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President's Report
June 2020 Board of Trustees

Recently I was asked by the CCCU if I would be willing to join with several Christian higher education leaders to write a piece on: How will the pandemic change Christian higher education? I have given this some thought recognizing that our paradigm at FPU is very different from most other Christian colleges and universities. Our region, its need, the demographics, responsibility among interdenominational churches, even our denomination's commitment to our work, all are variables to consider in addressing this question.

So many are talking about the new normal, but nothing will be normal again. In fact, where we were before the virus was not normal. We could not see it for ourselves because we were working so hard to maintain an old status quo, a past that we thought as glorious, but if honest, we struggled for 75 years. The 2007-08 recession reveal our vulnerability. In similar ways we were challenged in the past. This one testimony of Christ in higher education in the Valley has received grace repeatedly.

We began to see some normalcy over these past three years. We approached our 75th celebration this fall with faith and enthusiasm. Our goals were to rebuild donor's confidence through aggressive gains for our Cultural and Arts Center (CAC). We had lost some donor's trust but celebrated our ability to return funds that were used in our efforts to get through the last recession. We also started planning for financial sustainability with a new strategic map for the future. We set targets for enrollment, the CAC, advancement effort, retention, new academic programs, partnerships, community impact and engagement. These metrics were to become our new normal.

As the world, our nation, and the Central Valley experience COVID 19, we forgot the celebration of our 75th anniversary and shifted focus on the safety of our students, staff, and faculty. Our Emergency Management Team had already been activated planning for other incidents. We immediately convened at our Command Center during the Spring Break where we coordinated communications, safety precautions and policy, while extending the Break an extra week for faculty preparation to offer courses online. We identified essential personnel to work on campus, secured facilities, release staff to work at home; cared for students who needed to remain in housing, then assessed the financial damage and impact the virus would have on the budget.

Through the work of the president's cabinet and the EMT, we built the framework for a Crisis Business Plan and a Student Re-Entry Strategy. These plans offer more questions than answers, but allow team members to search for information online, attend webinars and virtual conferences with colleagues at other institutions including the AICCU, CCCU, CVHEC, Fresno Compact, NCAA and with local leaders.

About 80 plus communications in video, correspondence, virtual forums, staff and student government meetings, and advocacy with state and federal legislators were engaged because of these teams' efforts. These do not include the hundreds of calls to students, donors and parents from faculty and staff with a mission of caring. We also initiated daily corporate prayer and a vehicle for faculty, staff, and students to submit prayer request. We continued our weekly *Connections* first as pastoral care, and later as a tool to remind our community of our GEIST strategies that provides direction in these difficult times.

Our plans for graduation shifted to combine the May ceremony with the December 2020 graduation. To offer opportunities to commemorate, the Schools and Seminary planned virtual celebrations, while corporately all graduates received special gifts and congratulations from the University. We ended the semester successfully and launched plans for the summer sessions to be online. This provides space and time in preparation for face to face accommodations over our five locations in the fall.

We have followed both state and local COVID 19 recommendations and developed a plan for the gradual transition of staff and faculty return to campus in preparations for student's safety. Deans and faculty are planning several options including additional online and hybrid teaching that might accommodate distancing requirements. In addition, we continue to coordinate with the PacWest NCCA II concerning athletics. Currently we have no plans to restore or initiate large gatherings in the fall.

The scenario planning process led us in the development of a Crisis Business Plan and a Student Re-entry plan. The Cabinet and EMT have focused on the most likely option of students returning to campus face to face in August or early fall, instead of the latter scenario of a face to face return in January. Plans for the fall may be adjusted depending on guidelines from the state and local authorities.

Attached to this report you will find a framework for the Crisis Business Plan. The current budget scenarios are found in the CFO Robert Lippert's report. These numbers were derived out of our scenario planning, projecting cost variables depending on when the University would return to face to face study.

Crisis Business Plan Operationalized Vision (see attachment)

Fresno Pacific University is compelled to Extend the Influence of the Kingdom of God through Engaging the Cultures and Serving the Cities by Growing Strategically, Engaging Collectively,

Innovating Creatively, Serving Courageously and nurturing a Purposeful Transformative environment.

As we are matching expenses and liquidity against increase revenue potential and budget reductions, University teams are simultaneously mapping safety and instructional design accommodations for student re-entry. An outline of this plan is also attached with personnel assignments to answer and planned safety strategies for faculty, staff, students, and all visitors who come to campus in the fall.

Both these plans will be reviewed and discussed in the President's presentation in the June Board meeting. Despite complaints of zoom fatigue, isolation, frustration with technology and the like, the faculty and staff have done an exceptional job in adapting to the changes needed in a short period of time. Our work has been most intensive over the last few months, but we hope for a slower pace through this summer. The persistence and tenacity of our community has been commendable. I trust that trustees will find an opportunity to express their appreciation and continue in prayer for our wisdom to serve students.