



ACORNS TO OAKS

PURSUING GOD'S PREFERRED FUTURE

5th Edition





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OFFICE OF THE PRESIDENT

Dear Friends,

January 30, 2026

The *5th Edition of Acorns to Oaks: Pursuing God's Preferred Future* tells a story about how the Mission of Carson-Newman University is finding fresh and impactful expression in our work. It is an inspiring story to tell. I am grateful to report and demonstrate, through this *5th Edition* of our strategic plan, how Carson-Newman is becoming stronger and healthier by implementing the goals and action steps outlined in this plan. Our entire campus community is grateful to share this incredible story.

Acorns to Oaks is comprehensive and serves as the navigational document guiding the University's work. This means that every faculty and staff member is impacted by the plan and committed to pursuing the Goals and Action Steps. Our entire university invested in developing the plan and is committed to seeing each initiative implemented and completed with excellence.

It is essential to pause and give credit where credit is due. Our outstanding faculty, staff, and administration have worked so hard to keep our focus on the priorities outlined in *Acorns to Oaks*. Their selfless leadership and service make this strategic plan come to life. How thoughts and dreams can be put on paper is always a mystery. Then, when we have the affirmation of our Board of Trustees and the commitment of our faculty, staff, and administration, those words leap from the pages of the plan and become transforming projects on our campus. As I write this note of introduction, I acknowledge that the accomplishments contained in this *5th Edition* have occurred because of the devoted service of people all across our C-N family.

In addition to understanding that this strategic plan requires the involvement of our entire campus community, it is essential to note the process that led to this *5th Edition*. The Carson-Newman Vice Presidents submitted their Year Four Annual Report to the Office of University Planning and Effectiveness in August 2025. The divisional reports were then assimilated and combined into a cohesive document and presented to the Senior Leadership Team for review and approval. Once the Year Four Annual Report was approved, it was forwarded to all members of the Board of Trustees in time for their review before the October Board meeting. Each Board of Trustees committee approved the goals and action steps assigned to their respective division of the University, and any recommendations for change/update. Then, at the full Board of Trustees meeting on October 31, 2025, each committee chair made their recommendations to the full Board for action. This edition of *Acorns to Oaks* is the compilation of Board of Trustees-approved actions and changes. This process reflects the reality that *Acorns to Oaks* is a Board of Trustees-owned document. The Board has returned it to the administration, faculty, and staff for implementation. Our entire C-N family operates under *Acorns to Oaks* as our navigational document, in accordance with the Board of Trustees' policy-making authority.

Every strategic plan's success depends on the people who give life to it. Carson-Newman is blessed to have great people. An outstanding group of Vice Presidents leads the University divisions. I am grateful for each of them. Their leadership, friendship, and commitment to our Mission are essential to the successful completion of our plan. Libby Miller, in the President's Office, is the hub of our communication wheel at the University regarding all communications and processes established by our Board of Trustees. Libby Miller serves the Board strategically. This *5th Edition of Acorns to Oaks* would not have happened without her devotion to excellence and her willingness to invest countless hours to ensure this document reflects the strategic work over the past year, as well as the decisions made by the Board.

Our faculty are being challenged to think about their work in fresh ways. Most of us with Ph.D. degrees at the university received them from secular institutions. What was modeled for us in education as we completed our terminal degrees was likely not Christ-centered in nature. Most of us teach the way we were taught. The DNA

of *Acorns to Oaks* faithfully and consistently expresses our mission. The classroom should be the heart of where our Mission is most visibly expressed, though every employee is responsible for showing fidelity to our Mission. Dr. Jeremy Buckner and our Academic Council are working hard to equip faculty to grow in their disciplines and to understand how faith, our Mission, and academic excellence intersect. They have outlined specific metrics and measures of success to help our entire faculty grow in these missionally driven ways. I am encouraged by the progress. There is continued room to grow. I am grateful to our provost and deans for their commitment to leading the way in this mission-critical aspect of *Acorns to Oaks*.

Mission is essential to defining excellence. Honestly, it does not matter how well anyone serves at Carson-Newman if their service is not expressing and advancing our mission. It may be skillful, and it may garner the praise of others, but if it does not advance our Christ-centered mission, we do not recognize it as excellence. As we proceed with the final year of *Acorns to Oaks*, one companion initiative to the strategic plan is to help all who are part of Carson-Newman grow in our understanding of excellence. Our annual evaluations for all personnel, programs, and policies must reflect this reality. Our assessment of Goals and Action Steps must be rooted in this conviction. Our Mission is why we exist. Therefore, it must become the measuring stick for establishing and defining excellence.

One of the most consequential events that occurred during Year Four was the process of defining our Mission Statement. In February 2025, both our Greater Faculty and Greater Staff approved the Missional Definition document and recommended it to the Board of Trustees for adoption. At their April 2025 meeting, the Board of Trustees unanimously adopted this statement, defining our Mission in a consistent and convictional way. Moving forward, the University can now operate in support of a Mission that is understandable and cohesively defined. This will allow our Mission to be consistently and predictably applied to all hiring decisions and operational processes. Giving greater specificity to what our Mission means and how it impacts our work will strengthen the entire University.

As we look forward to the final year of *Acorns to Oaks*, there is one important development that is essential to our entire University community. This is compensation and retirement benefits. Providing much-deserved raises to faculty and staff has been a priority of this administration, and it is also the desire of the Board of Trustees. The University has needed to stabilize enrollment and ensure the sustainability of our financial base to meet this need. Currently, the plans for the coming year are to culminate in a healthy raise for all full-time and regular part-time employees. In addition, the plan is to restore a University match for our retirement program. The University suspended its match for employee contributions when it suspended the University's pension program about 15 years ago. Faculty and Staff have continued to work without this important retirement benefit. We must take a significant step this coming year to address this pressing need. The need for higher compensation and the absence of a retirement match benefit have not only affected employee morale but also added challenges to recruiting new employees. Addressing these two areas of need will receive universal applause across campus.

This *5th Edition of Acorns to Oaks* has been completed in compliance with our Trustee decisions and to aid in telling the incredible story of Carson-Newman University. Since 1851, Carson-Newman has sat on the banks of Mossy Creek. We were established as an extension of the local churches in our area to serve Appalachia by providing faithful Christian education. The University's size, scope, and reach have grown immensely since then. Thankfully, we are still an extension of the local churches. We are still serving Appalachia. We are still seeing lives transformed by the impact of our faculty and staff on our students.

Mission Matters,

Charles A. Fowler
President



PREFACE

Introduction

Acorns to Oaks is a comprehensive, five-year strategic plan for Carson-Newman University. The development of this plan has been led by the Executive Leadership Team (ELT). Feedback and input from trustees, faculty, staff, students, alumni, and friends have helped shape the plan. Just as the planning process involved many of our constituent groups, so shall the successful implementation of the plan. Active participation by our key constituents is essential for Carson-Newman University to build upon our many strengths, address weaknesses, and work collaboratively to realize God's preferred future for our beloved University.

As a foundation to our planning process, during spring 2020, every department in the University conducted a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) of all processes, programs, and personnel. This analysis was anchored in the belief that effectiveness can only be defined through the lens of missional advance. Therefore, the analyses explored how effectively each department and their work was aligned with advancing our Christ-centered mission. The results of this SWOT Analysis set the stage for the strategic planning process with the hope and expectation of becoming more mission-centric in every aspect of our work.

In April 2020, the Executive Leadership Team recommended a planning process for *Acorns to Oaks* to the Carson-Newman Board of Trustees for adoption. Following the Board's unanimous adoption, the entire University engaged in the process, resulting in a strategic plan that is bold in scope, faithful to our mission, and Christ-centered in its approach.

Acorns to Oaks will culminate in 2026, which will be the 175th anniversary of Carson-Newman University's founding. When successfully implemented, this plan will produce missional alignment, financial stability, 21st-century programmatic strength, and enrollment growth, which positions Carson-Newman to be one of the premier Christian universities in the Southeast. The successful completion of this plan will be marked by celebrating Carson-Newman's 175 years of with a distinctly Christ-centered education.

Acorns to Oaks will be the navigational document for Carson-Newman University until the plan is complete in 2026. The goals and action steps will direct the work and missional expression of every person, process, and program affiliated with the University.

What are Christian Intellectual Tradition and Christian Anthropology and How Do They Shape a Carson-Newman Education?

It is important to affirm our foundational commitment to the Christian Intellectual Tradition. Thankfully, Carson-Newman does not have to blaze the trail in pursuit of thoughtful and rigorous Christian higher education. Many have gone before us who were faithful to the convictional expression of a Christ-centered education while being tethered to a commitment of excellence and academic rigor. Therefore, we stand on the shoulders of this long legacy of Christian institutions who have shaped the Christian Intellectual Tradition.

The Christian Intellectual Tradition espouses three core convictions. First, Christian higher education grew out of the Church, functioned as an extension of the Church, and in partnership together, helped advance the Kingdom of God. Second, the educational experience at institutions of Christian higher education holds its distinctiveness in the reality that all Truth emanates from God. Therefore, every discipline has a relationship with each other because the pursuit of Truth and knowledge within each discipline must lead to a revelation of God, the Creator and Sustainer of all. This means that within the Christian Intellectual Tradition, all disciplines live together underneath the Lordship of Christ. Third, the distinctives of the Christian Intellectual Tradition provide the context for students to learn to think critically through an academically rigorous program of study and to think faithfully as Christians.

Thinking Christianly embraces a perspective which holds that faith in Christ provides the context for the living, learning, and exploration of knowledge that occurs within the unique community that is forged at Carson-Newman. These core convictions serve as hallmarks of distinction for the Christian Intellectual Tradition. It is not anti-intellectual; to the contrary, it is the pursuit of the highest standards of intellectual inquiry and epistemology.

Throughout the plan, terminology such as "Christian anthropology" appears and is in many ways is used interchangeably with "Christian Intellectual Tradition." Let's consider how the term is used in this plan. Anthropology is, in its simplest form, the science or study of human beings. Christian anthropology, however, sees the created order—and humanity in particular—as revelatory. Humans did not accidentally appear nor do our minds operate in random or chaotic ways. No, our humanity sets us apart from the rest of creation and God speaks to us of who and what we are and what we ought to do. To this revelatory quality of humanity, God adds His own words in Scripture leading to the emergence of a Christian anthropology. Therefore, as educators, understanding this foundational truth about humanity shapes a theology that views humanity and our interaction with God and the rest of creation through a revelatory lens. This enables exploration and inquiry that is tethered to truth, vigorous in its academic pursuits, and honest about the revelation of God, His creation, and His involvement with creation, in particular, with humans. This shapes the heart and soul of a Carson-Newman education.

