Precision for fulfillment services and printing.
- Implemented Foleon to launch a content experience for the movement sciences; project served as the beta test for additional projects to come in FY22.
- Implemented PageProof to provide online team review and vendor proofs.
- Acquired California State Senator Anthony Portantino's involvement in the Department of Social Work's post-election panel on engagement and reconciliation.
- Provided feedback to the Association of Independent California Colleges and Universities (AICCU) on legislative bills of impact.
- Transitioned to a new robust public relations platform (without cost increase), Meltwater, to more effectively engage with media influencers and constituents and build new distribution lists.

Strategic Planning and Mission Integration

Andrew Barton, EdD, Vice President for Strategic Planning and Mission Integration

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Renewal, *The Strategic Plan for Azusa Pacific University (2020-2027)*, was [launched](#) in September 2020, followed by engagement venues for faculty, staff, students, alumni, and friends of APU. There were 17 virtual town hall, leadership, and roundtable meetings focused on understanding and discussion around the plan and its Five Grand Initiatives, which more than 800 employees and students attended. An [Implementation Model](#) based on [Implementation Principles](#) was established, with faculty, staff, and students actively engaged in [Working Groups](#). Approximately 275 faculty, staff, and students participated in these 18 Working Groups, exemplifying the principle of shared governance with strong representation and regular engagement with the Faculty Senate and Staff Council. In addition, a structure of advisory groups was developed with defined communication strategies and reporting of outcomes:

- The *Renewal* Advisory Group was created to assist the Vice President for Strategic Planning and Mission Integration with implementation issues, challenges, and opportunities.
- The *Renewal* Enhancement Team was established to provide faculty, staff, and student representatives an opportunity to engage in and be voice to the successful implementation of the University Strategic Plan.
- The Lead Vice Presidents met as a group to bring cohesion to the Working Groups under their direction.

In conjunction with the Division of Strategic Communication and Engagement, a communication plan was developed using the [Renewal website](#), internal emails from the President and Provost, printed materials, and the [Fall/Winter 2020 Edition of APU Life magazine](#). The Vice President for Strategic Planning and Mission Integration collaborated with the Accreditation Liaison Officer and other Vice Presidents to ensure clear alignment and linkage to the WASC Senior College and University Commission (WSCUC) reaffirmation activities ahead of the Spring 2022 visit. Progress and updates on *Renewal* were reported to the Mission Fidelity Committee and the full Board of Trustees. In addition, the *2020-21 Annual Report to Promote Mission Fidelity* was completed to help the Mission Fidelity Committee of the Board of Trustees understand efforts undertaken to maintain, develop, and strengthen the Christ-centered mission of APU.

A *Renewal Annual Report* will be available on the [website](#) in mid-September.

Student Affairs

Shino Simons, PhD, Vice President for Student Affairs

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

A key term defining the Division of Student Affairs this past year continued to be “pivot.” The Division was intentional about keeping grounded in Christ-centered student development practices as its primary identity, while being agile enough to move through the challenges of the Pandemic, right-sizing, a contentious election, and a season of racial and political unrest, all navigated in a virtual learning environment. The Division, despite these challenges, created co-curricular environments and experiences that helped students to thrive through the three pillars of student engagement, spiritual formation, and well-being. These activities were aligned with *Renewal* and Division Goals.

Goal 1. Create programs and services that align with student learning goals. Student Affairs developed learning outcomes relevant to student engagement, student wellness, and spiritual formation, using Dr. Laurie Schreiner’s suggested thriving framework. These include (1) sense of membership beyond merely feeling “welcome” on campus, (2) ownership for using their voice to co-create the campus environment, (3) partnership in working with others toward common goals, and 4) development of meaningful personal and professional relationships within the campus community. The evolution of **together.apu.edu** as a hub for student engagement and information included links for engagement events, career development, food pantry connections, virtual learning tips, spiritual formation, health and wellness resources, and special populations (e.g., commuter, graduate and professional).

Goal 2. Development of programs and services that align with student learning goals and support learning inside and outside of the classroom focusing on spiritual formation, engagement, and wellness. The Office of Corporate Worship led a collaborative effort to bring chapels online for the 2020-21 school year. Year-end survey results indicated that 66% of students believed they were “moving towards” God in their spiritual trajectory, up from 58% at the beginning of the year and consistent with previous years’ growth.

The Office of Campus Ministry offered virtual discipleship and mentoring opportunities throughout the 2020-21 academic year. Year-end survey results indicated that 96% of respondents “agreed” or “strongly agreed” that their D-Group has challenged their faith in meaningful ways and helped them to grow a deeper relationship with Christ. Of those surveyed, 87% of respondents “agreed” or “strongly agreed” that they developed new relationships and experienced connection with their peers through their D-Group experience. Further, 75% of mentees reported their mentoring relationship was helpful in dealing with the three stresses of school, relationships, and life, and 84% of mentees said their mentoring relationship was helpful in their growth as a disciple of Jesus Christ.

The Center for Student Action developed two online educational modules focused on local and national/international engagement. These modules encouraged students to have an encounter with God, themselves, and one another, process through their own spiritual formation, finally leading them to becoming a lived expression of Jesus Christ. One participating student shared, “This module is a reminder that something much bigger is at play... I have been inspired to realize and remember that faith does not simply mean living out my life on my own, but engaging with the world around me.”

The SoulQuest program, in conjunction with the School of Nursing alumni team and Reverend Michael Morales, prayed the “blessing of the hands” prayer over dozens of nurses.

The Office of Campus Life shifted to virtual and drive-thru events including: virtual club fairs with more than 4,500 views, an Instagram live series with more than 1,800 views, various events with more than 150 attendees each, the ConGRADulations graduation event, initiation of ESports and an online “movement club,” a virtual Welcome Weekend with more than 2,200 attendees, and virtual Alpha groups for 790 incoming students.

The Office of Commuter Life reached out to first-year commuter students and nontraditional students over the age of 25. Programs to create affinity were also designed, including a Fall Family Night on Us mailer, commuter care packages, a pen pals program, a “game day” box with Athletics, a LEGO Serious Play workshop in partnership with APU’s Department of Leadership and Organizational Psychology, and Commuter Appreciation Day.

