FRESNO PACIFIC UNIVERSITY

2025–2026 Strategic Priorities Year-End Report

This report highlights the meaningful work accomplished by our community during the 2025-2026 academic year. Throughout this report, we share the progress made across our five strategic themes. This progress was made possible by the dedication, collaboration and shared commitment of our faculty, staff and leadership teams.

As you read, we hope you are encouraged by the progress, inspired by the impact of our collective efforts and energized for the opportunities that lie ahead.

2025-2026 Strategic Priorities Year-End Report



Theme 1: Clear and Compelling Mission and Vision

Goal: Clarify who we are and where we are going as a Christ-centered university.

- **Revisit Mission and Vision**
  - Engage the campus community in a collaborative process to refine and update the mission and vision.
  - Develop a statement that is bold, inspiring, relevant and reflective of 21st-century realities.
  - Ensure alignment between the mission/vision and academic, spiritual and community priorities.

A committee was formed to develop an updated mission statement, with faculty, the Student Government Association (SGA) president and staff through President's Council all participating in the review process and providing feedback to evaluate and refine it. The mission statement was updated to reflect FPU's Christ-centered identity while positioning the university for continued impact into the future. A revised mission statement was provided to the Board of Trustees on June 6, 2026, and was approved.

Revised Mission Statement:

> Fresno Pacific University provides Christ-centered education for students of every background, cultivating wisdom, professional preparation and moral vision to serve the common good.

Theme 2: Sustainable Planning and Infrastructure

Goal: Lay the groundwork for sustainable growth through wise planning, resilient systems and faithful stewardship.

- **Integrated Campus Design Plan (Master Plan)**
  - Launch a comprehensive plan to guide long-term campus growth.
  - Optimize use of space, enhance beauty and ensure alignment with academic and student life needs.

Capital project priorities were developed and a comprehensive campus master plan is advancing in partnership with planning consultants, with bids from planning firms in the review process. Long-term maintenance priorities were developed for campus facilities, including residence halls, roofs and landscaping, in partnership with the CFO to support future campus improvements.

- **Enterprise Resource Planning (ERP) System Migration**
  - Begin a 24-month transition to a modern Software as a Service (SaaS) based ERP system.
    - Initiated the ERP transition by establishing project governance, defining system requirements and engaging cross-functional stakeholders to support a collaborative SaaS implementation. The first migration phase was completed in October 2025, and the second phase began in May 2026, with completion slated for August 2026.



- Engage stakeholders across departments to ensure collaboration and effective adoption.
  - Engaged stakeholders across administrative and academic units through regular communication and collaborative planning to assess and improve business processes, build alignment, encourage shared ownership and support effective adoption of the new ERP system.

★ **Financial Accountability and Sustainability**

- Strengthen systems of responsible financial stewardship.
  - Financial stewardship was strengthened by enhancing monitoring processes and financial oversight practices across the university.

- Monitor and adjust practices to ensure long-term thriving.
  - A new budget analyst role was added to monitor actuals-to-budget performance and work with department budget managers.

- Implement Synario financial modeling for short-term budgeting and long-term forecasting.
  - Implementation is still to be completed and will carry forward as a priority for FY27. The planned launch will support short-term budgeting and long-term forecasting, with continued refinement of key assumptions—particularly tuition revenue—to improve modeling accuracy and strengthen financial planning.

★ **Scholarship and Discount Rate Optimization**

- Review policies and implement changes for equitable distribution of financial aid.
- Enrollment Management, in partnership with Athletics, continued to refine the university's financial aid strategy to support both affordability for students and responsible stewardship of institutional resources.

  Key efforts included:
  - Improving awarding and discounting practices.
  - Strengthening the approach to athletic aid.
  - Increasing donor-funded support for Degree Completion students and reducing the incoming Traditional Undergraduate discount rate.

  Additionally, FPU restored its ability to provide federal financial aid for newly approved academic programs following the university's transition out of provisional status.

- Ensure aid strategies support both access and sustainability.
  - Improved financial aid infrastructure through a new system implementation to streamline packaging and reduce award turnaround times, along with additional Slate enhancements and process improvements that increased efficiency, strengthened communication and expanded admission counselor access to improve the student experience.

2025-2026 Strategic Priorities Year-End Report



FRESNO PACIFIC UNIVERSITY

Advancement and Fundraising

- Achieve a fundraising goal of $9.5 million (including $4.5 million unrestricted).
  - Total FY26 giving: $36.73 million.
    - Unrestricted giving: $5.72 million.
    - Restricted giving: $31.01 million, including King J. Richter's $21.9 million gift to establish endowed scholarships for students.
  - Total FY26 giving excluding the Richter Gift: $14.83 million.
- Prioritize initiatives that directly support transformative student experiences.
  - Secured significant donor investments that expanded opportunities and resources for students, including $21.9 million for endowed student scholarships, a $700,000 gift for classroom renovations and support for student experiences such as the freshman retreat at Hume Lake.
- Secure Board of Trustees' approval to launch a comprehensive fundraising campaign.
  - The Board of Trustees unanimously approved moving forward with a comprehensive fundraising campaign on October 25, 2025.

