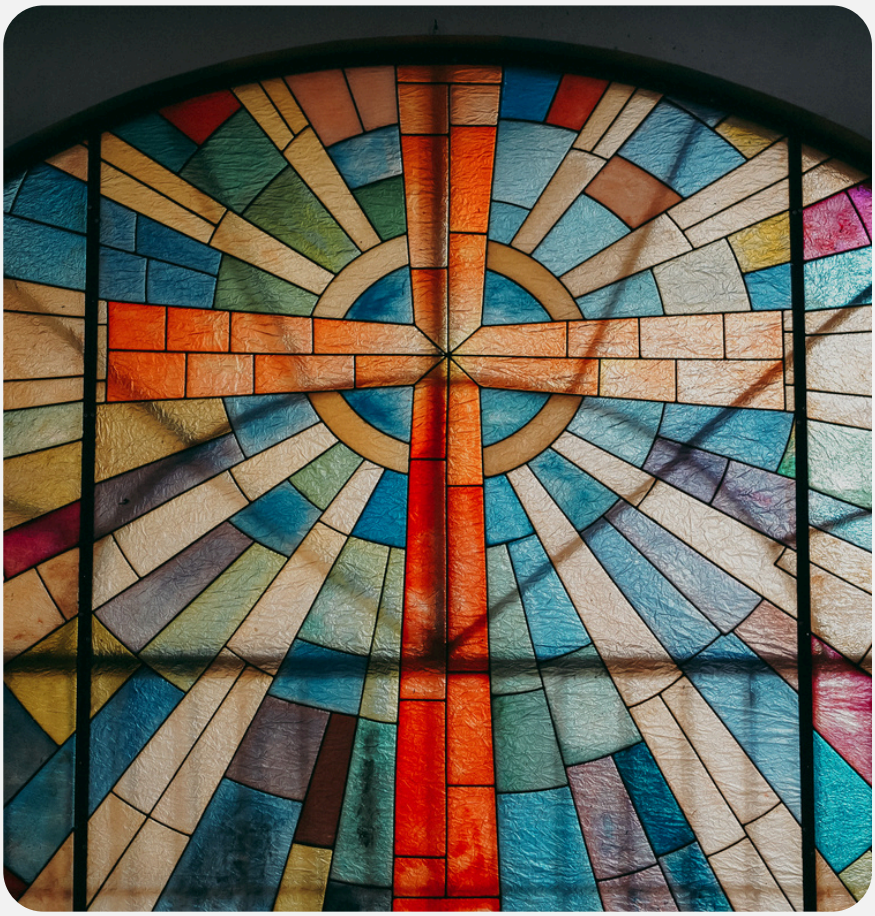
2025-26 ANNUAL REPORT

FLETCHER™ SEMINARY



Board Chair

Rev. Stephanie Nash

President

Dr. Dan R. Stiver

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Mission and Values

Mission

To educate and nurture servant leaders in joining God's mission of love, grace, and redemption in Christ Jesus for the sake of the world.



Vision

To become a recognized leader in south Texas and beyond in providing practical, affordable, and rigorous theological education for women and men focusing on spiritual formation and practical preparation for varied ministries in a global context.

Identitiy

The Jesse C. Fletcher Seminary is a practically driven, intellectually generous, and multi-confessional community devoted to theological study and preparation for Christian ministry. Preparing women and men for faithful leadership as Christian ministers, we recognize and affirm our relationships and community connections, geographically and culturally, in the Southwestern United States with the universal church. These diverse relationships are sources of strength and opportunities for service as we pursue theological reflection, education, and practical preparation for ministry.

Fletcher's Core Values 

Servant Leadership: Acting on the belief that Christlike leadership begins with service to others and service to God – seeking awareness, embracing a sense of call, committing to excellence and humbling oneself. We believe that ministry is finding a towel with your name on it.

Authentic Community: Cultivating a learning environment where our stated beliefs are congruent with our actions and praxis, despite real or perceived external pressure. We build a future where theological embodiment is the norm in ministry.

Engagement: Promoting interdependence, partnership, and collaboration locally, regionally and globally to form leaders for the church universal. We prepare people for Christian leadership promoting the common good.

