



**LIFE PACIFIC UNIVERSITY**  
ESTABLISHED 1923

# The Next 100: Transforming the Generations

**LIFE PACIFIC UNIVERSITY**  
**Strategic Plan**

## **Strategic Planning Committee |**

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**Daniel Ruarte**, *V.P. of Academic Affairs*

**Davis Nuaimi**, *Athletic Operations*

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**Rick Meyer**, *Director of Facilities*

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## Mission

Life Pacific University is an institution of biblical higher education existing for the transformational development of students into leaders prepared to serve God in the Church, the workplace, and the world.

## Vision | who we aspire to be

Life Pacific University will be recognized worldwide as a premier pentecostal institution, within the Foursquare tradition, characterized by a diverse community of Spirit-empowered students, scholars, and practitioners whose hearts and minds are devoted to Christ and His Kingdom.

## Values | the type of culture we want

- **Excellence** – we strive for academic and professional excellence in behavior, communication, attitude, work, and all we do: in our functioning as an institution of higher education and in our personal lives.
- **Unity** – we work together to accomplish the mission of the University through intentional relationship with colleagues, students, and strategic partners in the spirit of humility, collaboration, and openness.
- **Service** – we serve God, one another, and those beyond our institution with servant leadership, authentic hospitality, encouragement, and contribution knowing that our work is unto the Lord for the common good.
- **Empowerment** – we strengthen the LPU community with information, tools, and resources to achieve desired results, displaying value for others through trust, positivity, accountability, and commitment to the pursuit of individual and collective growth.
- **Celebration** – we cultivate a vibrant culture that passionately engages the mission, vision, and values of the LPU community; celebrating and honoring the accomplishments of staff, faculty, students, and stakeholders; worshipping God in all things.

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## Distinctives |

1. **Scripture** as our authoritative guide for faith and practice and the foundation for how we think, learn, live, and minister. (2 Tim. 3:16)
2. **Grace-based community** exemplified by excellence organizationally, and Christ-like character individually. (Eph. 2:11-22; John 15; Romans 8:28-30; Gal. 5:22-25/Eph. 5:15-20)
3. **Foursquare heritage** and its appeal for moderation in doctrine and practice, a Pentecostal ethos and Spirit-empowered lifestyle, women in senior leadership, indigenous empowerment, and an integrated interdenominational mission to take the Gospel to the ends of the earth. (Titus 1:7-9; Eph. 4:11-13, Acts 1:4-8)
4. **Global awareness** displayed through celebrating diversity, understanding our place in the world, the far-reaching impact of decisions and actions, and innovatively engaging the world (I Cor. 12:12-31; Matt 28:19-20; John 17:15-19)



## **I. LPU will achieve long-term sustainability through resource stewardship, quality programs, and institutional advancement.**

- A. Establish a budget process that leads to positive annual net revenue with accurate forecasts and contingencies for unmet goals and shifts in the higher education environment.
  - i. Create a detailed annual budget process, with timelines and responsibilities, that clarifies how revenue projections will be made, how department managers and program chairs/directors are represented in the process, how program reviews and other institutional assessment is incorporated, and the steps for adjusting the budget throughout the financial year if revenue or expenses differ from projections.
  - ii. Produce and annually update a three-year rolling budget plan that considers institutional plans and attempts to anticipate trends and external changes affecting higher education and the university.
- A. Secure diverse and sustainable funding through a well-developed, achievable advancement plan supported by adequate infrastructure.
  - i. Create a three-year Advancement Plan, linked to the three-year budget plan, that projects revenue, costs, and necessary infrastructure.
  - ii. Pursue federal & philanthropic grants to improve academic programs, support student success, and increase athletic funding.
  - iii. Develop a plan for contingencies should state or federal aid availability diminish in light of societal, legal, and/or economic changes.
  - iv. Develop a three-year Alumni Relations vision plan to increase alumni engagement, connection, and financial support.
- A. Increase enrollment through market relevant strategies to achieve Enrollment Plan targets of 400 FTE in traditional programs and 300 FTE in non-traditional programs by 2025.
  - i. Create a Marketing Plan that identifies marketing efforts and necessary resources, infrastructure, and costs.
  - ii. Explore the viability of focused recruitment and enrollment of international students.
  - iii. Explore the viability of focused recruitment and enrollment of active military and veterans.
  - iv. Determine appropriate level of academic selectivity in the admissions process addressing impact on recruitment, enrollment, retention, instruction, student support structures, and national rankings.
  - v. Review transfer policies to ensure efficient review of prior student work that is favorable to the student while maintaining the integrity of program curriculum and the mission of the university.
  - vi. Explore High School dual enrollment programs.
  - vii. Complete implementation and begin assessment of the institutional scholarship plan.



