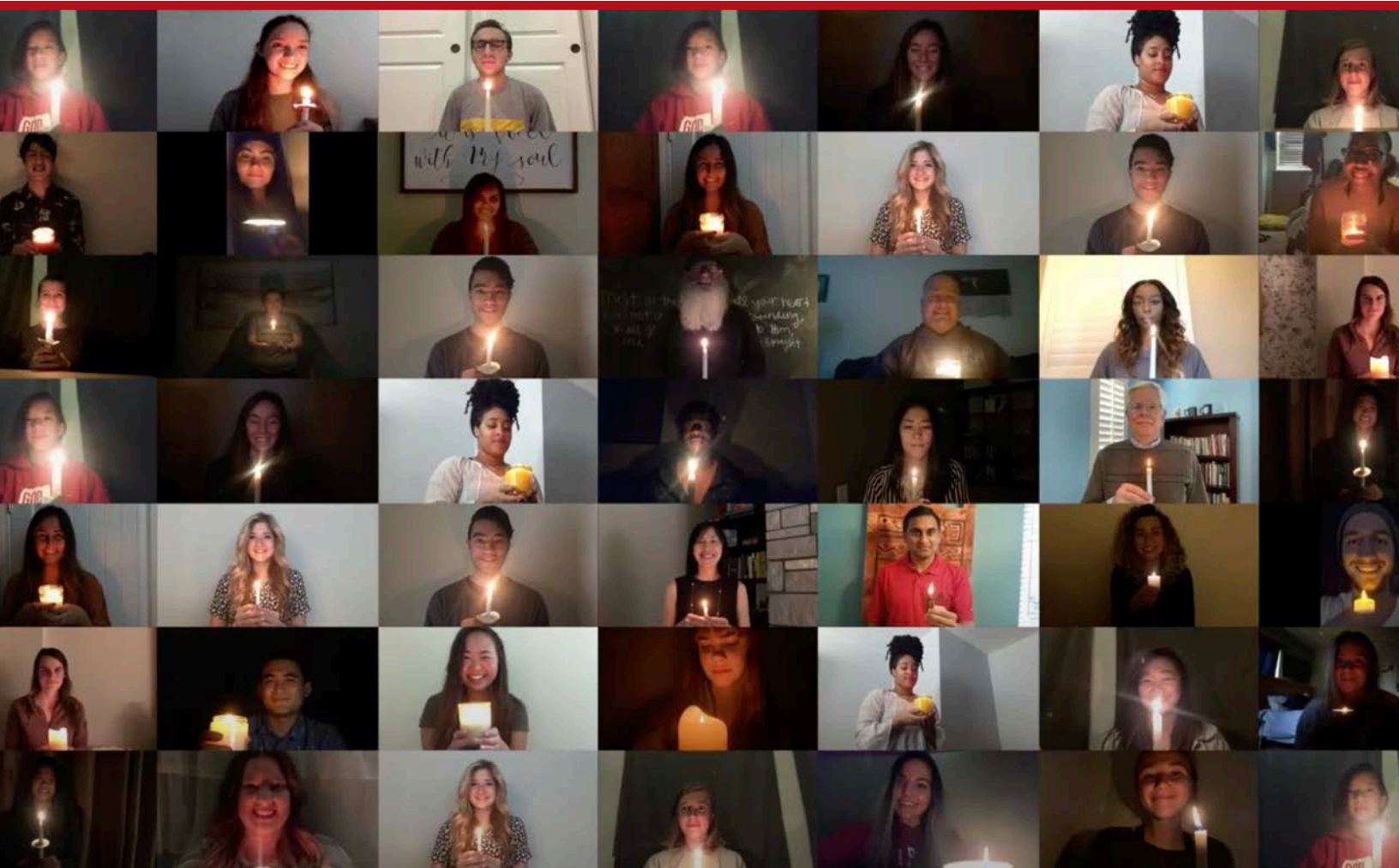




# University Annual Report of Progress

Azusa Pacific University | 2019-2020

Megan Prosser, Ph.D., Andrew Barton, Ed.D.,  
and Paul W. Ferguson, Ph.D., DABT (Eds.)  
Office of the President



**Year-end APU Student Chapel Virtual Send-off Candela Ceremony, April 27, 2020.**

*"So Jesus said to them, if you have faith as a mustard seed, you will say to this mountain,  
Move from here to there, and it will move; and nothing will be impossible for you" (Matthew 17:20).*

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# Introduction and Overview

## Dr. Paul W. Ferguson, President

**Refreshed University Leadership.** During the first year of this new Presidency, a collaborative model of University leadership was developed. A restructuring of senior university leadership resulted in a more diverse, high-functioning President's Cabinet. To optimize decision-making, collaboration, and communication with all campus constituencies, the President's Cabinet and the Office of the President were reconfigured. University Divisions are now led by the Provost, Vice President for Finance and Business Strategy, Vice President for Enrollment Management, Vice President for Human Resources, Vice President for University Integrity/General Counsel, Vice President for University Relations, Vice President for Advancement, Vice President for Student Affairs, Vice President for Administration/CIO, Vice President for Diversity and Inclusion, Vice President for Strategic Planning and Mission Integration (effective 7/1/20), Director of Athletics, and Senior Advisor to the President/Chief of Staff (Appendix 1). The new Team established 2019-2020 Divisional Goals and each Cabinet member received an annual performance review based on progression toward these objectives. This process included strategic personnel changes in former executive leadership as well as elevation of new individuals to the Cabinet. This *APU Annual Report of Progress* reflects the contributions and achievements of this new Leadership Team.

The global COVID-19 health crisis tested the Executive Team, which effectively navigated its impact during FY20 by complete conversion to online course delivery, transition to telework for the majority of a 2,400-person workforce, provision of care for and nurturing of 10,000 students who transitioned to remote learning, and management of the FY20 budget with a surplus and compliance with fiscal debt obligations. Summary of this unprecedented COVID-19 management challenge appears in Appendix 2.

**Christ-Centered Academic Excellence.** Over the last year, Azusa Pacific committed to be a model University for Christ-Centered Academic Excellence. Beginning at the Fall Faculty/Staff Kick-Off and in chapel, President Ferguson inspired the APU Community to focus on our relationship with Jesus Christ as scholars and leaders first, then to reach out to our neighbors through our personal and professional expertise (Matthew 22:37-38, Luke 10:27). In so doing, this could become our defining characteristic as we hope to engage our communities with virtue for Christ.

University leadership demonstrated APU's Spiritual Mission by modeling Christ-centered behavior and engaging with Community constituencies to exemplify this commitment. This included restoring trust and confidence between Faculty, Staff, and Administration by assessing personnel alignment with University Position Statements through new communication strategies in faculty and staff hiring as well as enhanced response to evidence of non-compliance through new Faculty and Staff Handbook policies and procedures. In a more focused, collaborative manner, APU developed and implemented new policies and procedures with enhanced review and assessment of mission fidelity through initial and renewed five-year faculty contract reviews. The Division of Student Affairs enhanced spiritual formation programs.

The Office of Campus Chaplain was closed and APU Campus Pastors were restructured within the Division of Student Affairs. This now enables integrated praise and worship experiences with all Faculty, Staff, and Students.

**Renewal: A New University Strategic Plan.** During this year, APU leadership designed and completed a consensus-based Strategic Plan draft titled, *Renewal: Strengthening Our Capacity for Cultivating Christ-Centered Scholars and Leaders. The Azusa Pacific University Strategic Plan (2020-2027)*. As Co-Chairs of the 31-member Strategic Planning Leadership Team, Dr. Andrew Barton and President Ferguson interacted with a diverse cross section of the APU Community, including all major representative constituencies (Faculty, Staff, Student, Board). In this process, a new Vision was defined, that APU *"Aspires to Become the Premier Christian University of Choice for our Culture and Times"* with Five "Grand Initiatives" to guide the investment in new programs and infrastructure. The COVID-19 Pandemic delayed Plan implementation. The APU Community then sensed a need to establish a Working Group to review the Draft Strategic Plan in order to "stress test" and modify the proposed plan to address post-COVID-19 realities. The subsequent national pain and conversation that followed the death of George Floyd prompted a thoughtful assessment of the Strategic Plan through a refreshed look at equity and inclusion.

The Strategic Planning process served not only to cast a broad new vision and plan, but also to catalyze a renewal of morale and commitment to the future of APU. Just as important, this process reinforced APU's legacy as a successful *God First* University but one that needed refinement in organizational management, fiscal discipline, and renewed integration of Christ-centered academic excellence. To that end, the new Strategic Plan includes directives across all University Divisions for renewed engagement on understanding of and fidelity to foundational spiritual beliefs. Mission-centered strategies have been built into the Strategic Plan. Lastly, and significantly, Dr. Barton was promoted from Senior Advisor to the President to Vice President of Strategic Planning and Mission Integration. In his new role, Dr. Barton will provide executive leadership in the design, implementation, and assessment of the University Strategic Plan with integration of the University's mission as a premier Christian University into University operations. Dr. Megan Prosser was named Senior Advisor to the President and Chief of Staff.

***Building Trust and Community.*** A significant focus this year included building relationships and trust with the diverse APU Community. APU leadership strategically engaged in regular online and in-person conversations and inclusive decision-making with major constituency groups, including the Faculty Senate, Staff Council, Student Government Association, Faculty Diversity Council, and Student Diversity Council (Mosaic Caucus). Each group became a partner in APU governance, especially in the development and implementation of the Strategic Plan and renewed, positive relationship with the Board of Trustees. Additionally, outreach to APU donors, friends, supporters, and local legislators addressed the renewal of APU and provided perspective on new strategic directions. This built a solid foundation for trust and confidence.

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*“APU aspires to  
become the premier  
Christian university  
of choice for our  
culture and times.”*

Despite tremendous obstacles, APU made remarkable progress this year, emerging from a time of serious financial distress and deep community morale issues. APU is undergoing organizational change, elevating morale, recommitting to the APU brand and mission, and defining the appropriate future path for the University. The APU Community has claimed the promise of moving mountains through trusting a faithful Creator and Lord. Although there has been tangible progress, much remains to do in each area of challenge.

The Strategic Plan will provide the needed framework for addressing organizational change with systems improvement, aligning the Faculty, Staff, and Students with the Christ-centered mission, and fully addressing how APU will meet the highly competitive challenges in the higher landscape now further impacted by COVID-19 with renewed commitment to equity and inclusion.

***Looking Ahead.*** APU anticipates a continued positive trajectory this year to advance APU as a Premier Christian University as we make satisfactory progress in the following major areas:

- Successful implementation of Return to Campus Initiatives post-COVID-19 in Fall 2020/Spring 2021
- Successful implementation and launch of the new Strategic Plan in Fall 2020
- Continuous quality improvement in University financial planning and analysis, improving the structural deficits and practices in organizational budgeting, and assets management
- Continuous quality improvement in strategic communications and academic marketing
- Continuous quality improvement in technology infrastructure and data management
- Enhanced advancement infrastructure and strategic fundraising
- Continuous improvement in defining the appropriate balance between oversight and management roles of the Board and President's Cabinet

Specific 2020-21 University goals by Division are presented in Appendix 3.