Inclusivity: Fostering an expansive view of the diversity and inclusiveness of God's sovereignty, love and grace, intentionally choosing covenant relationships. We are better together!

Supporting Values

Innovative Student Focus: Providing access to and delivery of theological education that embraces emerging cultural and ecclesial needs. We create faith-based leaders for the future.

Compassion/Empathy: Fostering leadership that values empathy and compassion in the Christian tradition reflected in caring for "the least of these" and "being the 'good Samaritan,'" as we remain committed to compassion rather than judgment and the practice of healthy boundaries that promote life. We embrace the heart of Christ in all we do.

Academic Freedom/Critical Thinking: Cultivating an environment of critical thought and inquiry, tolerance for divergent views and beliefs, and open and respectful exchange of ideas. We teach students how to think, not what to think.

Integrity: Expecting Christlike character, honesty, transparency, and accountability in every context. We embrace and stand for the ethics of Jesus.

Letter from Leadership

No ship reaches its destination without strong leadership. The beauty of Fletcher Seminary's leadership is that it can be found on so many essential levels.

Our students are core leaders in many critical areas of ministry and mission in our world today. It is their thirst for excellence in a wide diversity of ministry that serves as our north star. We are inspired and driven by the ever-growing need for quality, progressive, inclusive and practical theological education to equip our students in all of the varied directions they serve, whether in the local church, while counseling those discouraged or in pain, on crowded urban streets or while caring for orphans in an African village. Our students' hunger for Fletcher's offerings is the fuel that drives our growth, as evidenced by the doubling of our enrollment over the last two years, from 11 to 22 enrolled students.

Our faculty steers us in the tangible ways that rigorous education equips, serves, challenges and cares for its students. The Fletcher team of educators is stronger for its diversity, excellence, experience, and compassion for all students, no matter their background, ethnicity, gender identity or economic status. It is our superior faculty, many of whom willingly donate their expertise in support of Fletcher's unique vision, that is the soul of our identity and the purest evidence of our success. The irresistible passion of our professors is contagious, as even more teachers continue to offer their time and talent to Fletcher, with or without pay.

Our administration and board of trustees may spend more time in the captain's chair or boiler room, but their singular passion is the same – to sustain the spark of inspiration in as many students' eyes as possible. This task requires careful planning, creative marketing and outreach, fiscal responsibility and continuous equipping for every need, whether through scholarships, resources, technical assistance or visionary expansion. Each member of our staff and board is committed to the same goal: to provide ongoing life-changing opportunities for every student to feel God's hand guiding them as they serve the Kingdom of God in honest, true, and courageous ways. By increasing our staff and expanding our board, we have tackled the challenge of building a lasting endowment to secure Fletcher's future.

Finally, our donors lead us all by committing to providing light to the entire world, like that lighthouse on a rocky shore, spreading inspiration and opportunities to share the Gospel with those challenged by the upheavals and weighty questions of our times. Without the leadership and sacrifice of our donors and supporters, Fletcher Seminary would never have been able to launch from its shores and sail so successfully into the next horizon.

Stephanie Nash

Rev. Stephanie Nash, Board Chair

"In him was life, and that life was the light of all mankind. The light shines in the darkness, and the darkness has not overcome it."
John 1:4-5

Strategic Plan and Key Accomplishments

Goals for 2026

1. **Increase student enrollment to 30.**
    a. A detailed strategic objective plan has been approved by the board specifically for enrollment. It includes
        i. Student referral campaign
        ii. Recruitment objectives for board members
        iii. Online preview per term/trimester
        iv. Public lecture series
        v. Congregational referral pipeline with referral pastors
        vi. Student/alumni storytelling emphasis
2. **Launch Development Advisory Council, co-chaired by Ed Francis and Tom Copeland.**
    a. Leadership is meeting monthly and recruitment for the council is ongoing.
3. **Launch *Fletcher Forward* Capital Funds Campaign.**
    a. This will be led by the Development Advisory Council.
4. **Raise a sustaining endowment of $3.6 million and an aspirational, growing endowment of $5 million.**
    a. This will be led by the Development Advisory Council.
5. **Hold an in-person Board Planning Retreat.**
    a. We held a two-day board/staff retreat in Dallas, Texas in April 2026 with all members but one attending. Also, a dinner with special guest Scott Fletcher and other invited guests was shared. Our first graduation took place on the second day. Much was accomplished.

