Building Futures: Vision 2020
Since its establishment on January 5, 1887, Campbell University’s highest and most noble aspirations have been the creation of a teaching, learning, and living community within the context of the Christian faith. For over 120 years, this passion to educate graduates who are the salt of the earth and the light of the world has guided and will continue to guide the University. The accomplishment of these goals is demonstrated daily in the lives of Campbell University alumni as they serve in their professions, their communities, and their churches.

With this great legacy as the foundation, Campbell University is seeking to fulfill a bold vision of becoming a preeminent university among peer Baptist institutions. The strategic plan which sets forth the path into this successful future is proudly titled Building Futures: Vision 2020. This brochure outlines the mission, vision, aims, and initiatives of this ambitious, yet realistic, plan.

The strategic planning process is carefully guided by the University’s Planning Council, with every area of the University represented on the council - Executive Administration, Academic Deans, Faculty Senate, Student Government, Trustees, and Alumni. The Council continues its leadership position in charting and implementing this significant path for the University.

In November 2006, Building Futures: Vision 2020 was presented to the Board of Trustees for their consideration. The Board immediately embraced the Council’s work and unanimously voted to affirm the strategic plan.

I invite you to join the Campbell trustees and me in embracing this direction and vision. I hope you will explore this document with the same sense of joy and anticipation that is being stirred throughout the entire Campbell University family. Building Futures: Vision 2020 will inspire us, stretch us, and challenge us as we continue to strengthen and develop Campbell University to the Glory of God the Father.

Ad astra per aspera,

Jerry M. Wallace
President
Campbell University’s purpose is deeply rooted in and flows from the institution’s core convictions. From its humble beginnings in 1887, the University has held to the passion of its founder, Dr. James Archibald Campbell, to prepare young men and women for a living and for a life through Christian education. Today, this passion is expressed as educating graduates who are and who will become the salt of the earth and the light of the world.

For more than 120 years, Campbell University’s commitment was and remains to serve students through learning, Christian nurture and service, and discovery.

Core Convictions

Campbell University, like most other institutions of higher education, wants to teach well, to have the necessary financial resources to excel, to have good students, and to produce graduates who will make a difference in the world. What makes Campbell University unique is the merging of these generic realities with the institution’s core convictions. The result is a distinctively different education that blends academics and spiritual development.

The University is devoted to teaching and learning in the Christian tradition of the liberal arts; to service to God, the church, and the community; and to the search for truth.

The Campbell University family, from the Board of Trustees to the newest member of the faculty and staff, embraces the core convictions and are determined to maintain its Christian posture and the pursuit of very highest quality of scholarship.
Statement of Purpose

Campbell University is a university of the liberal arts, sciences, and professions which is committed to helping students develop an integrated Christian personality characterized by a wholeness of body, mind, and spirit that includes: a method of critical judgment; and appreciation of the intellectual, cultural, and religious heritage; stewardship of the body; and a sensitive awareness of the world and society in which they live and work with persons.

Campbell University is a Baptist University affiliated with the Baptist State Convention of North Carolina. Both in and out of the classroom, the University endeavors to present Christian principles to students and to foster their application to daily life.

The purpose of Campbell University arises out of three basic theological and Biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community.

Therefore, the mission of Campbell University, as a community of Christian scholars, is to:

- Provide students with a Christian worldview
- Bring the word of God, mind of Christ, and power of the Spirit to bear in developing moral courage, social sensitivity, and ethical responsibility that will inspire a productive and faithful maturation as individuals and as citizens
• Transfer from one generation to the next the vast body of knowledge and values accumulated over the ages
• Encourage creativity, imagination, and rigor in the use of intellectual skills
• Affirm the University’s commitment to the belief that truth is never one-dimensional but in wholeness is revelatory, subjective, and transcendent as well as empirical, objective, and rational, and that truth finds its unity in the mind of Christ
• Frame University teaching in the context of a liberal arts education seeking to free persons to live more abundantly and securely in an ever-changing social order
• Foster stewardship in nurturing gifts of the mind and in developing aesthetic sensibilities
• Equip students with superior vocational skills, productive insights, and professional integrity
• Provide a community of learning that is committed to the pursuit, discovery, and dissemination of knowledge to serve the region as well as national and international communities
• Prepare students for purposeful lives and Christian service throughout the world through undergraduate, graduate, and professional instruction including terminal graduate and professional programs
• Provide services to the general community through research efforts, continuing education, cultural enrichment programs, and extended campus education
• Cooperate with other educational institutions for the advancement of mankind