# Academic Affairs

## Dr. Rukshan Fernando, Provost

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

**Changes in leadership.** Leadership changes occurred in the Office of the Provost throughout the 2019-2020 academic year. Dr. Mark Stanton stepped down as Provost in Fall 2019 and returned to the faculty in the School of Behavioral and Applied Sciences. Dr. Rukshan Fernando was named Interim Provost by President Ferguson in January 2020. Following a robust national search overseen by a committee that included broad University representation, Dr. Fernando was appointed the permanent Provost on July 29, 2020. After many years of service as Vice Provost and Accreditation Liaison Officer, Dr. Vicky Bowden returned to the nursing faculty. Dr. Stephanie Juillerat became Associate Provost and Accreditation Liaison Officer. Dr. Aurora Matzke joined APU in October 2019 as Assistant Provost.

**Collaborative and shared governance.** New systems were employed to increase collaboration and shared governance between faculty and administration including: refreshed engagement with the Faculty Moderator, proactive communication and active engagement with faculty, and increased transparency with faculty in change management. The Faculty Moderator now regularly attends the President's Cabinet and Academic Cabinet meetings, promoting open communication. Amidst the COVID-19 disruption, the moderator attended every Academic Cabinet meeting. In addition, along with the Academic Deans, the Faculty Moderator participated in all FY20 and FY21 Academic Affairs budget decisions and strategy. The Interim Provost met regularly with faculty groups providing updates and seeking faculty input on Academic Affairs issues, organization of the Provost's office, the university's academic continuity plan, and the Strategic Plan. The Office of the Provost facilitated the use of workgroups throughout the COVID-19 response to ensure faculty engagement in consensus decision-making with the administration (Academic Return to Campus Taskforce, Clinical Working Group, Spring 2020 Grading Working Group, Pass/Fail Working Group, etc.).



**Reorganization of the Office of the Provost.** More than 100 employees participated in the reorganization of the Provost's office to increase focus and efficiency. This process included the development of Affinity Groups: Undergraduate Education, Operations, Research/Graduate Education, and Faculty Affairs. Faculty and staff engaged in an initial plan to enhance research productivity and impact at APU by improving research culture, support, and infrastructure.

**Expansion of programs to meet student needs.** A dual enrollment agreement has been finalized with Pasadena City College enabling nursing students pursuing an Associate Degree to concurrently work toward earning their Bachelor of Science Degree in Nursing through APU. This program begins next year.

# Administration

## Dr. Don Davis, Vice President for Administration/CIO

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

**Divisional goals summary.** Based on a risk/return analysis, University Promenade was sold for \$18,577,778.69, improving financial liquidity of the University. APU consultant, Sightlines, assessed the physical buildings and structures on the Azusa campus, in surrounding properties, and at three regional campuses. This report will guide the priorities of future planning. This detailed analysis and campus space inventory were presented to the Strategic Planning Leadership Team as part of a data collection phase of the Campus Master Plan revision. The Smith Hall repurpose converted 7,750-square-feet of existing residence hall to administrative offices, enhancing Campus Safety operations. Campaign Monitor was integrated with Salesforce CRM for the Division of Enrollment Management to enable mass marketing to strengthen the recruitment process, improving inquiry and application yield while decreasing dependence on expensive marketing contracts and tools that require more manual labor. Maxient was selected as the judicial software for the Division of Student Affairs, improving reporting and tracking of judicial matters, while meeting the Clery reporting requirements for Campus Safety. Ongoing assessment and evaluation will improve University Assets Management.

**Facilities Management.** The Facilities Management Team completed 14,918 work orders and several facilities improvement projects, including annual student residence remodels, exterior retrofit and interior updates to the Alumni House, Stamps Library enhancements to increase student study space, and the addition of a covered structure at the Segerstrom trolley stop to provide shelter from the elements. This year saw 321,731 trolley passengers.

The renovation of West Campus' Mary Hill first-floor entry, lobby, reception, labs, and classrooms created a state-of-the-art teaching and research facility for the growing Kinesiology program. A new Facilities Management Building Standards Team now ensures that all construction, repairs, maintenance, and alterations to buildings and grounds meet standards and guidelines set forth by Azusa Pacific University. A new software tool provides better material procurement and inventory control, centralizing the main warehouse, decreasing loss prevention, increasing work order efficiency, and providing more accurate cost projections. The integration of the HVAC control system with the University scheduling software, 25live, reduces manual scheduling and ensures energy cost savings.

**Information and Media Technology (IMT).** IMT's strategic focus comprised three goals: (1) transform the student experience, (2) improve sustainability, and (3) advance digital infrastructure (Figure 1).



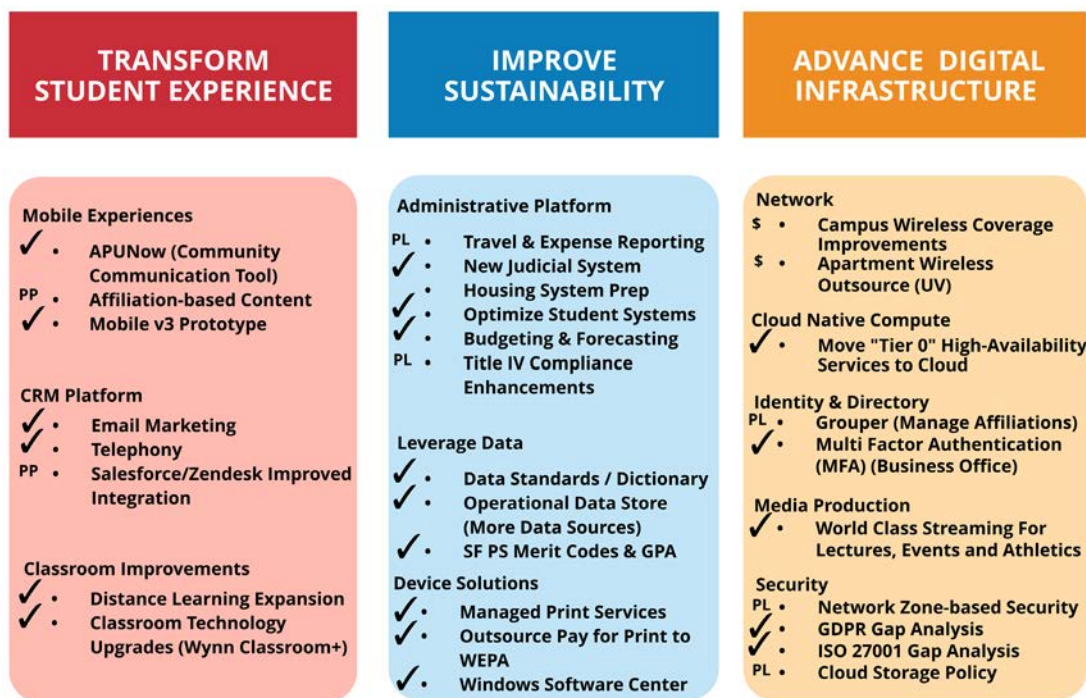


Figure 1: IMT Strategic Focus 2019-2020

Mobile upgrades, CRM platform enhancements, and classroom improvements transformed the student experience. APU Mobile now includes a virtual ID that allows students to purchase items and check-in for services across campus. Other features include a library widget that indicates library hours, enables students to make a library appointment, and facilitates literature searches. Department specific announcements appear and users can gauge venue occupancy across campus.

APU Now was launched as a mobile community communication app. This app supports social interaction for clubs and groups and QR codes for student check-in, allowing for tracking of student engagement. ReadyEducation highlighted the successful use of the app to support students amidst COVID-19.

In partnership with Enrollment Management, the Salesforce update now includes online admission application tracking from inquiry to matriculation, integration with Ark for direct transfer of application packets and financial aid documents, and an events module to publish and track recruiting events. Financial aid packaging and repackaging automation increased efficiency by 50%, leading to faster packaging cycles, reduced costs, and increased compliance with federally mandated timelines.

Classroom enhancements involved installing distance learning technology across the APU campuses. Audio visual equipment upgrades occurred in Wynn, Mary Hill, Wilden, and Duke.

To improve sustainability, efforts focused on optimizing the administrative platform, leveraging data and integration, and developing device solutions. Administrative platform improvements included partnership with the Business Office to implement and integrate Adaptive Insights, a budgeting and forecasting system and multi-factor authentication for improved security. Digital infrastructure improvements included internet circuit enhancements for increased speed and reliability at reduced costs, expanded campus wireless access, increased automation of the network switch update process and server build, reduction of on-campus server footprint, and transition of Tier 0 services to Amazon Web Services to increase reliability.

The IMT service catalog was rebuilt with improved personalization, analytics, and navigation to improve the user interface. There were 31,318 work orders completed, 1,100 events supported by Media Production, and 100,000 users viewed 1 million live streams in more than 100 countries.

# Advancement

## Corbin Hoornbeek, Vice President for Advancement

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

**Major fundraising efforts.** Advancement exceeded the budgeted University Fund goal of \$2M. Given the cancellation of several key solicitation events last spring due to COVID-19, this success is attributed to the creation and launch of a virtual APUSA event, a texting Care Campaign, a June direct mail/email campaign, and direct calls from Development Officers. Cash giving totaled \$6.3M; however, total production including all multi-year pledges secured and signed estate commitments totaled \$15.1M, a \$2.3M increase over the previous fiscal year (Table 1). Other achievements pertaining to projects integrated with the Strategic Plan include: completion of the \$1M Stauffer Endowment (supporting undergraduate chemistry/biochemistry research) and raising \$3M for the West Campus Student Commons, \$100K Honors College Scholarship Endowment, and \$1.2 M for the Return to Campus Student Health Center Initiative. A bequest campaign yielded \$10M through signed Declaration of Intent forms.

Gift Type	Donors	Gifts	Totals	Campaign Description	Donors	Gifts	Totals
Cash	3,480	10,142	\$4,481,725	Capital Fund	1	6	\$55,000
Gift-in-kind	1	1	\$12,657	Endowment	130	304	\$4,102,128
Planned Gift	11	11	\$9,091,633	Development	9	9	\$4,106,633
Pledge	623	745	\$1,502,882	Restricted	1,936	3,538	\$4,742,367
Stock Property	6	6	\$15,087	University Fund	2,162	7,535	\$2,097,856
<b>Grand Totals</b>	<b>4,036</b>	<b>10,905</b>	<b>\$15,103,984</b>	<b>Grand Totals</b>	<b>4,036</b>	<b>10,905</b>	<b>\$15,103,984</b>

Table 1: FY19-20 Total Production by Campaign Description and Gift Type

**Renewed Hope Grant.** Steve and Susie Perry graciously donated \$1M in early Fall 2019 in strong support of President Ferguson's new strategic agenda of renewed hope. Those initiatives included strategic planning, enhanced communication, expanded advancement efforts, and increased recruitment capacity of new undergraduate students through enhanced technology and space. The introduction of Dialpad, a leading phone cloud system, in Graduate and Undergraduate Admissions and integration with Salesforce CRM increased applicant calls two-fold and improved Admissions decision time from 35 to 9.5 days on average.