As Carson-Newman University remains dedicated to producing educated citizens and worldwide servant-leaders within the context of Christian education, the means by which we produce graduates such as these, is as important as the end goal. The descriptor, a Christian university, bears witness to a commitment to our identity, our confessional framework, our mission, our vision, our philosophical approach to education, our community expectations, our hiring practices, and our highest aspirations. Carson-Newman is a Christian University committed to the Christian Intellectual Tradition.

What are the Guiding Principles for the Planning Process?

The Guiding Principles that set the parameters of our planning process are essential characteristics that help us ensure there is an appropriate focus not only on the process but on the outcomes as well. Any effective planning process must be anchored to some unifying agreements to ensure that the culminating plan moves the entire University cohesively and effectively into God's preferred future. Setting some priorities to which every goal and action plan must adhere is an important accountability measure. So, the following Guiding Principles are intended to serve as accountability measures throughout the process. Practically, there will be no aspect of the strategic planning process or the strategic plan itself that can conflict with, contradict, or compete with any of these guiding principles. Every aspect of this strategic plan must . . .

1. Affirm and advance Carson-Newman's Identity, Mission, and Vision Statements.
 - **Identity Statement**
Carson-Newman University is a Christian, liberal arts-based University, built upon the Lordship of Jesus Christ as evidenced historically and revealed in the Scriptures and affiliated with the Tennessee Baptist Convention. Carson-Newman is committed to providing a Christ-centered educational experience that is dedicated to expressing Truth, Beauty, and Goodness in service to the Appalachian region and beyond as an extension of the Kingdom-focused ministry of the Church.
 - **Vision Statement**
We will be the Christian liberal arts-based university of choice in the Southeast for education and service.



▪ **Mission Statement**

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

2. Align with the *Five Pillars of Purpose*.

- a. Missionally Directed
- b. Confessionally Defined
- c. Church Focused
- d. Innovatively Driven
- e. Culture Impacting

- 3. Acknowledge and support the reality that our liberal arts-based undergraduate education is the historic heart of Carson-Newman University and is an expression of the Christian Intellectual Tradition.
- 4. Embody and pursue Christ-centered excellence.
- 5. Define excellence through the lens of missional alignment and expression.
- 6. Contribute to the health, unity, and overall success of the entire University.

Every goal and action step must align with all of these Guiding Principles. Any goal or action that is not in agreement with these Principles will not be included in the strategic plan.

What Criteria were Used to Make Strategic Decisions?

Obviously, in a comprehensive strategic plan, there are more good ideas than there are resources to fund them. Therefore, the Executive Leadership Team developed five Decision-Making Criteria to help identify ideas that deserved priority consideration for funding and inclusion in the plan. The Criteria were –

- 1. Does it help advance Carson-Newman’s Christ-centered mission?
- 2. Will it help create a flourishing academic community at Carson-Newman?
- 3. Does it value people over projects?
- 4. Will it create new student markets?
- 5. Will it cultivate new constituencies?

The first two Criteria were essential for any goal or action step to become part of the plan. As goals and action steps were considered, each one was rated based on how many of the Decision-Making Criteria it met. Those meeting all or most of the Criteria were included in the plan.

What are Some Important Details of the Plan?

1. Defining Strategic Plan “Years”

Acorns to Oaks is a five-year strategic plan. With the Board of Trustees’ approval in April 2021, the plan launch date is August 1, 2021. The plan is organized by year. The following defines the years of the plan.

Year One	August 1, 2021-July 31, 2022
Year Two	August 1, 2022-July 31, 2023
Year Three	August 1, 2023-July 31, 2024
Year Four	August 1, 2024-July 31, 2025
Year Five	August 1, 2025-July 31, 2026

While progress reports will be conducted throughout the year, there will be an annual evaluation that will be presented to the Board of Trustees and then to the campus community at large.

2. Assessing the Plan

The adage, “inspect what you expect,” is an important part of this plan. Since each division of the University is unique in the scope and nature of its work, the evaluation (assessment) process must be tailored appropriately to each. The Office of Institutional Effectiveness at Carson-Newman will work with the President to establish assessment protocols for *Acorns to Oaks*. These protocols will guide the assessment process for each year of the strategic plan and be a strategic part of the Institutional Effectiveness administration assessments each year. Every goal and action step will be assessed, and a report will be provided to the Board of Trustees, the broader campus community, as well as the annual reporting on institutional effectiveness to SACSCOC.

Each year, every goal and action step scheduled for completion in that year will be evaluated (assessed). It will receive one of the following notations –

- a. Completed (Met Yearly Target)
- b. In Progress (Did Not Meet Annual Completion Target; Needs Amending)
- c. Not Completed (Has Not Yet Met Annual Target)

These notations will be assigned by each of the Vice Presidents of Carson-Newman based upon their divisional assessment. They will also be reported to the Board of Trustees with any recommendations for change.

3. Annual Report

Each Vice President of Carson-Newman will prepare an Annual Report providing the results of their assessment of progress made on each year’s goals and action steps. These Annual Reports must be submitted to the President’s Office by August 15 of each year beginning in 2022. The submitted Annual Reports will be reviewed by the Executive Leadership Team. Items that were successfully completed will be noted. Items that remain in progress will be noted. Any requested changes to *Acorns to Oaks* based on the previous year’s experience, will be received and acted upon by the ELT.

Following approval by the ELT, each Vice President will present their divisional Annual Report to their respective Board of Trustees Committee at the October Board of Trustees meeting. The Trustee Committees will formally vote to receive the Annual Report and approve or decline any requested amendments to the plan. Then, in the plenary session, each committee chair will present the committee’s recommendations related to their respective divisional Annual Report to the full Board of Trustees for approval.



The President will provide a summary report covering the progress on goals and action steps to the full Board of Trustees at their October meeting each year beginning in 2022. The schedule for Annual Reports is as follows –

1. Year One October 2022
2. Year Two October 2023
3. Year Three October 2024
4. Year Four October 2025
5. Year Five October 2026

This evaluation process will ensure that progress on the plan is being achieved and the University is increasingly experiencing God's preferred future.

To Whom is the University Accountable for Progress on *Acorns to Oaks*?

The Board of Trustees of Carson-Newman University has many responsibilities. Most of these responsibilities fall into three categories –

1. Leadership through Policy

The Board of Trustees is the policy-making Board of the University. There are no policy-making authorities that would supersede the authority of the Board.

2. Leadership through Election

One of the most critical functions of the Board of Trustees is to elect the President/CEO. The President is the only administrator who reports to the Board. All other administrators relate to the Board through the Office of the President.

3. Leadership by Example

The chief advocates for the University should be the Board of Trustees. The example set by Trustees in leading, giving, supporting, and participating is a powerful influence on the behavior and involvement of others related to the University. Ultimately, the example of the Trustees encourages others to invest themselves in various ways to advance the mission of the University.

After carefully reviewing these three areas of responsibility, the University is accountable to the Board of Trustees for strategic planning. This becomes very clear when the following is considered –

1. In April 2020, the Board of Trustees of Carson-Newman University approved the strategic planning process for *Acorns to Oaks*.
2. Through 2020 and early 2021, the administration of Carson-Newman made interim reports to the Trustees and garnered input to strengthen the plan.
3. In April 2021, the Board of Trustees will receive, review, and take action on *Acorns to Oaks* which is being presented as the navigational document for Carson-Newman through 2026.
4. At the conclusion of each year of the plan, an Annual Report will be presented to the Board of Trustees. They will officially receive the Report and must approve any recommended amendments to the plan.

This decision-making responsibility is in recognition of the Board's policy-making authority. *Acorns to Oaks* will become official University policy when the Board of Trustees approve it. Therefore, the University is accountable to the Board for progress on the plan.

Ultimately, the churches of the Tennessee Baptist Convention (TBC) elect 100% of the individuals serving as Trustees at Carson-Newman University. Therefore, while the Board of Trustees represents the immediate chain of authority over Carson-Newman, both the Board and the University are accountable to the churches of the TBC. In November of each year at the Annual Gathering of Tennessee Baptists, the President of Carson-Newman provides a report, both in writing and in person, to the Convention of churches gathered for their annual meeting. This accountability to our Trustees, and the churches who elected them to care for the University on their behalf, deserves our gratitude as well as our loyal and faithful work.

As the University implements this plan, we must recognize that our ultimate accountability is to the churches of the Tennessee Baptist Convention. That accountability is directed through the work of the Board of Trustees of Carson-Newman University who provides leadership and stewardship to the University on behalf of the churches who elected them.





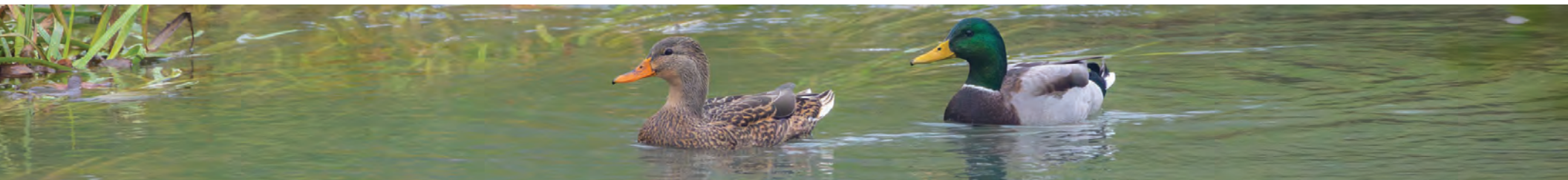
ACORNS TO OAKS

PURSUING GOD'S PREFERRED FUTURE



PHASE 1
YEAR 1

Goal			Status
<p align="center">To reorient academic work under a clearly articulated Christian anthropology.</p> <p align="center"><i>(Christian anthropology understands humanity through a biblical perspective. Humans are image bearers of God. As such, our intellect, skills, abilities, personality, morality, and spirituality are fully expressed in Christ.)</i></p>			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Develop and Articulate a unique Carson-Newman Christian anthropology			
Action Step 1: Fall 2021 Faculty Workshop Completed by Year 1	Provost, Faculty Enhancement Committee	Missional fit, met / not met by August 10, 2021 at least 90% faculty attend workshop	Completed
Action Step 2: Lunch and Learn Discussion Groups Completed by Year 1	Provost, Deans	Missional fit, met / not met with at least 85% of faculty attend one of four: Sept 15, Oct 15, Feb 15, or Mar 15	Completed
Action Step 3: Spring 2022 Faculty Workshop Completed by Year 1	Provost, Faculty Enhancement Committee	Missional fit, met / not met by January 15, 2022 at least 90% of faculty attend	Completed
Action Step 4: Apply for NetVue grant (5K) Complete by Year 1	Provost, Deans	Met / Not Met apply by deadline April 2022	Not Completed



