VISION
We will be the Christian liberal arts-based university of choice in the Southeast for education and service.

MISSION
Our mission as Christian educators is to help our students reach their full potential as educated citizens and worldwide servant-leaders.

OUR CORE VALUES AS A CARING CHRISTIAN COMMUNITY
Selfless Service
Excellence
Learning
Leadership
Acknowledgements

We wish to express our sincere appreciation and thanks to the following members of the Carson-Newman Community who have given time above and beyond their normal contributions to the mission of Carson-Newman to work on the Vision 2020 Five Year Strategic Plan. The best is yet to come!

Vision 2020 Steering Committee

Brian Austin, Chair Faculty Council
Anna Bauder, SGA Vice President
Ross Brummett, VP Student Affairs
Jim Coppock, Faculty Emeritus
Marty Chambers, Chief Financial Officer
Valerie Day, VP Advancement
Alex Griffith, SGA President
Tom Harmon, C-N Board Past President

Mary Leidig, Exec. Dir. University Relations
Kina Mallard, Provost
Allen Morgan, Athletic Director
Randall O’Brien, President
Paul Percy, Academic Affairs
Valerie Stephens, Chief Information Officer
David Tuell, Chair Staff Council
Charlie Walker, President Alumni Board

Vision 2020 Tactic Team Members and Support Staff

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Vision 2020 Strategic Plan Executive Summary

At the beginning of the 2015-2016 academic year, President O’Brien charged a team of 15 Carson-Newman community members representing a cross-section of stakeholders, including members from the Board of Trustees, Alumni, Administration, Faculty, Staff, and Students, to develop a five-year strategic plan that ensures the continuation of the Carson-Newman mission, vision, and core values. Moreover, the plan was to be inclusive of as many members of the Carson-Newman community as possible. The acknowledgement page represents University community members who served directly on the strategic planning steering committee and on the tactic teams. Throughout the process, all these individuals have been directly involved in providing input and feedback to the steering committee. The steering committee has met biweekly since the 2014 fall semester, and the tactic teams met regularly this spring semester.

This inclusive process has resulted in the following Vision 2020 Strategic Plan that will be implemented over the next five academic years, beginning in Fall 2015.

The Vision 2020 plan that the President’s Executive Council is presenting the Board of Trustees is made up of two parts:

Part One – Four Strategic Initiatives to Preserve the University’s Mission, Vision, and Core Values:

Strategic Initiative I – Transform teaching and learning to meet the needs of emerging students.

Strategic Initiative II – Establish and sustain a financial plan to grow unrestricted revenue to 5% greater than operating expenses annually.

Strategic Initiative III – Improve and steward living, learning, and working spaces to create a welcoming, friendly, 21st century campus.

Strategic Initiative IV – Create “A Great College to Work for” Culture as per The Chronicle of Higher Education.

Part Two – Twenty Goals to Achieve the Strategic Initiatives by Fall 2020.

Specific goals follow each initiative on pages 3 to 6; however, the following is a brief overview of the intent of the goals as per each strategic initiative:

Initiative I Goals – The seven goals are about maintaining world class teaching methods so that our faculty remain the best teaching faculty and our students achieve learning outcomes that will allow them to compete in the third decade of the 21st century, which is 2020.
By emerging students we mean the students of tomorrow who will come with differing expectations and backgrounds from students from the past and even our students today.

When many of the faculty began their teaching career, classroom technology consisted of a chalkboard, chalk, overhead projector, pens, and paper. In the classroom we have moved from chalkboards to whiteboards to Smartboards. Students have gone from writing papers and communicating with faculty on typewriters to desktop computers, from desktop computers to laptops, and from laptops to tablets and mobile devices. No longer is the teacher the wise sage on the stage, but the guide by the side in a “Flipped Classroom.” Just 20 years ago, distance education meant a school mailed you your curriculum. Today over 6 million students are online, and instead of US Mail, students communicate via email, Twitter, and Facebook. Therefore, when we say emerging students, we mean we do not know what the next technology will be or what students’ expectations will be. In addition, our students are no longer just 18-22 year-old traditional students who live in the residence hall, but also include adult and graduate students who may live anywhere in the world.