Educational Partnership

INTEGER NETWORK

Integer Network is an international coaching firm with whom we are working with in offering of two certificate programs, as well as standalone courses, that will enable leaders in church, non-profit and ministry settings to lead more effectively through compassionate conversations and ensure the development of their teams. Learn more about Integer Network's wonderful work at: https://www.integernetwork.com/.

Strategic Plan and Key Accomplishments



6. **Add financial and diversity leadership to the Board.**
    a. We added a banker, an African American educational administrator, and a Presbyterian minister to our board.
7. **Increase salaries.**
    a. Two steps are progressing: a salary policy is being developed and salary increases will be presented to the board with the 2026-2027 budget proposal.
8. **Add part-time development staff position.**
    a. Fletcher Seminary hired Rev. Dr. Jonathan Davis as a part-time contractor for communications and development in August.
9. **Make further preparations for accreditation application such as better library access.**
    a. Operational processes and growth plans are created to be compliant with the requirements for The Association of Theological Schools (ATS). Funding for increased online library access has been received via grant awards.
10. **Explore additional ecumenical partnerships to honor Fletcher certificates and degrees.**
    a. Rev. Dr. Kan'Dace Brock is managing our partnerships and will collaborate with staff and board to develop these relationships.







A Year of Growth

First Graduation

Fletcher Seminary held its first commencement ceremony in April 2026. Two students were granted the Master of Arts in Christian Ministry degree in a virtual presentation during the board retreat.



Thomas Bradshaw



Stanley Eugene Wilson

Creation of the Development Advisory Council (DAC)

The Board acted to create the Development Advisory Council (DAC) which will be composed of two or more board members and other selected supporters of Fletcher Seminary. Board members Dr. Tom Copeland and Ed Francis have agreed to be co-chairs for the formation of the council.

The Development Advisory Council (DAC) will serve Fletcher by:

- Developing fundraising strategies
- Assisting with major donor connections
- Identifying and recruiting "Fletcher Friends," who are willing to advocate for Fletcher in their local churches and communities.

The DAC will continue recruiting and adding members, with the goal of having a consistent working group active by April 2027. The intent is to have a DAC of 6-8 members who will advise and assist the staff and trustees in development. In addition to these members of the DAC, the group is recruiting and will continue to recruit a secondary group as "Friends of Fletcher." This network of 20-30 people will be charged with spreading the Fletcher story in their churches and communities and providing a liaison with potential donors on behalf of the DAC.

As future resources allow and professional development staff is added, the DAC will continue to function as an advisory board for all development activities and projects.

A Year of Growth

Next Steps for DAC

1. Continue to recruit DAC members and Friends of Fletcher.
2. Maintain an updated donor list and develop a potential donor list for outreach.
3. Develop systematic donor outreach built around specific needs and organized giving events and programs.
4. Develop working relationships with experts in fundraising who are supportive of Fletcher and are willing to provide profession development guidance at no or minimal cost.