The Graduate and Professional Student Engagement office focused on the development and promotion of the theme of “Advocacy, Access, and Affinity” for graduate and professional students. A monthly newsletter was sent as well as personal video greetings to every new graduate and professional student. The Graduate and Professional Student Input Council was also created and offered perspective on several important issues.

The International Students and Scholars (ISS) office focused on assisting incoming, current, and alumni remaining in the U.S., with their immigration challenges. ISS provided numerous online opportunities for students to meet about important immigration changes and tax information, as well as social events.

Residence Life contributed \$2,819,287 in revenue as a result of the 525 students permitted to reside in university housing. Workshops were held for residential students on the topics of privilege, diversity, and finance, incorporating basic elements of biblical stewardship. Resident advisors (35) were employed and provided training and workshops on diversity and spiritual formation.

The Title IX office trained 427 mandated responsible employees, 139 student leaders, and 471 athletes regarding requirements for reporting. An additional 669 APU students participated in the online Sexual Assault Prevention for Undergraduates module, with topics including prevention, bystander roles, and attitudes and behaviors related to sex. Post-test respondents reflecting on the course material indicated greater confidence in their ability to intervene when seeing concerning behavior (90%), increased skills to better support someone who has experienced sexual assault (91%), and increased ability to identify characteristics of healthy and unhealthy relationships (91%).

The Accessibility and Disability Resources team saw an increase in students with mental health disabilities and, in response, conducted numerous trainings on working with students with disabilities, accessibility, allyship in higher education, and universal design, as well as published guides on navigating learning differences in remote learning. In addition, two online video series were created for students with disabilities on navigating the Department of Rehabilitation and self-advocacy.

APU CARES received 938 student referrals in 2020-21, down slightly from 955 the previous year. Of that total, 75% of referred students identified as traditional undergraduates, 14% of students referred were taking classes primarily through one of APU’s regional campuses, and 81% were referred by a faculty or staff member.

Programming through the Office of Women’s Development focused on the theme of “Wholeness.” “One Smart Cookie” was converted into a bimonthly podcast recorded via Zoom meeting. The Clothesline Project was conducted in an electronic magazine format.

This year, 9,139 students, faculty and staff participated in University Counseling Center (UCC) outreach opportunities, representing a 178% increase over the previous year. UCC staff presented 108 outreach presentations (71% increase over last year) to support our students. Highlights include: 408 students attending 6 Cougars Care Workshops to learn how to help a friend in need, manage time wisely, solve conflict, and navigate anxiety and depression, 1,837 undergraduate and graduate students completing the EVERFI Mental Well-being online course to learn helpful tools to implement self-care and learn about campus wellness resources, 2,574 students viewing the UCC’s Wellness Wednesday workshops series on Instagram Live, and 292 faculty and staff participating in mental health trainings, including Safety in the Curricular Setting, Gatekeeper trainings, and trainings on self-care, healthy coping, grief support, etc. In response to COVID-19, UCC also shifted appointments to virtual telehealth.

Goal 3. Develop a Division that understands the current needs of our students, with the capacity to pivot and adjust programs as necessary to fulfill the goals and mission of our institution. The Division faced the challenge of right-sizing, resulting in a decrease of 14 staff members and \$757,484 savings with an additional \$20,584 and \$49,198 savings from student worker budget and operational budget, respectively. With these changes in staff structure came creative and innovative methods of meeting student needs such as the many co-curricular learning opportunities, revised staffing models in Residence Life utilizing graduate students, the Peer Educator Program in the Counseling Center, the APU CARES program to include student referrals, provision of new APU telehealth services to graduate and professional students, and cross functioning Spiritual Life opportunities.

Goal 4. Develop a reputation for strong professional development for all Student Affairs staff. Significant investment was made in offering opportunities for professional education, growth, and development to our Student Affairs staff members, including trainings on accessibility, communication, and allyship in higher education and the workplace, what it means to be a Hispanic Serving Institution, the impact of trauma on brain, memory, and behavior, mental health during a pandemic, and race and campus climate.

Goal 5. Develop and be known as a strong, innovative, collaborative, and unified Student Affairs Division. The COVID-19 Pandemic provided a unique opportunity for Student Affairs to stand on the front lines of the APU response. The Student Health Center (SHC) led by Medical Director Dr. Todd Emerson and Administrative Director Ginger Wood provided strong, innovative, and collaborative leadership to the APU Community across all populations and campuses. The SHC team participated on numerous university committees, including CIRT, EOC, RTC, and ERTC, collaborated with Strategic Communication and Engagement to send out weekly updates to the APU community and students, responded to COVID-19 inquiries, and acted as liaison with Los Angeles County Department of Public Health on behalf of APU. Over the course of the year, the SHC conducted more than 10,000 COVID-19 tests, distributed more than 1,760 vaccines, and managed 195 positive COVID-19 cases.

Other accomplishments included:

- Collaborated with Housing and Facilities Management to provide and maintain quarantine/isolation accommodations to students exposed to or diagnosed with COVID-19.
- Administered year-round surveillance testing in the outdoor tene and drive-up space for COVID-19.
- Collaborated with Athletics to manage separate testing clinics for 400 athletes so they could compete and stay in alignment with NCAA testing requirements.
- Provided COVID testing for those with symptoms as well as for surveillance at four regional campuses (Inland Empire, High Desert, San Diego, Monrovia).
- Monitored daily health assessments via Total Access for all faculty and staff, and via Daily Symptom Trackers for all campus residents and students in face-to-face courses. More than 400 students were monitored in this manner.
- Conducted follow-up contact tracing for all positive COVID-19 cases related to face-to-face and residential students at all APU campuses as well as essential faculty and staff.
- Offered 14 COVID-19 vaccine clinics.
- Maintained 24/7 coverage.

Also, the Division provided leadership and collaboration to address the significant impacts on our students and community related to the contentious political climate and racial unrest. For example, the Office of Corporate Worship, University Counseling Center, and the Office of Women's Development created election-related program opportunities to promote learning and growth opportunities for our students.

