

Strategic Priorities 2024-2025: Year-End Report August 2025



This report highlights the good work accomplished by our community in the 2024-2025 year. Our Strategic Priorities framework has provided clear direction as we seek to enrich the student experience, pursue academic excellence, innovate for the future, steward our resources wisely and foster a culture of generosity and community. The report outlines the progress we have made across these five themes – progress made possible through the commitment and collaboration of our faculty, staff and leadership teams. As you read, may you be encouraged by the steps we’ve taken and energized by the work that lies ahead.

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.
 - *We’ve been actively preparing the Special Events Center (SEC) to host chapel this fall, including fresh paint, the installation of a new video screen over the summer and upgraded seating scheduled to arrive in December. This effort reflects a collaborative partnership between the events staff, athletics and the student development team to create a meaningful and high-quality chapel experience for our campus community while also ensuring the space remains accessible for athletic teams and academic courses that rely on the SEC.*
- ▶ Improve care for traditional undergraduate students with a focus on registration processes, academic success and student retention.
 - *We implemented an Advising Week for TUG students and registered 25% more students over Spring 2024 by the end of the semester. Degree Completion saw a 57% overall registration increase over last year from March-May.*
 - *The enrollment and registration process for incoming TUG students was streamlined, improving the time students needed to move from application to registration by 52%. The time from application to registration for DC students improved by 20%.*
- ▶ Improve access to services for degree completion and graduate students through initiatives focused on spiritual care.
 - *This past academic year we launched a new Student Care Team with a focus on encouraging referrals from faculty and staff, and timely interventions to help support students.*

Strategic Priorities 2024-2025: Year-End Report August 2025



- ▶ Analyze Sunbird athletic programs and facilities to maximize opportunities for our student-athletes.
 - *We conducted an analysis including examining financial and scholarship expenditures. We then completed the application and were accepted into the CCAA conference beginning in the 2026-2027 academic year. This transition will mean student-athletes will miss less class time, FPU will spend less on travel costs, and we will compete in one of the strongest conferences in NCAA D2.*
- ▶ Assess the needs of the main campus grounds, fields and dining hall services to better serve all students.
 - *This past year FPU transitioned to have Nish-Ko oversee the maintenance of athletic fields. This has led to a dramatic improvement in field quality. We also continue to work with Provider to offer quality food service in both Shehadey Dining Hall and Charlotte's Coffee Shop. Food offerings and hours have been expanded to meet the needs of students, especially student-athletes. There are also some exciting additions coming to Charlotte's this fall that will benefit our community.*
- ▶ Develop shared student engagement metrics based on Thriving Quotients and Higher Education Research Institute (HERI) data.
 - *We have used results from the past two years of Thriving Quotient data in order to inform our retention plan and develop some action plans for this coming year in order to encourage retention. This data has also informed the formation of our Student Care Team. This team has developed a new referral form and will be working to educate the campus on how to best support students. Specific topics of education for our students will include mental health and financial literacy.*
- ▶ Finalize and launch the Inclusive Excellence Strategic Plan to foster cultural humility and belonging within our community.
 - *The Inclusive Excellence Strategic Plan is in draft form, with feedback being solicited from faculty, administrators and the FPU Board of Trustees. We anticipate moving it forward to the board for full approval at the fall meeting.*



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

- ▶ Automate and strengthen our data systems.
 - *Implementation of SLATE for EM and Informer Dashboards in the Registrar's Office and Office of Institutional Effectiveness.*
 - *Launched the two-year process of transitioning our fundamental information system to Ellucian SaaS. With our older system no longer supported going forward, this was a required transition. While there will be a learning curve and period of transition, Ellucian SaaS will upgrade and stabilize our systems, from human resources, to finance, to student information and services for the coming decade.*
- ▶ Revise the traditional undergraduate course schedule.
 - *A new Monday/Wednesday, Tuesday/Thursday, Friday schedule will be implemented for TUG this fall. While there will be additional iterations for fine-tuning, the new plan will support our student body by reducing course conflicts and minimizing overlap with athletics travel schedules.*
- ▶ Develop new leadership roles and academic structure.
 - *We have reorganized the Office of Institutional Effectiveness, including new leadership in assessment and institutional research.*
 - *As part of the committee restructure, the Faculty Development Committee holds more responsibility and input for professional development planning, with leadership from an inaugural Director of Faculty Development.*
 - *Department chairs and deans met regularly with the provost in the Spring of 2025 to discuss topics related to academic structure and finances, faculty workload and student learning outcomes.*
 - *Andre Payne, Ph.D., joined FPU as the associate provost for academic strategy & excellence. He will be working with faculty, administration and external partners in cultivating the university portfolio of academic offerings.*

