



A VISION FOR OUR FUTURE

PACIFIC UNION COLLEGE | 2025-2030



LEARN WITH PURPOSE. RISE IN FAITH. SERVE WITH LOVE.



OUR INSPIRATION AND PURPOSE

What a difference five years makes! Plans made and plans fulfilled, excitement and change, focus, commitment, healthy improvements, reignited mission, and a bright future—the PUC legacy continues. Now, it’s time to build an even more focused plan for our future. We have taken a close look at ourselves and found ways to sharpen our focus, better define our mission, and take our strategic objectives to the next level.

MISSION STATEMENT

PUC equips and empowers students to pursue wisdom and serve others in an academically outstanding and spiritually authentic Seventh-day Adventist learning community.

VISION STATEMENT

To be the Seventh-day Adventist university known for experiential learning, faith-inspired action, and immersive education.

TAGLINE

Learn with Purpose. Rise in Faith. Serve with Love.



“PUC is special, a place Ellen White helped set aside. It is particularly special to me because we are a community that has come together time and time again and persevered—we are resilient. I am honored to keep the PUC spirit and legacy alive.”

Aimee Wyrick-Brownworth, Dean of the School of Science

A VISION FOR OUR FUTURE

2020 represented a watershed moment for Pacific Union College, as it faced the full weight of a long-term decline. Years of compounding deficits, organizational downsizing, declining enrollment, and ongoing financial strain began to severely impact operations. The board, administrators, and employees questioned if PUC could continue to exist. Despite several incremental adjustments, the decline continued. In 2020, it was decided that PUC could not continue with business as usual. In 2021, a new vision plan was implemented.

The goal was simple and straightforward: recognize our problems and acknowledge the need for significant changes, all while remaining true to Adventism; our historical mission and the quality of the PUC campus experience.

The vision plan was, in large part, an operational strategy centered on stabilizing the institution, all while maintaining our public image, core mission, and historical legacy.

Pacific Union College focused on four things: renewing our commitment to the Angwin campus, innovating our academic offerings, expanding our reach and our marketplace by building education centers, and developing online programs.

We believed that if we centered our operations on returning to our roots, focusing on our mission, serving Christ and our church, engaging our students, and doing so in an innovative footprint-expanding way that we could become healthy again.

Five years later, we are thrilled to be a very different institution, working in an operationally healthier and larger scope. While not complete, our four pillars have empowered us to thrive. We have happier students, higher retention rates, and a balanced budget operation. Pacific Union College has grown and expanded to many new places.

These victories are just the beginning.





FOUR PILLARS | 2021 – 2025

ANGWIN CAMPUS

We are fully committed to our Angwin campus. Nestled on 1,900 acres of land—1,100 of which are forested—our campus offers an extraordinary blend of natural beauty and academic purpose. With over 35 miles of trails winding through preserved forest and tree-lined paths connecting learning spaces and gathering spots, this environment shapes the Pacific Union College experience. Part of our commitment was to allocate resources to areas with the most need. We’ve significantly remodeled our education department, nursing department, visual arts program, and Paulin Recital Hall, alongside opening the Utt Center and several infrastructure projects, including our pool, our unused residence halls, and other smaller areas. We are working to run our campus more efficiently by discussing ways to improve our heating, cooling, and building utilization. While many more projects are planned or underway, our beautiful campus has become more attractive, more efficient, and a more conducive place for our students to flourish.

ACADEMIC OFFERINGS

We recognized the importance of conducting a thorough evaluation of each academic program—assessing its relevance in today’s marketplace, its alignment with our mission, financial sustainability, and viability as a pathway to student graduation and success. While the process is ongoing, we have already taken significant steps: launching a number of new programs in nursing, reintroducing engineering, achieving massive growth in aviation, adding several new graduate programs, and discontinuing a few heavily underutilized programs.