Goal			Status
<p align="center">To sufficiently equip academic programs with appropriate number of faculty and staff (Phase I of V).</p>			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Hire Graduate Admissions Admin Assistant/Counselor Completed by Year 1	Director of Adult and Graduate Admissions	Missional fit, market demand, no new costs optimize existing resources	Not Completed
Action Step 2: Hire Administrative Assistant Family and Consumer Sciences	Dean, Family and Consumer Science	Hire at least three of five positions by August 1, 2021 and all 5 positions by January 1, 2022	Not Completed
Action Step 3: Hire Administrative Assistant (Associate Provost/College of Professional Studies)	Associate Provost		Completed
Action Step 4: New Faculty Hires (Doctorate of Nursing Practice (DNP) -2) Completed by Year 1	Provost, Dean, Chair		Completed



Goal			Status
To develop campus-wide standards, policies and procedures related to: <ul style="list-style-type: none"> • Gift Acceptance • Gift Acknowledgement • Internal Communications for Coordination of Fundraising • Fundraising Proposal Form • Use of excess funds if an appeal is over-subscribed 			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Develop standards, policies, and procedures Completed three months prior to launch of public campaign.	Vice President for University Relations Assistant Vice President for Advancement	1) Completed / Not Completed 2) Review and approval of standards by President's Office, Advancement, and Finance/Treasurer 3) Review & approve monthly action report for evaluation of communications 4) Annual evaluation of proposal form turnaround time and accuracy 5) Review of monthly gift reports	Completed
Action Step 2: Launch educational process with all faculty and staff to build consistent processes and expectations for receiving gifts. Completed three months prior to launch of public campaign.	Vice President for University Relations Assistant Vice President for Advancement	Completed / Not Completed	Completed





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PHASE 1
YEAR 2

Goal			Status
To sufficiently equip academic programs with appropriate number of faculty and staff (Phase II of V).			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Completed by Year 2		Hire at least 50% of the positions by August 1, 2022 and 100% by January 1, 2023	
Action step 1: New Faculty Hire (Exercise-Science)	Provost, Dean, Chair		Completed
Action step 2: New Faculty Hire (Biology)	Provost, Dean, Chair		Completed
Action step 3: New Faculty Hire (Nursing - Undergraduate)	Provost, Dean, Chair		Completed
Action step 4: New Faculty Hire (Business - Economics/Business Analytics)	Provost, Dean, Chair		Not Completed
Action step 5: New Faculty Hire (Business - Marketing/Management)	Provost, Dean, Chair		Not Completed
Action step 6: New Faculty Hire (Education - Ed.D. Program)	Provost, Dean, Chair		Not Completed
Action step 7: New Faculty Hire (Education - Special Ed)	Provost, Dean, Chair		Not Completed
Action Step 8: Hire Dean of Health Sciences	Provost		Completed
Action Step 9: International Student Services Coordinator	Director of Global Education		Not Completed

Goal			Status
To nurture a vibrant and healthy work environment in the University Relations Division that supports our Christ-centered mission and statement of faith, inspiring success both personally and professionally.			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Build a high-performance team with the skills, drive and commitment necessary to meet fundraising goals as defined in the <i>Acorns to Oaks</i> strategic plan Completed by Year 2	Vice President for University Relations Assistant Vice President for Advancement	Assignment of individual fundraising goals to gift officers following approval of <i>Acorns To Oaks</i> Strategic Plan	Not Completed
Action Step 2: Promote opportunities for continuing education and professional development within University Relations Completed annually through Year 5	Vice President for University Relations Assistant Vice President of Advancement	Include in annual performance review	In Progress
Action Step 3: Foster long-term career success through annual performance reviews with open dialogue that includes future career aspirations Completed annually through Year 5	Vice President for University Relations Assistant Vice President for Advancement	Annual Performance Review	In Progress
Action Step 4: Be quick to recognize and acknowledge individual and team accomplishments that further this strategic plan Completed annually through Year 5	Vice President for University Relations Assistant Vice President for Advancement	Supervisor meetings and performance reviews	In Progress



Goal			Status
To plan and implement a comprehensive campaign to fund <i>Acorns to Oaks</i>			Completed
Action Steps	Person Accountable	Evaluation Process	Status
<p>Action Step 1: Campaign plan ready for review</p> <p>Completion: Prior to launch of campaign.</p>	<p>Vice President for University Relations</p> <p>Assistant Vice President of Advancement</p>	<p>1. Multiple reviews</p> <p>2. Presentation to Executive Leadership Team (ELT)</p>	Completed
<p>Action Step 2: Create, measure and drive metrics to show increases in each of the following donor categories during the 5-year course of the <i>Acorns to Oaks</i> campaign:</p> <p>Set targets for each donor category - Completed Annually through Year 5</p>	<p>Vice President for University Relations</p> <p>Assistant Vice President of Advancement</p>	<p>1) Monitor progress of varying constituencies: Donors New Donor (made initial gift in last fiscal year) Planned Giving: Steeple Society Members Alumni Giving No. of \$1M+ Donors: No. of \$500k Donors: No. of \$100k Donors: No. of Nestbuilders: No. of C-N Fund Donors</p>	Completed
<p>Action Step 3: Set goal of 100% participation for faculty, staff, and board of trustees' giving in the <i>Acorns to Oaks</i> campaign.</p> <p>Completed Annually through Year 5</p>	<p>1) Assistant Vice President of Advancement</p> <p>2) Director of Alumni Relations and the Annual Fund</p>	<p>1) Monitor progress of constituency through queried gift reporting</p>	Completed
<p>Action Step 4: Establish campaign marketing and branding partnership</p> <p>Establish partnership - Completed by Year 2</p>	<p>1) Director of Marketing and Communications</p> <p>2) Vice President for University Relations</p>	<p>1) No less than monthly Marketing and vendor meetings (sometimes weekly) to include the marketing team, Advancement team and a vendor representative</p>	Completed

<p>Action Step 5: Work with Advancement staff to discover needs and materials for the campaign to be determined Spring of 2021-University Relations would work closely with vendor to produce desired material and branding in order to drive core messaging</p> <p>Silent Phase: Creation of initial campaign pieces and branding. Completed by Year 2</p> <p>Public Phase: Creation of material to include all major campaign initiatives (e.g. viewbooks).</p> <p>Completed by commencement of the Public Phase of the campaign, and will be reviewed and updated as needed throughout the 5-year duration of the campaign.</p>	<p>1) Director of Marketing and Communications</p> <p>2) Vice President for University Relations</p>	<p>1) No less than monthly Marketing and Vendor meetings (sometimes weekly) to include the marketing team, Advancement team and a vendor representative</p>	Not Completed
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Goal			Status
To increase C-N enrollment by expanding National Collegiate Athletic Association (NCAA) and/or club sport programs.			Completed
Action Steps	Person Accountable	Evaluation Process	Status
<p>Action Step 1: Conduct a thorough feasibility study including industry trends, return-on-investment, Title IX, South Atlantic Conference comparative data, NCAA Division II regional competition opportunities and budget impact for the addition of NCAA intercollegiate and/or club sport programs.</p> <p>Form committees to hire Coaches to lead added sport and/or club programs.</p> <p>Completed by Year 2</p>	<p>Vice President & Director of Athletics Vice President of Business & Financial Services Assistant Athletic Director For Compliance Senior Woman Administrator Director of Sports Medicine Director of Sports Performance Director of Athletic Communications</p>	<p>Was a feasibility study conducted for each new program? Did the athletics department hiring committees (members assembled by the Vice President & Director of Athletics) hire Coaches for added programs?</p>	Completed
<p>Action Step 2: Develop a sustainable sport and/or club specific budget for each new program.</p> <p>MUST NOT take budget \$'s from existing programs or inhibit existing program budget growth.</p> <p>Completed by Year 2</p>	<p>Vice President & Director of Athletics Vice President of Business & Financial Services Assistant Athletic Director For Compliance Senior Woman Administrator</p>	<p>Was a sustainable budget developed for each new program to include a) the employment of new personnel, b) FF&E (Fixtures, Furniture & Equipment), c) annual program operating (supply and travel), and d) grants-in-aid allocations with reasonable discount rates expectations for new sport and/or club programs.</p>	Completed
<p>Action Step 3: NCAA Compliance and Scholarship research and establishment</p> <p>Completed by Year 2</p>	<p>Vice President & Director of Athletics Vice President of Business & Financial Services Assistant Athletic Director For Compliance Senior Woman Administrator NCAA Compliance Assistant</p>	<p>Did the Vice President and the Director of Athletics identify and disseminate a rollout timeline for any new sport and/or club programs?</p>	Completed

<p>Action Step 4: Identify facilities: 1. Offices for new personnel 2. Competition sites 3. Lockers/ Team rooms 4. Facility transitions</p> <p>Completed by Year 2</p>	<p>Vice President & Director of Athletics Vice President of Business & Financial Services Director of Physical Plant and Construction Manager</p>	<p>Were facilities identified and transitions made to accommodate competition sites, locker spaces, equipment storage, etc.? Did C-N enrollment increase through the addition of new NCAA intercollegiate sport and/or club programs?</p>	Completed
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Goal			Status
To build a healthier and more collaborative relationship with the Tennessee Baptist Convention (TBC) as well as the Southern Baptist Convention (SBC)			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Represent C-N at Tennessee Baptist Convention (TBC) events	Vice President for Church Relations & Campus Ministries	Ongoing Cooperative Program support Increased interaction with Tennessee Baptist Convention (TBC) and Tennessee Baptist Mission Board (TBMB) personnel Documenting the fact that C-N participated in the events	Completed
Action Step 2: Host select Tennessee Baptist Convention (TBC) events such as the Evangelism Rally	Vice President for Church Relations & Campus Ministries	Ongoing Cooperative Program support Increased interaction with Tennessee Baptist Convention (TBC) and Tennessee Baptist Mission Board (TBMB) personnel Documenting the fact that C-N hosted the events	Completed
Action Step 3: Represent Carson-Newman at Southern Baptist Convention (SBC) events	Vice President for Church Relations & Campus Ministries	Increased interaction with SBC personnel, documenting the fact that Carson-Newman participated in the events.	Completed

