

# **Vision 2025 – Preparing Christian Servant Leaders**

*A Blueprint for the Second Century of  
Campbellsville University*

*2010 – 2025*

Approved by the  
Campbellsville University Board of Trustees

August 11, 2009

# Vision 2025 – Preparing Christian Servant Leaders

## Campbellsville University

The Campbellsville University Board of Trustees and President Dr. Michael V. Carter initiated a visioning process for the institution's second century of Christian higher education following the completion of the 2006-2007 centennial celebration. Designed to cast a vision for the future and to build on the momentum resulting from the success of the centennial celebration, a Committee on the Vision for the Second Century (Vision Committee) was appointed and consisted of trustees, faculty, staff, students, alumni, and community representatives. This **Vision 2025 – Preparing Christian Servant Leaders (Vision 2025)** plan is the result of an extensive self examination process and presents a blueprint of what the institution aspires to become over the next 15 years (from 2010 through 2025). A survey document was made available to the various constituency groups (i.e., Board of Trustees, Church Relations Council, Advancement Board, Board of Alumni, and other groups as well as faculty, staff, coaches, and students) to receive input, was distributed via internet and hard copy, and suggestions received were referred to the Vision Committee for study and consideration.

This document is designed to cast the future direction of Campbellsville University in a broad, macro-approach and to move Campbellsville University to a higher level of quality and excellence. The vision goes beyond the one year and five year forward look of the institutional strategic planning process. **Vision 2025** builds upon the foundational steps already taken by the Board of Trustees and administration as summarized below:

- The University Mission Statement, originally adopted in July 2001, has been revised and approved by the Board of Trustees as of April 28, 2009 (see attached revised University Mission Statement and Core Values as attachment A);
- Our emphasis will remain on excellence in the creation of the teaching and learning process in a character developing atmosphere based on our Christian commitment. Scholarly research and community service will always be prioritized as the university grows.
- The commitment to the CU strategic planning process, which looks forward five years, and master facilities plan, a ten year plan, has been instrumental in the school's progress and will continue to make planning and assessment institutional priorities;
- CU's historic role as a Christian higher education institution in the Baptist tradition will continue to be critically important in the second century;
- Completion of the \$50 million *Transforming a New Generation – A Journey of Faith* Centennial Capital Campaign, around ten months in advance of the June 30, 2009

deadline, is but a first step in assuring the financial stability and advancement of the institution. A Vision 2025 capital campaign is a priority item; and

- CU will continue as an institution that focuses on the success of each student with emphasis on mastery of the academic discipline, servant leadership, and character development from a Christian perspective.

The following sections present “the vision” for the second century of Christian higher education at Campbellsville University. In summary the vision, being cast by the Board of Trustees, Dr. Michael Carter, and the senior leadership team, is for Campbellsville University to be a premiere Christian university in the nation. Much of the foundation has been put in place, and CU now looks to the future to build upon that foundation in order to achieve overall excellence in all areas of institutional life. The vision strategies presented are not designed for specificity on all matters, but they represent a “general blueprint for the future” and will be phased into our five year strategic planning process over time. The first section presents a summary of the Christian mission in higher education followed by a section outlining the general university vision. Subsequent sections discuss academics and curriculum, student life, and campus facilities portions of the vision.

## **The Vision:**

### **Our Christian Mission in Higher Education**

Since being founded as Russell Creek Academy in 1906, Campbellsville University has been an institution dedicated to Christian higher education in the Baptist tradition. The Board of Trustees and senior administration remain fully committed to the institution’s Christian mission and believe that there has never been a greater need for Christian higher education. It is believed that the pursuit of excellence in Christian higher education is the foundation upon which the **Vision 2025** program must be constructed.

1. Campbellsville University’s commitment to quality Christian higher education and servant leadership will continue to be that which defines the institution and separates us from secular institutions of higher learning.
2. CU will continue to maintain its historical Baptist identity and operate within the historic traditions of the best of Baptist higher education which focus on maintaining academic excellence and academic freedom within the parameters of the Christian faith.
3. We affirm our commitment to the “whosoever will” gospel of Jesus Christ (John 3:16) and will continue to seek to enroll students regardless of their religious affiliation or lack thereof.