In-person Board Retreat

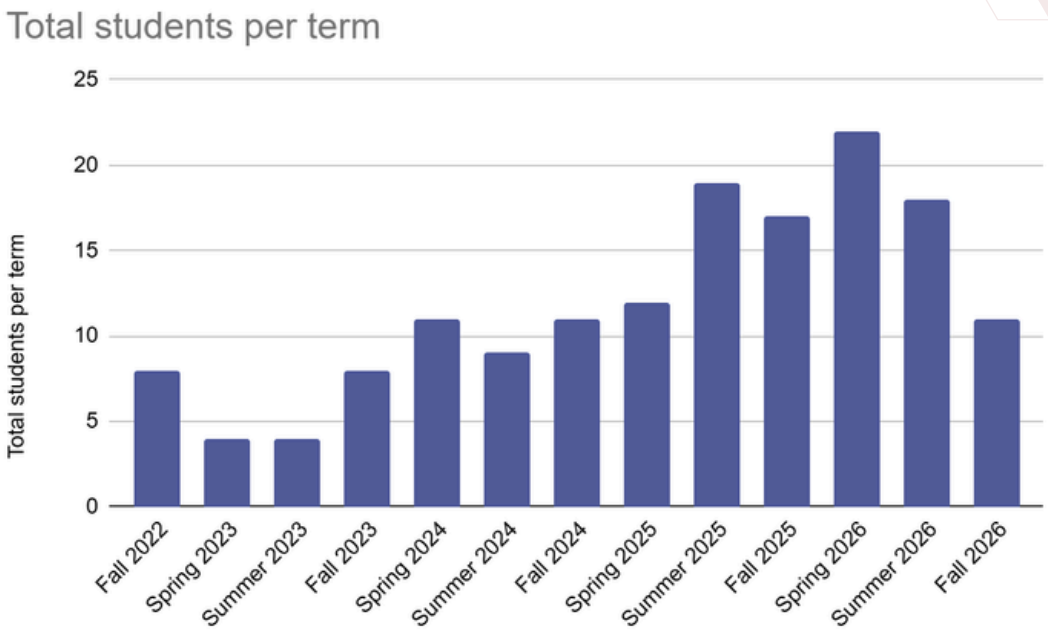
The entire Fletcher Seminary board of trustees (with one exception) and staff met for a two-day in-person retreat in Dallas, Texas, in April of 2026. The retreat was named Fletcher Forward Together.

Highlights included a dinner with special guests from the community and a presentation by Scott Fletcher, son of Reverend Jesse C. Fletcher for whom the seminary is named. Fletcher Seminary's first graduation was held and two graduate students received their degrees. Being a virtual seminary, valuable time was spent in fellowship, sharing and getting to know each other better.

Staff led a strategic brainstorming session using a SWOT analysis to concentrate on financial and student recruitment objectives. Board members led sessions to review our history and refine our identity. A major donor led a conversation which provided insight and sparked inspiration into fundraising planning. By all accounts, the retreat was deemed a great success.



Student Population Growth and Data



Four Terms: Fall 2025, Spring, Summer, Fall 2026

Fall 2022 - Fall 2026

Total students: 47 (headcount)
Completed Graduate Program: 2
Completed Certificate Programs: 2

Note: Our partner Integer Network did not offer a coaching course during the Fall 2026 term, leading to a drop in headcount of students. They will be starting at least one new cohort in the Spring 2027 term, leading to an anticipated increase in students.

Countries of Students

Africa

Kenya: 2
South Africa: 4
Uganda: 1
Zambia: 1

United States

Kentucky: 2
Maryland: 1
Mississippi: 1
New Jersey: 1
Ohio: 1
Texas: 11
Virginia: 1

Staff Growth

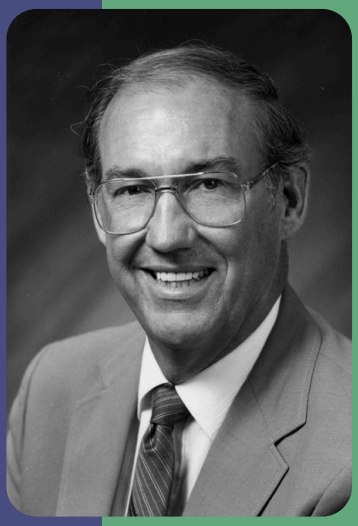






Three staff members were added this year. The first addition was Chief of Staff Annette Miller, MBA, who came on board in May 2025. Linda Cross, MA, was added as Associate Academic Dean also in May 2025. Reverend Dr. Jonathan Davis joined the team in August 2026 as Communications and Fundraising Specialist. He contributes extensive first-hand history of Fletcher Seminary's establishment, having served as Fletcher's first employee, 2020 - 2023.

An Enduring Legacy





"The Fletcher Family is proud of the Jesse C. Fletcher Seminary's accomplishments! Jesse devoted a lifetime of preparing people to meet the call of Christ in spreading the good news of the Gospel around the world. We celebrate with the seminary for another year well done."