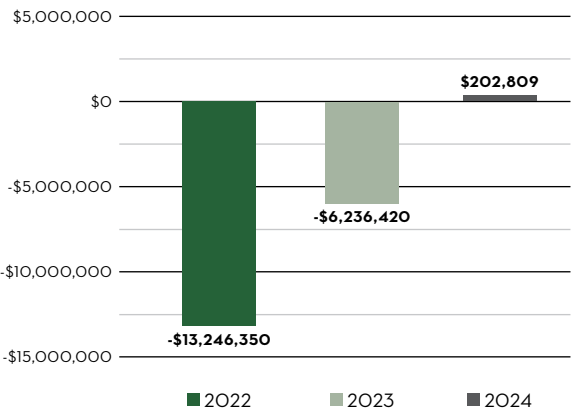
DEVELOPMENT OF EDUCATION CENTERS

American education continues to transform. More than 50% of students are now considered non-traditional, often balancing academic pursuits with employment responsibilities. Far fewer students post-high school enroll directly in a four-year residential university. In the last five years, PUC’s one operational education center in Napa has doubled its enrollment, new sites have been developed with Adventist Health in the Mendocino/Lake county area and Sonora, and additional locations will be developed over the next few years. Strategic efforts are underway to expand nursing program offerings across these regional sites.

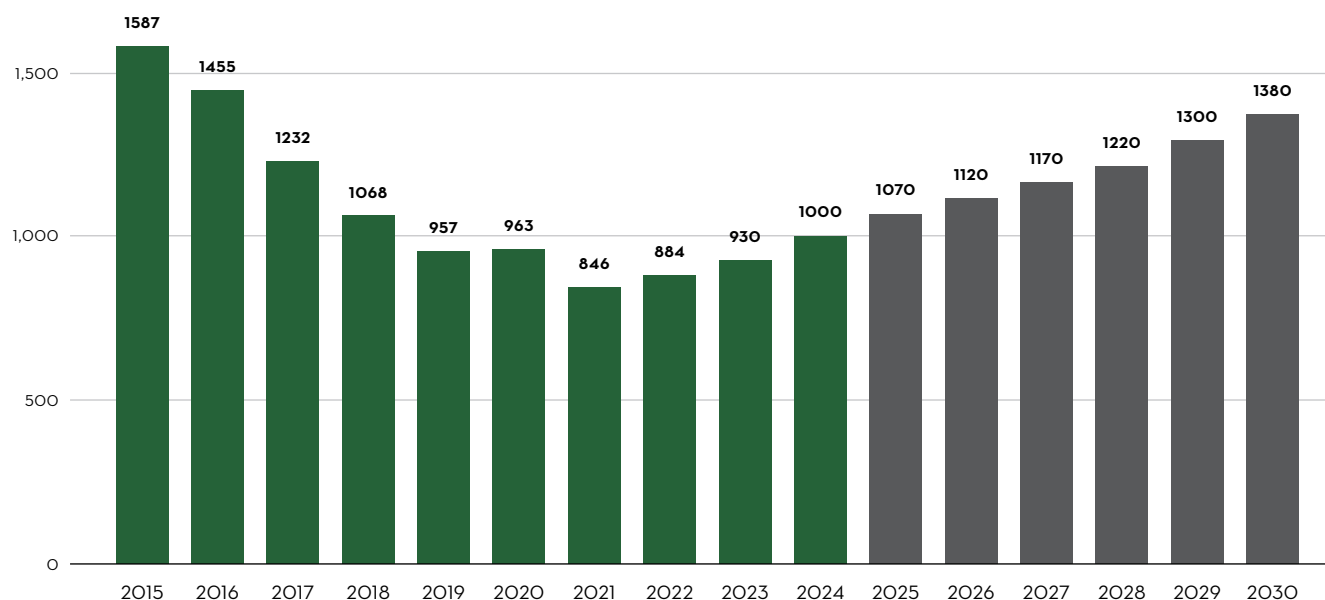
ONLINE CAMPUS

PUC entered the online academic landscape late. Nationwide, over a third of all students are exclusively online, another third engage in a hybrid format, and finally, only a third of all students across the country are located on a traditional campus setting. Pacific Union College was missing this opportunity. In the past five years, however, PUC has added a significant number of online offerings to its portfolio. Notably, the launch of an online AS to BSN nursing program quickly grew to 100 students. Additionally, PUC introduced general education courses, pre-college credits for high school students, and a number of graduate online programs—including a new Master of Arts in Communication. Currently, more than a few hundred students engage in PUC’s academic programs entirely online each year—students who previously would not have had access to a PUC education.