Goal			Status
To create a Chapel experience where students are saved and disciplined			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Develop a 4-year curricular map	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Evaluate curriculum map based on attendance, effectiveness, evaluation meetings, and feedback from chapel surveys.	Not Completed
Action Step 2: Have consistent and positive communication of Community Life and Worship (CLW) events, policies, and requirements with students	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Utilize Canvas, email, social media as avenues of communication. Tweak the admissions process to better communicate Chapel and CLW requirement.	Completed
Action Step 3: Schedule monthly planning and regular evaluation meetings	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Schedule monthly meetings throughout the semester and one meeting in the summer to discuss evaluation and plan chapel services for the entire year.	Completed
Action Step 4: Invite diverse gospel preachers and leaders	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Create a list of projected speaker pool. Coordinate with curriculum map. Utilize local relationships with churches and regional connections with constituents like trustees and alumni.	Completed



Goal - continued			Status
To create a Chapel experience where students are saved and discipled			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 5: Recruit and equip student leaders	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Keep track of how many students are serving in chapel and have been trained in counseling decisions	Completed
Action Step 6: Prioritize gospel proclamation with speakers	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Communicate with speakers prior to chapel on the importance of presenting the gospel and calling for response (i.e., in-person, digital, etc.) Use trained student workers to counsel with students. All decisions will be logged with Campus Ministries.	Completed



Goal			Status
Develop and implement a mission deployment strategy that sends Carson-Newman students locally, nationally, and internationally to mission partnerships consistently throughout the school calendar			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Communicate and create local partnerships through the Appalachian Ministries of the Smokies (AMOS), local associations, and the Tennessee Baptist Convention (TBC)	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Tracking the number of students awarded a ministry and missions cord.	Completed
Action Step 2: Communicate and create national partnerships, including with the North American Mission Board (NAMB)	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Join with GenSend and other partners to grow the number of offerings and evaluate current trips based on feedback from students/staff. Track the number of students awarded a ministry and missions cord.	Completed
Action Step 3: Communicate and create international partnerships, including with the International Mission Board (IMB)	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Track the number of students awarded a ministry and missions cord.	Completed
Action Step 4: Ensure that all departmental trips have completed mission training	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Offer training for all university mission trips, and track the number of trips that utilize that training.	Completed
Action Step 5: Require pre-trip training for all university mission trips	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Consult other departments like Global Ed and Bible and Theology about the training they have required in the past for international trips. Verify that it has been done.	Completed





ACORNS TO OAKS

PURSUING GOD'S PREFERRED FUTURE



PHASE 1
YEAR 3

Goal			Status
To prepare for a successful reaffirmation of accreditation by Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Quality Enhancement Plan (QEP)			
Action Step 1: Appoint Director Completed by Year 1	Provost	Appoint by August 1, 2021	Completed
Action Step 2: Assemble QEP Implementation Team Completed by Year 1	QEP Director	Met / Not Met Form Committee by August 1, 2021	Completed
Action Step 3: Implement QEP Completed by Years 1-5	QEP Director	Met / Not Met; missional fit; fit to Christian Anthropology Implementation plan developed by May 2022	Completed
SACSCOC Reaffirmation			
Action Step 1: Finalize Compliance Certificate Completed by Year 2	Director and Associate Director of Institutional Effectiveness	Met / Not Met by September 1, 2022	Completed
Action Step 2: Host On-site Review Team Completed by Year 3	Provost and Director of Institutional Effectiveness	Met by February 27-March 2, 2023	Completed
Action Step 3: Provide Summary Response Completed by Year 3	Director and Associate Director of Institutional Effectiveness	Met by August 2023	Completed

Goal			Status
To sufficiently equip academic programs with appropriate number of faculty and staff (Phase III of V).			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Completed by Year 3			
Action Step 1: New Faculty Hire (Education - Teaching English as a Second Language)	Provost, Dean, Chair	Hire at least 50% of positions by August 1, 2023 and 100% by January 1, 2024	Completed
Action Step 2: New Faculty Hire (Education -Early Childhood/Special Education)	Provost, Dean, Chair		Not Completed
Action Step 3: New Faculty Hire (Art - Graphic Design)	Provost, Dean, Chair		Not Completed
Action Step 4: New Faculty Hire (Education - American Sign Language)	Provost, Dean, Chair		Not Completed
Action Step 5: New Faculty Hire (Foreign Language - French)	Provost, Dean, Chair		Not Completed
Action Step 6: New Faculty Hire (Doctorate of Nurse Practitioner)	Provost, Dean, Chair		Not Completed



Goal			Status
To strengthen relationships with churches across Tennessee and throughout Appalachia			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Invite local church pastors to preach in chapel	Vice President for Church Relations & Campus Ministries Director of Campus Ministries	Monthly planning and evaluation meetings	Completed
Action Step 2: Host Church events on campus (such as lock-ins, camps, etc.)	Director of Campus Ministries Associate Director of Campus Ministries	Track the number of churches that are coming to campus for these events.	Completed
Action Step 3: Plan and execute Carson-Newman events that churches are invited to attend (such as the East Tennessee Evangelism Rally, an Easter Sunrise service, "How to Prep for College" Conference, associational lunches for pastors, etc.)	Vice President for Church Relations & Campus Ministries	Track the number of churches attending the events.	Completed
Action Step 4: Encourage pastors/churches/private schools to invite the Vice President for Church Relations to fill their pulpits (send mass mailer once a year) and Carson-Newman students to minister at their events (i.e., music groups leading worship, "On the Road" Pastors Conferences, Wednesday services, "Carson-Newman Sundays," local association pastors conferences, etc.)	Vice President for Church Relations & Campus Ministries	Track the number of times Carson-Newman ministers in local churches.	Completed
Action Step 5: Build personal relations with pastors through associational meetings, meals, etc. (4-5 per month)	Vice President for Church Relations & Campus Ministries	Verify that it has been done	Completed
Action Step 6: Recruit and enlist churches to partner with Appalachian Ministries of the Smokies (AMOS).	Vice President for Church Relations & Campus Ministries Executive Director of Appalachian Ministries of the Smokies (AMOS)	Track the number of churches involved in Appalachian Ministries of the Smokies (AMOS)	Completed



Goal			Status
Create intentional opportunities for students to hear the Gospel during events and through conversations with fellow students			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: All chapels should have an invitation or response offer.	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Track and collect data on decisions and conversations with staff/chaplains.	Completed
Action Step 2: Host evangelistic events on campus (East Tennessee Evangelism Rally, Gospel Saturated Life Conference, Spring Revival)	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Track and collect data on church and student attendance.	Completed
Action Step 3: Conduct 3 Circles training and certification	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Offer training throughout the year and track attendance. Utilize high-capacity dates for training and offering times conducive for students.	Completed
Action Step 4: Encourage professors to take opportunities as they arise	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Secure a time slot at faculty events to offer training.	Completed





ACORNS TO OAKS

PURSUING GOD'S PREFERRED FUTURE



PHASE 1
YEAR 4

Goal			Status
To enhance support and provide missional focus in support of the academic enterprise by establishing a new center for teaching			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Establishment of Center for Teaching and Faculty Development by Spring 2023. Endowment fundraising by end of Strategic Plan.	Provost and (New) Director of Center	Met / Not Met	In Progress
Action Step 1: New Hire Center Director Completed by Year 2	Provost and Academic Council	Met / Not Met Appoint by January 1, 2023	Completed
Action Step 2: New Hire Admin Assistant to the Center Completed by Year 4	Director of Center for Teaching	Met / Not Met Hire by August 1, 2024	Not Completed
Action Step 3: Center Programming: Fall/Spring Faculty Workshops Completed by Year 3	Director of Center for Teaching	Met / Not Met By December 1, 2023, identify theme for Fall 2024 workshop By May 1, 2024, identify programming for Spring 2025	Completed
Action Step 4: Programming for Faculty Development for Mentorship of Students Completed by Year 3	Director of Center for Teaching	Met / Not Met; missional fit; fit to Christian Anthropology By May 2024 develop program for start in 2025	Completed
Action Step 5: New Hire of Online Distance Learning (ODL) Staff Completed by Year 3	Director of Center for Teaching and Assistant Director of Online Distance Learning	Met / Not Met	Completed
Action Step 6: New Faculty Orientation/Onboarding Completed by Year 4	Director of Center for Teaching	Met / Not Met; missional fit; fit to Christian Anthropology	Completed

Action Step 7: Church and community programming Completed by Year 4	Director of Center for Teaching	Met / Not Met; missional fit; fit to Christian Anthropology Develop three church outreach programs by Spring 2025	Not Completed
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Goal			Status
To provide increased missional focus in support of the academic enterprise by expanding work of current center for community engagement			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Center for Community Engagement (CCE) (existing)			
Action Step 1: Articulate a distinctive Christian mission for the Center. Completed by Year 1	Provost and Director of Center for Community Engagement	By August 1, 2022 articulate a new center mission statement that aligns Gospel to center's work	Completed
Action Step 2: Full-Time office manager for Center Completed by Year 3	Director of Center for Community Engagement	Hire by August 1, 2022	Not Completed
Action Step 3: Strengthen and Engage Community Needs Completed by Year 2	Director of Center for Community Engagement	Purchase GivePulse.com subscription by August 1, 2022 - 50% of community partners registered by 12/15/2022 - 50% of local churches registered by 5/1/2023 - 50% of service-learning course registrations by 5/1/2023	Completed



Goal - continued			Status
<p align="center">To provide increased missional focus in support of the academic enterprise by expanding work of current center for community engagement</p>			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 4: Rename and Rebrand Center to have an explicit Christ-centered mission and focus on service Completed by Year 4	Provost and Director of Center for Community Engagement	By August 1, 2025 articulate a new center mission statement that aligns Gospel to center's work	Completed
Action Step 5: Establish a Servant Leader minor Completed by Year 4	Provost and Director of Center for Community Engagement	By August 1, 2025	Not Completed
Action Step 6: Explore a new premier scholarship program rooted in a biblically, Christian worldview Completed by Year 5	Provost and Director of Center for Community Engagement	By August 1, 2026	In Progress
Action Step 7: Establish more service opportunities for students on C-N Serve Day Completed by Year 5	Provost and Director of Center for Community Engagement	By August 1, 2026	In Progress