**Initiative II Goals** - The four goals are about creating financial stability to preserve the mission and to create new resources to grow the college and accomplish the goals of the Vision 2020 plan that require additional funding and capital.

**Initiative III Goals** – The four goals are about being good stewards of the resources we are charged with managing, as well as improving those resources to complement Vision 2020’s initiatives, goals, and tactics.

**Initiative IV Goals** – The five goals are about creating a working environment that ensures Carson-Newman is able to hire and keep the right people and reward them equitably for their good work. The criteria is based on the Chronicle of Higher Education’s “Great Colleges to Work For,” and includes 12 criteria: Collaborative Governance; Compensation and Benefits; Confidence in Senior Leadership; Diversity; Facilities, Workspace, and Security; Job Satisfaction; Professional and Career Development Programs; Respect and Appreciation; Supervisor or Department Chair Relationship; Teaching Environment; Tenure Clarity and Process; and Work Life Balance.
Vision 2020 Strategic Plan

Strategic Initiative I—Transform teaching and learning to meet the needs of emerging students.

Goal 1: Identify world-class innovative teaching methods for each discipline by March 2016. Develop a comprehensive Teaching and Learning Program to prepare faculty in innovative teaching methods by August 2018.

Goal 2: Identify by August 2016 infrastructure upgrades and budgets for classrooms, laboratories, technology, etc., required to support new innovative teaching methods with implementation by August 2018.

Goal 3: Continue to build on Carson-Newman's historic commitment to service by implementing service-learning and civic engagement experiences, increasing undergraduate student involvement to 80% annually.

Goal 4: Develop a student-centered, systemic program which enhances the transformational nature of the student life experience by August 2018.

Goal 5: Create advising and mentoring training modules by January 2017 that focus on clear pathways to graduation and prepare students for their first job [or continuing career].

Goal 6: Develop a first-year to graduate Career Path Program in the Career Development Center by August 2016.

Goal 7: Identify, prioritize, and develop a plan for learning communities programming to increase retention and graduate rates by August 2016. Fully implement the plan by August 2019.
Strategic Initiative II—Establish and sustain a financial plan to grow unrestricted revenue to 5% greater than operating expenses annually.

**Goal 1**: Develop an aggressive enrollment management plan that grows overall enrollment by 4% annually to 3,000 students by 2020.

**Goal 2**: Increase 6-year graduation rate to 60% by May 2019.

**Goal 3**: Increase unrestricted giving 15% per year beginning in 2016, with a goal of $1.8 million by 2020.

**Goal 4**: Develop a Cost Management plan.
Strategic Initiative III—Improve and steward living, learning, and working spaces to create a welcoming, friendly, 21st century campus.

**Goal 1:** Develop and implement new fundraising campaign in support of campus-wide capital improvement plan by June 2016.

**Goal 2:** Develop a Facilities Stewardship Plan prioritizing living, learning, and working spaces with the most need for updating/renovating/building by January 2016. Complete work by August 2019.

**Goal 3:** Develop a plan for renovation of and/or building of residence housing space based on enrollment goals by August 2019.

**Goal 4:** Develop an Environmental Awareness and Education plan for stewardship of campus resources.
Strategic Initiative IV—Create “A Great College to Work for” Culture as per The Chronicle of Higher Education.

**Goal 1:** Add 401K retirement benefit at 2% by August 2016.

**Goal 2:** Develop a Faculty and a Staff Compensation Plan.

**Goal 3:** Develop robust Staff Development Program by May 2016.

**Goal 4:** Develop comprehensive Faculty Enhancement Program by August 2016.

**Goal 5:** Develop plan to assess faculty and staff workload issues by August 2016.