Improvements to the Wynn Building and Undergraduate Admissions will elevate the on-campus experience of prospective students touring the university. These upgrades included new paint, technology, signage, and lighting in the Welcome Center Lobby, Welcome Center presentation room, Welcome Booth, and Admissions Buildings, along with creation of five new meeting offices with updated technology, a conference room, and a waiting area in Wynn. Funds from the Renewed Hope Grant also supported the Return to Campus Initiative.

**Connection to major donors and key constituents.** A series of local and regional events and individual donor meetings introduced President Ferguson and his strategic vision to key donors, forming mission/vision-focused relationships. Guest attendance of in-person events exceeded 850. Two major donor Zoom calls with President Ferguson replaced in-person events and drew more than 100 individuals.

**Collaborative Advancement partnership models.** The Division of University Advancement now includes the Office of Alumni Engagement. Chris Vlahos, Marts and Lundy consultant, is leading the Alumni and Parent Engagement strategic planning process with a 14-member representative committee.



## Athletics

Gary Pine, MBA, Director of Athletics

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

Cougar athletes had an excellent year in spite of the COVID-19 disruption. Highlights include: 1) men's soccer securing their first-ever undefeated regular season, finishing 1st in PacWest and ranking number 1 in NCAA for five weeks, 2) women's volleyball capturing its second-straight PacWest crown and advancing to the NCAA Regional Final, and 3) men's basketball winning the PacWest title and ranking in the NCAA's Top Ten when the season ended (Table 2). APU student athletes also excelled academically with an average GPA of 3.36 (Table 3). In fact, 39.5% of student athletes earned a GPA of 3.5 or higher, and 61 student athletes were recognized by various associations (NCATA, CoSIDA, GNAC) for significant achievements in their academic pursuits.

Athletic Team	PacWest Record	PacWest Finish	Final Ranking
Men's Basketball	20-2	1st	8
Women's Basketball	18-4	2nd	14
Men's Cross Country		7th	
Women's Cross Country		6th	
Football			4 (GNAC)
Men's Soccer	11-0	1st	11
Women's Soccer	5-5-1	6th	
Swimming and Diving			4 (PSAC)
Men's Tennis			11
Women's Tennis			11
Women's Volleyball	20-2	1st	11

Table 2: Rankings of Athletics Teams (excluding those unable to complete season due to COVID-19)





Annual GPAs	17-18	18-19	19-20
Acro & Tumbling	3.13	3.26	3.46
Basketball - W	3.15	3.23	3.38
Soccer - W	3.20	3.44	3.60
Softball	3.20	3.28	3.26
Tennis - W	3.48	3.67	3.62
Track/X-Country - W	3.37	3.40	3.54
Volleyball	3.32	3.39	3.72
Water Polo	3.09	3.13	3.37

Annual GPAs	17-18	18-19	19-20
Baseball	3.18	3.09	3.33
Basketball - M	3.36	3.26	3.38
Football	2.89	3.05	3.08
Soccer - M	3.02	3.17	3.35
Tennis - M	3.52	3.26	3.66
Track/X-Country - M	3.08	3.11	3.18
<b>Department Overall</b>	<b>3.17</b>	<b>3.19</b>	<b>3.36</b>
<b>PacWest Sports Only</b>	<b>3.24</b>	<b>3.26</b>	<b>3.42</b>

Table 3: Student Athlete Grade Point Averages Team by Team

APU's Academic Success Rate for student athletes reached an impressive 82%, well above the national Division II rate of 74%. This year, the APU Athletics Hall of Fame welcomed 10 inductees, including two-time Major League Baseball All-Star Steven Vogt and the 1979 women's volleyball team which won the AIAW national championship.

**Strategic planning involvement and efforts.** Strategic Edge consultant Nancy Mitchell conducted a comprehensive campus-wide study on athletics. Findings revealed strong university value for the athletics program in attracting and retaining students that would otherwise not attend, contributing to racial and ethnic diversity (underrepresented student populations represent 56.4% of current student athletes), building and retaining campus spirit, and forming a bridge between the University and the local community. Director of Athletics, Gary Pine, served on the University Strategic Planning Leadership Team providing insight and perspective on Athletics in enhancing the university.



# Diversity and Inclusion

## Dr. Keith Hall, Vice President for Diversity and Inclusion

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

**Expansion of faculty/staff development resources to promote cultural capacity and proficiency.** The Diversity Ambassador Program expanded with the addition of an inaugural class of the Executive Diversity Ambassador Program for President's Cabinet and Academic Deans and online and hybrid delivery for effective engagement of regional campus participants. The Diversity Ambassador Network increased by 88 certificated faculty/staff participants, with 84% of participants collaborating with leaders and colleagues to advance diversity initiatives in pursuit of diversity and inclusion outcomes within their departments and/or divisions. Launch of the Diversity in the Classroom Faculty Series and Special Speakers Workshops facilitated presentation and discussion of an array of diversity and inclusion topics. Other efforts included expanding the *Imago Dei* Faculty and Staff Edition and developing a Faculty Senate endorsed guide to *Enhancing the Cultural Capacity of APU Faculty*.

**Amplified programming to invest in underrepresented and underserved students.** Student leaders participated in *Imago Dei* training designed to enhance inclusive practices aimed at cultivating a sense of belonging for marginalized groups. Thirty-three events and workshops held exclusively for students focused on enhancing cultural awareness. Membership in ethnic organizations also increased and two additional groups were added: Multi-Racial Student Organization and Kapamilya (Filipino Student Organization).

**Men of Color Success Initiative.** A group of core students now identified will serve as the planning committee with the official launch planned for Fall 2020.



**APU as a Hispanic Serving Institution (HSI).** Hosted a regional JMC HSI Forum with more than 100 diversity professionals in attendance. Submission of the APU 2019 HSI Grant Proposal, though not funded, revealed areas of opportunity that can be considered to expand APU's operation as an MSI/HSI.

**MOSAIC Launch.** Launched three ethnic affinity organizations based on highest ethnic representation (Black, Latinx, Asian), and established officers, by-laws, and priorities and processes. The Black Faculty, Staff, and Administrators Association (BFSAA) was honored by *Diverse Issues in Higher Education* and given the Diversity Inspiring Affinity Group Award for promoting engagement and community for Black faculty, staff, and students; 35 affinity groups nationwide receive the award each year. BFSAA will be recognized in the magazine's July edition.

**Engagement of diverse student groups.** Facilitated diversity training for Athletic coaches, LPU Student Success coaches, and Theater Arts faculty and students. In addition, formed partnerships with offices/groups across campus (Mosaic Caucus, Campus Safety Department, Office of Corporate Worship, Division of Student Affairs, and Center for Teaching Learning and Assessment) to promote an inclusive learning environment that engages diverse student populations. More than 500 faculty and staff attended the *Equity and Justice Forum*, sponsored in conjunction with the Office of the Provost, to discuss current racialized disparities, inequities, and forms of systemic racism and consider ways we can combat and cultivate an equitable and justice-oriented community. In addition, VOICES, hosted in conjunction with Academic Affairs and Student Affairs, created a safe space for students to have critical conversations about current crises that evoked significant emotion and pain. Bias Incident Reportings (BIR) was also maintained in order to steward and mediate formal concerns.

# Enrollment Management

## Dr. Heather Petridis, Vice President for Enrollment Management

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

Major progress unfolded addressing FY20 goals. The Division was created and progress was made on functional consolidation and alignment. Rapid progress occurred in improving Traditional Undergraduate (TUG) enrollment systems, policies, and practices and the University “Front Door.” Particular achievements included: provision of a new service model via rebranding of the UG OneStop to the Undergraduate Enrollment Services Center, launch of an online application and on-the-spot admissions events that increased application completion rates and reduction of admit timetables, and revamp of the UG Admissions Call Center (Table 4).

Pipelines and pathway initiatives, e.g., high schools, community colleges, and regional campus communities, produced great results. Key successes include the addition of three new memorandums of understanding that included five separate high school partnerships, strengthened partnerships with districts by providing important bilingual financial aid workshops, increased engagement with transfer students through a specific webpage and email, and hosting community events at several regional campuses. The Division expanded and maximized graduate and professional (post-traditional) enrollment partners with the Division of Academic Affairs launching five new programs: Master of Public Administration, M.S. in Counseling Psychology with a specialization in Children and Adolescents, M.A. in Strategic Communication, M.A. in User Experience Design, and expansion of the MSN in Nursing Education to the High Desert Regional Campus. The Division identified improvements in enrollment technology solutions in partnership with IMT and achieved several improvements in business analytics. Foundational work began on a comprehensive strategic enrollment plan in coordination with the Office of the President, President’s Cabinet, and Strategic Planning Leadership Team.

	<b>19/20</b>	<b>18/19</b>
<b>Freshman application completion rate</b>	<b>86%</b>	<b>71%</b>
<b>Transfer application completion rate</b>	<b>76%</b>	<b>46%</b>
<b># of students admitted in 1-3 days</b>	<b>966</b>	<b>24</b>
<b>Admits from on-the-spot events</b>	<b>480 (5% of deposit pool)</b>	<b>N/A</b>
<b># of calls to prospective students</b>	<b>41,889</b>	<b>25,655</b>

*Table 4: Successes from TUG Enrollment Systems, Policies, and Practices Improvements*



The Division's work has been highly impactful and valuable, especially under the unique challenges presented by COVID-19 and following a period of institutional financial distress. This pandemic stressed and delayed key student recruitment, student retention, and customer service strategies and tested the strategic commitment to Divisional restructuring with systems development. The Division reinforced the APU message through communication with new and returning students and promoted the full complement of University enrollment as the student portfolio shifts the balance between undergraduate and graduate. Despite three years of challenge and uncertainty in higher education generally, and APU specifically, overall APU student enrollment and retention have been remarkably adaptive to market conditions, student interest and success, and financial planning (Figure 2a,b).