Goal			Status
<p align="center">To sufficiently equip academic programs with appropriate number of faculty and staff (Phase IV of V).</p>			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Completed by Year 4			
Action Step 1: New Faculty Hire (Theology - Master of Divinity)	Provost, Dean	Hire 50% of positions by August 1, 2024 and 100% by January 1, 2025	Not Completed
Action Step 2: New Faculty Hire (Homiletics - Master of Divinity)	Provost, Dean		Not Completed
Action Step 3: New staff hire (Religion - Administrative Assist.)	Dean		Not Completed
Action Step 4: New Faculty Hire (Education - Undergraduate English as a Second Language)	Provost, Dean, Chair		Not Completed
Action Step 5: New Faculty Hire (Sociology - Criminology)	Provost, Dean, Chair		Not Completed
Action Step 6: New Faculty Hire (Counseling)	Provost, Dean, Chair		Completed
Action Step 7: New Faculty Hire (Nursing - Undergraduate)	Provost, Dean, Chair		Not Completed



Goal - continued			Status
To sufficiently equip academic programs with appropriate number of faculty and staff (Phase IV of V).			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action step 8: New Faculty Hire (Business - Economics/Business Analytics)	Provost, Dean, Chair	Hire 50% of positions by August 1, 2024 and 100% by January 1, 2025	Completed
Action step 9: New Faculty Hire (Business - Marketing/Management)	Provost, Dean, Chair		Not Completed
Action step 10: New Faculty Hire (Education - Ed.D. Program)	Provost, Dean, Chair		Not Completed
Action step 11: New Faculty Hire (Education - Special Ed)	Provost, Dean, Chair		Completed
Goal			Status
To generate new revenue streams from non-tuition sources but related to mission			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Cultivate community partnerships for programs in College Professional Studies Completed by Year 3	Director of College of Professional Studies	At least two by May 2024	Completed



Action Step 2: Cultivate Business partnerships for Graduate programming Completed by Year 4	Director of Adult and Graduate Admissions	Missional fit; market demand, industry partnerships Identify one new graduate program aligned with community business by May 2024	Not Completed
Action Step 3: Develop Counseling Training Center Business Plan (Education Building) Completed by Year 3	Chair and Faculty of Counseling	Contingent on finding a space. Recruit 20 new clients by May 2024	Not Completed
Action Step 4: Continuing Education programming (Center for Teaching) Completed by Year 4	Director of Center for Teaching	Develop two continuous education programs for local area school teachers by May 2024	Not Completed
Action Step 5: Build Continuing Education partnerships with area medical providers Completed by Year 4	Dean of Health Sciences	Develop two continuous education simulation training programs by May 2025	Not Completed
Action Step 6: Develop Gap Year Program Completed by Year 2	Provost	Recruit 20 high school seniors to participate in Outdoor/Spiritual formative Gap Year Program by May 2023 for start in August 2023	Not Completed
Action Step 7: Partner with a grant writing service. Completed by Year 3	Provost	Missional fit. Met / not met. Identify three grant writing firms specializing in Christian Higher Ed; partner with one by May 2024	Not Completed



Goal			Status
To provide facilities that support the academic enterprise with excellence and enhance the living and working environment for all faculty, staff, and students.			Not Completed
Action Steps	Person Accountable	Evaluation Process	Status
Americans with Disabilities Act (ADA) Compliance			
Action Step 1: Handicap entrance to each building on campus including at least one dormitory each for men and women	Director of Physical Plant	Installation complete	Not Completed
Action Step 2: Improve sidewalks and curbs for easier wheelchair access Completed by Year 4			Not Completed
Build Chemistry Building Completed by Year 4	Construction Company Director of Physical Plant Senior Vice President for Financial & University Services	Construction Completed	Not Completed
Build Health Sciences Building Completed by Year 2		Completion checklist prior to each payment	Completed
Action Step 1: Loan Approval Completed by Year 1	Construction Company	Met / Not Met	Completed
Action Step 2: Ground Breaking Completed by Year 1	Director of Physical Plant/Resident Inspector	Met / Not Met	Completed
Action Step 3: Building Complete Completed by Year 2	Director of Physical Plant/Resident Inspector	Met / Not Met	Completed

Action Step 4: Advertise the fact that the building is "green" Completed by Year 2	University Leadership Team	Met / Not Met	Completed
Gentry Renovation Completed by Year 4	Director of Physical Plant	Met / Not Met	Completed
Build Science Plaza Completed by Year 4	Construction Company Director of Physical Plant Senior Vice President for Financial & University Services	Construction Completed	Not Completed
Build Biology / Physics Building Completed by Year 5	Construction Company Director of Physical Plant Senior Vice President for Financial & University Services	Construction Completed	Not Completed
Improve Air Quality on Campus Completed by Year 5	Director of Physical Plant	New HVAC systems are installed	Completed
Build Pedestrian Mall Completed by Year 5	Construction Company Director of Physical Plant Senior Vice President for Financial & University Services	Construction Completed	Not Completed



Goal			Status
To become a more racially, ethnically, and geographically diverse University community, encompassing faculty, staff, and students.			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Carson-Newman will increase the number of diverse Christian faculty and staff with appropriate training to meet the divisional goals. Completed by Year 1	Vice President for Student Services, University Leadership Team	Increase the number of diverse faculty and staff by 50% of the current amount	Completed
Action Step 2: Carson-Newman will hire a Case Manager to assist with high risk students. Completed by Year 1	Vice President for Student Services, University Leadership Team	1. Complete a student needs assessment. (Healthy Minds Survey implemented March 2021) 2. Write a job description and complete a Position Approval Request Form (PARF). 3. Hire within the university guidelines. 4. Onboard and train new employee.	Completed
Action Step 3: Develop partnership with Diversity and Equity Committee Recruitment project. Completed by Year 2 - Summer workshops series on Diversity and Equity offered to coaches and members of C-N's Diversity and Equity Committee.	Coordinator of Campus Culture and Leadership Development	Were opportunities identified Met / Not Met	Completed

Goal			Status
To create and deliver resources that will strengthen and encourage churches and pastors on an on-going basis			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Work with the Biblical and Theological Studies faculty to develop digital resources that will allow us to encourage and equip pastors.	Vice President for Church Relations & Campus Ministries	Document those resources were developed.	Completed
Action Step 2: Create a 'Center for Preaching and Pastoral Ministry' that hosts a yearly conference, has fellows, develops resources, disciples pastoral ministry students, etc.	Vice President for Church Relations & Campus Ministries	Verify the center is created and that events are taking place.	Completed
Action Step 3: Create a database of vocational-ministry students who are equipped by Carson-Newman and sent out as interns into local churches.	Vice President for Church Relations & Campus Ministries	Verify the database is created and being maintained.	Completed
Action Step 4: Assist with the strengthening and growth of the Master of Divinity (MDiv) Program.	Vice President for Church Relations & Campus Ministries	Track the growth of the MDiv program as well as the involvement of churches.	Completed
Action Step 5: Create a pathway for churches without missional engagement to begin to serve their region through a partnership with Appalachian Ministries of the Smokies (AMOS).	Vice President for Church Relations & Campus Ministries Executive Director of Appalachian Ministries of the Smokies (AMOS)	Verify that it has been done.	Completed



Goal			Status
Create a culture of discipleship on campus			Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Move all faith-based campus ministries under our division.	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Faith based student organizations will report to campus ministries, monitor growth of each organization and potentially add new organizations that align with our faith.	Completed
Action Step 2: Start discipleship groups (D-groups) meeting on campus.	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Set end of the year goal for the number of D-groups started.	Completed
Action Step 3: Foster student church involvement among all students through hosting a church expo, a tailgating weekend, etc.	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Verify that it has been done.	Completed
Action Step 4: Host discipleship events (Gospel Saturated Life Conference, Spring Revival, etc.)	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	4 events per year, create evaluation form for participants to submit feedback.	Completed

Action Step 5: Start one-on-one mentorship opportunities.	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Track number of students in mentoring relationships with faculty, staff, local pastors and laymen.	Completed
Action Step 6: Create resource library	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Establish a list of foundational books to have available, create a running list of books to add.	Completed
Action Step 7: Host Christian vocation workshop	Vice President for Church Relations & Campus Ministries Director of Campus Ministries Associate Director of Campus Ministries	Use University data to create a Christian vocation workshop outside of the typical Christian occupations and poll students on effectiveness of the event.	Completed





ACORNS TO OAKS

PURSUING GOD'S PREFERRED FUTURE



PHASE 1
YEAR 5

Goal			Status
To develop a pedagogy of Christian Education as spiritually, intellectually, morally, and culturally formative			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Pedagogy of Christian Education			
Action Step 1: <i>Moving The Needle</i> (MTN) First Year Formation Completed by Year 2	Provost, Director of Liberal Arts, Director of Student Success, Director of Student Experiences	Implement new Liberal Arts (LA) 101 curriculum tied to first year educational, formative, spiritual experiences by August 2023	Completed
Action Step 2: Intentional connection to our Christian Intellectual Tradition Completed by Year 5	Provost, Deans, and Chairs, and Faculty	As measured by the Council for Christian Colleges and Universities' (CCCU) Spiritual Formation Index or similar instrument. Will assess students' indicated spiritual growth. At least 70% of students will indicate an increase in their spiritual development after completion of their program of study	In Progress
Action Step 3: Apply for NetVue grant (5K) Complete by Year 4	Provost, Deans	Met / Not Met apply by deadline April 2025	Completed



Goal			Status
To enhance the missional focus in support of the academic enterprise by establishing a new center for student learning.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Reorganize Student Success into the Center for Student Engagement and Learning			
Action Step 1: Hire new Director of Student Success Completed by Year 2	Director of Student Success and Provost	Met / Not Met	Not Completed
Action Step 2: Academic Readiness and Recovery Completed by Year 3	Director of Student Success	Met / Not Met; missional fit; fit to Christian Anthropology	Not Completed
Action Step 3: <i>Moving The Needle</i> (MTN) Advising Module (Vocation, Aspiration, and Christian Worldview)	Director of Student Success	Met / Not Met; missional fit; fit to Christian Anthropology	In Progress
Action Step 4: Develop Supplemental Instruction	Dean of Natural, Applied, & Health Sciences (NAHS) and Director of Student Success	Met / Not Met; missional fit; fit to Christian Anthropology	In Progress
Action Step 5: Develop Endowment Specific for Center	Provost	Met / Not Met; missional fit; fit to Christian Anthropology	In Progress



