



2025

STRATEGIC PRIORITIES

Centering the
STUDENT EXPERIENCE
in the Context of Our
**CHRISTIAN
EDUCATIONAL MISSION**



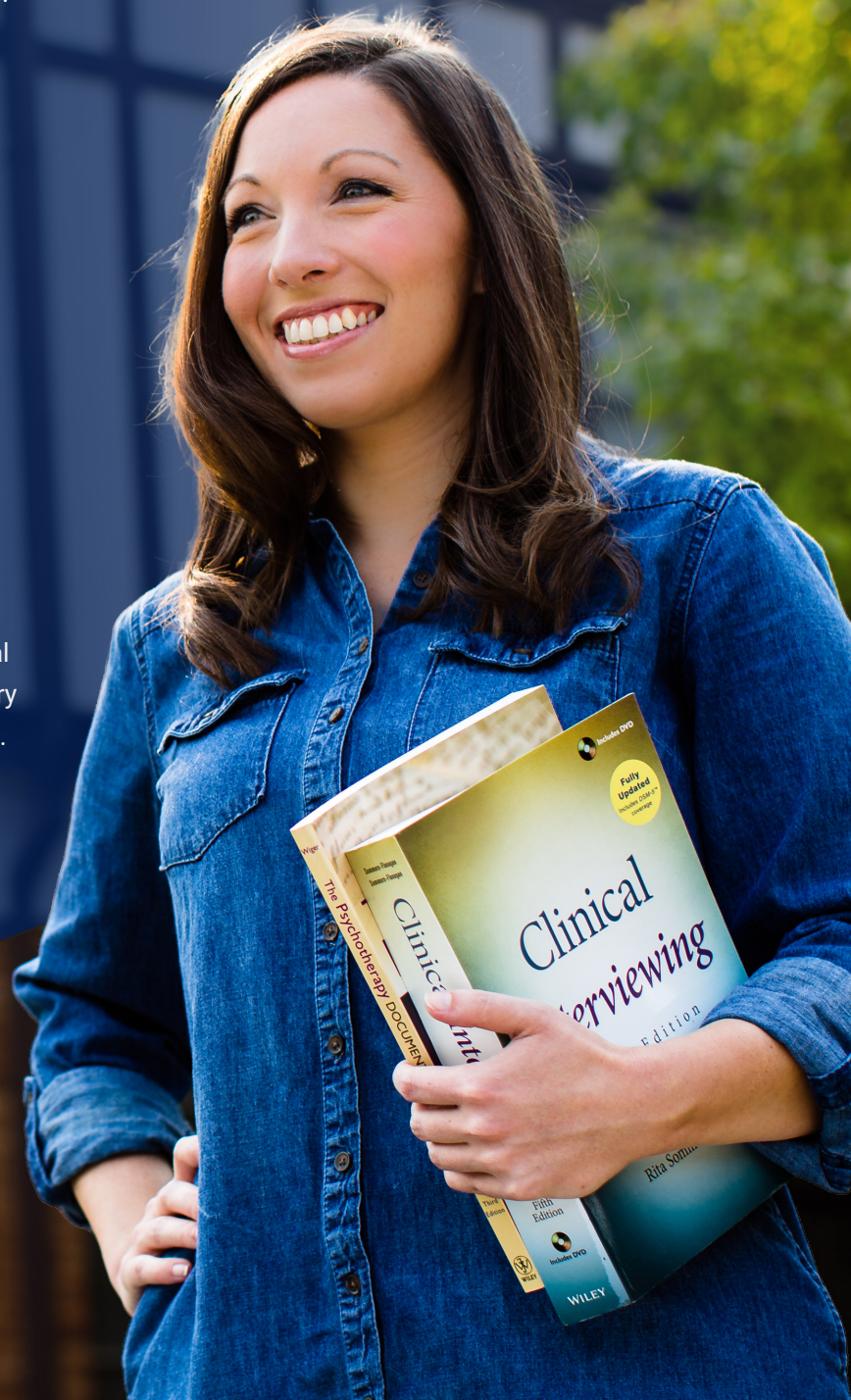
Fresno Pacific University stands at a pivotal moment in its history, as we reaffirm our dedication to academic excellence, Christ-centered values and meaningful service to our community. This document outlines the near-term strategic priorities that will guide our institution into the future, ensuring we continue to expand opportunities for students, drive innovation and deepen our impact in the Central Valley and beyond. Rooted in a rich legacy of faith and excellence in education, we are building on a foundation that has shaped FPU for generations, empowering our students to transform themselves, their families and their communities.

MISSION

Fresno Pacific University develops students for leadership and service through excellence in Christian higher education.

VISION

Fresno Pacific is a vibrant Christ-centered university that is transforming California's Central Valley and global communities through exemplary service to students of all ethnicities and cultures. Innovative programs encourage academic and professional excellence, peacemaking, social justice, ethical leadership, holistic wellness and spiritual vitality.