4. CU's commitment to diversity will continue in all facets of university life to include student recruitment, hiring of faculty and staff, composition of the Board of Trustees and other constituent boards such as the Church Relations Council, Board of Advancement, and Board of Alumni Relations.
5. Servant leadership opportunities, designed to build Christian character (via professional growth), will be emphasized and provided for CU students, faculty, staff, and coaches.
6. CU will explore the establishment of a work-to-learn program for CU students that will provide students additional opportunities to help defray educational expenses while learning to become Christian servant leaders who focus on personal transformation and service to others. Such a work-to-learn program will be considered as part of an increased emphasis on servant leadership and importance of instilling in each student the value of hard work, ethics, and integrity.
7. CU will continue to be active in the local community and support the community in accordance with our Christian mission. This will be true for the main campus and all regional campus locations.
8. CU will create a new model for student life and academics, reflective of the institution's Christ-centered focus, creating a seamless learning environment in which students are involved in a variety of academic experiences and student activities compatible with the core mission of the institution. Christian ethics and civility in a democratic system are examples of topics that will be explored.

### **General University**

There are numerous facets of university life that impact the implementation of the **Vision 2025** program. In this section, several general university vision strategies are outlined that are not categorized in other sections of this document and are supportive of other areas of university life. We believe the main campus must continue to provide a strong "community of learners" environment as traditional aged college students have the opportunity to learn and grow in a distinctly Christian environment. We further believe that faculty, staff, and coaches must be engaged in professional growth and development. Emphasis must be placed on the relationship of faith and learning throughout the university. We will continue to explore our outreach through regional campuses and online venues to reach adult and graduate populations.

1. Campbellsville University will maintain a low student to faculty ratio to provide personal and transformational educational experiences for our students.
2. Benchmarks for faculty and staff salaries will be maintained and monitored with priority given to attaining comparability to peer institutions.

3. A data base of peer institutions will be maintained and assessed at least annually in terms of salaries, enrollment, administrative personnel per program area, budget, student retention, student graduation, endowment, and other pertinent data. CU will be compared to these institutions with appropriate resulting assessments made that may be applied in enhancing CU's performance.
4. Maintaining the affordability of a CU education will be an ongoing priority. Strategies include providing adequate financial aid for students and raising funds to help endow scholarship assistance.
5. Student retention rates will increase to those levels evidenced by review of the best of the peer institutions.
6. Student graduation rates will increase to those levels to make CU comparable to the best of the peer schools.
7. A series of **Vision 2025** capital campaigns will be planned and implemented with careful study and lead gifts emphasized during a "silent phase" which are essential to the campaign's success. The capital campaigns must be bold in their goals and sufficient to move CU to the next level of excellence in academics and degree offerings in order to reach the central goal of making CU a premiere Christian university in the nation.
8. The institution's endowment will be increased and is necessary to provide the level of financial strength and ability the university must achieve. The goal will be to increase the endowment to a level needed to help make CU a strong university financially.
9. CU will seek to position our financial standing to one of strength in order to ensure the long-term viability of the institution. Decisions dealing with programs, facilities, and personnel must enhance our financial position.
10. New facilities and programs will avoid indebtedness to the extent possible with priority given to those that produce revenue that may strengthen the university. Goals will be incorporated into the new capital campaign to ensure quality academic programs, attractive facilities, and marketing strategies that will continue to attract students to CU. New facilities and programs must be cost effective and support the mission of the university.
11. CU will seek to operate efficiently while maintaining a standard of excellence. This ongoing process will involve unit size assessment, use of technology, use of support staff,

economies of scale, program marketing, avoidance of administrative sprawl, and cost benefit criteria for efficient operations.

12. The university will seek to provide a holistic sense of wellness for students, faculty and staff. Wellness will be emphasized as a lifelong objective.
13. The university will seek to be as energy efficient and environmentally friendly as possible with facilities and programs.

### **Academics and Curriculum**

Campbellsville University has made a strong commitment to academic excellence and opportunity for students throughout our history. Over the next 15 years, CU will seek to provide academic programs that provide graduates with viable professional paths and employment opportunities and that encourage lifelong learning in a global world. As a Christian university, CU will continue to focus on academic excellence with emphasis on servant leadership, ethics, and other Christian standards. The university is committed to exploring the feasibility of new programs at the undergraduate and graduate levels, including professional studies such as law, allied health courses of study and other fields of study that are compatible with the CU mission.