Goal			Status
To enhance support and provide missional focus in support of the academic enterprise by expanding work of current center for global education			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Center for Global Education (CGE) (existing)			
Action Step 1: New communication strategy to promote study-abroad opportunity Completed by Year 1	Director for Center for Global Education	Identify and increase communication to C-N faculty through two new channels	Completed
Action Step 2: Collaborate with sister institutions and Center for Global Education (CGE) to increase study abroad opportunities Completed by Year 2	Director for Center for Global Education	By May 2023, identify three sister school opportunities	Completed
Action Step 3: Endow a Global Ambassadors Program to provide scholarships for students to study abroad and for international students to study at C-N Completed by Year 4	Director for Center for Global Education	Award four \$1,000 scholarships by August 1, 2025	Completed
Action Step 4: Increase faculty-led programs for student study abroad Completed by Year 5	Director for Center for Global Education	At least three new faculty-led programs by August 1, 2026	In Progress



Goal			Status
To expand current academic programs, create new programs, prune existing programs, and construct new academic facilities in order to advance our Christian mission through academic excellence and effectiveness.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Increase Academic Programming at Knoxville Education Center (KEC)			
Action Step 1: Market analysis of programs of student interest Completed by Year 2	Deans and Chairs	Identify seven programs of interest by May 2022	Completed
Action Step 2: Coordinate recruiting/marketing efforts to promote programs at Knoxville Education Center (KEC) Completed by Year 2	Provost, Deans, and Chairs	Create new marketing/ recruiting materials for programs by May 2023	Completed
Action Step 3: Launch additional programs Completed by Year 3	Deans and Chairs	At least five programs by 2024	Completed
Action Step 4: Develop Develop Human Performance Academic Program Completed by Year 3	Chair and Program Director of Exercise Science	Met / Not Met	Not Completed
Action Step 5: New Criminology Major Completed by Year 3	Chair and Program Director of Exercise Science	Met / Not Met	Not Completed
Action Step 7: Develop Graphic Design Program Completed by Year 4	Chair	Missional fit, market demand Met / Not Met	Not Completed



Goal - continued			Status
To expand current academic programs, create new programs, prune existing programs, and construct new academic facilities in order to advance our Christian mission through academic excellence and effectiveness.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 8: Develop Master of Divinity Program Completed by Year 5	Dean of Biblical and Theological Studies	Met / Not Met	Completed
Action Step 9: Update/Upgrade Mac Lab (Art - Graphic Design) Completed by Year 5	Chair	Met / Not Met	Completed
Action Step 10: Library/Technology Resources Completed by Year 3 and ongoing	School Dean, Dean of Library	Missional fit, market demand, no new costs optimize existing resources	Completed
Action Step 11: Develop Masters in Early Childhood Education and Special Education Completed by Year 3	Dean Family and Consumer Sciences, Education	Met / Not Met	Completed
Action Step 12: Develop New MSN Program Psychiatric Mental Health Completed by Year 5	Dean, Chair	Met / Not Met	In Progress
Prune programs, processes, and positions to enhance growth in new areas.			
Action Step 1: Review current academic programs for missional fit. Completed by Year 1	Provost, Deans, and Chairs	Missional Fit; comparison of programming at peer institutions	Not Completed

Action Step 2: Eliminate low enrolled programs that do not adversely affect mission. Completed by Year 5	Provost and Deans	Identify low enrolled by May 2022 Begin teach out Fall 2022	Completed
Create College of Professional Studies			
Action Step 1: Hire Director for College of Professional Studies Completed by Year 1	Provost	By August 1, 2022	Completed
Action Step 2: Develop a menu of potential program offerings Completed by Year 1	Dean for College of Professional Studies	Met / Not Met; missional fit; fit to Christian Anthropology	Completed
Action Step 3: Determine College location Completed by Year 2	Provost and Director	Met / Not Met Will college be located in Knoxville? Jefferson City? Elsewhere?	Completed
Action Step 4: Technological infrastructure needs Completed by Year 2	Dean for College of Professional Studies	Met / Not Met	Completed
Action Step 5: Hire faculty and staff Completed by Year 5	Provost and Director	Met / Not Met	In Progress
Action Step 6: Develop Memorandum of Understanding (MOU) with Lakeland Center at Lakes Church Completed by Year 2	Provost and Director	Met / Not Met	Completed



Goal - continued			Status
To expand current academic programs, create new programs, prune existing programs, and construct new academic facilities in order to advance our Christian mission through academic excellence and effectiveness.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 7: Carson-Newman to apply and get approved by Florida Department of Education Completed by Year 2	Provost and Director	Met / Not Met	Completed
Action Step 8: Carson-Newman to apply and receive accreditation approval to offer courses at Florida location Completed by Year 3	Provost and Director	Met / Not Met	Not Completed
Action Step 9: US Department of Education to approve Carson-Newman to receive financial aid for on-ground programs at Florida Completed by Year 3	Provost and Director	Met / Not Met	Not Completed
Action 10: Develop Courses for MBA Entrepreneurial Leadership Completed by Year 3	Provost and Director	Met / Not Met	Completed
Goal			Status
To sufficiently equip academic programs with appropriate number of faculty and staff (Phase V of V).			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: New Faculty Hire (Undergraduate Nursing)	Provost, Dean, Chair		In Progress
Action Step 2: New Faculty Hire (Communications)	Provost, Dean		In Progress

Action Step 3: New Faculty Hire (Philosophy)	Provost, Dean, Chair		In Progress
Action Step 4: New Faculty Hire (Assistant Director - DNAP)	Provost, Dean, Chair		In Progress
Action step 5: New Faculty Hire (DNAP Faculty)	Provost, Dean, Chair		In Progress
Action Step 6: New Staff Hire (DNAP Administrative Assistant)	Provost, Dean, Chair		In Progress
Action Step 7: New Faculty Hire (Family and Consumer Sciences - Integrated Early Childhood)	Provost, Dean, Chair		In Progress
Action Step 8: New Staff Hire (DNAP Recruiter)	Provost, Dean, Chair		In Progress
Action Step 9: New Faculty Hire (Nursing - Where Needed)	Provost, Dean, Chair		In Progress
Action Step 10: New Staff Hire (HR Specialist)	Provost, Director of Human Resources		In Progress



Goal			Status
To develop a 21st-century Pedagogy to reduce external threats to mission			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Completed by Year 5			
Action Step 1: Expand simulation teaching in Nursing Completed by Year 3	Dean of Health Sciences	- Benchmark amount of simulation teaching & clinical practice by May 2023 - Grow simulation teaching by 25% of clinical experience by May 2024	Completed
Action Step 2: Review current COVID-19 policy to develop long-term operational policy compliant with Center for Disease Control (CDC) and Tennessee Department of Health recommendation Completed by Year 5	Provost	Create a new teaching contingency plan following A Firm Foundation by May 2026.	In Progress
Action Step 3: Increase use of hybrid course design and implementation Completed by Year 5	Deans, Chairs, and Faculty	By August 1, 2025, 100% of all courses in the Liberal Arts (LA) core will use a hybrid context delivery model. At least 50% of major courses.	In Progress



Goal			Status
To review and align all internal policies and procedures with mission, and provide for increased effectiveness and efficiency.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Update policy and process to optimize current technological solutions Completed by Year 5	Area Directors and Core Team	Identify 100% process that can move to existing solutions. Implement 50% by 2024	In Progress
Action Step 2: Class schedule optimization Completed by Year 3	Provost, Deans, Chairs, and Registrar	Distribute class offerings following a normal distribution across the school day. No more than 60% of courses are offered between 10am-2pm.	Completed
Action Step 3: Association to Advance Collegiate Schools of Business (AACSB) - Accreditation for Business Completed by Year 3	Department Chair - Business	Met / Not Met - Assess financial commitment of University by May 2023	Completed



Goal			Status
To provide facility upgrades and renovations that contribute to the safety of National Collegiate Athletic Association (NCAA) Competition while reflecting the excellence that C-N aspires to embody.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Football Field Turf Replacement Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Football field turf completely replaced?	Completed
Action Step 2: Install field turf at Softball Completed by Year 2	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Softball field turf installed?	Completed
Action Step 3: Install field turf at Baseball Outfield Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Baseball Outfield field turf installed?	In Progress
Action Step 4: Install field turf at Soccer Completed by Year 2	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Soccer field turf installed?	Completed
Action Step 5: Erect new spectator seating at Baseball Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the current Baseball seating removed and a new spectator seating structure erected?	In Progress
Action Step 6: Renovate visitor's dugout at Baseball Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the visitors' dugout at Baseball renovated?	In Progress

Action Step 7: Install new Baseball Outfield Wall Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was a new outfield wall at Baseball installed?	Completed
Action Step 8: Construction of a Track & Field Complex Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was a new Track & Field Complex constructed?	In Progress
Action Step 9: Renovate the Ken Sparks Athletic Complex Weight Room Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Ken Sparks Athletic Complex Weight room renovated?	Completed
Action Step 10: Replace existing scoreboard at Burke-Tarr Stadium with new Video display or LED Message center board. Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Burke-Tarr Stadium scoreboard replaced with a new LED Video Display board or renovated to accept a new LED message board?	Completed
Action Step 11: Replace existing scoreboards at Holt Gynasium with new Video displays or LED Message center boards. Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Were the Holt Gynasium scoreboards replaced with a new LED Video Display board or renovated to accept a new LED message board?	In Progress
Action Step 12: Replace existing scoreboard at McCown Field with new Video display or LED Message center board. Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the McCown Filed scoreboard replaced with a new LED Video Display board or renovated to accept a new LED message board?	In Progress



Goal - continued			Status
To provide facility upgrades and renovations that contribute to the safety of National Collegiate Athletic Association (NCAA) Competition while reflecting the excellence that C-N aspires to embody.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 13: Replace existing scoreboard at Silver Diamond Complex with new Video display or LED Message center board. Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Silver Diamond Complex scoreboard replaced with a new LED Video Display board or renovated to accept a new LED message board?	Completed
Action Step 14: Replace existing scoreboard at Kazez Field with new Video displays or LED Message center boards. Completed by Year 5	Vice President & Director of Athletics Director of Physical Plant and Construction Manager Respective Head Coaches	Was the Kazez Field scoreboard replaced with a new LED Video Display board or renovated to accept a new LED message board?	In Progress

Goal	Status
To provide a 21st-century state-of-the-art technological infrastructure that supports educated goals and models excellence for our students.	Completed