CLOSING THE DEFICIT GAP | 2022 – 2024



PUC ENROLLMENT TRENDS | 2015 – 2030



THE TURNAROUND

These transformative changes unfolded against the backdrop of profound challenges, including the continued decline in enrollment at Seventh-day Adventist schools, liberal arts colleges, and higher education overall. Against all odds, the last five years marked a positive turnaround during some of the worst times in PUC's recent history. The institution faced two major fires that forced evacuations and temporary campus closures, managed significant amounts of debt, navigated a decade or more of decline, and, like all institutions, dealt with the unprecedented disruptions of the COVID-19 pandemic.

Despite these setbacks and challenges, a clear path began to take shape. Our mission is stronger than ever; our integration and support of the Adventist church and our sister institutions has grown stronger and more collaborative than at any time in modern history. Our students are happier, our retention rate is higher, our spiritual life is thriving, and our campus continues to be enhanced. Operations are no longer measured annually by multimillion-dollar debts, but by balanced budgets and optimism for our financial future. For the first time in six years, enrollment reached 1,000 students, and after 10 years of decline, residence hall occupancy has shown a modest but meaningful increase.



FAITHFULLY FORWARD

As we move forward, PUC will continue to build upon these four pillars. These are our foundation and our framework for progressing with our new vision, mission and strategic plan for the next five years and into the future.

OUR JOURNEY FORWARD

2020 >>>

MARCH 2020
COVID Global Pandemic
Shutdown

<<< 2022

DECEMBER 2022
PUC Launches Online
MBA Program

OCTOBER 2022
Operating on a
Balanced Budget

Student Enrollment
up 4.5%

SEPTEMBER 2022
\$5M Cal Fire Grant for
Forest Restoration in
Angwin

New Vice President for
Financial Administration

2023 >>>

FEBRUARY 2023
Spiritual Revival on
Campus

APRIL 2023
New Three-School Model
Launched

Increase of 150 Students
Because of PUC Vision

<<< 2024

NOVEMBER 2024
Aviation Program
Receives Needed
Plane as Gift

OCTOBER 2024
Enrollment Growth
Increase to 1,000
Students

MAY 2024
Song-Brown Grant of
\$1,050,000

Nursing Department
Records 100% Pass Rate

Online Teaching and
Learning Center
Launched

2025 >>>

JANUARY 2025
New Vice President of Student
& Spiritual Life

New Vice President of Alumni
& Advancement

MARCH 2025
Massive growth in
Aviation Program

2021 >>>

OCTOBER 2020

Glass Fire Threatens
PUC Campus Forcing
Evacuation

Low point of
846 Students

MAY 2021
Ralph Trecartin Announced
as 24th President

JUNE 2021
PUC Releases a Vision
for the Future

<<< 2022

JULY 2022
Education Department
Receives Reapproval for Full
Accreditation

AUGUST 2022
Paulin Recital Hall Remodel

JUNE 2022
Walter C. Utt
Center Opens

Nursing Program
Receives 5-Year
Approval from BRN

APRIL 2022
Ralph Trecartin
Inaugurated as 24th
President

2023 >>>

MAY 2023
Education Building
Remodel

Launch of North Coast
Education Center

ASN Program Partnership
with Adventist Health

JULY 2023
New Campus Chaplain
MBA Program Expansion

OCTOBER 2023
Third Straight
Year of Growth

<<< 2024

APRIL 2024
Pioneer Promise
Scholarship Announced

Connect Ministries Expands
New Aviation Department
Curriculum Approval

FEBRUARY 2024
Student Success
Center Launches

MARCH 2024
Launch of Sonora
Education Center

DECEMBER 2023
Renovations On Campus
Continue

2025 >>>

APRIL 2025
New Graduate Degree in
Communication Online

AS Degree in Engineering
Returns in Partnership
with Andrews





OUR NEW STRATEGIC OBJECTIVES

EXPERIENTIAL EMPHASIS

Pacific Union College has been committed to experiential learning and lifestyle since its inception. Beginning as a school where staff and students constructed the buildings, engaged in agriculture, carpentry, and other lines of manual work, helped to set the tone of who we are. Our graduates excel because they don't just study; they do. Our students fly planes, create art and design, conduct science experiments, engage in dynamic nursing labs, practice teaching and preaching, explore movement and wellness in kinesiology class, and train for emergency medical rescue scenarios.

For more than 140 years, PUC has built a legacy of learning by doing—through internships, international experiences, community involvement, and partnerships with Adventist organizations across the globe. As we move into an exciting future, we continue to build on our strong foundation by enhancing the experiential pieces of our academic programs and embracing a mission-driven path to become even better at what we have been for the past decades.