1. An ongoing evaluation of the number of hours for a baccalaureate degree will be done.
2. CU will undertake an analysis of the institutional calendar and academic term structures. An assessment will be made as to whether the calendar may be more user-friendly for working commuter students and to allow for creative internships, practicum experiences, and collaborative learning, for all students, on the main campus and at our regional sites and campuses.
3. A variety of means to assess core general education requirements is required. The influence of academic guilds to drive specialization toward more hours versus the pressure for more general education hours must be balanced.
4. Academic programs must be evaluated in terms of costs and number of students enrolled. Regular review and update of course offerings will be needed in order to provide timely and appropriate sequence of courses. CU will have to be able to project the needs of the next generation of students.
5. Classrooms will be updated and improved to accommodate the latest technology and comfortable and flexible furnishings.
6. Academic courses offered by CU must be assessed to ensure transferability to other institutions.

7. Online course offerings will be expanded with the understanding that success of online courses increases with the age and maturity of the student.
8. CU will seek to enhance and expand “programs of distinction” such as the Honors Program, Kentucky Heartland Institute on Public Policy, Clay Hill Memorial Forest, WEL (and other similar programs that may result from CU’s Quality Enhancement Plan in the future), FIRST CLASS, and the ongoing development of a campus-wide wellness program.
9. In addition to the required accreditation of the institution by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) and basic standards set forth by the Commonwealth of Kentucky, CU will continue to seek national unit accreditation of academic programs. CU will make appropriate changes and enhancements required by SACS and other applicable accrediting agencies.
10. New academic programs will be considered with particular emphasis on areas of the economy that are growing with resulting increase in demand for professional fields (e.g., engineering, high tech, allied health, such as physical therapy and occupational therapy, engineering and robotics, law, physician’s assistant, music therapy, environmental studies, architecture, etc.). Areas of professional studies will be emphasized. Doctorate degrees, and other post-graduate options, will be researched in various fields, including education, music, and other disciplines. The feasibility of new academic programs will be evaluated on the basis of need, financial viability, and compatibility with the core mission of CU. Certificates in viable disciplines will be considered.
11. Campbellsville University will place priority in the Vision 2025 period on development of regional campuses and sites throughout Kentucky and beyond. These regional campuses will be located in key population centers, offerings will be designed to meet specific educational needs in the economy of the region in which the site is located, and an operational model will be put in place that maximizes return on investment and becomes the basis for a dramatically enhanced financial base for the institution's overall operations.
12. The Louisville Campus will be a continuing priority and will be significantly expanded to ensure its viability and fulfillment of its mission. The recent hiring of a new vice president for regional and professional studies, who is housed at the Louisville Campus, is the first step. Further expansion will include additional course offerings, more degree options at the undergraduate and graduate levels, procurement of additional space, online

offerings, enhanced marketing in the Louisville metropolitan region, recruitment of international students, and partnerships with the business and civic communities.

13. Current regional sites in Somerset and Elizabethtown will be expanded. Campuses will be opened in Hodgenville and Ft. Knox. These regional sites, in addition to the Louisville Campus, will offer courses of study and degree options that meet the particular needs of the respective communities and regions and that support the mission of the home campus. Partnerships with the business community, online offerings, flexible terms and scheduling, aggressive marketing and recruiting, and innovative uses of technology and delivery are among the strategies that will be used to expand these and other future regional campuses and extension sites around the Commonwealth of Kentucky and beyond.
14. Other regional extension sites will be explored as opportunities arise with emphasis on offering degree completion options at community colleges, theology courses of study, expansion of online offerings, short-term certificates, workforce development, partnerships with business and industry, and emphasis on innovation and technology. Regional sites that will be explored include Northern Kentucky, Ashland, Lexington, Winchester, various sections of western Kentucky, and out of state and international expansion opportunities that are developed.
15. Dual enrollment classes in area high schools, as well as junior and senior high school students coming to campus, will be important in helping CU meet its core mission and in introducing CU to prospective students.
16. CU will explore the feasibility of creation of a “city college” in which students, who are marginally prepared for college studies, are provided a seamless transition from high school to college courses that may lead to an associate degree.
17. Partnerships with other institutions, including those in the public sector, will be explored. Collaboration with other institutions will be viewed as a process of enhancing regional stewardship as well as professional/research opportunities for faculty and students.
18. Service learning opportunities for students will be expanded, including development of programs that emphasize service learning tied to the student’s academic area of study. The Freshman Year Experience/FIRST CLASS program will be enhanced to help students bridge the gap from high school to college and the process of higher order thinking and learning. Additional summer cooperative programs will be developed by professional program areas.