Action Steps	Person Accountable	Evaluation Process	Status
Improve Internet/Network Connectivity and Satisfaction Completed by Year 3		Student survey	
Action Step 1: Move to hospitality wireless access point (AP) in dorms Completed by Year 1	Chief Information Officer and Senior Vice President for Financial & University Services	Met / Not Met	Completed
Action Step 2: Replace old wired network gear Completed by Year 2	Chief Information Officer and Senior Vice President for Financial & University Services	Met / Not Met	Completed
Action Step 3: Replace old wireless network gear (reuse access points we removed from the dorms during previous "Hospitality" replacement and add what's left) Completed by Year 2	Chief Information Officer	Met / Not Met	Completed

Action Step 4: Increase Network Bandwidth Completed by Year 1	Chief Information Officer	Met / Not Met	Completed
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Improve Infrastructure Technology and Reliability Completed by Year 4		Reduced downtime and outages	
Action Step 1: Upgrade all storage Completed by Year 3	Chief Information Officer and Senior Vice President for Financial & University Services	Met / Not Met	Completed
Action Step 2: Upgrade backup solution to include virtual machine (Veeam) and off site Completed by Year 1	Chief Information Officer and Senior Vice President for Financial & University Services	Met / Not Met	Completed
Action Step 3: Upgrade out of support servers and blades Completed by Year 2	Chief Information Officer	Met / Not Met	Completed
Action Step 4: Purchase generators for each server room (FITE Administration Building and Ted Russell Hall) Completed by Year 2	Chief Information Officer	Met / Not Met	Completed
Action Step 5: Implement infrastructure and resource monitoring Completed by Year 5	Chief Information Officer	Met / Not Met	Completed

Data Management Completed by Year 1		One solution for most products	
Action Step 1: Assess all software services to reduce data silos and duplication	Chief Information Officer	Met / Not Met	Completed



Goal			Status
To sustain a stable 3.25% enrollment growth in overall enrollment each year.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Retention Action Step 1: With the guidance of our retention partner, CREDO, create a mission focused first year retention strategy that moves us towards 75% freshmen to sophomore retention by 2025. The four modules, or areas of improvement, that will positively impact retention are: Clearance, Academic Advising, Student Experiences, and Mission-Centered Pathways. Completed by Year 4	Vice President for Enrollment	Meet 75% Freshman retention by 2025	Not Completed
Retention / Recruitment Action Step 2: Utilize a web-based reporting framework that identifies key performance indicators (KPI's) and provides enrollment and revenue projections needed to effectively budget and optimize enrollment Completed by Year 3	Vice President for Enrollment/Information Technology (IT)/Data Scientist	All Vice President's have access, are trained, and utilizing the functionality of the reporting framework by July 31, 2024	Completed
Recruitment Action Step 3: Achieve 80% successful goal completion of Strategic Enrollment Management Plan (SEMP) annual plan each year. The SEMP outlines recruitment annual recruitment strategies. Completed Annually	Vice President for Enrollment/Enrollment Management Committee (EMC) MTN Module Team Co-Chairs Executive Director for College and Professional Studies Management	Annual Assessment of outcomes by August 1st for each person responsible for Strategic Enrollment Management Plan annual action steps. (Met /Not Met / In Progress)	Completed
Recruitment Action Step 4: Establish close relationship with Church Relations Division and help support their efforts to be church focused Completed by Year 4	Vice President for Enrollment/Enrollment Management Team	Connect relational goals to Church Relations department and measure net new student enrollment influenced by relationships with the church.	Not Completed

Goal			Status
To align recruitment strategies with our Christ-centered mission			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Continue to promote missional awareness through hiring and training process Completed by Year 4	Senior Vice President for University Relations/Directors in Enrollment Division/Human Resources Director	Interview and training schedules include sessions on mission integration. Staff application updated to reflect importance of our identity as Christian Educator	In Progress
Action Step 2: Use Admitted Student Research to assess the missional-focus of recruitment material Completed Annually	Senior Vice President for University Relations/ <i>Moving the Needle</i> (MTN) Project Manager	Expect an annual increase in missional alignment related responses after new material is designed and distributed	Completed
Action Step 3: Implement a missionally focused assessment tool within Enrollment Management staff evaluations Completed Annually	Senior Vice President for University Relations/Enrollment Management Team Human Resource Director	Expect an annual increase in missional alignment related responses	Completed



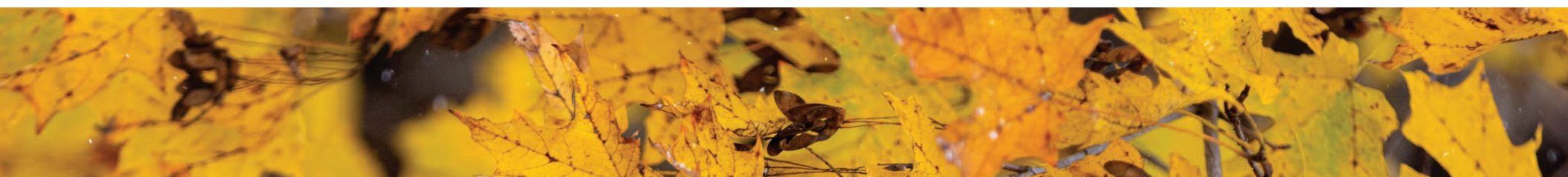
Goal			Status
<p align="center">To provide programs grounded in the Christian faith to help students reach their full potential as educated citizens and worldwide servant-leaders in partnership with all campus entities.</p>			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
<p>Action Step 1: The Division of Student Services will update the Student Organizations handbook and chartering process to reflect Carson-Newman's mission and values.</p> <p>Completed by Year 1</p>	Director of Student Experiences	<p>Review all current processes and charters. Implement revised procedures.</p>	Completed
<p>Action Step 2: Carson-Newman will provide continuous mental and physical healthcare to all students both on campus and world-wide to complement current on campus options.</p> <p>Completed by Year 3</p>	Director of Counseling Services and Director of Health Services	<p>Submit written report of student needs to Vice President for Student Services Research and select Telehealth vendors. Purchase and implement telehealth services. Analyze utilization reports.</p>	Completed
<p>Action Step 3: Carson-Newman will improve the student experience and ease of access to wellness services by utilizing an electronic medical record (EMR) system and online appointment scheduling.</p> <p>Completed by Year 2</p>	Director of Counseling Services and Director of Health Services	<p>Research and select electronic medical record (EMR) provider. Provide information in written form to Vice President for Student Services. Contract with vendor. Set up electronic medical record (EMR). Train staff on electronic medical record (EMR).</p>	Completed
<p>Action Step 4: Carson-Newman will increase the recruitment, engagement, and graduation rates of students of color.</p> <p>Completed by Year 5</p>	Coordinator of Campus Culture and Leadership	<p>Campus Culture and Leadership will gather data related to recruitment, retention, and graduation rates of students of color. Implement programming to meet the needs of students of color. Assess data from engagement and graduation rates.</p>	In Progress

Goal			Status
<p align="center">To cultivate a consistent and ongoing steady stream of new donors while maintaining donor relationships and identifying current donor prospects for larger capital gifts.</p>			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
<p>Action Step 1: Stratify current donors according to historic giving and future potential</p> <p>Completed by Year 2</p>	Senior Vice President for University Relations, Director of Development, and support from the Advancement team	<p>Review stratification data as follows: - 2 years - 5 years - 10 years - 15 years, etc.</p>	Completed
<p>Action Step 2: Develop a process for cultivating current donors with higher giving potential</p> <p>Completed by Year 2</p>	Senior Vice President for University Relations, All Gift Officers, Data Manager/ Discovery Officer	<p>Monthly reporting via staff meetings</p> <p>Review data from current donor giving levels: - (\$100K+) - (\$250K+) - (\$500K+) - (\$750K+) - (\$1 million+)</p>	Completed
<p>Action Step 3: Design each assigned portfolio to optimize current and potential donor relationships</p> <p>Completed by Year 2</p>	All Gift Officers	<p>Presidential final review and approval of all Portfolios as currently assigned and recommend changes</p> <p>Gift Officer Meeting to review recommend changes to portfolios</p>	In Progress
<p>Action Step 4: Cultivate new donor relationships during which 7+ meaningful interactions are planned and accomplished for each prospective new donor</p> <p>Completed by Year 5</p>	All Gift Officers	<p>Recording of donor interactions in database with summative report available</p>	In Progress



Goal			Status
To increase endowment funding in support of the <i>Acorns to Oaks</i> campaign.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Develop a set of best practices to apply in stewardship of fundraisers' portfolios in an effort to increase the amount of gifts to current endowments. Completed by Year 5	Senior Vice President for University Relations, Director of Alumni Relations and the Annual Fund, Director of Development supported by the Advancement team	Monthly review of CRM action reports Weekly review of gift reports	Completed
Action Step 2: Increase the number of general endowments by an average of 3 endowments each fiscal year, for the duration of the campaign, in an effort to fund programs, faculty positions and meet university need.	Senior Vice President for University Relations, Director of Development and all Gift Officers supported by the Advancement team	Monthly reporting on endowment progress via Advancement staff meetings	In Progress
Action Step 3: Implement a system of checks and balances to ensure proper execution of donor intent. Completed by Year 1	Senior Vice President for University Relations, Director of Development and all Gift Officers supported by the Advancement team	Annual review of donor agreements (restricted and unrestricted) to ensure donor intent and university protocol are followed when allocating funds 2-Step Authentication for amounts over \$10,000 to ensure that donor intentions are met	Completed
Action Step 4: Improve accuracy of records maintenance by implementing standards for data entry, actions and reminders and for retrieval of notes. Completed by Year 5	Senior Vice President for University Relations, Director of Development, all Gift Officers, Director of Alumni Relations and the Annual Fund supported by the Advancement team	Quarterly reviews of database and input of classnotes, donor visits, etc. in relation to best practices - as discussed in Advancement staff meetings	In Progress
Action Step 5: Endowment Management – Ensure that 100% of available funds are awarded annually. Completed by Year 5	Senior Vice President for University Relations, Director of Development and Advancement Managers	Advancement Audit of Endowment files to be done annually	In Progress
Action Step 6: Improve communication with donors, keeping them informed of progress pertinent to restricted gifts. Completed by Year 5	Advancement Team	Use of and weekly monitoring of tracking system to be reported on via Advancement staff meeting	In Progress