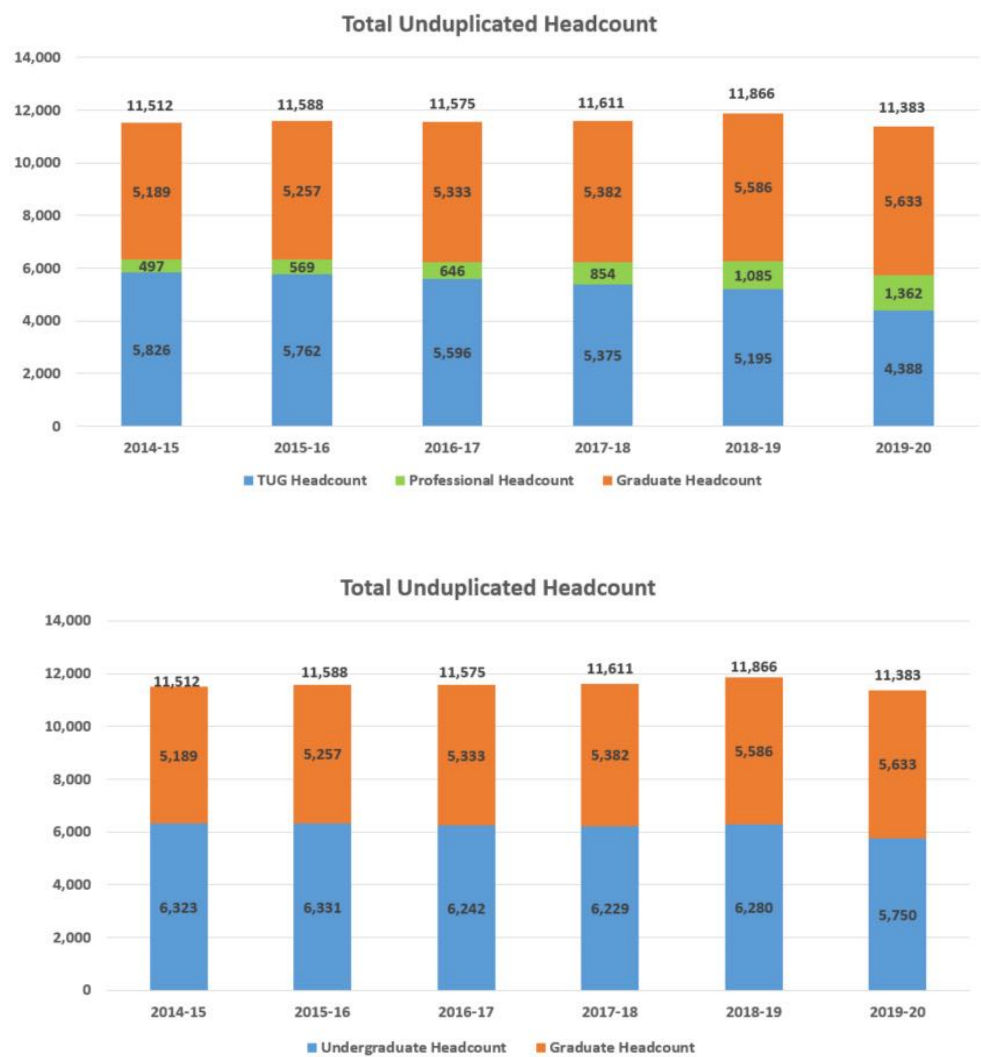


Figure 2a,b. Five-Year Trends in APU Enrollment Headcount for Undergraduate and Graduate Students

With 81.2% of students staying on for a second year, Azusa Pacific University is one of the best in the country when it comes to freshman retention. Nationwide, the average first year to second year retention rate is 68.0%. When looking at just colleges and universities in California, the average is 74.0%. **The APU Six-Year Graduation Rates for the largest demographic student groups [White (71%), Black (71%), Asian (65%), and Hispanic (65%)] also compare very favorably with private (67%) and public ( 61%) average six-year graduation rates (NCES, 2020).**

# 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 work of the Division of Finance and Business Strategy has been significant and impactful, especially given the immense pressures levied by COVID-19 layered upon the emergence of APU from a period of high financial distress dating back to 2018. A critical development involved naming Alanna Cajthaml the new CFO/Vice President for Finance and Business Strategy in March 2020 as former Vice President Ross Allen assumed the Presidency of Bethel University. She quickly tackled an intensive and strategic assessment of current policies and practices to best address COVID-19 implications as well as to ensure compliance with fiscal requirements challenging APU's financial health.

The pandemic presented a substantial challenge for the Finance and Business area as key financial analysis and planning strategies and commitment to intentional divisional restructuring and systems development were taxed and delayed. Notable Finance and Business Strategy leadership was demonstrated in the remarkable FY20 End-of-Year success, achieving a budget surplus of \$6.5M and meeting obligations in liquidity (\$71M over the required \$60M) and debt as measured by the Debt Service Coverage Ratio (1.56 DSCR over the required 1.2 DSCR). A hiring freeze and comprehensive expense reductions, yielded by the APU Community's swift response to the President's call to manage the end-of-year fiscal realities related to COVID-19 and debt obligations, delivered the needed result. To date, 582 employees volunteered to take 27,922 hours of accrued vacation equivalent to \$1,012,396. Because of this generous and timely response, APU needed only a limited staff furlough of 5 days in June. Extraordinary support from APU donors in surpassing the \$2M University Fund goal, receipt of nearly \$6M in CARES Act funding for COVID-19 relief from the federal government, and the shared desire to rightly balance fiscal requirements and community care throughout the months of COVID-19, including extending six weeks of paid administrative leave, all minimized the need for furlough, while ending FY20 with fiscal success.



### **Other major Division achievements include:**

***Built the FY20 Financial Plan, enhanced planning and forecasting; and enhanced tools and processes.*** New budget management software, Adaptive Insights, was developed and distributed to departments for FY21 budget planning. A number of enhancements will continue to be implemented (i.e., reporting), along with building out more projection processes within the APU budget system. The full budget model will be reviewed, evaluated, and improved over the next two fiscal years.

***Completed refinancing Series A (Wells) Bonds.*** Refinancing Series A Bonds was completed and renewed for three years.

***Initiated a Procurement Council; developed policies/procedures; and fostered a change in fiscal culture in APU Community.*** Sharron Robb was named Director of Procurement. She will be re-convening the Procurement Council that met over the last year with new recommendations for improvement, implementing the mobile expense tracking application, *Concur*, and improving policies/procedures to create a more centralized procurement process.

***Supported and engaged in the Strategic Plan.*** The Strategic Plan had the full support of the Business Office. Vice President Cajthaml served as Chair of Theme Team 3 that proposed fiscal reform and strategies to promote financial sustainability at APU.

**Enhanced preparation and coordination of fiscally related committees on President's Cabinet and the Board (Financial Affairs; Investment; Audit).** Preparation and communication with Board members and Committees improved greatly. With new Board membership, FY21 will be the year to create more clarity on roles and responsibilities, and coordinate communication in a more streamlined and collaborative manner.

**Conducted high-visibility program assessment (e.g., Athletics).** Completed an Athletics analysis integrated into the Strategic Plan. The new Director of Financial Planning and Analysis will manage this annual assessment. With the hiring of the new Provost, the Director of FP&A will also conduct detailed Academic Program Fiscal Analysis in FY21.

**Optimized real estate utilization (lease and space assessment).** The Promenade was sold in March 2020 for approximately \$18.5M, an important step in resolving APU's real estate management issues and strengthening endowment assets. For FY21, Finance and Business Strategy will work closely with the VP for Administration to sell off any real estate not essential to University business. Additionally, Finance and Business Strategy will be more closely involved in the Master Plan development, to better understand what real estate APU needs and what leases can end as part of an overall strategy for enhanced financial sustainability.

**Enhanced management of business and accounting reporting.** This effort required much focus and direction to improve efficiencies, accountability, and planning. The new Director of Financial Analysis and Planning will develop and improve this area and provide professional development to the team, improving their understanding of complex accounting issues and a renewed commitment to change past, outdated, and inefficient policies and processes. This will be addressed swiftly in FY21 to avoid creation of business continuity issues for FY20.

**Audit RFP.** In light of COVID-19, the decision was made to delay the Audit RFP until FY21.





# Human Resources

## Paola Martinez, Vice President for Human Resources

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

This year, Ms. Paola Martinez was hired as Vice President for Human Resources and became a member of the President's Cabinet. In her role, Vice President Martinez serves as the Chief HR Officer responsible for effectively designing and implementing University policies and procedures while encouraging employees to be successful. The HR team implements human resources practices and increases operational efficiency, institutional service, and staff engagement. The Division of Human Resources directed their efforts in three major areas:

**People.** The Faculty Affairs team, previously housed in the Office of the Provost, transitioned to Human Resources to centralize and align faculty and staff hiring practices, ensuring consistency with mission alignment, legal obligations, and promotion of the APU brand.

**Total Rewards.** Redesigned processes for structured compensation principles, managed them consistently, and applied pay practices fairly at every staff level. The Division developed an organization framework to transition APU from a cost-of-living salary adjustment to a merit-based pay structure over the next two years, supporting individual growth and strategic career paths.



**Talent Management.** A newly acquired talent management position will partner with community leaders to develop internal talent, in response to employee interest in career growth within the university as well as reducing external hiring risks and recruitment costs.

The Division of Human Resources focused on improving HR operational efficiencies, restructuring HR Business Partners, and assessing service quality to the APU Community as an essential aspect of developing a refreshed and vibrant HR Division. The Division demonstrated remarkable resilience and adaptability during COVID-19 in serving the APU workforce through the stay-at-home orders, processing paid Administrative Leave, attending to hiring freezes, and managing the vacation accrual and furlough strategies to enhance successful budget management. Human Resources provided substantive and informative communications to the APU Community that addressed the impact of COVID-19.

Figures 3-6 provide APU 2019-2020 employment statistics and reflect the budget and management impacts and strategies related to COVID-19.



Human Resources Employment Statistics (July 2019-June 2020).

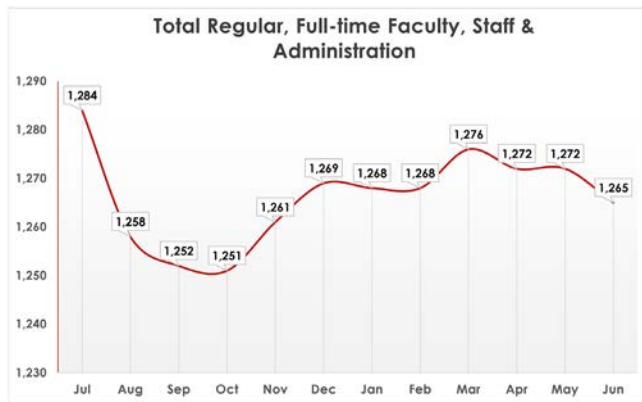


Figure 3. Total Regular, Full Time Faculty, Staff and Administration

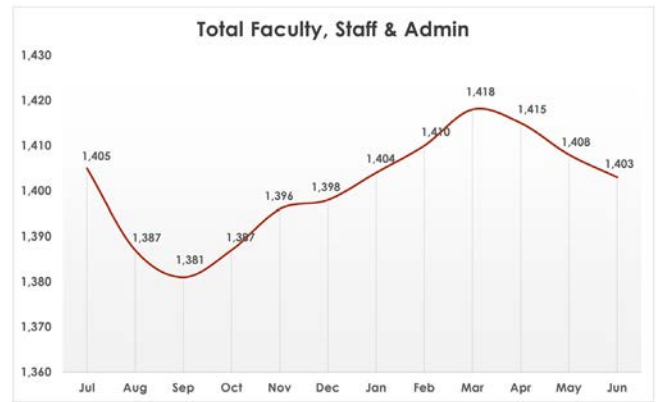


Figure 4. Total Faculty, Staff, and Administration



Figure 5. Total Regular, Full-Time New Hires

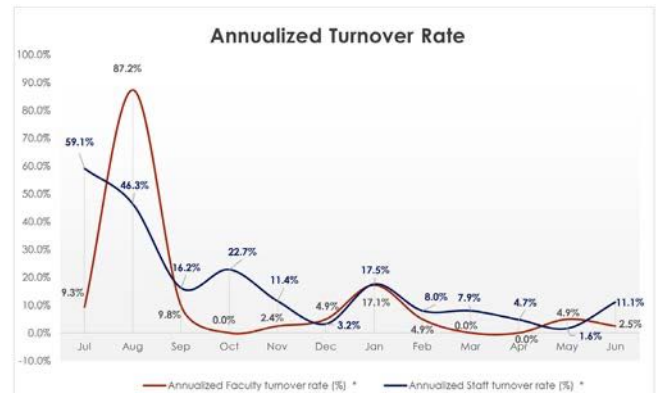


Figure 6. Annualized Turnover Rates

# Student Affairs

## Dr. Shino Simons, Vice President for Student Affairs

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

Through a variety of services and programs, the Division of Student Affairs creates experiences that encourage students to develop a commitment to lifelong learning in the areas of spiritual formation, student engagement, and student wellness. Significant accomplishments from each office this year included:

**Developed programs/services in alignment with student learning outcomes.** Each Divisional Office aligned goals with the Student Affairs learning outcomes. Table 7 highlights examples of accomplishments tethered to specific student learning outcomes.