Each year, we send students and employees on mission trips to the South Pacific, African continent, Central and South America, and many other places. We provide hands-on care, basic support, and health and spiritual education to people in need. How we serve in the mission field will not change—we're simply expanding the scope of impact. Students who choose the mission and service track will find more opportunities—both locally and internationally—to serve, to learn, to grow.

We want experiential learning to be an integral part of PUC's identity. We want it to permeate our academics, our student life and spiritual life, and our student organizations. We see ourselves as a place where students will have a choice of multiple areas of experiential learning, including an outdoor emphasis, history or culture emphasis, service emphasis, a health emphasis, and a leadership emphasis.

God designed us to learn through experience—to move, to explore, to engage with the incredible world around us. At PUC, we believe students should do more than learn in theory, but rather learn in action. Our students will have a distinct advantage—ready to enrich their communities, strengthen their churches, and advance God's work in powerful and transformative ways.

Points of Focus:

- Become one of the most experiential colleges in the United States
- Expand mission and service opportunities
- Infuse academics, student and spiritual life, and student organizations with experiential emphasis
- Provide multiple monthly action activities
- Assist each student with developing their own independent student action involvement plan
- Grow our base of internships / fellowships / research



INCREASE AND DIVERSIFY REVENUE STREAMS

After years of financial decline and significant losses, change is underway. Last year, PUC's bottom line was positive for the first time in 10 years, with continued financial stability projected for the future. This drastic turnaround has required bold and disciplined action. Programs have been cut, downsizing implemented—at the same time, strategic investments have been made, new programs have launched, revenue streams have been restructured, and every asset has been carefully evaluated. No stone has been left unturned, and PUC remains committed to ongoing review and refinement in the years ahead. Looking forward, we are not only planning on annual positive revenue but also prioritizing debt reduction, program improvement, campus enhancements, and long-term financial reserves and assets. These efforts will help ensure that PUC thrives until the Lord's second coming.

We have so many plans and dreams. Through utilizing our significant resources—our programs, facilities, land, and alumni—we will make these dreams a reality.

The growth of our marketplace through education centers, online learning, and other programs will bring in new people, new revenue sources, and new communities to support us. We have only begun revitalizing and breathing new life into the Angwin campus.

Points of Focus:

- Create an additional two to five education centers
- Increase the number of offerings at our existing education centers
- Expand the number and quality of our online offerings
- Greatly grow the number of off-campus students taking online courses
- Increase our on-campus / online enrollment by 30% over five years to 1,200 students
- Increase our off-campus based enrollment to 400 students in the next five years
- Revise and grow Howell Mountain Enterprises; improving revenue and net income
- Find other sources of outside funding such as grant applications, alumni giving, and corporate giving
- Explore several new revenue streams from our many campus resources
- Look for new related revenue streams and programs we do not yet have such as certificates

"I want people to reach their highest potential possible by helping them to have faith in themselves and their abilities despite what may have happened in the past. I came specifically to PUC because I want to share with others the God who gives us the power to change our darkness into a marvelous light that can illuminate the world."

Nicolette Piaubert,
assistant professor of nursing



"While the core classes absolutely contributed, the diverse general education classes—such as world religions, public speaking, sociology, music appreciation, biology, and great books—greatly contributed to my early career. Being knowledgeable in many different fields of study is vital to success, and PUC instilled in me a general sense of curiosity and holistic education that are a benefit to this day."

Jarrod Denton, '96







INNOVATIVE ACADEMIC PROGRAM REVIEW AND REINVENTION

We've already begun—but there is still much more to do. Today, only a small minority of American students are educated through the traditional education model that PUC has followed for over 140 years. Small liberal arts colleges are struggling to survive. Within the Adventist undergraduate system in North America, enrollment has dropped from 21,000 to 13,000 over the past 15 years. Nationally, 1.5 million fewer students are pursuing higher education. While we pivot to meet these current trends, we've taken a bold step back to evaluate the needs of the marketplace and the needs of the church, measuring each against our mission, purpose, and God's continued calling. Without our mission and purpose, we have no reason to exist. That calling must remain at our core. A university that fails to stand apart will simply be passed over and fail to capture the attention of thoughtful, discerning students and families making life-shaping decisions.