- A. Extend LPU's reach and strengthen its financial resources by providing students with innovative and quality academic programs marked by excellent instruction leading to achievement of institutional, program, and course learning outcomes that result in employment in their desired fields.
  - i. Develop an Academic Plan for creating additional missionally-aligned and innovative programs at the certificate, AA, BA, and graduate levels through both traditional and non-traditional modalities.
  - ii. Develop a model to evaluate each academic program for quality, sustainability and, ensure a positive contribution to net revenues.
  - iii. Integrate assessment throughout the curriculum leading to continuous improvement of pedagogical practices and technologies.
  - iv. Develop and implement increased research expectations and functions for faculty and students.
  - v. Establish a functioning Institutional Research Board with appropriate policies and processes.
  - vi. Complete the implementation of an Honors Program to challenge and celebrate students that excel academically.
- A. Ensure that the athletic department and programs are properly structured to accomplish LPU's goals in terms of mission fulfillment, enrollment, net revenue, campus morale, and institutional branding.
  - i. Conduct an analysis of the athletic program to determine what philosophical and/or structural changes are necessary to accomplish LPU's goals for athletics in terms of mission fulfillment, enrollment, net revenue, campus morale, and institutional branding.
  - ii. Develop a model to evaluate each athletic program for quality, sustainability and return on investment.
  - iii. Partner with Fellowship of Christian Athletes for character development and Christian witness.
- A. Maximize the utilization of campus facilities.
  - i. Develop a plan for hosting Summer conferences and events that produce revenue for the institution.



## **II. LPU will develop a vibrant culture and solid infrastructure that manages the complexity of a university model.**

- A. Foster a vibrant institutional culture of growth and leadership.
  - i. Create an institutional strategy to develop leadership skills and reinforce leadership culture responsibilities.
  - ii. Establish professional development expectations for employees at all levels.
  - iii. Create and implement leadership training and internal professional development activities for LPU staff.
  - iv. Assess each department's efficiency and effectiveness and identify areas to improve.
- A. Establish a high value for diversity, equity, and inclusion at all levels of the institution reflective of the various communities LPU serves.
  - i. Implement the Diversity Action Plan.
  - ii. Increase diversity at the board, staff, and faculty levels to better reflect the student body.
  - iii. Complete the Diversity Framework and disseminate throughout the institution.
  - iv. Review and revise LPU's SOGI statement.
- A. Increase employee satisfaction, welfare, and accountability to promote productivity and retention.
  - i. Conduct a compensation review to determine appropriate compensation levels for all position and a plan to bring all employee salaries into alignment.
  - ii. Develop a plan to demonstrate appreciation and celebrate achievements.
  - iii. Establish an onboarding process and continual HR training that ensures clear understanding of institutional culture, values, policies, and expectations.
- A. Ensure institutional capacity necessary to accomplish the mission and strategic plan through scalable systems and data-driven decision-making.
  - i. Develop and implement the necessary academic structure and staffing for university status.
  - ii. Establish institutional expectations and provide training on the use of Sharepoint.
  - iii. Conduct an analysis of software used by various departments to review costs, overlap, effectiveness, and ensure proper training for staff and students.
  - iv. Improve consistency in assessing workload and appropriate staffing levels across the various departments and offices.
  - v. Strengthen the integration of LPU-VA into the institution and create needed plans and structures for growth in the East campus.
  - vi. Develop a plan to fully integrate institutional services to students in online programs including enrollment services, student support/development services, and career services.
  - vii. Create a records retention policy applicable to all departments.
  - viii. Update policy and procedures addressing IT security and privacy issues.

### **III. LPU will demonstrate high levels of student success and wellness through transformative learning experiences and quality support structures.**

- A. Cultivate a Pentecostal ethos and spiritual campus climate.
  - i. Develop a plan to orient students new to Pentecostal/charismatic practices through the curriculum and chapel.
  - ii. Create frequent opportunity for spirit-filled worship and the operation of spiritual gifts.
  - iii. Integrate a Pentecostal worldview throughout the curriculum.
- A. Ensure the spiritual formation and character development of students.
  - i. Develop a clear understanding of transformation within the LPU context
  - ii. Create an integrated institutional strategy for spiritual formation and character development.
- A. Increase retention and graduation rates to surpass the average of our peer institutions aiming toward equity of outcomes across demographic groups.
  - i. Implement and monitor the Retention Plan initiatives.
  - ii. Assess the effectiveness of Retention Plan Initiatives.
  - iii. Develop a comprehensive protocol that clearly identifies resources on campus and communication with at-risk students about these resources.
- A. Enhance student services to increase student support and the student experience.
  - i. Improve Campus Dining services.
  - ii. Improve faculty training to better advise students on program requirements and which semesters specific classes are offered.
  - iii. Fully implement student success coaching.
  - iv. Develop a plan to increase the scope and effectiveness of the Academic Resource Center.
  - v. Create a sustainable solution to address students' physical health and wellness needs.
  - vi. Create a sustainable solution to address students' mental health and wellness needs.
- A. Develop students' core life skills to prepare them for employment and service.
  - i. Implement the Core Life Skills framework throughout the institution.
  - ii. Build opportunities for career knowledge and planning into the curricula of every major, forging closer connections between classroom and professional practice.
  - iii. Assess the effectiveness of each program's internship including the quality of internship sites to ensure consistency between academic programs.
  - iv. Foster strong relationships between academic programs, OCV, companies, and churches.
  - v. Create a plan for consistent training and workshops to prepare students for internships and career placement.
  - vi. Fully implement Handshake software within each academic program and use it to increase connections with employers and tracking job placement.
  - vii. Establish an effective system of review for the Ministry Formation program.