Student Learning Outcomes	Program/Service
Students will describe how being an active member of the APU community contributes to their sense of belonging.	<i>Commuter Services</i> - survey to assess where UG students find sense of belonging. Top 4 rankings were as follows: Cougar Dome/Commuter Life Staff, Classes, Friends, and Department/Major. This was the first year that the survey included a specific assessment of graduate student belonging, and 58% of respondents were graduate students.
Students will demonstrate ownership for creating and participating in diverse engagement opportunities.	<i>Chapel Programs</i> - increased racial and ethnic diversity of chapel speakers.
Students will develop meaningful personal and professional relationships that enhance understanding of and appreciation for their own and others' identities, cultures and perspectives.	Partnership with Student Center for Reconciliation and Diversity to provide diversity training for all student leaders and engagement of Mosaic Caucus for communication with student leaders.
Students will contribute to personal and community well-being through identifying and accessing support and educational resources for themselves and others.	<i>APU TWO</i> (sophomore programming) - collaborated throughout the year with Academic Success Center, Career Center, Discipleship Groups Ministries, Residence Life, and Commuter Life for programming efforts specific to second-year student experience.
Students will develop a Christian perspective of truth and life rooted in biblical teaching and application.	<i>APU TWO</i> - provided a short-term discipleship group for second-year men and women during the Spring semester.
Students will demonstrate an increased commitment to serving others and develop a greater sense of calling through active engagement in community service opportunities.	<i>Center for Student Action</i> - developed a more robust Action Team program, including development of a training plan for Fall and Spring tracks.

Table 7: Programs/Services that Highlight Student Affairs Learning Outcomes

**Created programs/services to support learning in and out of the classroom.** While many Student Affairs programs/services achieved this goal, two specific programs of note developed this year advanced this effort: 1) co-direction of a \$200,000 Garrett Lee Smith Suicide Prevention Grant, which provided mental health training to more than 90 APU staff and faculty, and 2) partnership with the APU Department of Psychology to implement the Peer Educator Program and the Cougars Care Program.

**Expanded professional development for Student Affairs staff.** A professional mentoring program encourages staff interested in professional development. In addition, 15 staff members participated in a monthly book club to discuss current issues in higher education, and 2 members presented their learning to the entire division as a professional development opportunity.

**Enhanced innovation, collaboration, and flexibility of the division to meet student needs.** Two new initiatives highlight the innovation and collaboration within the division: 1) the Student Success Intern program was developed and launched at two regional campuses, providing support and guidance to 600 graduate and professional student peers, and 2) the partnership between Residence Life and CCSD and Vocare programs placed graduate interns in apartment-style living areas, providing oversight while gaining professional development opportunities related to their future vocation. The Division's flexible and adaptable approach to meeting student learning outcomes and their needs is exemplified by the evaluation of Walkabout, a legacy training program for resident advisors. That scrutiny led to the determination that the program may be better suited as a more accessible program. Currently partnerships with academic programs such as the Leadership Minor are being explored. In addition, the Alpha leader orientation training program moved from San Francisco, its location for three decades, to Los Angeles to strengthen the commitment to serving surrounding communities. Due to COVID-19, this transition will occur in summer 2021.

**Other major achievements by the Division include:**

**Student Engagement**

- **Campus Life:** Hosted 10 significant campus events with 4,000-4,500 participants. Introduced 6 new student clubs and organizations. Supported 1,690 student and staff participants in intramural sports and 216 participants in outdoor adventures. Launched APUTWO for sophomore programming and increased programming to enhance transfer connections.
- **Commuter Life:** Developed a brand and marketing strategy to increase campus awareness. Increased tracking of commuter student engagement. Created the West Campus Pop-Up Shop. Introduced the Foothill Transit Pilot Program to increase transportation and parking options for commuter students, decreasing barriers to success and reaching 277 participants. Established Commuter Cohorts to assist commuter students connection to one another and the APU Community.
- **Graduate and Professional Student Engagement:** Established the office to service this population, and hired a Director and Regional Campus Coordinator. Created a graduate student lounge on West Campus. Published a monthly graduate and professional student newsletter with an 80% open rate.
- **International Students and Scholars:** Hired a coordinator to focus on student engagement. Created and conducted Global Student Orientation to prepare students for APU with an emphasis on academic expectations. Partnered with other campus offices and held workshops to assist students with immigration needs.
- **Judicial Affairs/Title IX:** Trained 610 mandated responsible employees, 200 student leaders, and 479 student athletes. Participated in events to increase campus awareness and provide resources. Attended to professional development and networking to keep up to date on policy, compliance, resources, procedure development, and best practices.
- **Residence Life:** Merged Housing Services and Residence Life, allowing for position repurposing. Focused on enhancing programming that supports student thriving.

**Spiritual Formation**

- **Campus Ministry:** Hired a Campus Ministry Coordinator. Provided pastoral care and counseling services to 495 undergraduate students.
- **Center for Student Action:** Managed 376 action team participants and 297 local engagement participants involved in one-time service opportunities, community meals outreach, and Neighborhood Homework House. Shifted the Azusa Scholars (36 students enrolled) and HISyears (8 students completing a two-year placement) programs under the direction of the Local Engagement Coordinator.
- **Corporate Worship:** Discontinued International Chapel. Moved Senior Chapels to a biweekly format, promoting budget savings, providing pastoral leadership within evening chapels, and minimizing student impact. Incorporated the International Worship Team into the regular morning chapels, ensuring students would experience diverse worship styles and traditions.
- **SoulQuest:** Provided pastoral care for University departments and community events as well as maintained all campus food pantries.

**Student Wellness**

- **Accessibility and Disability Resources:** Hired new Director and Coordinator, ensured compliance with ADA across learning and campus environments, and increased campus awareness through the Disability Awareness Campaigns and the Disability Literacy Roundtable Series.
- **Office of Women's Development:** The office expanded to include the Asian American Women's Leadership Group and the Leaders for Excellence, Action, and Development (L.E.A.D) Team, and had 357 student, staff, and faculty visitors. In addition, the office held 7 significant programs and events and maintained the food pantry.
- **Student Health Center:** Saw 2,894 patients. Offered 6,048 provider and 1,223 nurse visits. Collaborated with Team Luke, Bridges, and Ecuador CSA. Sponsored and coordinated an Annual Health Fair. Provided significant contributions to the COVID-19 pandemic response: developed COVID-19 protocol, including parameters for quarantine; established a drive-up center for testing; and maintained health services for all students including utilizing telehealth.
- **University Counseling Center:** Provided 3,275 total sessions for 800 unique students with a 94% satisfaction rate in which clients would recommend counseling to other students. Hosted 6 wellness workshops drawing 302 students. Conducted 63 outreach presentations that reached 3,289 faculty, staff, and 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.*

During this past year, Chris Jennings officially joined the President's Cabinet in the newly defined role of Vice President for University Integrity to complement his continuing role as APU General Counsel. In this capacity, his span of care increased with restructuring to include Legal Affairs (including the hiring of new Associate General Counsel, Jim Buckley), Risk Management, and Emergency Management. This restructuring also included oversight of the APU Critical Incident Response Team (CIRT) and significantly improved APU capacity for emergency response. During the immensely challenging times of COVID-19, the Division's expertise and leadership provided to CIRT and the COVID-19 Task Force, including strategic personnel hires and placements, proved vital to APU's successful strategic responses.

In addition to the focus on COVID-19 response, the Office of General Counsel (OGC) achieved a number of significant milestones, including:

- Clarifying and defining the role of OGC at APU.
- Assisting the Board of Trustees and the President's Cabinet in the improvement of priorities and efficiencies, especially in the areas of Board governance, University integrity, faculty and staff welfare, and religious freedom.
- Providing strong, ongoing legal review, analysis, and support to the President and President's Cabinet in addressing all aspects of University operations.
- Securing state appellate court defense victories, federal trial court and agency dismissals of student and employee claims, and favorable settlements in high-stakes class action and other employment claims.
- Proactively engaging the discussion on reducing APU risks of litigation, particularly related to COVID-19 Return to Campus initiatives.





# Department of Campus Safety (DCS)

**Paul Dennis, Executive Director**

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

Although work remains to enhance overall community safety, such as strengthening overall emergency preparedness through the unfolding CIRT reorganization and increasing the University's level of readiness through critical incident training, APU is making tremendous strides. This is evident as DCS works with various stakeholders to move the vision of a safer APU forward, while increasing the professionalism of the DCS.

In previous years, DCS struggled with an absence of relationship-building between the department and the APU Community. This past year, Campus Safety built stronger trust and connections within the APU community and remains committed to continuing efforts in this regard. Community trust and support are essential to the success of the DCS transition. DCS genuinely wants to contribute to creating a positive APU experience for all students, staff, and faculty.

APU was largely a safe campus in 2019-20, due in part to improved internal and external relationships. Realizing that DCS is here to serve, internal stakeholders are sharing information which contributes to effective and positive operational decision-making and adjustments. Strengthened external relationships, particularly with local law enforcement, fostered willingness to be inclusive of the APU DCS specific to community safety.

Despite these unprecedented times, DCS continues to make significant progress toward a more professional, contemporary, and community-oriented approach to campus safety and security. The current times have been unsettling, but have provided DCS new opportunities to meaningfully and successfully collaborate with individuals and groups representing all university departments.

Additional DCS accomplishments this year include:

### ***Enhancing Professionalism***

- MOU between Azusa Police Department and APU, granting limited peace officer powers to DCS Special Services Officers while protecting the university community continues to move through the approval process.
- Vetting the new DCS professional model with students, faculty, and staff through community presentations and Q&A opportunities prior to the pandemic with continued engagement throughout our semester of remote learning.
- Hired two very qualified Special Services Officers, who successfully navigated the comprehensive hiring process and are now contributing greatly to this transition process.
- Continued policy and standard operating procedure protocols upgrades.
- Began work on a professional development and in-house training program.
- Progress made on acquiring safety and accountability equipment foundational to the new, professional model.
- Applied for and was awarded \$95,000 in federal funding to assist in construction of the new DCS facility.
- Groundbreaking and construction began on the new DCS facility, with expected completion by September 2020.

### ***Improving Community Relations***

- Continued collaboration with Student Affairs, SCRD, Residence Life, and student groups, affirming the DCS commitment to enhanced relationships.
- Expanded community relations outreach programs, e.g., DCS officer living area liaisons, Rape Aggression Defense training (RAD), Active Shooter Awareness training, and DUI awareness.
- Researched and launched the Safe APU app that places an enhanced community safety tool in the hands of our community members.
- Relaunched DCS Instagram and Twitter accounts to enhance our social media footprint.
- Improved student opinion about and perception of DCS according to SGA Survey.