-Scott Fletcher

Fletcher Seminary's Impact

Fletcher Seminary is a unique seminary with a progressive mindset, eager to serve students who may not be welcome in other environments or who struggle to meet challenges such as in-person classes or high tuition costs. The majority of our students work full time or are otherwise unable to travel to a traditional brick-and-mortar institution. Most of our students require financial help to achieve their educational goals.

Our first Master of Arts in Christian Ministry graduate is a Clinical Social Worker and a United Church of Christ ordaind. His faith background includes Roman Catholic, Presbyterian and Episcopal settings. A faithful practitioner of contemplation, he combines practices borrowed from Zen Buddhism with his Christian faith. He has found theological depth, contextual richness and philosophical broadness at Fletcher Seminary that enhances his faith and further prepares him for continued ministry. He has been so impacted by Fletcher Seminary that he is deepening his study as a Ministry of Divinity student.

Our second Master of Arts in Christian Ministry graduate planted a church 22 years ago and is still the senior pastor. He also has a degree in Substance Abuse Counseling. His ministry has included working with chemically dependent homeless men and youth. This minister's passion is Urban Theology, drawing on the rich heritage of the Black church, and serving the marginalized. Through Fletcher Seminary he has found a community which shares his deep passion for social justice and unfettered love for all people and values rich theological preparation. He, also, has decided to pursue further education at Fletcher Seminary as a Ministry of Divinity student.

We have an African student whose only online access to class was his phone, and the classes he needed were offered at a time that meant he would have to arise at 3:00 am to attend class. We are offering a more accessible Saturday morning class this Fall. For another African student, we provided a solar panel to help provide electricity access.

A U.S. Black woman pastor of a small congregation was only able to attend class on full scholarship, as her other full time job did not provide enough income for tuition. Another student, a rural mail carrier who works six days a week, was able to schedule her classes in the evenings to allow her full participation. A Black pastor who started his own church in San Antonio in a diverse community similarly is almost on full scholarship, and we have modified times to meet his bi-vocational schedule.

A female judge has taken multiple classes but for her interest in becoming more educated in theology. Likewise, a transgender female surgeon has taken classes. Fletcher is committed to providing a rigorous seminary education to even the most marginalized ministers and lay leaders who are seeking support and affirmation for their spiritual calling.





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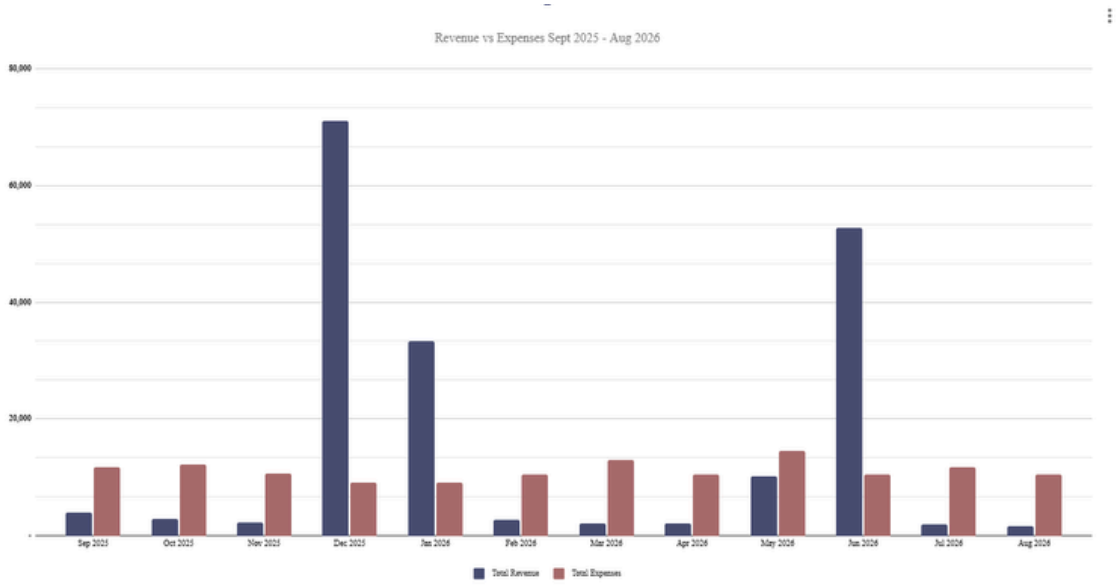
Financial Summary