University Integrity/General Counsel

Chris Jennings, JD, Vice President for University Integrity and General Counsel

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

The Division has focused this year on three major accomplishments, in order of urgency: (1) managing the university's emergency response to the COVID-19 Pandemic, while implementing a progressive return to campus as restrictions in public health orders ebbed; (2) supporting the President, Provost, and lead Vice Presidents in their efforts to implement the initial initiatives of *Renewal*; and (3) growing and right-sizing the Division of University Integrity to better meet APU's legal, risk, management, and emergency preparation and response needs under *Renewal*. Key accomplishments included:

Enhanced risk management and emergency preparation and response.

- The Critical Incident Response Team (CIRT) was reconstituted under the Department of Risk and Emergency Management and the Emergency Operations Planning Group (EOPG) was established as the executive leadership team comprised of CIRT members from Risk and Emergency Management, Campus Safety, Human Resources, Strategic Communication and Engagement, and Student Affairs, plus a representative from the Office of the President. This has enhanced strategic decision-making in emergency preparation and response, and led to the approval of the updated APU Emergency Response Plan, consisting of governance and accountability structures, emergency communications protocol, and a building and floor coordinator program.
- In addition, under Director of Risk Management Steven Lin's leadership, a strategic, data-driven enterprise risk management (ERM) program for APU has been designed, developed, and implemented based on recognized industry standards for ERM planning. The [ERM program](#) is an organizationally integrated approach to identifying, assessing, and managing risks, operating under the tactical oversight of the Strategic Enterprise Risk Management Committee.

Revitalizing the Division of University Integrity to Support Renewal. Key components of revitalizing the Division included a new mission statement, fiscal adjustments to future budgets to account for true and necessary spending, and an organizational structure built specifically to meet the legal, risk management, and emergency preparation and response needs of APU. The financial structure rightsized the Office of General Counsel legal budget, added a settlement budget for the first time, and introduced a risk management and emergency planning budget based on a Total Cost of Risk. The personnel structure identified the missing personnel components and added three new employees to the Division: the Director of Risk Management Steven Lin, Executive Assistant Valerie Weischedel, and Safety and Emergency Planning Manager Jay Brakensiek.

Advisor to the Board and Working Group on Employee Commitment to APU Mission. Provided deep support to APU's efforts in consideration of revision and implementation of a "affirm, support, and sustain" agreement reflecting alignment with APU's mission. Throughout Spring 2021, General Counsel advised the Board and President's Cabinet on the quickly developing legal landscape for civil freedoms for religious organizations and members of the LGBTQ+ community.

Public Health Agency Compliance and Executive Return to Campus. Worked in close collaboration with the President's Cabinet to establish the COVID-19 Compliance Committee and support re-opening initiatives throughout the academic year. The Division was instrumental in identifying and implementing a variety of liability protections for APU as an institution, the creation and enforcement of APU's Social Distancing Protocol, and advising APU on handling COVID-19 outbreaks on campus under the COVID-19 Exposure Management Plan in collaboration with Dr. Todd Emerson and Facilities Management.

Additional Divisional accomplishments included:

- Supported Campus Safety, Student Affairs, Human Resources, Business Office, Asset Management, Research and Grants, and Enrollment Management on myriad policy changes, including but not limited to, arrest and firearms MOUs, Title IX regulations, work from home allowance, flexible time off, and tuition benefits.
- Obtained final court approval of the settlement agreement in *Granberry v. APU*, the adjunct class-action litigation.
- Completed written COVID-19 Prevention Policy for Cal-OSHA compliance.
- Secured insurance premium savings from modified operations during the Pandemic in the amount of more than \$150,000.
- Submitted FEMA emergency expenditures recovery request in the amount of \$866,000.
- Revised Industrial Injury and Prevention Plan (IIPP).
- Prepared new Ergonomics Assessment Policy and Program.
- Engaged in new vendor selection to replace expensive biowaste disposal service, saving tens of thousands of dollars annually and rightsizing service to APU's needs.
- In collaboration with Campus Safety, reviewed Everbridge emergency communications program and made recommendations for enhancements.
- Submitted insurance property claim for recovery of damages caused by COVID-19 pandemic.



Department of Campus Safety (DCS)

Paul Dennis, MS, Executive Director

Summary of Goals Completed, Major Accomplishments, and Impact on the University.

Although 2020-21 brought forth many challenges primarily associated with the COVID-19 Pandemic, DCS was able to make significant advancements in its quest to enhance professionalism, implement best practices, and move the vision of a safer APU forward in line with the strategic plan of *Renewal*. Specifically, the DCS has excelled in (1) significantly enhancing community partnerships with great opportunity to be collaborative across the university, (2) implementing a new level of emergency and critical incident responsiveness to the APU community with Special Service Officers, (3) creating new safe and professional space in Smith Hall for the APU community to obtain services from the DCS staff, and (4) achieving these changes with no significant increase or amendment to the approved DCS budget.

Enhancing professionalism. On September 23, 2020, the DCS team vacated Adams Hall and moved into the newly renovated and repurposed office space in Smith Hall, providing a welcoming lobby area for students, staff, faculty, and guests, a walk-up window for parking needs, and upgraded communications center, a briefing/training room, and a secure and ballistically protected armory with a state of the art biometric locker system to house safety equipment for the Special Services Officers (SSOs). On February 15, 2021, grounded in a two-year review and extensive risk assessment process, APU's DCS officially became a hybrid department fielding both unarmed and qualified armed personnel. The implementation of the SSO, which is a qualified armed position within the DCS structure, has elevated the overall safety and security for our community. The SSOs must successfully navigate the enhanced hiring process, including a series of interviews, a comprehensive background check, a polygraph examination, a psychological examination and a medical examination, and final approval from the Office of the President. Recently, a Memorandum of Understanding between the Azusa Police Department and DCS was approved, providing Powers of Arrest to qualified SSOs. The DCS team has participated in robust training including: implicit bias and cultural diversity, mental health and crisis intervention, de-escalation techniques, first aid/CPR, and homelessness.