### ***Partnerships in Managing COVID-19***

- Provided consistent participation in COVID-19 and Return to Campus (RTC) task forces.
- Coordinated and oversaw the successful and safe evacuation of students from campus.
- Provided protection for students living on campus (via approved waiver) during the COVID crisis.
- Provided protection for essential employees.
- Participated in CIRT reorganization.





# University Relations

## Dr. David Peck, Vice President for University Relations

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

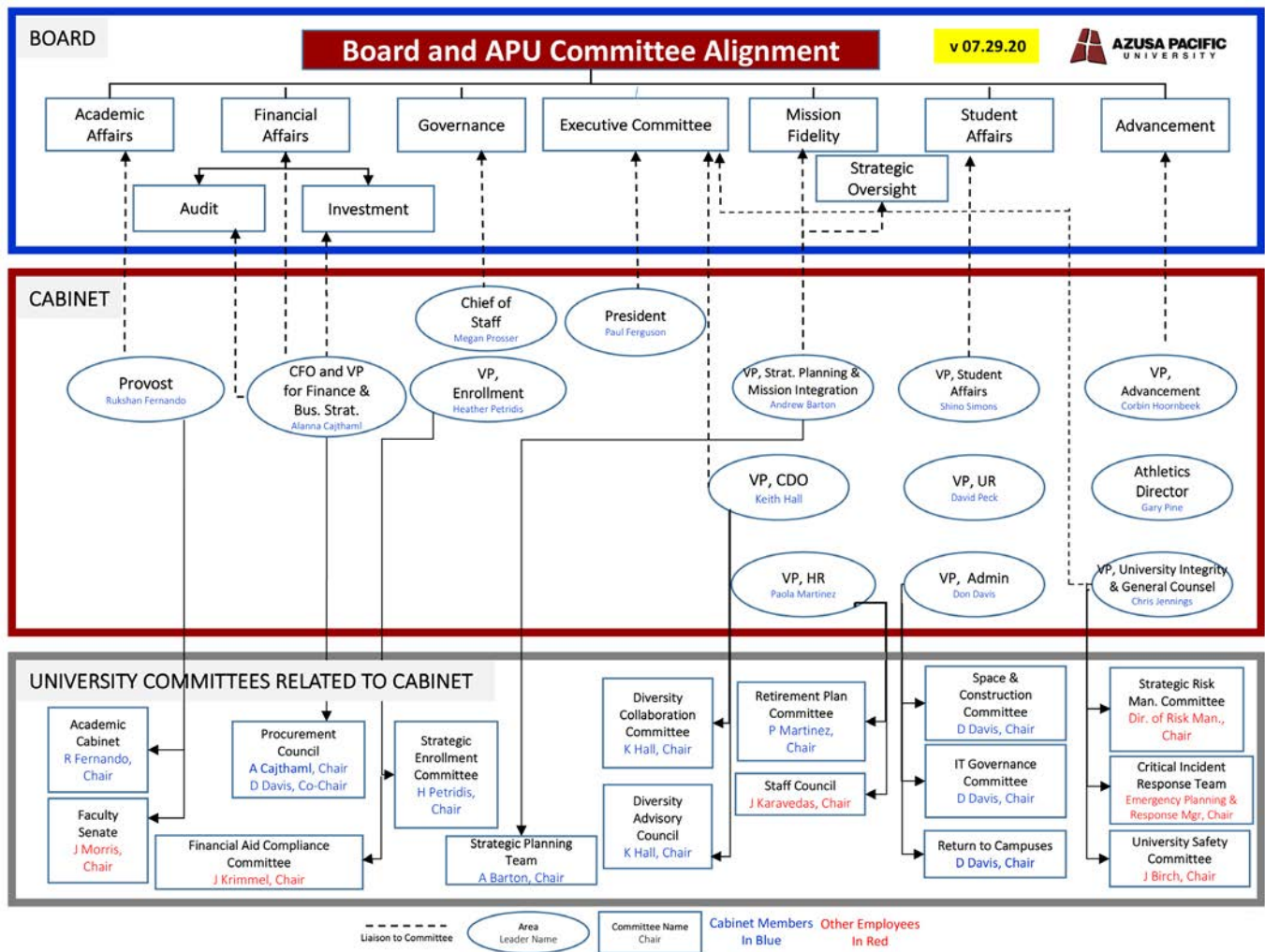
During this year, the Division of University Relations (UR) continued to advance and protect Azusa Pacific University's reputation and underscore its impact through generation of 120 content articles and 6 faith-focused public relations articles, generating 239,400 views. Prior to COVID-19, President Ferguson and Maureen Taylor actively engaged community leaders and government officials, introducing key constituents to APU's new vision, forging relationships with significant influencers, and seeking to deepen partnerships around shared interests.

**Focused Responses to COVID-19.** Communication and distribution of messages surrounding COVID-19 action for internal and external audiences required strong and collaborative communication from the President and the President's Strategic Communication Task Force. Maureen Taylor and Rachel White provided significant leadership and work toward crafting messages, while a number of University Relations team members worked on the various communication mediums to faculty, staff, students, and parents. The COVID-19 website was created, providing critical updates as community members transitioned from learning and working at APU, to learning and working at home. Social media enhanced and redirected students and community members back to the university website for further clarity and communication. This strategy resulted in the COVID-19 website generating 39,108 unique views, with 85,591 total page views; 48.8% of these page views came directly from Google search. Content articles accounted for 10,832 unique views and 15,651 total page views, with readers spending an average of 3.27 minutes on the articles.



**Collaborative work with Enrollment Management and Academic Cabinet.** University Relations shifted marketing strategies amidst COVID-19, focusing on continued awareness and inquiry growth. Daily assessment and analytics of marketing tactics led a revised strategy. Given a significant reduction in inquiries during March 2020, the revised strategy focused on regional campus growth through radio and digital marketing. Content articles supported students in their transition to remote learning, along with pieces that highlighted APU's support of readers' health, well-being, learning, and adaptation. With a collaborative commitment to promote enrollment and academic marketing, UR achieved a 2% growth in total inquiries, 3.3% growth in graduate/professional inquiries, 9% organic inquiry growth and 239,400 unique individuals viewing content. Unique project accomplishments included the 2020 Commencement celebration communication materials and website, and the Teacher Appreciation Campaign.

## Appendix 1. APU Organization Chart and Fact Sheet (2019-2020)







# Azusa Pacific University 2019-20 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, 48 master's degrees, 18 certificates, 10 credentials, and 9 doctoral programs to a total enrollment of 9,501 students. Azusa Pacific remains a vibrant faith and learning community, preparing difference makers through Christ-centered academic excellence ready 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 (2018-19)	3,044
Doctoral degrees	137
Master's degrees	1,229
Bachelor's degrees	1,678
Post-baccalaureate and post-master's certificates	244

## 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 eerials.

## 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	1,186
Full time	463
Part time	23
Adjunct	700
Student-to-faculty ratio	11:1
Percent with doctorate, first professional, or other terminal degree (based on full-time teaching faculty)	76%

## Staff

Total staff	843
Full time	749
Part time	94

## Students (Fall 2019)

Total students enrolled	9,501
Men	31.5%
Women	68.5%
Traditional Undergraduate	4,249
Graduate and Professional	5,252
Full-time Equivalent	7,870
Graduate FTE	2,982
Undergraduate FTE	4,888
Undergraduate ethnic minority students	63%
Graduate ethnic minority students	67%
Number of denominations represented	52

Number of states represented (including Guam, Puerto Rico, and the Armed Forces Pacific) . . 51  
Number of countries represented . . . . . 63

## Freshman Admission Profile

Number applied	6,212
Number entering (first time, full time)	693
Average high school GPA	3.61
Average combined SAT score	1141
Average SAT Math	570
National Average SAT Math	528
Average SAT Reading	576
National Average SAT Reading & Writing	531
Freshmen retention (fall 2018-19)	81.2%

## Undergraduate Financial Aid (2018-19)

### Scholarships/grants

Federal (with military)	\$15,806,406
Federal (without military)	\$13,601,278
Military (GI Bill & ROTC)	\$2,205,128
State	\$10,860,174
Other external scholarships/grants administered by college	\$1,442,593
Institutional	\$99,560,772
Institutional (excluding waivers and athletic awards)	\$89,784,046

### Self Help

Student loans	\$21,651,823
Parent loans	\$15,546,137
Tuition waivers	\$3,855,384
Athletic awards	\$5,921,342
Percent of undergraduate students receiving any form of:	
Financial aid	95.4%
Institutional financial aid	93.3%
Need-based financial aid	62.4%

## Finances

Budget (2018-19)	\$295,904,579
Endowment (2018-19)	\$79,000,000
Total donations (2018-19)	\$10,490,130
Full-time undergraduate tuition (2019-20)*	\$39,640

\*See [apu.edu](http://apu.edu) for graduate and professional program tuition costs.

## A New Era of Leadership and Vision



### APU Welcomes a New President

An experienced and acclaimed administrator and educator, Paul W. Ferguson, Ph.D., DABT, became the

17<sup>th</sup> president of Azusa Pacific University on June 3, 2019. A Southern California native, raised in Hacienda Heights and now residing in Azusa, President Ferguson is known for spurring academic innovation and improvement, fostering effectiveness in administrative practices, and building a strong bond with students, faculty, and alumni. Most recently the founding dean of the School of Science, Technology, and Health at Biola University, President Ferguson served with distinction in leadership roles at five universities, including as president of Ball State University, Muncie, Indiana, and president of the University of Maine. The university community gathered at the April 2020 inauguration, where President Ferguson unveiled the much-anticipated Strategic Plan, advancing APU into a hope-filled future as the nation's premier Christian university.

## Excellence in Scholarship



### Academic Reputation

*U.S. News & World Report's* America's Best Colleges 2020 edition named Azusa Pacific to its national universities list, as well as to several other significant lists, including First Year Experience, Service Learning, and Campus Ethnic Diversity. *Forbes'* annual ranking, which distinguishes the top 20 percent of all U.S. undergraduate institutions, included APU on its list. The Princeton Review designated APU as 1 of 124 institutions in the "Best Western Colleges" section of its 2019 Best Colleges guide.



### Grant Highlights

Azusa Pacific University received a Renewed Hope Grant of \$1 million for the 2019-20 academic year to fund three major initiatives: a catalytic

strategic planning process and communication plan for promoting a renewed APU vision, increasing capacity for recruitment of new undergraduate students, and revenue-generating and vision-casting activities in advancement. Other significant grants include: \$2,737,103 over four years from the U.S. Department of Health and Human Services to continue the Advanced Nursing Education Workforce program; \$936,264 from the Kern Family Foundation to extend the efforts of the Center for Vocational Ministry; and \$449,000 from the U.S. Substance Abuse and Mental Health Services Administration for a three-year project that will enhance curriculum and training protocols to address opioid-use issues.

## Making a Difference



### As Scholars

The university's recent 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.