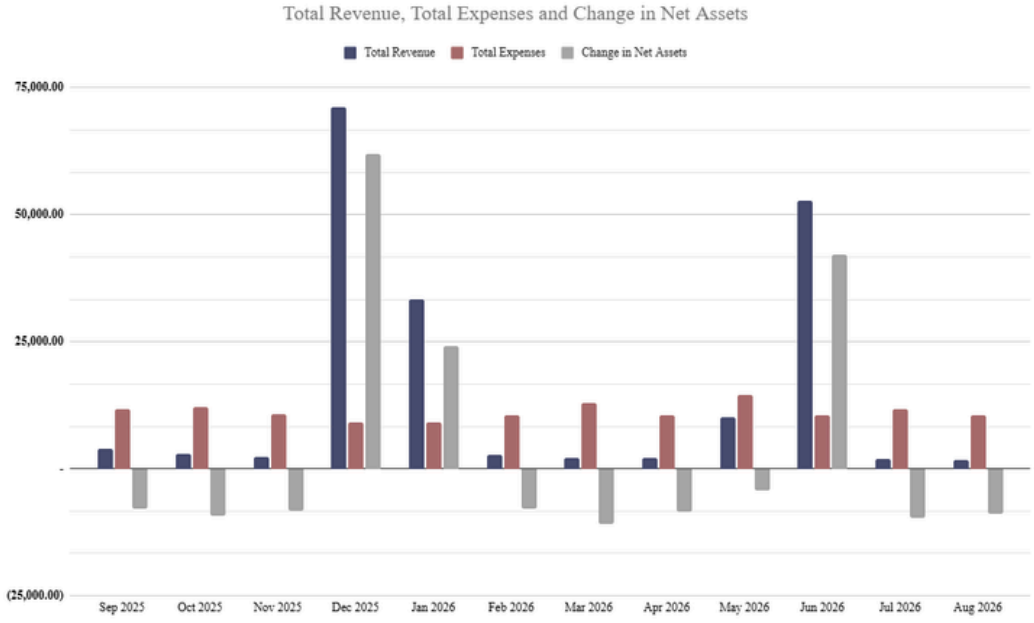
Submitted by Carrie Stiver, CPA, Finance Director

The annual budget for the 2025-2026 fiscal year was $133,800. We managed costs effectively resulting in actual expenses for the year being $134,016 (<1% budget variance).

We generated total revenue and support of $186,988 resulting in an increase to net assets of $52,972 for the fiscal year.