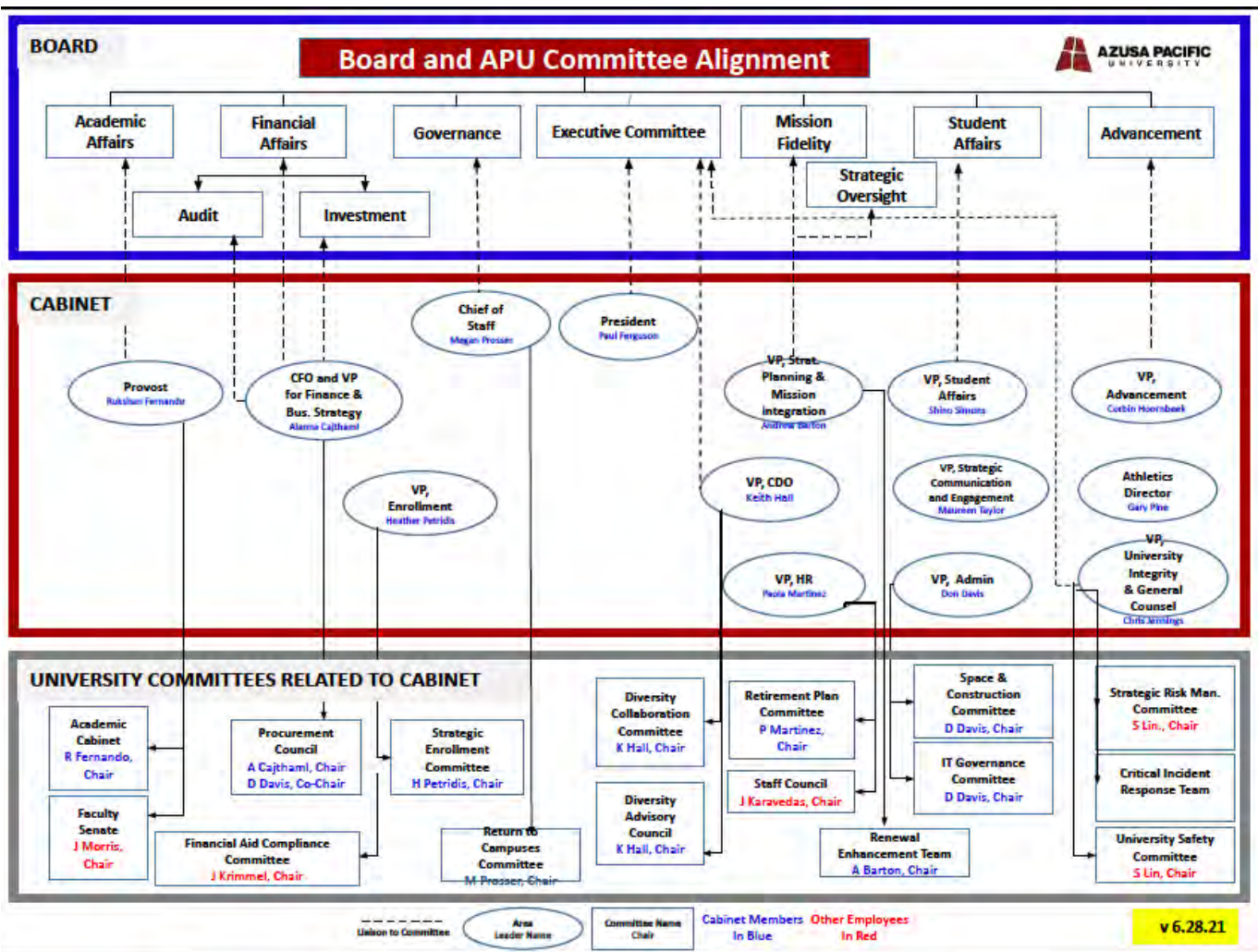
Implementation of best practices. DCS has enhanced its use of technology to increase community safety. There have been significant increases in followers on social media platforms, which include Instagram, Twitter, and Facebook. This year, DCS introduced Safe APU, a new mobile phone application which enhances communication with the community and provides services such as sharing location and destination with a friend or family member (Friend Walk), immediate location sharing with DCS followed by dispatch call to 911 (Mobile Blue Light), and reporting to DCS (Report a Tip). The events of the past year associated with social justice and policing in America have given cause for all organizations that provide community safety services to examine their practices and mechanisms of accountability that are in place. DCS continues to review its policies, procedures and accountability practices.

DCS Community Advisory Committee (CAC). CAC was created to develop and maintain partnership between DCS and the campus community. The collaborative effort seeks to reduce crime and enhance the safety of all campus community members through positive and open communication. CAC draws together a rich composite of APU community members with diverse perspectives and spans of care, all committed to enhancing the interaction of DCS staff with the community, establishing the highest standards for campus safety personnel accountability, and increasing trust. CAC will provide comments, suggestions, and recommendations to the Executive Director of Campus Safety on policies and procedures to ensure adoption and implementation of best practices. Additionally, CAC will enhance interaction between Campus Safety officers and community members through special events, education, and training.

2020-21 Summary of Calls for Service to DCS.

- Top Five Service Calls (4,766 total): Request for Open Door (31%), Safety Contact (10%), Suspicious Person (10%), Shuttle Escort (7%), Lockout (6%), and Combined Other (36%).
- Top Five Service Calls where an APU Affiliate Is the Reporting Party (1,709 total): Request for Open Door (44%), Lockout (11%), Shuttle Escort (9%), Safety Escort (6%), Maintenance Call-Out (5%), and Combined Other (24%).
- Crime Calls (32 total): Petty Theft (31%), Theft from Vehicle (22%), Vandalism (19%), Trespass of Private Property (12%), Narcotics (6%), Attempted Burglary with Force (3%), Trespassing Residence/Dwelling (3%), and Attempted Burglary-No Force (3%).

Appendix 1. APU Organization Chart and Fact Sheet (2020-21)





Azusa Pacific University 2020-21 Fact Sheet

Mission

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.