Among APU's notable accomplishments, one faculty member and one student received the Fulbright Scholar Award for the 2018-19 school year, bringing the total number of recipients to 16 faculty and 40 students since 2003 and positioning APU faculty and students among the world's elite scholars seeking global engagement and understanding from a Christian perspective.

The Honors College was identified as a "Hidden Gem" by the American Council of Trustees and Alumni. One of only five universities recognized nationwide, APU's program stands out for its exceptional faculty and preparing its graduates for meaningful careers, lives, and citizenship.

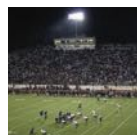
Azusa Pacific University is designated by the U.S. Department of Education as a Hispanic-Serving Institution (HSI) and recognized as an Asian American and Native American Pacific Islander-Serving Institution (AANAPI).



### 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 APU's Center for Student Action, students are mobilized toward responsible and transformational service locally and globally. Through the Center for Global Learning and Engagement, last year 555 students served and studied through 49 programs in 35 countries on 6 continents.



### Through Athletics

More than 450 student-athletes compete for the university's 19-sport intercollegiate athletics program.

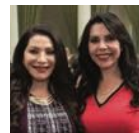
For four of the past five years,

Azusa Pacific has finished in the Top 20 of the annual 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 won the 2018-19 PacWest Commissioner's Cup, claiming the title as the best all-around athletics program in the PacWest Conference.

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 Christian Okoye '87, former Kansas City Chiefs running back; Stephen Vogt '07, Arizona

Diamondbacks catcher; Kirk Nieuwenhuis '07, former Major League Baseball outfielder; and Josh Staumont '08, Kansas City Royals pitcher.

## By Impact



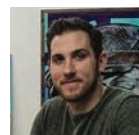
California's first sisters to serve in the legislature. From left: Senator **Susan Rubio '01, M.A. '05**, (D-Baldwin Park) and Assemblywoman **Blanca Rubio '99, M.A. '03**, (D-Baldwin Park) are double degree holders from Azusa Pacific University and former educators.



**Darnell Abraham '08** took the stage this year as George Washington in the San Francisco production of *Hamilton*, following his casting with the musical's tour in Puerto Rico alongside renowned Broadway actor and *Hamilton* creator Lin Manuel Miranda.



**Jorge Alvarez '03, M.A.Ed. '08, M.A. '12**, was recently named a Bezos Scholar. Alvarez, an assistant principal at Colton High School in Colton, created a Local Ideas Festival in the form of a wellness fair for his community to promote mental health awareness and support.



**E. Trent Thompson '17** is the founder of Pictures 4 People. An artist with a heart for helping those in need, Thompson paints portraits of homeless members of his community, and the proceeds from his work go to local nonprofits to assist these individuals.



**Sonia Wilson '97**, a member of the Deaf community, leads two ASL hiking groups, California ASL Hiking Network and ASL Climbing Network, for deaf and hearing people. She was recently featured in an article on REI's website for her work. Wilson is enrolled in APU's School of Education pursuing a master's degree.

Watch more stories of APU alumni making a difference at [apu.edu/stories/](http://apu.edu/stories/).

## Stay Connected

Follow APU at [apu.edu/connect/](http://apu.edu/connect/).

## View Programs

Explore APU's rigorous and relevant degree programs at [apu.edu/programs/](http://apu.edu/programs/).

## Give

To support the APU mission, go to [apu.edu/give/](http://apu.edu/give/).



**AZUSA PACIFIC**  
UNIVERSITY

## Appendix 2. Managing the 2019-20 COVID-19 Pandemic

The APU Community demonstrated incredible flexibility and adaptability which facilitated APU's responsiveness to regional and national changes responding to the COVID-19 Pandemic. During a two-week period in mid-March, the APU Community made a remarkable conversion in campus operations in Azusa, Regional Campuses, and across the world. For example, APU transitioned:

**COVID-19 APU Emergency Operations Center**, a unit of the campus Critical Incident Response Team worked closely with the President's Cabinet, and governmental and public health agencies to coordinate all campus responses.

**On-campus course delivery shifted to online delivery.** This constituted a phenomenal effort from the faculty to maintain our academic mission in the midst of flux as well as commitment to quality and student learning. Faculty with diverse years of experience in online delivery leaned into providing their courses with quality. The intense collaboration among the Deans, Department and Program Chairs, and Faculty to support this transition was inspired.

**Students adjusted to a new paradigm of online learning.** APU students demonstrated flexibility to adapt to a new and abrupt change in their learning environment. Students in Ecuador and South Africa, despite incredible international hurdles, returned home safely.

**Residential students, who could, safely went home.** Students with need were housed and cared for on the Azusa campus by the Student Affairs team and Health Center.

**Staff** managed university operations with aplomb and also, most began working from home, where appropriate. Essential employees remained "in place" to ensure location-based university operations remained active. IMT also played a critical role in the COVID-19 response by supporting distance learning and virtual orientations.

During the final three months of the Spring semester off campus, communication connections were built and maintained through diverse means, including Google and Zoom conferencing. For example, APU President Paul Ferguson engaged regularly with hundreds of faculty, students, staff, parents, alumni, and friends of the University to ensure communication. The President and President's Cabinet developed and implemented a strategic and tactical communication plan that provided information and guidance over the three-month period through 86 separate communications. For example, the Division of Student Affairs developed online programming to support student spiritual formation and ongoing student engagement, the Office of the Provost provided consistent guidance for faculty support and development, the Office of Human Resources provided detailed employee instruction and guidance, and Enrollment Management offered more than 50 online events to maintain continued engagement with prospective students.

This season required navigating the delicate balance between ensuring the health and welfare of the APU Community with the uncertain fiscal conditions surrounding COVID-19 impacts on revenue. APU managed to limit any significant employment harm through creative work-at-home strategies in compliance with public health mandates and re-deployment of workers to projects of higher need. APU also implemented stringent cost-control actions, including a hiring freeze and tight control of expenditures. The federal relief dollars from the CARES Act (about \$6 M for APU) were of great assistance.

COVID-19 brought about unexpected change and challenge for the Division of Academic Affairs in Spring 2020, including the transition to online learning and work from home to comply with county, state, and national governmental and public health directives. Throughout the COVID-19 Pandemic, faculty adapted all of their spring courses to an online format in just three days. The Office of the Provost provided regular and timely training for faculty as well as resources needed to thrive as instructors in an online environment. In collaboration with the Center for Teaching, Learning, and Assessment, faculty received a number of in-person and online training opportunities to effectively leverage all of the resources and tools offered in the Canvas Learning Management System. During this time, the Academic Success Center made 3-4 phone calls to all undergraduate students to ensure that they were receiving the academic support needed in their new online learning environments. Schools and Colleges engaged in calling campaigns to all graduate students as well. Our fiscal/community care strategy included the opportunity for the APU Community to demonstrate compassion in response to a general call for those with significant accrued vacation to donate days to their colleagues who may have need or take those days to reduce fiscal impact on the budget. Both strategies enabled



APU to implement a limited 5-day furlough, affirming the deep commitment to balancing strong fiscal management with preserving community continuity and care. A campus-wide survey conducted in early Summer 2020 of faculty, staff, and students indicated greater than 90% satisfaction/agreement with the decisions made by APU in response to state and national governmental and public health guidelines. In addition, greater than 75% of respondents indicated that sufficient support was provided to transition to remote learning/home work.

Under the direction of the President's Cabinet, the **Return to Campus Task Force**, a group with broad representation from the APU Community, reviewed governmental and public health guidance in late Spring/Summer to recommend a clear and detailed strategy for APU to re-open in Fall 2020 under the expected modified COVID-19 guidelines. The Return to Campus Plan encompassed academics, the academic calendar, guidelines for health and safety, cleaning and sanitation, and physical distancing, as well as contingency plans should new outbreaks occur. Foundational to that plan was obtaining the necessary funding to implement the RTC Plan. The Advancement Team, under the leadership of Vice President Corbin Hoornbeek, secured nearly \$1.2M from generous donors and friends to fund the development and implementation of a new COVID-19 Testing Center under the direction of Medical Director, Dr. Todd Emerson, and our Student Health Center. Dr. Emerson and his team will lead efforts in monitoring, testing, tracking, and management of COVID-19 for our students, staff, and faculty. This initiative is fundamental to all safe return strategies and will complement other Return to Campus safety initiatives. Additional funding of about \$8M will be drawn from the FY20 budget surplus and the University Endowment to support other key strategies.

Due to the resurgence in COVID-19 infections and hospitalizations, California Governor Newsom reissued closure orders for inside businesses and mandated no in-person learning for K-12 schools in counties listed on the State Monitoring List in mid-July. All counties in which APU operates are found on the State List. Therefore, President Ferguson informed the APU Community that APU would pivot to remote learning for Fall 2020 with the anticipation of re-opening in Spring 2020 with the full support and value of the RTC strategies and initiatives, given the COVID-19 surge and deep concern for the health and safety of APU students, staff, and faculty. The Los Angeles County Public Health Department promoted continuance of remote learning for colleges and universities into the Fall semester and formally affirmed those orders in August 2020. Dr. Megan Prosser, Senior Advisor to the President and Chief of Staff, was appointed to coordinate a restructured, integrated COVID-19/RTC and ARTC Working Group to facilitate and ensure that APU monitors the COVID-19 situation and is fully prepared during the fall 2020 semester to provide optimum remote learning experiences and reopen in Spring 2021.

## Appendix 3. 2020-21 Major University Goals by Division

### **Academic Affairs**

- Lead the academic planning and implementation of curricular online offerings in response to the ongoing COVID-19 Pandemic and fully engage with the Academic Return to Campus Task Force.
- In accordance with the “Right Sizing Initiative,” review and realign Academic Administration around future academic priorities and needs addressing structure and support of colleges, schools, and libraries.
- Assess academic structure, programs, modalities, academic partnerships, and support services.
- Lead a renewed and collaborative approach to Spiritual Formation and Faith Integration. Working with the Vice President for Strategic Planning and Mission Integration, facilitate revision of “Affirm, Support, and Sustain” language to reflect best practices in employee professional development and mission fidelity.
- Partner with the Division of Diversity and Inclusion to promote a vision and tactical strategy and timeline to enhance cultural capacity and integrate inclusive pedagogical practices through curricular and co-curricular experiences as normative practice at APU via faculty development. This may include a review and assessment of the GE curriculum.
- Adopt an institutional framework to define and operationalize APU’s commitment to diversity, equity, and inclusive excellence.
- In promoting an environment of student thriving, ensure 1) all students are challenged and supported to foster their academic excellence through curricular and co-curricular experiences designed for transformational learning and 2) develop clear pathways to completion for students at all levels.
- Working with the Division of Human Resources, create a comprehensive strategic recruitment, development, and retention plan to build a diverse and thriving community of faculty and staff.

### **Administration**

- Facilitate Destination APU: Return to Campus post-COVID-19, including configuration of Hyflex Classrooms and support systems.
- Continued integration with the Strategic Plan in the focused areas of 1) short- and long-term goals related to real estate assets, including Alosta Place, 2) update and reassessment of the Master Plan, and 3) addressing IT needs and improvements.
- Complete Smith Hall renovation.
- Complete Residential Hall wireless improvements.
- Manage Inland Empire renovation.
- Continue planning and assessment of COTA facilities improvements.
- Promote IT Thematic Goals of Digital Student Success, Digital Communication and Community, Leverage Data and Integration, Digital Security and Privacy, IT Governance, and improvement in aligning, as necessary, IT systems in HR and Business.
  - This will also include continued conversations to further self-evaluation on best and highest structure and function for IT and Data Management. COVID-19 significantly limited these strategic conversations. Conversations and recommendations should be provided by the end of 2020.

