



FRESNO PACIFIC
UNIVERSITY

2025-2026

Strategic Priorities

Centering the student experience in the context
of our Christian educational mission

2025-2026

Strategic Priorities



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.

2025–2026 Strategic Priorities

As we move through the 2025–2026 academic year, Fresno Pacific University continues to stand at the intersection of deep-rooted faith and forward-looking innovation. Guided by our Christ-centered mission, we commit to shaping students for purposeful careers and lives of service, leadership and meaningful impact.

Five themes emerged as these strategic priorities were developed. These priorities represent commitments, not just initiatives. Commitments to clarifying our mission, strengthening academic and student experiences, stewarding resources and building organizational capacity in ways that prepare FPU for both present needs and future opportunities. **Each of these themes and priorities center on the focus of growing enrollment, both in retaining current students and recruiting new ones.**

Theme 1: Clear & Compelling Mission & Vision

Theme 2: Strategic, Sustainable Planning & Infrastructure

Theme 3: Strategic & Student-Centered Academic Renewal

Theme 4: Engaged & Collaborative Institutional Capacity

Theme 5: Vibrant Student Life, Athletics & Community

****Among the priorities listed in each of the five themes, three have been identified as the highest priority for immediate focus and resource alignment. These initiatives are seen as critical to advancing institutional goals and strengthening the university's long-term capacity. These initiatives include:**

- ★ Enterprise Resource Planning (ERP) System Migration (noted under Theme 2)
- ★ Academic Program Development (noted under Theme 3)
- ★ Degree Completion Program Renewal (noted under Theme 3)

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Theme 1: Clear & Compelling Mission & 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.

Theme 2: Sustainable Planning & 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.

★ **Enterprise Resource Planning (ERP) System Migration****

- Begin a 24-month transition to a modern Software as a Service (SaaS) based ERP system.
- Engage stakeholders across departments to ensure collaboration and effective adoption.

▶ **Financial Accountability and Sustainability**

- Strengthen systems of responsible financial stewardship.
- Monitor and adjust practices to ensure long-term thriving.
- Implement Synario financial modeling for short-term budgeting and long-term forecasting.

▶ **Scholarship and Discount Rate Optimization**

- Review policies and implement changes for equitable distribution of financial aid.
- Ensure aid strategies support both access and sustainability.

▶ **Advancement and Fundraising**

- Achieve a fundraising goal of \$9.5 million.
- Prioritize initiatives that directly support transformative student experiences.
- Secure Board of Trustees' approval to launch a comprehensive fundraising campaign.

▶ **Faculty/Staff Development**

- Develop systematic approaches for identifying, pursuing and sustaining external grant opportunities.
- Increase faculty engagement in development opportunities for teaching, scholarship and service.
- Develop mission-driven staff leaders through structured programs that identify potential, provide targeted training and ensure long-term leadership capacity.

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Theme 3: Strategic & 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.
- Align programs with workforce needs and FPU's mission.

▶ Music Program Revitalization

- Strengthen the presence of music on campus and in the wider community.
- Align and centralize music scholarships to increase enrollment in the music major and programming.

▶ Student Success and Retention

- Review student success resources; develop and implement effective retention strategies across the curriculum and co-curriculum.
- Expand student support services that enhance engagement and completion.

★ Degree Completion Program Renewal**

- Revitalize adult degree completion programs with updated curricula and flexible formats that maximize financial aid eligibility.
- Ensure programs meet current and ongoing learner needs to foster enrollment growth.

▶ Strategic Enrollment Management Plan

- Develop a comprehensive plan to stabilize and grow enrollment.
- Shorten the admit-to-registration timeline across graduate and postbaccalaureate programs.

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Theme 4: Engaged & 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.
- Use data 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.
- **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.

▶ **Excellence & Belonging Plan**

- Reimagine the excellence and belonging plan in light of changing federal and WASC accreditation standard updates.
- Cultivate a culture where all students, staff and faculty can thrive.

Theme 5: Vibrant Student Life, Athletics & 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.

▶ **Athletic Conference Transition**

- Ensure a smooth and successful transition into the CCAA conference.

▶ **Student Engagement & Support**

- Strengthen vibrant student engagement opportunities that build community and belonging.

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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

Michelle Bradford, Psy.D.

Dean of the School of Graduate and Professional Studies

Becky Bradley*

Vice President of University Marketing and Communications

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 for Advancement & Executive Director of FPU Foundation

Jake Gilbertson, Ed.D.*

Vice President of Student Development

Norlan Hernández, Ph.D.

Associate Provost of 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*

President's Chief of Staff

Andre Payne, Ph.D.

Associate Provost for Academic Strategy and Excellence

Jordan Sharp

Executive Director of Human Resources

Amanda Slaughter, M.A.*

Vice President of Enrollment Management

Arlene Wood

Controller

* members of the executive leadership team