University History

What began in 1899 as the Training School for Christian Workers has grown into a comprehensive Christian university offering 68 bachelor's degrees, 47 master's degrees, 18 certificates, 9 credentials, and 9 doctoral programs to a total enrollment of 9,006 students. Azusa Pacific remains a vibrant faith and learning community, preparing difference makers through Christ-centered academic excellence to serve and influence the world for Christ.

General Information

Azusa Pacific University is located in the San Gabriel Valley city of Azusa, 26 miles northeast of Los Angeles. The university also maintains seven off-site regional locations throughout Southern California, including in the High Desert, Inland Empire, Los Angeles, Monrovia, Murrieta, Orange County, and San Diego.

University Degrees and Programs

| | |
|---|-------|
| Degrees awarded (2019-20) | 3,024 |
| Doctoral degrees | 132 |
| Master's degrees | 1,198 |
| Bachelor's degrees | 1,694 |
| Post-baccalaureate and post-master's certificates and credentials | 189 |

Accreditation

Institutional: Western Association of Schools and Colleges Senior College and University Commission (WSCUC)
Specialized: 13 professional/specialized accreditations

Library Resources

APU's three libraries contain 239,135 books, 169,137 ebooks, 170 databases, 15,773 media items, 2,003 serials, and 74,836 e-serials.

Faculty

APU professors serve as expert resources, coming alongside students' academic endeavors while pursuing their own professional development and lifelong learning. APU students benefit from small classes and personal interaction with faculty members who often take time to mentor students and host small study groups.

| | |
|--|------|
| Total teaching faculty | 978 |
| Full time | 450 |
| Part time | 26 |
| Adjunct | 502 |
| Student-to-faculty ratio | 12:1 |
| Percent with doctorate, first professional, or other terminal degree (based on full-time teaching faculty) | 88% |

Staff

| | |
|-------------|-----|
| Total staff | 935 |
| Full time | 828 |
| Part time | 107 |

Students (Fall 2020)

| | |
|--|-------|
| Total students enrolled | 9,006 |
| Men | 30% |
| Women | 70% |
| Traditional Undergraduate | 3,592 |
| Professional Undergraduate | 906 |
| Graduate | 4,508 |
| Full-time Equivalent | 7,734 |
| Graduate FTE | 3,657 |
| Undergraduate FTE | 4,077 |
| Undergraduate ethnic minority students | 66.5% |
| Graduate ethnic minority students | 69.2% |
| Number of denominations represented | 52 |

| | |
|---|----|
| Number of states represented (including the District of Columbia, Guam, Puerto Rico, and the Armed Forces Europe) | 49 |
| Number of countries represented | 63 |

Freshman Admission Profile

| | |
|---|-------|
| Number applied | 5,446 |
| Number entering (first time, full time) | 624 |
| Average high school GPA | 3.75 |
| Average combined SAT score | 1161 |
| Average SAT Math | 579 |
| Average SAT Reading and Writing | 582 |
| Freshmen retention (fall 2019-20) | 75.9% |

Undergraduate Financial Aid (2019-20)

Scholarships/grants

| | |
|--|--------------|
| Federal (with military) | \$14,561,708 |
| Federal (without military) | \$10,883,660 |
| Military (GI Bill and ROTC) | \$3,678,048 |
| State | \$10,322,988 |
| Other external scholarships/grants administered by college | \$2,050,119 |
| Institutional | \$77,220,414 |
| Institutional (excluding waivers and athletic awards) | \$68,316,764 |

Self Help

| | |
|--|--------------|
| Student loans | \$31,253,113 |
| Parent loans | \$17,266,156 |
| Tuition waivers | \$3,283,729 |
| Athletic awards | \$5,619,921 |
| Percent of undergraduate students receiving any form of: | |
| Grant or scholarship financial aid | 94.7% |
| Institutional financial aid | 83.3% |
| Need-based financial aid | 63.9% |

Finances

| | |
|--|---------------|
| Budget (2019-20) | \$295,904,579 |
| Endowment (2019-20) | \$76,922,937 |
| Total donations (2019-20) | \$16,404,502 |
| Full-time undergraduate tuition (2020-21)* | \$40,830 |

*See apu.edu for graduate and professional program tuition costs.



APU Launches *Renewal*, the University's Strategic Plan

In fall 2020, Azusa Pacific University President Paul W. Ferguson, Ph.D., DABT, announced the launch

of the university's Strategic Plan, titled *Renewal: Strengthening our Capacity for Cultivating Christ-Centered Scholars and Leaders*. As designed and implemented, *Renewal* advances APU as a university of impactful Christian scholars and leaders characterized by best practices of the highest quality. *Renewal* sets out a bold seven-year strategic plan for how APU will flourish within this higher education landscape, with aspirations to be the premier Christian university of choice for our culture and times. The plan encompasses three phases: Refocus, Rebuild, and Renew; and five Grand Initiatives: A Model Christian University, A Thriving University of Choice, A Transformational and Collaborative Organization, A Recognized Leader in Technology and Data Management, and A Sustainable Financial Enterprise.



APU Names New Provost

Rukshan Fernando, Ph.D., became provost and chief academic officer in July 2020, following a six-month nationwide search. Fernando's expertise lies in leadership identity, higher education administration, and inclusive excellence. As APU's chief academic officer, Fernando leads and advocates for APU's academic mission, overseeing 11 schools and colleges, a seminary, and 3 libraries. Fernando provides strategic leadership and oversight of academics and broad university initiatives.

Excellence in Scholarship



Academic Reputation

U.S. News & World Report's America's Best Colleges 2021 edition named Azusa Pacific to its national universities list, as well as to several other significant lists, including First-Year Experiences and Top Performers on Social Mobility. The Princeton Review designated APU as 1 of 124 institutions in the "Best Western Colleges" section of its 2021 Best Colleges guide. APU ranks in the top 25 universities nationwide based on alumni ratings, according to a new study published in the *Journal of Consumer Affairs* and featured by Forbes. Listed at No. 22, APU joins elite universities, including Harvard, Princeton, and Massachusetts Institute of Technology. APU is 1 of only 2 Christian universities to make the list.