## IV. LPU will pursue missional advancement through strategic partnerships.

- A. Partner with The Foursquare Church, Foursquare Missions International, Districts, and individual Foursquare churches to provide education and training resources and opportunities.
  - i. Establish an annual meeting for scheduled conversations between LPU and ICFG board representatives and leadership to clarify the partnership between the organizations.
  - ii. Develop a plan to improve communication to pastors and churches to ensure a clear understanding of LPU's mission and identity.
  - iii. Develop curriculum for K-12 education for Foursquare churches.
  - iv. Develop children and youth leader training and resources for Foursquare churches.
  - v. Develop a program of continuing education and professional development for adults that includes certificates, resources, and curriculum.
  - vi. Create certificate programs in conjunction with FMI to serve international efforts.
- A. Develop academic and other partnerships with churches and ministries beyond Foursquare.
  - i. Complete the affiliate agreement with Youth with a Mission.
  - ii. Complete the memorandum of understanding with Calvary Chapel.
  - iii. Complete the memorandum of understanding with Hillsong.
  - iv. Create an assessment cycle to evaluate the growth, development, and quality of the Immersive Training program.
- A. Develop partnerships with corporate sponsors and private industry.
  - i. Develop a strategy to partner with private corporations and companies.
  - ii. Establish a Program Advisory Council for each academic program to contribute ideas, create connections, advocate for LPU among their networks, and inform on best practices in the field.
  - iii. Establish a Program Advisory Council for the athletic program to contribute ideas, create connections, advocate for LPU among their networks, and inform on best practices.
- A. Develop strategic relationships with the surrounding community, expanding from San Dimas to the San Gabriel Valley and throughout Southern California, that provide opportunities to serve and to increase awareness of the University.
  - i. Develop a strategy to partner with San Dimas and other San Gabriel valley communities.
  - ii. Identify a San Dimas Service Project by which LPU will be known throughout the city.
  - iii. Develop a strategy and schedule for hosting community events.
  - iv. Engage in discussions with McKinley on continued partnership.





#### **IV. LPU will strengthen its brand visibility and reputation in the marketplace, recognized for its creativity and quality.**

- A. Use Digital Media to promote the institution and provide resources to constituents.
  - i. Launch the Aimee Semple McPherson Digital Media Center by procuring necessary funds.
  - ii. Develop a schedule for offering webinars that build brand and programs, and a plan to expand LPU's reach.
  - iii. Build a digital repository for global delivery of online resources.
  - iv. Develop a strategy to maximize use of YouTube and other trending social media platforms.
- E. Expand marketing efforts to tell the LPU story and present institutional outcomes.
  - i. Develop a comprehensive external affairs strategy.
  - ii. Develop a process to solicit and publish testimonials and endorsements from organizations and employers.
  - iii. Increase Great Colleges to Work For ranking.
  - iv. Develop a promotional plan that highlights academic programs at the forefront through up-to-date promotional videos for each academic program, social media and external communication.
  - v. Develop a strategy to increase rankings with national higher education groups.
  - vi. Create an annual LPU Factbook.
  - vii. Improve the level of public disclosure of institutional information concerning student outcomes and institutional effectiveness ensuring compliance with all DOE and accreditor expectations.
- H. Enhance the profile of LPU through its students, alumni, staff, and faculty.
  - i. Identify opportunities to nominate LPU students, staff, and faculty for various awards and recognitions.
  - ii. Ensure active membership in higher education associations and encourage staff and faculty to serve as officers.
  - iii. Encourage faculty, staff, and students to pursue public service opportunities.
  - iv. Encourage faculty, staff, and students to pursue publishing and presenting opportunities.
  - v. Develop a process to celebrate student, alumni, staff, and faculty accomplishments internally and externally through digital media, press releases, and web articles.
- F. Develop innovative non-academic programs and resources.
  - i. Explore creating a Women in Ministry Leadership think tank and offering related events and conferences.
  - ii. Develop a plan to offer non-credit educational resources (master classes) addressing various constituent desires and needs including mental health, leadership, and theology.
  - iii. Produce recordings through The LIFE Collective.





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