### **Advancement**

- Working with the President’ Cabinet, facilitate a smooth Return to Campus strategy for Advancement post-COVID-19.
- Working with the Vice President for Finance and Business Strategy, continue to develop cost-effective approaches and strategies to ensure Advancement remains on budget and programs are consistent with APU right-sizing planning.
- Continue and extend progress in Advancement Strategic Planning as well as addressing any unmet 2019-20 goals:
  - Working with the Vice President for Strategic Planning and Mission Integration, finalize the Advancement Strategic Plan.
  - Complete the Alumni and Parent Engagement Five-Year Strategic Plan with objectives, goals, and metrics. Launch the new organizational structure within the division.
  - Meet the University Fund goal of \$2M by June 20, 2021.
  - Complete \$6M fundraising goal for West Campus Student Commons by December 31, 2020.
  - Work with the Fletcher Jones Foundation to obtain \$1M Honors College Endowed Chair.

- Work with major donors on College of the Arts Film and Cinema Program renovation projects.
- Continue Bequest Campaign with a goal of \$5M in new signed Declaration of Intent forms.
- Develop strategic partnerships with Academics and Athletics with clear major gifts strategies in Years 1 and 2 of the emerging University Strategic Plan.
- Consider new long-term Endowment Scholarship funding strategies to address affordability and accessibility issues for at-promise students as well as addressing any potential student funding gaps that may emerge from State and Federal regulatory decisions impacting private Christian higher education.
- Working with the President and the Division of University Relations, develop and implement a unified and collaborative approach to providing design and production supporting Advancement marketing and communication projects.

## **Athletics**

- Working with the President's Cabinet, facilitate a smooth Return to Campus strategy for Athletics post-COVID-19, including review and assessment of optimum conference scheduling for team sports to reduce risks.
- Working with the Vice President for Finance and Business Strategy, continue to develop cost-effective approaches and strategies to ensure Athletics remains in budget and the program is consistent with right-sizing planning.
- Continue progress on 2019-20 unfinished goals in strategic planning and begin a divisional conversation that defines:
  - The contemporary vision and expected impact of APU Athletics.
  - "Standards of Excellence" for APU Athletics grounded in current Core Values of behavior for coaches and student-athletes.
    - ~ Establish a set of guiding Excellence Metrics for next year's Athletics Annual Report to quantitatively describe the current "snapshot" of APU Athletics, as well as progress toward goal completion. Metrics could assess student success, community engagement/service, success in competition, and post-graduate success.
- Working with the Vice President for Advancement, develop and implement a unified and collaborative strategy to enhance Athletics funding for both operations and scholarships as one of the defined Excellence Metrics.

## **Diversity and Inclusion**

- Working with the Vice President for Strategic Planning and Mission Integration, continue to ensure that APU's vision and mission are well grounded in the biblical principles of equity and justice.
  - Identify and promote an institutional diversity, equity, and inclusion framework that informs and intersects with university-wide structures, systems, and operations; expand and integrate professional and faculty development opportunities based on the identified institutional framework to shape desired outcomes.
  - Develop strategic priorities, milestones, and nuanced programming to advance and strengthen APU's status as a Hispanic Serving Institution and Minority Serving Institution.
  - Partner with the Office of the Provost to promote a vision, tactical strategy, and timeline to enhance cultural capacity. Integrate inclusive pedagogical practices through curricular and co-curricular experiences for faculty development.
  - Partner with Office of the Provost and Division of Human Resources to co-author policies and practices to increase recruitment of faculty/staff of color through diverse hiring practices, faculty development, and retention of faculty/staff of color. Define aspirational and tactical goals over the next three years to improve overall faculty of color representation in the Academy, currently at 29%.
  - Partner with the Division of Human Resources to implement universal diversity and inclusion training that shares appropriate expectations as it relates to cultural and social engagement at a diverse Christ-centered university.
- Partner with Office of Human Resources and Institutional Research to develop a comprehensive and longitudinal assessment plan that includes a campus climate study. The last campus climate study occurred in 2015.
- Launch Men of Color Success Initiative to increase the retention and graduation rates for Latino and Black men at the undergraduate level. Define aspirational and tactical goals over the next three years to improve current retention rates for Black (at 55%) and Latino (at 65%) men.
- Launch re-envisioned and refreshed *Imago Dei* Training for faculty and staff; utilize as a foundational diversity training that serves as a pipeline to seamlessly graduate and transition participants into the Diversity Ambassador Program.



## ***Enrollment Management***

- Complete the Enrollment Management Division Consolidation Plan, addressing both organizational and staff development concerns.
  - Introduce a renewed focus on the strategic structure and function of Enrollment Marketing; develop a collaborative and comprehensive approach to marketing academic programs.
- Working with the President's Cabinet, continue to develop the Strategic Marketing and Enrollment Planning Process addressing contemporary EM policies and practices, integration of improved financial planning with academic program development and offering, improvement in student success rates, and focus on equity.
- Assess optimal student enrollment for optimal University service and impact.
- Continue the multi-year growth of strategic partnerships with high schools and community colleges, providing enrollment technology solutions as well as BI/BA development.

## ***Finance and Business Strategy***

- Direct and facilitate development and implementation of the FY21 budget focusing on a new right-sizing budget strategy with APU constituencies.
  - Continue to develop the individual relationships with Cabinet Peers that will facilitate FY 21 budget planning.
- Fully support and implement the University Strategic Plan.
  - Create a working financial model for the future of the university including strategies and systems to meet debt obligations.
- Build a stronger team and systems within the Business Office to oversee day-to-day financial management, freeing CFO/Vice President to maximize her role.
  - Conduct a thorough staff performance review process in July 2020 and create clear, attainable, and quantifiable goals for the Finance and Business Team.
  - Create a strong Procurement Department within the Business Office.
  - Evaluate and assess the role and scope of the Auxiliary Services Team.
  - Reduce month-end close processes with a goal of 5-10 calendar days.
  - Implement Concur (expense management tool).
- Complete the Audit RFP in partnership with the Audit Committee Chair, Greg Esgar.
- Complete an RFP for the APU retirement plan.
- Conduct "Financial Literacy" training for university staff and faculty to educate the institution on APU's financial realities and as a platform for increased visionary discussions and planning.

## ***Human Resources***

- Working with the President's Cabinet, facilitate a smooth Return to Campus strategy for APU and facilitate FY21 budget planning.
- Working with the Vice President for Finance and Business Strategy, continue with the compensation benchmarking project in lieu of further cost of living adjustments.
- Enhance management training opportunities for APU faculty and staff.
  - Provide management training for faculty in supervisor positions, Department Chairs, and new Deans.
  - Working with the President, develop and implement a peer-mentoring opportunity for President's Cabinet to enhance division supervisory practices and messaging while promoting positive culture change.
  - Strengthen current and future leadership through well-designed 360 leadership assessments.
- Assess timing and implementation of an APU Climate Survey with measurable action plans.
- Continue progress on unmet 2019-20 unfinished goals, including Enhanced Leadership Development, Total Rewards, and Talent Management.
- Establish a set of HR Metrics that can be used in next year's Annual Report to quantitatively describe the current "snapshot" of the APU Workforce as well as progress towards goal completion.

## **Student Affairs**

- Facilitate Destination APU: Return to Campus post-COVID-19. Develop and operate the newly established COVID-19 Testing Center through the Student Health Center in close cooperation with Residence Life and other Student Affairs units to promote a safe return to campus.
- Assess different modalities for improving the Spiritual Formation requirement.
- Evaluate graduate housing opportunities to assess services and potential revenue.
- Enhance academic partnerships and student engagement opportunities on all APU campuses.
- Initiate and evaluate the new telehealth services for all graduate and professional students.
- Assess the effectiveness and productivity of the new divisional organizational structure.

## **Strategic Planning and Mission Integration**

- Engage all major APU constituencies in Strategic Planning and Mission Integration, fostering transparency and collaboration.
- Establish a Strategic Planning and Mission Integration leadership structure of advisory groups with defined communication strategies and reporting of outcomes.
- Contribute to the deep and structural changes to APU through the launch of *Renewal* and delivery of Year 1 Goals.
- Ensure that the Strategic Planning Process is optimally integrated with APU/WASCUC accreditation review themes.

## **University Integrity/General Counsel**

- Working with the President's Cabinet, engage and support the Return to Campus Initiatives post COVID-19.
- Working with the Vice President for Strategic Planning and Mission Integration, engage and support the University Strategic Plan, particularly in the areas of mission fidelity, thriving employees, defining the APU-LAPU relationship, fiscal growth and stability. Also, through the Strategic Planning process, lead research and discussion focusing on the opportunities, challenges, and obstacles for APU in balancing religious freedom and community engagement with potential state and federal regulatory challenges.
- Working with the Vice President for Finance and Business Strategy, ensure the Office of the General Counsel remains on budget and strives for consistent cost-effective operations.
- Office of General Counsel
  - Establish a compliance calendar; work with Human Resources to implement an arbitration agreement for employees; revise and renew APU's Record and Retention Policy; complete a strategic planning assessment model for legal operations.
- Office of Risk Management
  - Complete the hire of a Director of Risk Management with training on APU RM policies and procedures; begin feasibility analysis for an Enterprise Risk Management Program at APU and present to President's Cabinet and Board of Trustees; complete 2020 Risk Assessments.
- Department of Emergency Management
  - Restart CIRT; gain approval of the Emergency Preparation and Response Plan for Pandemics; hire a full-time Emergency Manager; review of Emergency Operations Manual; review and revise the emergency-specific Emergency Preparation and Response Plan.

### ***Department of Campus Safety***

- Continue to foster healthy relationships across the University.
- Field four fully trained Special Services Officers offering a greater level of professionalism, safety and security to our community.
- Contribute to fiscal stability by sunsetting the contracted University Resource Officer position with Azusa Police Department.
- Fully transition into the new DCS offices within Smith Hall.
- Work collaboratively with stakeholders to contribute to the broader community goals associated with emergency preparedness (CIRT).
- Establish the DCS Community Advisory Committee of APU Community stakeholders.

### ***Strategic Communications and Engagement (formerly University Relations)***

- Working with the President's Cabinet, facilitate and manage communication strategies for all APU constituencies related to academic program delivery and activities in response to the ongoing COVID-19 Pandemic, including Return to Campus Initiatives.
- Working with the Division of Enrollment Management, facilitate a smooth transition of the UR Enrollment Marketing unit to EM.
- Create a new strategic communication strategy and infrastructure for all APU constituencies.
- Use a collaborative process to create comprehensive internal and external communication plans.
- Create a new university structure for communication, community, church, and governmental relations to support the plan.
- Explore strategies to enhance the University website and develop mobile technology solutions.
- Facilitate review and production of priority University publications such as the Strategic Plan and Advancement materials.