Strategic Priorities 2024-2025: Year-End Report August 2025



- ▶ Update university committees and committee structure.
 - *The Faculty Senate approved the updated committee structure at its May 2025 meeting. The revision aligns committee composition with the new academic structure and clarifies the work of committees and streamlines the flow of proposals through governance.*

Revitalizing the Curriculum and Increasing Students Served

- ▶ Identify, launch and support new academic programming beginning in spring 2026, aligned with student interest, workforce demand and FPU's strengths.
 - *A new forensics minor will be launching in Fall 2025*
 - *A revitalized RN-BSN will launch in January 2026*
- ▶ Expand existing in-demand programs.
 - *We are actively working to expand existing programs where demand is outpacing supply. This is particularly applicable in some of our graduate programs, such as social work and school counseling.*
- ▶ Increase efficiency in delivering existing programs by standardizing course enrollment, optimizing course scheduling and updating curricular mapping.
 - *Initial changes in course enrollment and scheduling have been made to improve efficiency in course occupancy as well as reduce course conflicts in TUG.*

Increase Grant Funding

- ▶ Build on current strengths as a Hispanic-Serving Institution and as an institution serving first-generation students.
- ▶ Increase support across liberal arts and sciences, as well as professional disciplines.
- ▶ Work with consultants to submit federal grant proposals.
 - *We submitted a Federal TRIO grant, and our proposal scores fall within the funding band. We are currently awaiting a second-round review to determine if our grant will be awarded.*
 - *We submitted a Federal Title V grant in early July and are awaiting review and a subsequent funding decision.*
 - *We submitted a Federal College Assistance Migrant Program (CAMP) grant in November 2024 and are awaiting review and a subsequent funding decision.*

Strategic Priorities 2024-2025: Year-End Report August 2025



Faculty Development

Provide opportunities for growth and creativity in teaching, scholarship, faith and learning, and inclusive education.

- ▶ Enhance and redesign onboarding process for new faculty.
 - *Director of Faculty Development Laura Schmidt Roberts, Ph.D., together with the deans and provost, has developed a reconceived New Faculty Seminar to orient incoming faculty to the mission and identity of FPU within the broader context of Christian higher education, as well as equip them in the three main areas of faculty evaluation: teaching, scholarship and service.*
- ▶ Focus on faith and learning in the classroom and across disciplines.
 - *We welcomed Margaret Diddams, Ph.D., back to campus for a two-day workshop on faith and learning.*
 - *In the fall, David I. Smith, Ph.D., professor at Calvin University, director of the Kuyers Institute for Christian Teaching and Learning and author of multiple books, including his most recent, "Everyday Christian Teaching," will be conducting an engaging and practical workshop on Christian teaching at our fall faculty in-service day.*
- ▶ Develop effective and inclusive pedagogy and andragogy.
 - *Several departments have engaged in development opportunities. For example, this summer the business department came together for a two-day workshop focused on universal design for learning, inclusive teaching and learning, and effective alignment of the curriculum with program learning objectives.*
 - *We look forward to expanding these opportunities in the coming year.*
- ▶ Provide opportunities for faculty collaboration and scholarly community.
 - *FPU was awarded a \$24,999 Professional Development Grant from NetVUE to engage faculty in dialogue on vocation, a concept that includes not only purpose, but calling.*
 - *The provost, deans and Faculty Development Committee, as well as Senate Exec, continue to plan opportunities for faculty collaboration and community.*
- ▶ Strengthen connections with organizations that support faculty development (e.g., Lilly Network, NetVUE).
 - *Fresno Pacific continues to engage with NetVUE, and we are pleased to be recipients of the NetVUE professional development grant.*
 - *We will be pursuing additional opportunities with both the Lilly Network and NetVUE, including a NetVUE Saga Grant application, the Lilly National Conference, a Lilly Small Grant, a Lilly Conference Grant, attendance at a NetVUE regional conference and the NetVUE national conference in March.*