Faculty/Staff Development

- Develop systematic approaches for identifying, pursuing and sustaining external grant opportunities.
  - Strengthened coordination of external grant efforts through regular review of opportunities from NetVUE, the Lilly Network and the Lilly Endowment, partnership with grant consultant Dan Kimball, and collaboration with Academic Affairs, Advancement and Student Development. Began development of a dedicated post-award grant administration function within the Business Office; standard internal expectations for grant budgets and processes, including indirect costs, still need to be established.
- Increase faculty engagement in development opportunities for teaching, scholarship and service.
  - Whitney Bortz and Chris Janzen were selected as Faculty Fellows for the Lilly Network Faculty Development Program.
  - Expanded faculty participation in professional development through Faculty Development Days held twice a year, an annual welcome breakfast, faculty brown-bag sessions and reinstated research seminars.
  - Launched the Teaching and Learning Initiative, including Teaching Fellows in AI, classroom teaching, and faith and learning, and supported cohorts on vocation and calling through NetVUE and Lilly Network grants.



- Develop mission-driven staff leaders through structured programs that identify potential, provide targeted training and ensure long-term leadership capacity.
  - Expanded leadership development opportunities through the launch of the Staff Leadership Development Program in FY26 and continued investment in employee growth, including:
    - Seven employees participated in the first cohort of FPU's internal Management 101 leadership development program.
    - Leadership from ASC, the Career Center and Faculty Development engaged in NetVUE programming, including hosting an upcoming NetVUE regional conference.
    - Laura Roberts, Ph.D. (Professor of Biblical & Theological Studies, GE Director), attended the NetVUE Summer Seminar for emerging administrative leaders.
    - Michelle Bradford, Psy.D. (Dean, School of Graduate & Professional Studies), was selected as a fellow for the Lilly Network Leadership Development Institute.

Theme 3: Strategic and Student-Centered Academic Renewal

Goal: Strengthen academic programs and student support systems to promote student and community flourishing.

★ **Academic Program Development**

- Establish dynamic and collaborative processes for evaluating, revising and launching new and/or revised programs.
  - Established the Academic Review Committee (ARC), including a process for identifying and reviewing proposed programs.
  - Developed a draft template for annual program "wellness checks" to assess program health, identify needs and set annual goals.

- Advanced several new academic programs through the faculty governance process and received Senate approval, positioning the university to expand its academic offerings in high-demand fields:
  - Physician Associate Program, with an anticipated launch in 2029.
  - MBA concentrations in Business Analytics and Artificial Intelligence, with anticipated launches in fall 2027.
  - Bachelor of Arts in Cybersecurity, with an anticipated launch in fall 2027.
  - Bachelor's degree in Data Science, with an anticipated launch in fall 2027.

- Align programs with workforce needs and FPU's mission.
  - Advanced new and revised academic programs by aligning program development with workforce needs, using Bureau of Labor Statistics data, sector growth trends and mission-centered planning.



FRESNO PACIFIC UNIVERSITY

★ **Music Program Revitalization**

- Strengthen the presence of music on campus and in the wider community.
  - Revitalized the music program through expanded performances—including performances in collaboration with the community—and high school visits by music faculty to strengthen recruitment efforts. Welcomed Carrie Vail as assistant clinical professor of music and Frank Velasco as adjunct faculty to support the program's continued growth.

- Align and centralize music scholarships to increase enrollment in the music major and programming.
  - Adjusted the audition schedule to earlier in the year and fostered stronger connections between Music, Admissions and Student Financial Services to coordinate scholarship amounts and timing. Progress was made, though work continues to fully align and centralize the scholarship process.

★ **Student Success and Retention**

- Review student success resources; develop and implement effective retention strategies across the curriculum and co-curriculum.
  - Formed a Retention Leadership Team and hosted an all-day workshop with a student success consultant, mapping the TUG student pathway from inquiry through the first year and beginning development of a retention strategic plan. The team now meets regularly to set priorities for the coming year.
    - ▶ EdSights and Coursedog are both in the process of being implemented to support retention and student success.
    - ▶ Communication around the referral system for students of concern will be refreshed for fall, building on this year's increase in referrals and improved coordination across the student care team.
    - ▶ Strengthened mental health crisis response processes.
    - ▶ TRIO grant resources are now being implemented to provide additional academic support, guidance and services that strengthen student persistence and degree attainment.

- Expand student support services that enhance engagement and completion.
  - Expanded transfer agreements to 75 California colleges, implemented a new degree progress tracking system and improved registration processes to better support student success.



FRESNO PACIFIC UNIVERSITY

★ **Degree Completion Renewal**

- Revitalize adult degree completion programs with updated curricula and flexible formats that maximize financial aid eligibility.
  - Restructured the Degree Completion calendar to a standard eight-week format for fall and spring courses, creating a pathway for students to complete 30 units annually while maximizing financial aid eligibility. Increased online and hybrid course offerings and revised the Degree Completion Psychology curriculum to Applied Psychology.