Grant Highlights



APU Secures \$1 Million for Endowed Chair in Citizenship and Civic Virtue

The Fletcher Jones Foundation announced its generous contribution of \$1 million toward the Endowed Chair in Citizenship and Civic Virtue in Azusa Pacific's Honors College. Emerging as a significant faculty advancement funding initiative of the Strategic Plan, this is the first of three chairs outlined that will strengthen APU's capacity to cultivate Christ-centered scholars and leaders and contribute to the university's growth as a research university with impact. The Endowed Chair in Citizenship and Civic Virtue ensures the permanent presence of a top faculty member with expertise in

teaching about civic virtue, the responsibilities and blessings of citizenship, and the leadership skills essential to a free people.



APU Secures \$1.2 Million for COVID-19 Testing Center

Foundational to the university's Return to Campus plan, the Advancement team secured \$1.2 million from generous donors and friends to fund the development and implementation of a COVID-19 Testing and Monitoring Center. Testing is available on APU's Azusa campus and at four of the university's regional locations in the High Desert, Inland Empire, Monrovia, and San Diego. The testing center is part of a university-wide strategy to reduce the spread of COVID-19 on APU campuses and ensure compliance with health agency guidelines and directives.



APU's Department of Social Work Awarded \$2.7 Million

APU's Department of Social Work received a \$2.7 million, five-year federal grant from the Health Resources and Services Administration (HRSA) to provide Scholarships for Disadvantaged Students. This grant enables the university to fund 10, \$30,000 scholarships for full-time Master of Social Work students a year (\$60,000 over two years) to those students qualifying as disadvantaged per HRSA criteria. Students must have financial need and meet one of the following additional criteria: have a family income below the federal poverty guidelines, be the first in their family to attend college, or have graduated from an underperforming high school. Approximately 75 percent of APU's social work students report being the first in their family to attend college, with a majority of students also meeting financial need.

Making a Difference



As Scholars

The university's designation as a Carnegie R2 doctoral research institution affirmed APU's position in the nation's most prestigious academic community, differentiated by a continued focus on teaching and developing research inspired by the needs of the world and informed by faith. Faculty contributions to their respective fields add to APU's expanding academic reputation.

Azusa Pacific University is designated by the U.S. Department of Education as a Hispanic-Serving Institution (HSI) and recognized as an Asian American and Native American Pacific Islander-Serving Institution (AANAPI). The university held the HSI Forum: Strengthening Our Designation as a Hispanic Serving Institution, and the first Latinx Mosaic Affinity Association (LMAA) panel, Pathways for Latinx Doctoral Students, to celebrate Hispanic Heritage Month.



Through Engagement and Service

Since the university's founding in 1899, service has been an integral part of an APU education. The Carnegie Foundation selected Azusa Pacific University as 1 of 119 institutions to receive its 2020 Community Engagement Classification.

This prestigious distinction recognizes universities with a high level of commitment to community service and service-learning. Each year, approximately 65 percent of APU students participate in more than 180 service-learning courses across 24 undergraduate departments through the Center for Academic Service-Learning.



Through Community Partnerships

Committed to college accessibility and affordability for local students and their families, APU maintains a memorandum of understanding (MOU) with 25 local school districts and 17 private schools. Azusa Pacific guarantees admittance and a minimum of \$10,000 in institutional aid to students from partner schools who meet a set of minimum academic requirements.



Azusa Pacific University and Pasadena City College announced a new partnership that will extend access to nursing education for residents of the San Gabriel Valley region and help alleviate the chronic nursing shortage statewide. This collaboration enables nursing students to concurrently enroll at PCC and Azusa Pacific, earning credits and clinical experience through both institutions. In just six semesters of total program study, PCC's Associate Degree in Nursing (ADN) students will graduate from Azusa Pacific with their Bachelor of Science in Nursing (BSN).



Through Athletics

More than 450 student-athletes compete for the university's 18-sport intercollegiate athletics program. For four of the past five years, Azusa Pacific has finished in the Top 20 of the Learfield IMG Directors' Cup, which ranks all NCAA Division II athletic programs' success. APU hosted more NCAA West Regional playoffs over the past five years than any other school. Azusa Pacific is the defending PacWest Commissioner's Cup champion as the conference's best all-around athletics program. Many Cougar athletes have gone on to successful careers in professional sports: 14 athletes have competed in the Olympics, including 2008 decathlon gold medalist Bryan Clay '03, and more than 50 other alumni have been drafted into professional sports, including NFL Pro Bowl running back Christian Okoye '87 and Major League Baseball all-star Stephen Vogt '07.

Stay Connected

Follow APU at apu.edu/connect/. Watch stories of APU alumni making a difference at apu.edu/stories/.

View Programs

Explore APU's rigorous and relevant degree programs at apu.edu/programs/.

Give

To support the APU mission, go to apu.edu/give/.



AZUSA PACIFIC
UNIVERSITY

Appendix 2. Managing the 2020-21 COVID-19 Pandemic

Megan Prosser, PhD, Senior Advisor to the President and Chief of Staff

In alignment with state and county public health guidelines, APU's campus remained closed during the 2020-21 academic year. The Executive Return to Campus Task Force (ERTC) established by President Ferguson and chaired by Dr. Megan Prosser, Senior Advisor to the President and Chief of Staff, included the following representatives: Dr. Josh Morris, Faculty Moderator; Dr. Anita Henck, Dean, School of Education; Dr. Aurora Matzke, Senior Associate Provost; Dr. Rukshan Fernando, Provost and Vice President for Academic Affairs; Dr. Shino Simons, Vice President for Student Affairs; Dr. Don Davis, Vice President for Administration and Chief Information Officer; Dr. Todd Emerson, Medical Director; Rachel White, Executive Director of Strategic Communications; and Chris Jennings, General Counsel and Vice President for University Integrity.

