

## Strategic Plan

**Vision Statement:** Cedarville University will be an exemplary Christian institution known for commitment to academic excellence, submission to biblical authority, passion for the Great Commission, and intentional discipleship that transforms lives for godly service, vocational distinction, and cultural engagement.

**Mission Statement:** Cedarville University is a Christ-centered learning community equipping students for life-long leadership and service through an education marked by excellence and grounded in biblical truth.

Cedarville University's vision can be clearly articulated very simply: Distinctiveness Reinvigorated. For nearly 130 years, Cedarville has been dedicated to providing an education consistent with biblical truth. That dedication has been rooted in a desire to glorify God, a desire permeated throughout the trustees, administration, faculty, staff, students, and friends of Cedarville. Cedarville University's vision to glorify God is expressed in five core values that drive this Strategic Plan. Those values are Biblical Authority, Comprehensive Education, Godly Service, Transformed Lives, and Faithful Stewardship. Building on this foundation, the Strategic Plan then introduces five Core Strategies that will provide the framework for how Cedarville's distinctiveness will be reinvigorated moving forward. These five Core Strategies include Academic Excellence, Gospel Impact, Institutional Sustainability, Program Innovation, and Vibrant Community. In each case, the university already has an established track record that will be continued and expanded. Additionally, several of the Strategies provide new avenues for the university to pursue given the challenges of the environment in which we operate and the new opportunities that are materializing within higher education. The next phase of the Strategic Planning process will be the development of an Implementation Plan which will elucidate the key initiatives of the next three to five years in pursuit of these Strategies. The Core Values and Strategy Alignment Chart below identifies the role of each Core Value related to the Mission and Vision and aligns each with the Core Strategies that are designed to further them during the course of this Strategic Plan.

### Core Value and Strategy Alignment

Core Values	Role in Mission/Vision	Core Strategies
Biblical Authority	Heart	Academic Excellence Gospel Impact Vibrant Community
Comprehensive Education	Means	Academic Excellence Gospel Impact Program Innovation
Godly Service	Instruments	Gospel Impact Institutional Sustainability Vibrant Community
Transformed Lives	Outcome	Academic Excellence Gospel Impact Vibrant Community
Faithful Stewardship	Fuel	Academic Excellence Institutional Sustainability Program Innovation

## Core Strategies

Cedarville University seeks to glorify God by providing a comprehensive education consistent with biblical truth. We fulfill this task by pursuing Academic Excellence, Gospel Impact, Institutional Sustainability, Program Innovation, and Vibrant Community.

1. **Academic Excellence:** Enrich and refine the quality of a residential, undergraduate program array that is responsive to cultural and vocational demands.

**Tactics:** Maintaining only high quality programs provides more efficient use of resources and the opportunity for pursuing our mission in new areas of market demand. We will pursue new programs after careful market and financial analysis to glorify God by preparing young men and women for the call He has placed upon them.

### Commitments:

- Provide a Comprehensive Education Grounded in the Bible and Liberal Arts
- Strengthen the Family, Church, and Society through Graduates of Character
- Provide a Wide Array of Professional Programs
- Assess Quality, Viability, and Mission Fit of Current and New Programs

2. **Gospel Impact:** Continue and elevate the effect of our commitment to the inerrancy and authority of the Bible across the university to engage the culture for the Word of God and the testimony of Jesus Christ.

**Tactics:** Cedarville University is committed to holding fast to the inerrant Word of God and discipling students in its teachings. We produce graduates who are spiritually mature, equipped to engage the culture boldly and share the Gospel of Christ through service in the local church. Such graduates glorify God by remaining faithful to the teachings of Scripture.

### Commitments:

- Submit to Biblical Authority
- Provide Biblically Faithful Education in All Disciplines (Comprehensive Education)
- Maintain and Enhance the Cedarville Experience to Transform Lives
- Disciple Students to Engage Culture and Share the Gospel
- Support the Local Church by Producing Godly Servants

3. **Institutional Sustainability:** Enhance institutional strength by pursuing creative solutions that balance the high quality Cedarville experience with student access, maximizing the stewardship of financial, physical, and human resources.

**Tactics:** Financial stewardship demands that Cedarville University evaluates sustainability issues in light of the mission. The Cedarville Experience is a unique and worthwhile investment made by students and their families. We seek innovative methods to be as efficient as possible with the resources God grants us through tuition and donations. We provide quality faculty, staff, and facilities by appropriating resources carefully and suitably. We sensibly monitor the discount rate to keep the university financially strong while offering as much financial aid to students as is reasonable. In short, we glorify God through stewardship of the resources and the mission which He has entrusted to us.

**Commitments:**

- Balance Mission with Sustainability through Faithful Stewardship of Resources
- Maintain Healthy Enrollment
- Recruit and Maintain Godly Servants
- Balance Financial Aid with a Reasonable Discount Rate
- Create Innovative Efficiencies
- Utilize Fundraising to Increase Affordability through Scholarships
- Raise Endowment Levels
- Maintain Quality Facilities

4. **Program Innovation:** Expand kingdom impact by providing graduate, online, and non-traditional programs that balance academic excellence with sustainability to advance Cedarville’s mission.

**Tactics:** Due to its uniquely robust undergraduate programs, Cedarville University is well poised to offer College Now, Graduate, and online courses and programs. These offerings provide us with the opportunity to pursue our mission and vision with constituencies beyond residential, undergraduate students. We glorify God by providing College Now, Graduate, and Online students with educational opportunities that are of excellent quality and consistent with biblical truth.

**Commitments:**

- Expand the Reach of the Mission through Additional Program Offerings
- Meet New Demands by Offering Excellent and Sustainable:
  - Traditional, Online, and Accelerated Graduate Programs
  - Online and Hybrid College Now Courses
- Evaluate and Consider New Roles for Undergraduate Online Courses

5. **Vibrant Community:** Encourage a campus culture that promotes flourishing, camaraderie, and a biblical sense of community through collaborative and innovative co-curricular programs and events, reflecting biblical truth and transforming lives.

**Tactics:** Cedarville University glorifies God by developing a biblical community on campus, providing cultural experiences for students and the local community, engaging the culture through public events and media interaction, building strong ties with alumni, and supporting local churches with the expertise and service of our faculty, staff, and students.

**Commitments:**

- Transform Lives through Biblical Community
- Promote Campus Spirit
- Develop Student Talents and Discipline Through Co-curricular Programs
- Provide Cultural Experiences
- Build Stronger Ties With and Among Alumni
- Engage Culture
- Support the Local Church