Points of Focus:

- We will continue looking at ways to create highly flexible degrees that can cater to the students' lives and their desire for choice.
- We will seriously evaluate the GE package and ensure we recognize the vocational needs of the degree—the quality and depth of student learning does not have to be sacrificed to make a degree attractive or for its end result of getting a job and positively affecting the student's future.
- We will implement experiential learning into every academic area—live, learn, and do.
- We will review and end programs that don't have a sustainable growth/mission ratio. If it doesn't have a future and can't be corrected to have a future, we will focus our resources on degrees that will have a future.
- We will continue to review our campus facilities and the role they play in supporting our true purpose of educating students.
- We will invest and grow as needed.

As for our bigger picture, it's time to seriously review our structure. We have already divided our academic operations into a successful three-school model. It's now time for us to evaluate, investigate, and seriously consider becoming a university, changing to a semester system, and developing modules and other operational structures that will increase efficiency and boost our spot in the marketplace.



"Being part of the Pioneers community has been an incredible experience. The spiritual atmosphere, supportive community, and beautiful environment have made PUC feel like home. I've formed lifelong friendships that feel like family. Most importantly, my relationship with Jesus has deepened during my time here. He has provided me with a place where I feel loved, supported, and encouraged to grow both academically and spiritually."

Benjamin (Benji) Rangel (Senior, Health Communication, Pre-Dentistry)

RESTRUCTURE PUC PROCESSES, PROCEDURES, AND POLICIES

PUC takes exceptional care of its students, not only academically but on a personal level. From Friday night gatherings at faculty homes and meaningful conversations in the residence halls to engaging campus activities and a vibrant intramurals program, our students have felt supported and connected.

However, like many institutions, it's been challenging not to fall behind as the world changes around us. We've focused on preserving academic quality, rigor, and a deep connection to our mission and purpose. But the broader landscape of services and student expectations has shifted rapidly, especially during a period when we've needed to focus on financial sustainability through staffing and service realignment.

Because of this, we have fallen short in implementing some systems and tools that could significantly improve efficiency and student experience. For example, new cost-saving software, operational plans, procedures, and other technicalities could save money, employee hours, reduce workload, and make life better for our students.

Points of Focus:

- Implementing new streamlined procedures across campus
- Integrating new IT support into the needed changes on campus
- Creating a culture of improvement and enhancing student support



"My favorite thing about the Pioneers family is that nobody is a stranger. You can find your group by joining a club or student association. If you can't find a club, you can always start your own and find others to join. There are many ways to get involved with this tight-knit community."

Isaac Kim (Junior, Biology)



"Jesus provided us with a tremendous model of serving and assisting our fellow brothers and sisters. At PUC, I can express God's love through teaching, collaborating with colleagues, and actively participating in our community."

Damaris Perez,
chair of the Department of
Psychology and Social Work



"I feel very well supported in this community, which is especially important in college. For most of us, this is the first time we are on our own and responsible for everything. Being a part of the Pioneers community has given me a sense of family and support during this time, where it is very easy to feel alone, and that has been a huge blessing to me."

Riley Ramirez
(Freshman, Graphic Design
& Pre-Dental)







PURSUE ACADEMIC AND CORPORATE PARTNERSHIPS

Our history of internships and our relationships within the Adventist Church have been rich and strong throughout the decades. Over the past five years, our previous vision plan—along with our partnerships with Adventist Health, the Pacific Union Conference, and several churches—has played a significant role in the development and growth of our programs. Our commitment is to build, strengthen, and grow these relationships.

We will continue partnering with and strengthening our relationships with the following organizations:

- Adventist Health
- The SDA Church and its various entities
- Community colleges, high school partnerships
- Loma Linda University, La Sierra University, and the Pacific Union through our consortium

Points of Focus:

- Operate a pre-professional internship support center on campus, utilizing educational and business partners
- Develop and increase the number of local partnerships



"I like how cozy and interconnected it feels. Being a Pioneer feels like being a part of our homey, small-town community. Between classes, working, clubs, studying, and social events, I have opportunities to meet everyone. You'll never find yourself devoid of seeing a familiar, friendly face anywhere on campus."