This Task Force routinely evaluated updates to public health guidelines, and in collaboration with the President's Cabinet, subsequently modified APU policies and procedures as appropriate to ensure compliance and safety for students and employees. For the majority of the 2020-21 academic year, limited compliant access was granted for essential employees to maintain business operations, students without alternative housing options, face-to-face training in education essential for pandemic recovery, and athletics. The majority of APU's workforce continued operations via remote work and students engaged in courses and community engagements virtually.

Faculty did an incredible job transitioning courses and student engagements in the remote learning environment. Although challenging, colleges and schools want to develop more hyflex and hybrid options for existing and new programs. Furthermore, faculty are much more adept with Canvas, our learning management system.

Students engaged in the remote learning environment and virtual engagements with aplomb, continuing to achieve exceptional milestones amidst challenging circumstances.

The campus closure resulted in decreased auxiliary revenue, a financial impact which necessitated significant contributions from faculty, staff, and administrators, including furloughs, salary reductions, and donation to the annual fund. While these decisions were difficult, they enabled the university to emerge from the pandemic with fiscal stability.

The Student Health Center (SHC), led by Dr. Todd Emerson and Administrative Director Gidget Wood, embodied strong, innovative, and collaborative leadership to our APU community across all campuses and populations, maintaining 24/7 coverage. Dr. Emerson acted as the Los Angeles County Department of Public Health liaison. The SHC conducted year round surveillance testing with more than 10,500 COVID tests administered, distributed more than 1,760 vaccines at 14 vaccine clinics, and managed 195 positive COVID cases. In addition, daily health assessments for faculty and staff, students with permitted campus access were monitored and contact tracing conducted for all positive COVID cases. Furthermore, SHC collaborated with Housing and Facilities Management to provide and maintain quarantine and isolation accommodations for students exposed to or diagnosed with COVID-19. Our campus response to the COVID crisis was successful in no small part due to the heroic work of our SHC team, and their ability to collaborate across campus with outside-of-the-box thinking and a prioritizing of student and community well-being.

Strategic Communication and Engagement efforts were essential to provide routine updates to the community amidst continuing changes to the public health guidelines. These contributions included: creation of the COVID/Return to Campus visual identity and website, preparation of the student and employee training guides, design of a full-fledged on-campus signage system, designed the user interface for the Return to Campus website, creation of the COVID Tracker, and preparation and review of myriad Return to Campus communications.

As restrictions decreased, the ERTC evaluated proposals for campus access and developed the plan for staged return to campus with in-person summer sessions, employee return by August 1, 2021, and in-person Fall 2021 semester with appropriate safety parameters in place. However, as the COVID-19 infection and hospitalization rates increased in early Summer 2021 associated with virus variants and uneven vaccination rates, the ERTC continued to evaluate public health guidelines and mandates.

Appendix 3. 2021-22 Major University Goals by Division

Academic Affairs

- Complete the College and School Realignment process.
- Finalize a dashboard for grants/funding management.
- Complete program launch, maintenance, and closure processes in collaboration with other departments and divisions.
- Maintain and leverage clear budgeting goals and guidelines across Academic Affairs and Schools and Colleges.
- Complete the WSCUC reaffirmation of reaccreditation process.

Administration

Facilities Management

- Complete West Campus Student Commons remodel.
- Develop plan for Smith Hall repurpose.
- Master Plan. Select a design firm specializing in university master planning and urban planning.
- Transition dormitory furniture procurement and support from Campus Housing to Warehouse Operations.
- Begin transition of staff at vicinity property leases back to main campus.

IMT

- Establish next technology *Renewal* working group and governance committees.
- Partner with Office of the Provost to pursue Actionable Retention Strategies (funding dependent).
- Promote Digital Student Success (partner with Student Success Center and Provost to improve retention efforts; improve delivery of remote learning as needed).
- Enable Digital Communication and Community (onboarding new students, launch Concur, the travel and expense system, develop telephony roadmap, and transition the APU Now app to the primary mobile app for students).
- Leverage Data and Integration (simplify integration between systems, expand Salesforce Educational Data Architecture (EDA)).
- Enhance Digital Security and Privacy (promote adoption of Cougar Lock, publish IT strategy and philosophy, and develop GDPR Data Inventory).
- IMT Agile Transformation (promote IMT Cabinet on coaching mental models, restart Agile Leaders Community, continue Value Stream Mapping to improve services and efficiencies).

Advancement

- Meet \$2.3 million University Fund goal by June 30, 2022.
- Launch *Renewal* endowment campaign: \$2 million.
- Launch Baseball Field renovation project: \$2 million.
- Complete Honors College endowed chair: \$600,000.
- Complete Citrus Edge transaction: \$2.8 million estimated charitable gift.
- Close several grants in progress: Hyflex Classrooms (Ahmanson Foundation): \$600,000, Pathways to Ministry (Lily Foundation): \$1 million, Race, Justice, and Religion: \$750,000, and Diversifying Education (BranchEd): \$400,000.
- Secure an additional \$5 million in signed estate commitments.
- Develop Deans in Fundraising training modules.
- Rebuild Advancement Leadership Team and Staffing.
- Launch Year 1 of Alumni Strategic Plan.

Athletics

- Restructure the Athletic Department administrative leadership by redesigning positions to create delegation of tasks, varied ownership of operations, and recreate displaced reporting lines, which in turn will enhance communication throughout the department.
- Establish appropriately robust operational budgets for each program in the Athletics Department and maintain them throughout the year.
- Partner with Advancement Office to develop the plan and raise funds for a redesign of the Cougar Baseball Complex seating structure.
- Continue progress in strategic planning for the department and put it in alignment with the university's overall plan of *Renewal*.

Diversity and Inclusion

- Reach consensus on and publish APU's DEI institutional framework, DEI theology, and DEI operational definitions to inform APU's future DEI strategic efforts.
- Evaluate and enhance systems to enroll, retain, and graduate a diverse student population at all levels with an emphasis on access and affordability.
- 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.
- Institute a longitudinal assessment plan that includes campus climate studies to establish a baseline and on-going comparative outcomes and results.
- Examine and redesign curricular and cocurricular student experiences using an equity lens, employing high-impact practices that promote engagement for all students.
- Design and implement an institution-wide, multipronged, [developmental] 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.
- Increase visibility, funding, and impact of student and faculty/staff ethnic affinity organization designed to enhance the navigation, retention, and sense of belonging for students, faculty, and staff of color.
- Execute a university-wide campaign ensuring that images populating APU campuses and virtual spaces sufficiently reflect APU's diverse community and commitment to diversity.