Goal			Status
To develop a process to enable Advancement hosted events to serve as a tool for the following: 1) revenue generation via endowments and estate planning 2) prospective donor identification, cultivation, and stewardship 3) year-to-year donor growth			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Develop Advancement-hosted Event Criteria (including Women of Vision (WOV)) Completed by Year 5	Director of Development, Director of Alumni Relations, the Annual Fund Event Planner with support from the Advancement team	Utilization of criteria set for Advancement hosted events to determine consistency with strategic goals	In Progress
Action Step 2: Develop a process by which events are approved, organized and utilized Completed by Year 5			
Action Step 3: Identify prospective new donors and develop specific plans for engagement including events tailored to specific audiences. Completed by Year 5	Senior Vice President for University Relations	Through Gift Officers, donor prospects identified and discussed at Gift Officers Team Meeting with supervisors The use of updated University Relations event criteria	In Progress



Goal			Status
To create awareness and appreciation for the value of Church Relationships across the Carson-Newman community			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: More consistently (monthly) and publicly (campus-wide) express appreciation and celebrate the value local churches bring to C-N	President and Vice President for Church Relations & Campus Ministries	Note that at least twelve intentional expressions occur each year	In Progress
Action Step 2: Continue Prayer Ministry and Complete the Prayer Partner Walk	President and Vice President for Church Relations & Campus Ministries	Dedicate the walk and grow the number of prayer partners each year	In Progress
Action Step 3: Introduce C-N community to area pastors and ministry leaders by providing them an opportunity to minister on campus (i.e. speak in chapel, prayer at commencement, and partner with Appalachian Ministries of the Smokies (AMOS) and Campus Ministries on missional events)	President and Vice President for Church Relations & Campus Ministries	Grow the number of churches involved in our work and partnering with faculty, staff, and students each year.	In Progress



Goal			Status
To align all policies, procedures, operational processes, and statement of faith with C-N's Christ-centered mission to ensure consistent interpretation and application.			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 1: Annual review of all policy and procedure manuals to ensure the following:	University Leadership Team	Successful completion, implementation, and reporting	In Progress
Action Step 2: To align them with C-N's Christian mission and statement of faith			In Progress
Action Step 3: To align with all appropriate accrediting standards			In Progress
Action Step 4: To determine that they meet all state and federal laws pertaining to higher education			In Progress
Action Step 5: To ensure they reflect best practices for Christian higher education			In Progress
Action Step 6: To develop processes designed to ensure faculty, staff, and student review and consistently interpret and apply policies and procedures			In Progress



Goal			Status
To develop a more effective process for onboarding new employees and supporting all existing employees			In Progress
Action Steps	Person Accountable	Evaluation Process	Status
Onboarding			
Completed by Year 3			
Action Step 1: Onboarding PowerPoint/video for new hires to include training on missional integration, sexual harassment, Title IX, and Family Educational Rights and Privacy Act (FERPA) during the first 30 days of employment. Completed by Year 3	Senior Vice President for Financial & University Services Human Resource Director	Track Usage through software 100% compliance all new employees	Completed
Annual Updates			
Completed by Year 5			
Action Step 1: Employees will view an updated version of the onboarding PowerPoint/video keeping the University in compliance with required annual training. This will be included with open enrollment each year. Completed by Year 5	Senior Vice President for Financial & University Services Human Resource Director	Track Usage through software 100% compliance annually all employees	In Progress
Annual Employee Raises			
Completed by Year 4			
Action Step 1: Annual cost of living increase Completed by Year 2	Senior Vice President for Financial & University Services Human Resource Director	Annual overall increases are included during budget preparation and clearly stated.	Completed
Action Steps	Person Accountable	Evaluation Process	Status
Action Step 2: Develop a salary scale by position for equity Completed by Year 5	Senior Vice President for Financial & University Services Human Resource Director	Salary scale is reviewed and approved by University Leadership Team	In Progress

Action Step 3: Compare 401k to 403b to make sure we are in the best overall plan. Completed by Year 3	Senior Vice President for Financial & University Services Human Resource Director	Details of each plan will be presented to University Leadership Team and a decision will be made on the best plan for employees.	Completed
Action Step 4: Incorporate performance reviews in salary adjustments Completed by Year 5	Senior Vice President for Financial & University Services Human Resource Director	Merit raise recommendations submitted with performance review	In Progress





ACORNS TO OAKS
PURSUING GOD'S PREFERRED FUTURE



PHASE 2

Goal		
To expand current academic programs, create new programs, prune existing programs, and construct new academic facilities in order to increase our Christian mission through academic excellence and effectiveness.		
Action Steps	Person Accountable	Evaluation Process
Construct a new Education Building.	Senior Vice President of Financial & University Services, Dean of Education	Met / Not Met
Action Step 1: Plan use of space and hire architect	Dean of Education, Chair of Counseling, Provost	Met / Not Met

Goal		
To provide students with a campus environment that is modern, accessible, safe, and supports a flourishing academic community.		
Action Steps	Person Accountable	Evaluation Process
Action Step 1: Carson-Newman will complete an internal renovation of Alumni, App Commons, Burnett, Butler, Heritage, and Swann Halls to increase student satisfaction and retention, in conjunction with Physical Plant.	Director of Residence Life, Director of Physical Plant, Vice President for Student Services, University Leadership Team	1. Complete a needs assessment. 2. Plan a timeline of projects. 3. Complete fundraising process. 4. Bid out projects. 5. Met / Not met
Action Step 2: Increase safety and security measures within the Maddox Student Activities Center (MSAC) to include the addition of an evening security officer and safety cameras.	Director of Recreational Services and MSAC, DPS, Chief Information Officer, Vice President for Student Services, University Leadership Team	Upon Completion

Action Step 3: Carson-Newman will update the student recreational facilities of the Maddox Student Activities Center (MSAC) to include the walking track, 3-gym area, weight room, and cardio room.	Director of Recreational Services and MSAC, Director of Physical Plant, Vice President for Student Services, University Leadership Team	Upon Completion
Action Step 4: Carson-Newman will update the Intramural Field to include field lighting.	Director of Recreational Services and MSAC, Director of Physical Plant, Vice President for Student Services, University Leadership Team	1. Complete a needs assessment 2. Plan a timeline for project completion 3. Secure bids for project completion 4. Met / Not Met
Action Step 5: Carson-Newman will replace the Pool Deck in the MSAC.	Director of Recreational Services and MSAC, Director of Physical Plant, Vice President & Director of Athletics, Swim Coach, Vice President for Student Services, University Leadership Team	1. Complete a needs assessment 2. Plan a timeline for project completion 3. Secure bids for project completion 4. Met / Not Met





A VISION FOR GOD'S PREFERRED FUTURE

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

Every strategic plan is an exercise in shared or corporate improvement. The plan must answer the question “why?” Previously, we have considered the “what?” of the plan and some of the “who?” how?” and “when?” But, remaining is the question “why?”

While our mission establishes, undergirds, and guides our plan, vision gives us the direction to aim. Our answer to “why?” must be viewed through the lens of Carson-Newman’s Vision Statement. Notice that the vision extends from the mission advancing education and service. Our vision builds off the foundation of Christ holding to our identity as a Christian liberal arts-based university. The “why?” of the plan is explored in the vision statement in terms of impact and influence. We will be the *Christian liberal arts-based university of choice in the Southeast for education and service.* We will stand apart from other universities in our region. We will be seen not as another option among many, but a place unique in mission and purpose.

What does it mean to be a Christ-centered University? Being a “Christian Liberal arts-based university” means that at the center of our educational enterprise is Jesus Christ. This reality provides identity, focus, and meaning to our educational pursuits. As a Christian University having Christ at the center distinguishes us from other kinds of educational institutions. It does not diminish the academic rigor of the education. It simply grounds it in a pursuit of loving God with both heart and mind founded on the fact that He is Creator, Sustainer, Redeemer, and Lord.

Another important factor about an education with Christ at the center is that it does not mean that Christ is the only thing we discuss and study or that we do not seek to understand “secular” things. Christ does not receive our exclusive attention in the educational process, but our hope is that He is our primary affection. If all truth is in fact God’s truth, then any honest pursuit of Truth must in the end reveal aspects of God’s person, His Lordship over Creation, and His love for all mankind. Finally, having Christ as the center of a Carson-Newman education is not incompatible with critical thinking, scholarly excellence, or a liberal arts-based education. Carson-Newman graduates must demonstrate an appropriate mastery of their disciplines and be prepared for graduate school or the marketplace. They should leave Carson-Newman not only prepared intellectually for the next season of life but committed to being servant leaders in their communities, churches, and the workplace. They should embody our mission by being “educated citizens and worldwide servant leaders.” The world has never needed a Carson-Newman education and Carson-Newman graduates more than today.

Acorns to Oaks is a five-year strategic plan designed to move Carson-Newman to become a greater reflection of our Vision. The long journey toward Vision is a series of strategic steps in the right direction giving faithful expression to our identity while remaining focused on achieving a greater measure of success as determined by both Mission and Vision.

To become the *Christian liberal arts-based university of choice in the Southeast for education and service*, Carson-Newman needs to take some bold and strategic steps that are components of *Acorns to Oaks*. In summary, they are –

1. All policies, procedures, and processes must be aligned and consistently expressive of our Christ-centered mission, Statement of Faith and *Five Pillars of Purpose*.
2. All programs and offices will be adequately staffed to provide excellence and missional advancement.
3. The University will prioritize the compensation and benefit packages for faculty and staff to ensure that they are competitive and reward excellent work.
4. As a confessional community, the University will ensure that all hiring practices, onboarding processes, and assessment protocols reflect the deep and abiding Christian faith that is foundational to the University’s operations.
5. The University will work toward reducing our dependency on tuition through innovative programs and entrepreneurial pursuits.
6. The facilities where living and learning takes place on our campus will be renovated or rebuilt so that facilities reflect our commitment to excellence and provide a safe and healthy place for students, faculty, and staff to work, live, and study.
7. The University is committed to balanced budgets.

Acorns to Oaks lays out a plan that, if implemented, will enable Carson-Newman to achieve strategic success in our pursuit of Vision. The “why?” of this strategic plan is that we will, over the next five years, increase our footprint in the Southeast, enlarge both the size and diversity of our students, faculty, and staff, stabilize the University financially, and see our Christ-centered identity and mission permeate the University and enable us to achieve fresh, new dimensions of our Vision.





	EXISTING
	RENOVATE
	HOUSING : NEW
	ACADEMIC : NEW
	IN-CONSTRUCTION
	ACQUIRE PROPERTY
	ATHLETIC : NEW
	PLANT FACILITIES



CARSON-NEWMAN
A CHRISTIAN UNIVERSITY