Keala Tabura (Freshman, Mathematics & Business, emphasis in Management)



"Being a student at PUC has expedited so much of my growth as a filmmaker and artist. There's such great energy in the Visual Arts Department at Fisher Hall. Our professors give so much to provide us with great experiences both inside and outside of the classroom, from the various film projects to the different excursions like trekking down to Sonscreen Film Festival. It's a beautiful, safe space, and I've always felt supported by my teachers and peers. Fisher feels like home."

Sierra Lewis, '22



"My four years at PUC were some of the best years of my life. While so many memories stand out to me, some of my favorite moments were spent on the lawn outside the campus center, skateboards strewn about, a slackline between trees, snacking on good food with good company. The people made PUC, and I am forever thankful for the friendships I made and the education I garnered from its amazing professors and staff."

Peter Han, '12



ONLINE LEARNING EXPANSION

A few hundred students are now fully online at PUC yearly (previously zero).

ADDED AS TO
BSN PROGRAM

100
STUDENTS

1/3 OF COLLEGE STUDENTS

**NATIONALLY
LEARN
100%
ONLINE**

3 **ONLINE
MASTERS
PROGRAMS**
AT PUC

GENERAL EDUCATION,
**DUAL CREDIT, AND
GRADUATE ONLINE
PROGRAMS ADDED**

GROWTH AT PUC

After several years of decline, despite the odds, we have grown our enrollment five of the last six years. This growth has played a significant role in improving campus culture, and a balanced budget.

RESIDENCE HALL
ENROLLMENT

GROWTH
IS

UP

AFTER YEARS
OF DECLINE

ENROLLMENT REACHED

1,000

FOR THE FIRST
TIME IN **6** YEARS

ACADEMICS

Our academic programs continue to strengthen as we refine our offerings—adding new degrees aligned with current market demands and phasing out those that are no longer relevant.

MASSIVE GROWTH IN AVIATION

13 NEW
CERTIFICATES
ADDED

NEW:
NURSING
EXPANSIONS,
ENGINEERING
RETURN,
AVIATION
GROWTH,
NEW GRADUATE
PROGRAMS

EDUCATION CENTER GROWTH

New education centers launched in Sonora and the Northern California coast.

NAPA EDUCATION CENTER
doubled
IN SIZE

GOAL:

ADD 2-5 MORE
CENTERS IN COMING YEARS

REVENUE & FINANCES

For more than a decade, PUC did not operate with a balanced budget. Increased revenues and increased efficiencies have changed that. For the last three years our budgets have been in the positive or close after several years of losing millions.

GOAL:

INCREASE ENROLLMENT

1,200
ON-CAMPUS/ONLINE
400
OFF-CAMPUS

EXPERIENTIAL

35 MILES OF TRAILS FOR HIKING,
BIKING, AND RUNNING

1,100 ACRES OF FOREST FOR
EXPERIENCING AND ACADEMICS

YEARLY MISSION
TRIPS RETURNING TO FIJI WITH
NURSING YEARLY

CLEARLAKE GREBES
RESEARCH





“PUC impacted my future in so many different ways. Being able to take a variety of classes and through the Honors program, I gained a wide knowledge base that helps me every day in the classroom. The professors at PUC inspire me daily to pursue knowledge, live life to the fullest, work hard, and give back to a community that holds Adventist learning to the highest standard.”

Amanda Barnes, '24



STILL CALLED, STILL COMMITTED

For nearly a century and a half, God has used Pacific Union College to advance His work on earth. Tens of thousands of students have gone out from this place and made an impact across the globe.

Successful business people, healthcare professionals, designers, engineers, pastors, teachers, and countless others have touched millions of lives. They’ve built organizations, inspired change, and uplifted humanity—all guided by the power and beauty of heavenly principles.

We have no intention of this success story and this global impact changing. We are committed to continuing in faith and excellence—all while staying true to His mission and calling.

While we celebrate all that God has already done, we recognize that much work still lies ahead.

To our God, our constituents, stakeholders, partners, employees, students, and community: we promise to remain diligent in our pursuit of excellence. We will honor our heritage while boldly stepping into the future. We will continue to evaluate, improve, and grow—becoming more efficient, more effective, and healthier in every way. We will never settle for less than our best.

Our mission—to serve our students, honor God, and support our church—remains clear and unwavering.

We are proud of our history, grateful for the progress of the past five years, and both humbled and confident about our future. We are God’s school—He leads the way, and with that assurance, we eagerly move forward into the next chapter of our vision.



PACIFIC UNION COLLEGE

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