Enrollment Management

- Develop the University Strategic Enrollment Plan and accomplish all other identified strategic plan goals related to enrollment management as identified in *Renewal*.
- Advance enrollment analytics and business intelligence for enrollment marketing, recruitment, and other critical aspects of enrollment management.
- Complete critical compliance and enrollment technology projects.
- Complete cross-divisional training in newly consolidated areas and begin to identify additional efficiency gains.
- Partner with Academic Affairs to improve institutional retention and completion.

Finance and Business Strategy

- Solidify the budget process including improved audit times and enhanced reports for performance analysis.
- Enhance financial reporting package for board of trustees, bank/bondholders, APU leadership and APU community.
- Continued creation of new policies and process improvements including: establishment of university budget committee, training for university budget managers, launch of Concur, enhancement of TIAA data transmission, introduction of contract management system, evaluation of new payroll system, and revamp the current university commercial credit card program.
- Hire open positions to fully staff Auxiliary Services enabling improved quality of service in Events Services, increased revenue in Dining Services with a strategic marketing plan, redesign of 1899 Dining Hall to increase customer satisfaction, implementation of web to print program at Azusa Print + Design, installation of locker system for student and departmental mail and packages, increased communication to APU community and marketing to regional campuses and graduate students, and to support the Heritage Court remodel and opening of a Computer Store integration with the Campus Store.

Human Resources

- Develop cost optimization strategies that find the right balance between cutting costs and maximizing value.
- Continue development of institutional framework for talent management which allows for different development needs for faculty and staff through the completion of the job leveling/architecture projection and an enhanced staff performance evaluation system.
- Provide support for the University through policies, efficiencies and guidelines, and by providing resources to aid the community with a healthy return to campus including employee support services, communications and guidance materials, and systems and reporting.
- Develop and implement institutional process and policy that provides enhanced salary placement balanced with equitable reviews.

Strategic Communication and Engagement

- Execute RTC communications—website, video, and written.
- Website audit and overall focus on the user experience and accessibility, with hiring of a full team.
- Integrate web content development into SCE function, ending Skyword contract.
- Reestablish Public Affairs function with the hiring of a director of public affairs and a community engagement manager and reboot of the Legislative and Regulatory Affairs Working Group and the Community Engagement Collaborative.
- Produce of additional toolkits to assist campus partners in the propagation of the APU brand in event materials and on-campus promotions.
- Introduce media training for the executive team.
- Roll out of TUG redesign and provision of toolkit for on-campus partners.
- Explore School redesign in support of academic realignment.

Strategic Planning and Mission Integration

- Provide ongoing high-level leadership for *Renewal* and Year 2 priorities, including support of continued momentum through Presidential transition.
- Work with appropriate Vice Presidents to move forward the development of funding and execution plans around major elements of the Grand Initiatives (e.g., Technology and Data), campus master plan, fundraising plan.
- Enhance and broaden *Renewal* communication efforts both to internal and external audiences.
- Launch a *Renewal* dashboard.
- Resource the Board of Trustees as Cabinet Liaison to Strategic Oversight and Mission Fidelity Committees.

Student Affairs

- Create programs and services that align with our student learning goals strengthening our institutional commitment to co-curricular spiritual formation.
- Develop collaborative programs and services that support learning both inside and outside of classrooms including identification of student internship opportunities through leadership positions on campus.
- Develop a Division that understands the current needs of our students, with the capacity to pivot and adjust programs as necessary to fulfill the goals and mission of our institution including the development of sophomore and transfer welcome programs, expanded clinical services within the counseling center, and increased pastoral care services.
- Develop a reputation for strong professional development for all Student Affairs staff that will identify relevant issues impacting student success and create in-service opportunities. Create an accountability process to assess and evaluate HIS-related initiatives.
- Develop and be known as a strong, innovative, collaborative, and unified Student Affairs Division including reassessing the need for graduate housing and assessment of asynchronous engagement opportunities for our diverse student population.

University Integrity/General Counsel

- Review and advise on return to campus initiatives to ensure compliance with any continuing public health agency orders and guidance.
- Support safe return to campus through tactical measures and resource availability.
- As the new Governance Committee Liaison, General Counsel will support the Board and President with Board training, education, and orientation.
- Advise the Board on any legal questions arising from the presidential transition.
- Implement employee alternative dispute resolution procedure, including arbitration.
- With the Business Office, prepare and conduct contract management training.
- Seek engagement with, and support, risk owners to assess, mitigate, and monitor top risks identified through ERM Program; renew annual ERM process to identify new risks for the ERM Program for FY 23.
- Assess availability and earthquake insurance policies for APU.
- Create template forms and streamline processes for reporting injury claims.
- Ensure implementation of new Ergonomics Assessment Program.
- Prepare and publish emergency response training and orientation for employees and students who return to campus in Fall 2021.
- Complete emergency communication assessment and create evacuation and emergency drill schedule and implement first drill in 9/21.
- Implement schedule to review and update emergency Incident Action Plans.
- Identify vendors for key emergency supplies and transportation.
- Continue to pursue FEMA cost recovery for Pandemic expenses and losses.
- Emergency Manager will physically work in DCS Emergency Operations Center at regular but occasional intervals for cross-functional collaboration, teambuilding, and enhanced relationship and trust in emergency situations to further support CIRT.
- In collaboration with DCS, complete development of Building and Floor Coordinator program, including related training, identification of evacuation zones, and building mapping/identification for first responders.

Department of Campus Safety

- Contribute to student success in ways beyond providing safety and security.
- Add a fourth Special Services Officer to provide for greater coverage throughout the week.
- Upgrade the Computer Aided Dispatch/Records Management System with the DCS Communications Center.
- Transition existing radio communication system from analog to digital technology for greater reliability and coverage.