ABOUT FRESNO PACIFIC UNIVERSITY

In 1944, Pacific Bible Institute opened in Fresno with 28 students under the auspices of the Pacific District Conference of Mennonite Brethren Churches. Eight decades later, the impact of Fresno Pacific University is felt through over 28,000 alumni.

By 1960, the school had moved to its present main campus at the corner of Chestnut and Butler avenues. Accreditation for bachelor's degrees came in 1965 and the first master's program was approved in 1974. In 1990, the first bachelor's degree completion classes began for working adults.

Today Fresno Pacific University is the the Central Valley's only accredited Christian university, with two campuses in Fresno as well as others in Visalia, Merced and Bakersfield. Its nearly 2,900 students represent the region's diversity:

- ▶ 52% of undergraduates come from families earning less than \$40,000 a year
- ▶ 63% of traditional undergraduate students are the first in their families to attend college
- ▶ 60% of all students identify as Hispanic



Students from all groups enjoy the same strong graduation rates. Fresno Pacific Biblical Seminary educates pastors, church and parachurch leaders and marriage and family therapists. The university also offers online degrees and professional development courses.

FPU has also attracted national attention. *The Wall Street Journal*, *Washington Monthly*, *U.S. News & World Report* and *Money* all rate FPU highly in general, for the social mobility of its graduates and as a best value.

In 2025, FPU emphasis remains on faith, wisdom and service with a focus on helping our graduates transform themselves, their families and their communities.



VALUES

Fresno Pacific University embodies Christ-centered values:

Christian Community

- ▶ As church-related and prophetic
- ▶ As Anabaptist, evangelical and ecumenical
- ▶ As regional, international and culturally diverse

Service To Others

- ▶ In teaching
- ▶ In reconciliation and peacemaking
- ▶ In action within the community to meet human need
- ▶ In the promotion of social justice

Academic and Professional Excellence, Emphasizing

- ▶ The liberal arts and sciences
- ▶ The integration of theory and practice
- ▶ Lifelong learning
- ▶ A community of learners and scholarly dialog
- ▶ Theological engagement

Student Focused

- ▶ For the development of moral and ethical integrity and character
- ▶ For the preparation of servant-leaders for church and society
- ▶ With respect and dignity for each person
- ▶ Through mentoring and collaborating for success

Innovative and Responsive

- ▶ Providing relevant programming and creative delivery
- ▶ Adapting with integrity to changing environments

STRATEGIC PRIORITIES OVERVIEW

The **strategic priorities** seek to guide the university in the achievement of our institutional vision. The strategic priorities are anchored by five themes, each of which are supported by the objectives outlined in this document. The themes emphasize the shared nature of the work ahead, as executing these priorities will be a collaborative process.

- ▶ **Theme #1** *Elevating the Student Experience*
- ▶ **Theme #2** *Pursuing Academic Excellence with Purpose*
- ▶ **Theme #3** *Innovating and Growing for a Sustainable Future*
- ▶ **Theme #4** *Faithful Stewardship for Long-Term Impact*
- ▶ **Theme #5** *Fostering a Culture of Generosity and Community*

THEME 1

ELEVATING THE STUDENT EXPERIENCE

Enhance the student experience through improved services and engagement ensuring all students thrive academically and spiritually.

- ▶ **Continue to develop** the chapel plan to expand capacity for College Hour
- ▶ **Improve care** for traditional undergraduate students with a focus on registration processes, academic success and student retention
- ▶ **Improve access** to services for degree completion and graduate students through initiatives focused on spiritual care
- ▶ **Analyze** Sunbird athletic programs and facilities to maximize opportunities for our student-athletes
- ▶ **Assess needs** of the main campus grounds, fields and dining hall services to better serve all students
- ▶ **Develop** shared student engagement metrics based on Thriving quotients and Higher Education Research Institute (HERI) data
- ▶ **Finalize and launch** the Inclusive Excellence Strategic Plan to foster cultural humility and belonging among our community

THEME 2

PURSuing ACADEMIC EXCELLENCE WITH PURPOSE

Our commitment to academic excellence is the foundation for individual success and collective progress, empowering students to shape a better future.

Systems and Structure

Improve data systems, revise course schedules to meet student needs and streamline academic leadership and committees.

- ▶ Automate and strengthen our data systems
- ▶ Revise the traditional undergraduate course schedule
- ▶ Develop the new leadership roles and academic structure
- ▶ Update university committees and committee structure

Revitalizing the Curriculum and Increasing Students Served

- ▶ Identify, launch and support new academic programming beginning in spring of 2026, aligned with student interest, workforce demand and FPU's strengths
- ▶ Expand existing in-demand programs
- ▶ Increase efficiency in delivering existing programs by standardizing course enrollment, optimizing course scheduling and updating curricular mapping



Increase Grant Funding

Increase academic-focused grants with an emphasis on state and federal proposals, leveraging consultants for federal proposals.