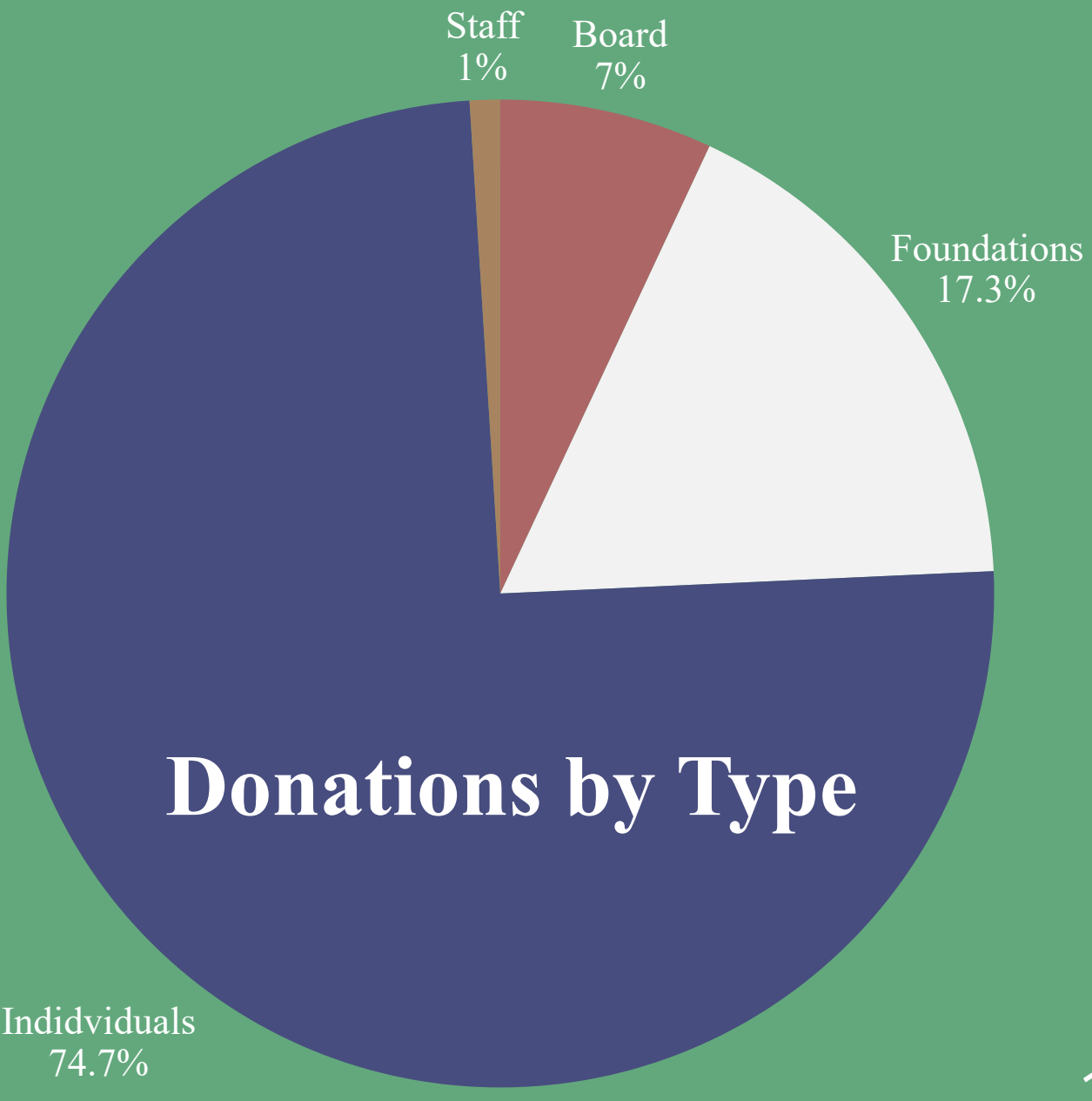
Currently, we have sufficient cash reserves and pledges of support to cover the 2026-2027 fiscal year budget through the Spring 2028 semester.





Financial Summary cont.





Donations by Type

Looking Forward

Fletcher Seminary had an impressive year of growth and is poised for another leap. The need for inclusive, progressive theological education cannot be overstated. Our strong infrastructure, lack of debt, top tier caliber of faculty, and expanding presence have earned us a place as an institution of rigorous theological education in Texas and beyond.

Here are some ways you can contribute to Fletcher Seminary's mission:

- Any amount toward our endowment fund
- $115,000 to increase staff salaries to minimum market values
- $40,000 to establish a ministry support cohort program for ministers, lay leaders and nonprofit faith leaders
- $10,000 to launch a lecture series
- $3,000 for faculty wages per graduate course or $2,500 per certificate course
- $1,050 tuition cost for a graduate student for a three-hour course
- $500 to contribute to a digital library for our students
- $195 truition cost for a certificate student
- $50 to help pay for a student's books

We also appreciate your support which can be provided in other ways:

- Serve as a Board of Trustees member, Development Advisory Council member, or Friend of Fletcher
- Pray for our board, staff, faculty and students
- Read and share our news and communications sent via email and social media
- Talk about Fletcher Seminary with others

For more information, reach out to info@fletcherseminary.org or call (210) 756-7555. We are expecting a great 2026-2027 year with your involvement!