This University sees the human vocation as living by faith under grace, with no conflict between the life of faith and the life of inquiry.
The vision of Campbell is to further its calling as a Christian university, while becoming a preeminent university among peer Baptist institutions, all while accomplishing its high and noble aspiration of educating students to become the salt of the earth and the light of the world.
• Enhance the quality of learning and the intellectual excitement of academics at the University
• Position Campbell as a comprehensive University that is faithful to its Christian heritage and tradition

• Increase the student population through the recruitment and retaining of students with increasing academic and leadership potential

• Build, refurbish, and maintain physical structures to advance the teaching, learning, research, and living experiences of all students
• Strengthen student life programming that enriches the learning, living, and service experiences of students
• Pursue athletic excellence with reason and integrity
• Create and implement a comprehensive advancement strategy that effectively provides the necessary human and philanthropic resources for the University’s continuing development
Strategic Initiatives - Academics

Enhance the quality of learning and the intellectual excitement of academics at the University.

• Provide a viable and dynamic core curriculum that is rooted in a classic liberal arts academic tradition, while at the same time is progressive in incorporating components integral to learning in the 21st century
• Develop and support learning experiences that attract and retain an increasingly strong student body
• Attract and retain an increasingly strong faculty
• Obtain sufficient financial support to provide significant scholarship awards in specific academic program areas
• Design and implement a university-wide technology support plan that promotes advances in teaching and learning
• Provide a significantly enhanced Library/Learning Resource Center that strongly supports the teaching, learning, and research needs of the academic community
• Enhance current academic programs and develop additional programs that strengthen the University while responding to emerging needs of the state, region, and world
• Develop a Teaching and Learning Center to support and enhance the creative teaching functions of the Campbell faculty

• Create a regionally-recognized Academic Research Center exploring a broadly defined subject that is significant to the University and its service region
• Meet and surpass all accreditation requirements for the University’s academic programs in a manner that ensures continual enhancement of learning, scholarship, and skill development
• Construct additional physical facilities needed to support the academic programs of the University
• Expand the University’s reach into new geographic and market areas as can be done in a manner that is consistent with the University’s purpose, that meets identified academic needs and that is professionally and financially responsible
Strategic Initiatives - Marketing

Increase the student population through the recruitment and retaining of students with increasing academic and leadership potential.

• Strengthen admissions standards to be consistent with the standards of the other Baptist Institutions of masters 1 level

• Strategically engage new markets

Geographic

Ethnic

Strategic Contacts with early high school and pre-high school students (junior high, high school, church, and alumni) by featuring the faith-integrated mission and purpose of the University and its continuing tradition of academic excellence

• Recruit more and better prepared professional and graduate students desiring high quality, faith-integrated professional and graduate programs. The total number of professional and graduate students will increase to 2,000

• Establish a summer institute designed to aid students’ transition from high school to the University Position Campbell as a comprehensive University that is faithful to its Christian heritage and tradition.

• Design a comprehensive and integrated marketing strategy targeting primary, secondary, and tertiary markets positioning Campbell University as a comprehensive University that is faithful to its Christian heritage and tradition

• Develop a comprehensive system of data collection on parents of current and former students that can be used for marketing the University to parents

• Create a comprehensive system for collecting data on friends of the University that can be used for marketing to friends of the University

• Create a comprehensive system for collecting and maintaining information on vendors that can be used for marketing to vendors

• Design a comprehensive and integrated marketing strategy to Baptists and other Christian friends in North Carolina, the Southeast, and selected national audiences

• Create an Institute for Church Leadership that focuses on serving churches by providing resources, expertise, and training
Strengthen student life programming that enriches the learning, living, and service experiences of students.

- Increase the Retention Rate of the full-time Freshman Class by 5% each year for the next three academic years to a goal of 90% in the 2008-2009 academic year

- Develop a program in which every undergraduate major will require a Service Learning component

Pursue athletic excellence with reason and integrity.

- Achieve athletic excellence by finishing as one of the top four teams in the conference standing with all team sports

Strategic Initiatives - Student Life
Build, refurbish, and maintain physical structures to advance the teaching, learning, research, and living experiences of all students.

- Income: Develop an income level that provides the financial ability to sustain and add facilities to meet the growth of the University
- Maintain: Fund maintenance and repairs to maintain deferred maintenance at an acceptable level
- Refurbish: Plan renovations and upgrades to meet the needs and expectations of the University

Build: Refine and implement the master plan to meet academic initiatives and expectations of the University
Create and implement a comprehensive advancement strategy that effectively provides the necessary human and philanthropic resources for the University’s continuing development.

- Develop Capital Campaigns in support of the University Campus Master Plan
- Increase the University endowments
- Enhance Alumni Relations
- Enhance the donor prospect base, annual giving, and advancement management programs