19. The Technology Training Center will be an important part of the institution's outreach in helping meet workforce development and lifelong learning demand in the local community and region. Training programs will be researched, designed and offered that readily meet the changing demands of business and industry. Community education courses will be expanded to help serve the interests and needs of the community. The feasibility of a "technical college" as part of CU will be reviewed in order to better serve the community and region and to provide alternative educational opportunities for area youth and workforce.
20. The development of a community dinner theatre program, including a summer program, will be explored.
21. CU will expand opportunities for faculty growth, development, grant writing, and research that are compatible with the institution's history as a teaching university.

### **Student Life**

In addition to having challenging academic programs that prepare students for a lifetime of service, the institution will maintain a student life program that engages students in meaningful servant leadership opportunities, provides for spiritual growth and maturity, encourages physical and intellectual challenge, and blends well with the student's academic studies.

1. Total student enrollment will increase to approximately 5,000. This includes full time undergraduate students living on campus, commuters, graduate and post-graduate level, the Louisville campus and other regional sites, online, and adult learners. These enrollment numbers do not include those who will be trained via the Technology Training Center.
2. The number of students living on campus will be 1,600. The full-time equivalency of students will increase to approximately 3,500.
3. New student housing will be constructed to accommodate the increased number of students living on campus.
4. Consideration will be given to having key faculty and staff involved in student life and activities to live on or near campus as the campus continues to grow. This recognizes the value of developing a "campus community" whereby students see community value exemplified by faculty, staff, and coaches.
5. CU will continue to place an emphasis on educating first generation college students from around Kentucky and surrounding states including the Appalachian region.

6. Emphasis will continue to be placed on increasing the diversity of the student population including minorities and international students.
7. CU will seek closer relations with the Consortium for Global Education, and other similar organizations, as a means of increasing our international programs and the number of students who study abroad.
8. As the diversity of the student population increases, CU will continue to hire faculty, staff and coaches who reflect the diversity of the students.
9. Students will be provided opportunities for Christian servant leadership, community service, and missions. FIRST CLASS, and related initiatives, will be strengthened to help students to become more engaged in servant leadership experiences during the first two years of college.
10. CU will emphasize student academic and leadership national organizations, such as Alpha Chi and Omicron Delta Kappa, and involve students, faculty, staff, and others in the organizations.
11. New athletic programs will be established to increase student opportunities. A range of new athletic programs will be researched and considered as trends in intercollegiate athletics change and expand.
12. Title IX compliance will be emphasized in decisions made relative to all programs.
13. Intercollegiate athletic programs will continue to emphasize the value of student athletes competing for excellence with a commitment to their being “champions of character.”
14. Professional development opportunities for faculty, staff and coaches will be provided with emphasis on such areas as anger management, budget, technology, character development, servant leadership, civility and ethics, and diversity. These programs will be designed to help faculty, staff, and coaches better serve the interests of our students and help ensure our students’ success.
15. All on campus students will be provided a full program of student life opportunities, activities, and intramural athletics. Commuting and other students, who do not live in campus housing, will be provided appropriate levels of student life activities to help integrate them into the overall campus life. Students at the Louisville Campus and other regional sites will be provided with a range of services and activities that are designed to accommodate their unique needs.

## **Campus Facilities**

Campbellsville University has made tremendous progress in the enhancement of campus facilities and overall aesthetics over the past decade. As the **Vision 2025** plan is implemented over the course of the next 15 years, it is imperative that priority continues on providing quality facilities, aesthetically pleasing landscaping, and a campus environ that is “green” and sustainable. Quality campus facilities are an important component in the overall forward movement of Campbellsville University.