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 by student population and program to enhance financial stability.
 - *Enrollment goals for the fall were established as part of our broader strategy to enhance financial stability. This process was conducted collaboratively by enrollment leaders, the Finance Office, the Office of the Provost and the President's Cabinet. Together, we aligned enrollment targets with revenue projections, academic capacity and institutional priorities to support both growth and sustainability.*
- ▶ Increase yield of applications/admits to enrolled students in all populations.
 - *We are currently tracking to meet this goal based on preliminary indicators. Final confirmation will be available in September once the fall enrollment is finalized. We continue to focus on intentional outreach and enhanced events, financial aid counseling and student support throughout the admissions cycle to help strengthen our yield and meet our enrollment goals.*
- ▶ Refresh the FPU brand and develop new creative materials, including a new TV commercial, radio/streaming ads and enhanced digital outreach.
 - *We completed a brand refresh that brings a more modern and engaging look to how FPU shows up in the marketplace. This includes the development of new creative assets such as television commercials, radio and streaming ads and enhanced digital outreach designed to better connect with prospective students.*
- ▶ Strengthen partnership with Kanahoma, a creative agency focused on higher education marketing trends and analytics.
 - *Our growing partnership with Kanahoma, a creative agency specializing in higher education, has allowed us to more fully leverage marketing trends, analytics and lead-generation strategies. Those insights have helped us make smarter, data-informed decisions to support brand recognition and enrollment marketing.*
- ▶ Launch paid advertising campaigns for revitalized programs in collaboration with academic leadership.
 - *In collaboration with academic leadership, we've launched targeted advertising campaigns to highlight and promote specific areas of study that are aligned with current student demand and university priorities. These initiatives reflect progress toward our broader strategic objective to refresh the FPU brand, leverage data-driven marketing and support enrollment goals to support long-term success.*



Theme 4: Faithful Stewardship for Long-Term Impact

Ensure financial sustainability through budget planning, forecasting and strong regional partnerships.

- ▶ Develop a fiscal-year budget demonstrating progress toward a balanced university budget.
 - *The university has made progress in supporting fiscal stability and operational effectiveness. A balanced budget for FY26 (before depreciation) was developed through close collaboration among the Cabinet and Executive Leadership team and was approved by the Board of Trustees. This reflects a thoughtful and coordinated effort to align financial planning with long-term institutional goals.*
- ▶ Transition university banking operations to a local/regional partner and add a second line of credit.
 - *As part of a planned transition in banking services, the university moved its operations from BMO to Tri Counties Bank, a regional banking partner. This shift included the successful transfer of key accounts such as operations, accounts payable, payroll and restricted funds and the establishment of a new federal funds account for managing Title IV resources. This transition supports stronger regional partnerships while offering increased flexibility for day-to-day financial operations.*
- ▶ Successfully onboard a new CFO/vice president of business affairs.
 - *Anthony Gardner, chief financial officer and vice president of business affairs, joined the FPU community this spring and has already been a vital partner in guiding us toward greater financial stability and faithful stewardship of the resources God has entrusted to us.*
- ▶ End FY 24-25 within the Board of Trustees-approved budget.
 - *The university closed FY24–25 within the parameters of the board-approved budget, underscoring continued attention to financial management across departments.*



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.
 - *Thanks to our wonderful community of supporters, faculty and staff, University Advancement has had another successful 2024-2025 year. Together we've raised \$11,149,097 which is 39.4% over our \$8M goal. We also raised \$4,726,625 against a \$3.5M unrestricted goal. These are dollars that will be put to use immediately for the benefit of FPU.*
- ▶ Develop future funding priorities in collaboration with President's Cabinet members.
 - *The President's Cabinet was an integral part of helping to identify and shape future funding priorities that align with FPU's mission and strategic goals. This work ensures that resources are directed toward initiatives that strengthen our Christ-centered education, support student success and advance the long-term sustainability of the university.*

The milestones highlighted in this report represent more than operational progress, they reflect Fresno Pacific University's deep commitment to transformative, Christ-centered education. As the university looks ahead, it remains focused on student flourishing, institutional sustainability and serving the Central Valley and beyond with integrity and purpose. With continued collaboration, rooted in faith and working together, the FPU community is focused on preparing students to live out their calling and make a difference in the world.