- Ensure programs meet current and ongoing learner needs to foster enrollment growth.
  - Evaluated the Degree Completion student experience through a university-wide retention workshop, identifying opportunities to strengthen learner support and improve the student experience, positioning the program for continued enrollment growth.

★ **Strategic Enrollment Management Plan**

- Develop a comprehensive plan to stabilize and grow enrollment.
  - A comprehensive listening tour and assessment of enrollment operations was conducted in fall 2025, engaging staff, academic leaders and university partners to identify opportunities and barriers to growth. This produced a focused set of strategic priorities—strengthening systems, investing in people, deepening academic and community partnerships and enhancing the student experience—laying the foundation for a university-wide Strategic Enrollment Management (SEM) plan.
  - Immediate operational improvements included automatic admissions for qualified undergraduate students, streamlined Degree Completion admissions and financial aid processes, improved graduate enrollment transitions, expanded Slate functionality, and stronger collaboration across admissions, academic programs, advising, marketing and financial aid.
  - These efforts contributed to:
    - The nation's second-highest undergraduate deposit growth among NACCAP reporting institutions.
    - Degree Completion new student enrollment reached its highest level in four years.
    - Record enrollment in several graduate programs.

- Shorten the admit-to-registration timeline across graduate and postbaccalaureate programs.
  - Streamlined enrollment processes through earlier orientation scheduling, improved registration resources and enhanced Slate functionality, alongside stronger collaboration across enrollment, academic affairs, advising and financial aid. The Registrar's Office updated its Registering for Courses video to include graduate examples, which faculty have used proactively with students, contributing to heightened awareness and earlier registration.



Theme 4: Engaged and Collaborative Institutional Capacity

Goal: Build organizational strength and extend reach through data, digital innovation and belonging.

Data-Informed Decision Making

- Enhance reliable, transparent reporting and analysis across departments.
  - Developed standard data definitions and Informer dashboards to track student progress, alongside new analytical models and institutional reports to support financial accountability and strategic planning. Monthly IR-Registrar meetings were established to promote regular, clear communication.

- Use data to guide strategic and operational decisions.
  - Completed SaaS ERP analytics training to expand the university's capacity for data-informed decision making, and began working with UQ Solutions on market, labor and academic data analysis to inform programmatic efficiencies, with data increasingly used to guide strategic and operational decisions.

★ **Digital Engagement**

- Blog Strategy: Implement a targeted blog publishing plan optimized for AEO (answer engine optimization) and SEO (search engine optimization) to boost organic traffic and provide relevant answers to prospective students' search queries.
  - Launched Sunny's Blog to deliver timely, searchable content, publishing new stories multiple times each week to expand the university's digital presence and complement existing web and enrollment marketing efforts. Integrated Sunny's Blog with *Pacific* magazine and social media to expand audience reach and increase traffic across university content.

- Virtual Tour: Update and enhance the virtual campus tour to be more interactive, engaging and informative, encouraging prospective students to transition to in-person visits.
  - Completely redesigned the university's virtual campus tour with updated content, expanded campus information and an improved user experience.

★ **Excellence and Belonging Plan**

- Reimagine the excellence and belonging plan in light of changing federal and WASC accreditation standard updates.
  - Identified updated strategic priorities for Excellence and Belonging, with continued coordination on priorities related to faculty. Expanded faculty development opportunities focused on inclusive teaching, faith and learning, and culturally responsive pedagogy, and launched the Management 101 leadership development program.



- Cultivate a culture where all students, staff and faculty can thrive.
  - Expanded leadership development, strengthened partnerships supporting student success and collaborated across campus to enhance care and support for students. Expanded partnerships with Admissions and Student Development to strengthen community outreach and enhance student support.

Theme 5: Vibrant Student Life, Athletics and Community

Goal: Enrich opportunities for students to connect, compete and thrive within and beyond the campus community.

★ **Athletics Expansion**

- Explore the addition of new sports and club sports that reflect student interest and enrollment growth opportunities.
  - Hired a new cheer coach who has recruited successfully, growing student involvement in both the cheer and stunt programs this fall. Esports also grew after a successful recruiting year, with the Overwatch team winning the national championship for its division. Advanced plans to add beach volleyball, including the public unveiling of a proposed facility as fundraising efforts continue. Athletics remains a significant driver of incoming student recruitment.

★ **Athletic Conference Transition**

- Ensure a smooth and successful transition into the CCAA conference.
  - The Sunbirds are now official members of the CCAA, with full competition schedules set for the 2026-2027 academic year—fulfilling goals to reduce athletic travel costs and minimize time away from campus for student-athletes.

★ **Student Engagement & Support**

- Strengthen vibrant student engagement opportunities that build community and belonging.
  - Expanded opportunities for student engagement through campus events, College Hour and student-centered programming, with increased student involvement across departments. Spiritual Formation programming continued to grow to meet institutional requirements and to encourage students in their faith.

- Expand student support services that enhance engagement and completion.
  - The Student Development team continued strengthening student support through collaboration across academic affairs, student development and enrollment management, reflecting a shared commitment to fostering community and connection across campus.