- ▶ Build on current strengths as an HSI and as an institution serving first-gen students
- ▶ Increase support across the liberal arts and sciences, as well as professional disciplines
- ▶ Build on current strengths while working with consultants to submit federal grant proposals

Faculty Development

Provide opportunities across the arc of the faculty career for growth and creativity in teaching, scholarship, faith and learning and inclusive education.

Establish comprehensive faculty development programming to:

- ▶ Enhance and redesign onboarding process of new faculty
- ▶ Intentionally focus on faith and learning in the classroom and across disciplines
- ▶ Develop effective and inclusive pedagogy and andragogy in classroom teaching
- ▶ Provide opportunity for faculty collaboration and scholarly community
- ▶ Strengthen connections with organizations that support faculty development, including the Lilly Network and NetVUE



THEME 3

INNOVATING AND GROWING FOR A SUSTAINABLE FUTURE

Refresh FPU's brand, leverage data-driven marketing and set clear enrollment goals to sustain long-term success.

- ▶ Set enrollment goals categorized by student population and program to understand student needs and enhance financial stability
- ▶ Increase yield of applications/admits to enrolled students in all populations to achieve our budgeted revenue goals
- ▶ Refresh the FPU brand and develop new creative materials, including a new TV commercial, radio/streaming ads and enhanced digital outreach
- ▶ Strengthen the partnership with Kanahoma, a creative agency focused on higher education with an emphasis on marketing trends and analytics to increase and leverage lead-generation opportunities
- ▶ Focus efforts on paid advertising campaigns for revitalized programs to highlight and promote specific academic areas in collaboration with academic leadership



THEME 4

FAITHFUL STEWARDSHIP FOR LONG-TERM IMPACT

Ensure financial sustainability through budget planning and forecasting, local banking partnership and effective fiscal management.

- ▶ Develop a fiscal-year budget in the fall, in preparation for the next fiscal year, that demonstrates progress toward a balanced university budget
- ▶ Transition university banking operations to a local/regional partner and add a second line of credit
- ▶ Successfully on-board new chief financial officer and vice president of business affairs
- ▶ End FY 24-25 within the Board of Trustees-approved budget

THEME 5

FOSTERING A CULTURE OF GENEROSITY AND COMMUNITY

Strengthen our future by achieving ambitious fundraising goals and aligning funding priorities with institutional needs.

- ▶ Achieve FY 24-25 goal of \$8M in total fundraised dollars, including \$3.5M in unrestricted funds
- ▶ Develop future funding priorities with President's Cabinet members



CONCLUDING THOUGHTS

As Fresno Pacific University moves into its next chapter, these strategic priorities underscore our unwavering commitment to Christ-centered education, innovation and service. Rooted in a legacy of faith and academic excellence, our strategic path forward builds on FPU's foundational purpose of transforming lives by developing students for leadership and service through excellence in Christian higher education.

By aligning our mission with the evolving needs of our students, communities and the world, we are preparing future leaders who will impact their families, workplaces and communities with wisdom, compassion and integrity. As a community, we will continue to honor our rich heritage while embracing innovation and opportunities that ensure FPU remains a beacon of hope, transformation and excellence in the Central Valley and beyond.



PRESIDENT'S CABINET

A dynamic team of educators committed to the mission of Fresno Pacific University.

André Stephens, Ph.D.*

President

Alison R. Noble, Ph.D.*

Provost/Senior Vice President of Academic Affairs

Brad Barker

Chief Information Officer

Michelle Bradford, Psy.D.

Dean of the School of Graduate and Professional Studies

Becky Bradley*

Vice President of University Marketing and Communications

Kerry Sue Brown, Ph.D.

Associate Provost for Student Success and Retention

Kyle Ferguson, M.A.

Director of Athletics

Anthony Gardner, MBA*

Chief Financial Officer and Vice President of Business Affairs

Liz Garvin, M.A.*

Vice President of Advancement & Executive Director of FPU Foundation, Interim Enrollment Management Administrator

Jake Gilbertson, Ed.D.*

Vice President of Student Development

Norlan Hernández, Ph.D.*

Associate Provost for Engagement and Inclusive Teaching and Learning

Quentin P. Kinnison, Ph.D.

Dean of the School of Arts and Sciences

Drake Levasheff, Ph.D.

Associate Provost for Adult Learning

Donald Norman*

Chief of Staff and Interim Enrollment Management Administrator

Jordan Sharp

Executive Director of Human Resources

** members of the executive leadership team*



1717 S. Chestnut Ave.
Fresno, CA 93702

fresno.edu