1. The campus facilities master plan will be followed in the design and location of new facilities. The plan will be updated on a regular basis as guided by the CU master planning process.
2. A comprehensive preventive maintenance program will be implemented for all existing facilities. There will be an ongoing review of older structures on the campus (e.g., science building, Alumni, Druien Hall, South Hall West, and others) as to the cost effectiveness of major renovations.
3. The campus and grounds will be landscaped and maintained in an aesthetically pleasing manner. Every effort will be made to see that the campus grounds are environmentally friendly in design and use.
4. Phases three and four of the Heilman Student Complex will be financed and constructed.
5. Additional wellness space for students, faculty, coaches, and staff is a priority so as to support the campus priority of wellness as a lifetime objective.
6. New student housing, which will be energy efficient and student friendly, will be constructed as enrollment grows.
7. As the campus continues to grow and expand, emphasis will be placed on providing additional parking facilities to accommodate institutional growth.
8. Campbellsville University will either construct a new administration building, or make major renovations to the current facility.
9. Campbellsville University will construct new, or renovate existing, facilities for the fine arts and performing arts.

10. Campbellsville University will remain committed to diversity and global institutional outreach. This includes a strong commitment to the welfare of our international student populations. Improved and expanded commons space will be provided for our international students.
11. Library facilities will continue to transition with emphasis placed on technology based resources.
12. The need for new athletic facilities will be reviewed and considered as the university grows.
13. Efforts will continue to relocate off campus athletic facilities closer to the campus. Turf will be placed on the football field as well as lighting for the football and baseball fields.
14. Additional green space will be developed as the student population grows with emphasis on transforming “brown zones” into useful and aesthetically pleasing green space.
15. New and substantially renovated facilities will incorporate technologies and systems that are energy efficient and environmentally friendly and provide enhanced security.
16. New properties will be purchased, as needed and as resources allow, for the continued expansion of the campus boundaries.
17. Naming opportunities for facilities will be maximized to help raise funds and to also honor those who have served the university, such as former presidents and trustees, key faculty and staff, alumni, and friends.

## **Summary**

The vision for Campbellsville University is to become a premiere Christian university in the nation. This vision began in 1996 when the Board of Trustees moved the institution to university status. Since 1999 when Dr. Michael V. Carter assumed the presidency, that vision has continued and significantly expanded. The **Vision 2025 – Preparing Christian Servant Leaders** plan will move us closer to that reality as we work together in the years ahead. There has never been a greater need for a great Christian university. At the same time, the challenges to achieve such excellence are immense. Implementation of this vision becomes the foundational steps in achieving the servant’s role to which God is calling his people.

The economic impact of Campbellsville University is significant. The July 2009 economic impact analysis, prepared by Younger and Associates of Jackson, Tennessee, documents the following economic impact in the local community: total economic impact of \$90 million, 1,403 jobs generated by CU’s operations in the local economy, and almost \$1.0

million in taxes generated for local governments and school districts. No doubt, this economic impact will continue to grow substantially in the years ahead as we implement this plan of action.

Implementation of **Vision 2025** must be predicated on a series of capital campaigns with specific goals set forth for 2015, 2020 and 2025. Completion of the vision strategies, contained in this document, require substantial financial resources, identification of additional major donors, and detailed plans for facilities and programs. Upon adoption of this vision plan, work will begin immediately and expeditiously on first phase of the overall **Vision 2025** fundraising efforts.

The Campbellsville University community is committed to working in unity to make this vision a reality. Our work is well underway, and we are grateful to God for the progress made to date. However, we face both challenges and opportunities in the years ahead as we seek to move to the “next level” of academic excellence, student success, stewardship of resources, and seeking to be a Christ-centered community of learners. The transformation of Campbellsville University has only begun. We are committed to this **Vision 2025** plan as a blueprint for the exciting days that lie ahead as we work to make Campbellsville University a premiere Christian university in America.

Sincerely,

Michael V. Carter, President

## **Attachment A**

### **Campbellsville University Mission Statement and Core Values**

#### **Mission Statement**

Campbellsville University is a comprehensive, Christian institution that offers pre-professional, undergraduate and graduate programs. The university is dedicated to academic excellence solidly grounded in the liberal arts that fosters personal growth, integrity and professional preparation within a caring environment. The university prepares students as Christian servant leaders for life-long learning, continued scholarship, and active participation in a diverse, global society.

#### **Core Values**

- To foster academic excellence through pre-professional certificates, associates, baccalaureate, masters, and doctoral programs through traditional, technical and online systems
- To provide an environment conducive for student success
- To uphold the dignity of all persons and value diverse perspectives within a Christ-centered community
- To model servant leadership through effective stewardship of resources

