

Cedarville University Strategic Plan

Core Values

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. As the university faces a culture increasingly hostile to biblical authority and ultimate truth, we seek to keep the main thing the main thing. We are not retrenching. We are taking a stand—a stand rooted in the truth of the Word of God, and a stand which is consistent with the historic American ideal of religious freedom. That stand means we are not changing our core DNA. The greater the opposition to Christianity, the tougher the challenges will be as we seek to be salt and light in the field of higher education. We face those challenges with the expectation that God will sustain us, because we know Whom we serve. It is for His glory and His will that we seek to educate Christian men and women for lives of service and leadership. As we stand, we remain steadfast in our commitment that the “fear of the Lord is the beginning of knowledge.”(Prov. 1:7) We remain committed to grounding our students in the Word through a solid Bible minor emphasizing biblical theology. We remain dedicated to discipling and mentoring the next generation of believers for Gospel impact in their communities, cultures, and marketplaces through their ministry in local churches. Altogether, we seek to remain faithful to the stewardship entrusted to us, in glorifying God by fulfilling His teaching and by producing graduates who are equipped to take the Gospel to the ends of the earth.

To do so, we will reinvigorate our distinctiveness by strengthening our core. That process has already begun under the leadership of the Board of Trustees and President Thomas White. Daily chapel remains the heartbeat of Cedarville University with meaningful worship and biblical preaching. The Bible minor has been enhanced to encourage spiritual maturity through grounding in biblical theology. The programs offered at Cedarville from the oldest to the newest are anchored to the truth of

Scripture which is integrated seamlessly throughout each one. Classes routinely begin or end in prayer. Regular assessment ensures that we are offering what we say we offer to our students with excellence. Periodic program review confirms that the programs we maintain are warranted, useful, and mission driven. Graduate programs and College Now (dual enrollment program) initiatives that further the mission will be supported, improved, and expanded where needed to enhance their purposes. New initiatives will be considered within the guidelines of sustainability, marketability, and mission fit. Those initiatives will run the gamut from new or revised academic programs to enhanced campus life programs. Strengthening the core requires not only focusing on what we do best, but also adding innovative new offerings that will continue to broaden and augment the means by which we maintain and strengthen our core mission.

Historically, Cedarville University's means of glorifying God has encompassed many methods and goals. In its earliest years, the institution sought to prepare young men and women for ministry or related fields such as teaching. The young college soon expanded into the liberal arts. Even as the institution began to expand its educational borders, it always understood the notion of God's purposeful calling to apply to all vocations, not just full time ministry. However, when the Presbyterian leadership fell on hard times, that focus was subsumed by efforts to survive. By God's providence, the Baptists reinvigorated those pursuits by taking their Bible college foundation and breathing new life into Cedarville College. The liberal arts programs were maintained, the groundwork for future professional programs was laid, and a clear Gospel focus was reinstated. That focus was endemic under the leadership of early Baptist presidents who had hearts for preaching and evangelism. For these leaders, the task of the school was never viewed as a dichotomy between education, or vocational preparation, and the Gospel imperative. It was always both endeavors intertwined. The Gospel was and is understood biblically as the gift of God to those who repent of their sin and commit their lives to Him. The penalty for the sin of mankind was paid by Jesus Christ, and it is only by His blood that those who accept Him as Lord and Savior can stand righteous before a Holy God. Christ's resurrection from the dead is the basis of the Christian hope for life eternal with Him.

God calls all of His followers to be evangelists where they are, whether a church planter in Bangladesh or a Sales Manager in Des Moines, Iowa. With this vision, the earliest Baptists strengthened the financial position of the school, brought the education program to accreditation, and began to grow the student body and campus facilities. When the institution faced a challenging economy and dropping student numbers, the administration launched new initiatives rather than retrenching in order to turn things around and continue to fulfill the mission. Those endeavors succeeded, bringing years of prosperity in the 1980s and 1990s. During that time, the university grew dramatically both in programs and student numbers. Even so, the institution never forgot its biblical focus, with its evangelistic fervor invigorating programs like Christian Ministries and student outreach.

As Cedarville was busy about its work of advancing its Gospel cause, however, the ground of American Evangelicalism was shifting beneath its feet, refocusing on issues of poverty and social justice. Like the Social Gospel of the early part of the twentieth century, it became all too easy to focus on physical needs to the neglect of the healing and sustenance only Jesus Christ can provide. Consequently, while the Gospel imperative was not lost, it was subsumed by other worthy endeavors. Today, Cedarville seeks to reignite the passion for Gospel impact, both among its students and in the broader evangelical community, driven by its belief in what the Gospel is and what the Gospel accomplishes. First and foremost, the Gospel brings the spiritually dead to life and transfers people from the kingdom of darkness to the kingdom of light. As a result, the Gospel changes lives—lives that must then be disciplined and mentored in the faith “once for all delivered to the saints.” That discipling, a key focus of Cedarville, is necessary for preparing young Christians to share the Gospel with boldness. Spiritual maturity manifests itself in evangelism, and that imperative has become a primary emphasis on the campus of Cedarville. Yet, the Gospel impacts more than just the individual who needs redemption, as fundamental as that is. The Gospel serves as a “pillar and buttress of truth” for the local church which Jesus established as the vehicle to take the Gospel to the nations.(1 Tim 2:15) As a result, we are committed to strengthening the local church by providing theologically trained and spiritually sensitive graduates who can go out and serve in these bodies.

In addition, the Gospel can and does impact the society in which it is expressed. We seek to engage culture by evaluating societal issues from a biblical perspective and bringing biblical truth into public conversations. In the United States of America, a nation departing from its original Judeo-Christian principles, so often we are issuing the call to return back to its founding assumptions. In other cases, we are addressing new forms of godlessness by standing for the truth, especially when society puts pressure on us to conform to ever changing cultural values. This bold stand will not make us popular. Even so, when done with conviction, grace, and love, it brings glory to God. Altogether, this reinvigorated emphasis on Gospel impact will help to drive Cedarville’s mission forward in all areas.

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. Each value is defined and expanded below:

Biblical Authority: The Heart of the Mission

Cedarville University exists to glorify God. We cannot achieve that goal apart from following the commands which are clearly articulated in His Word. As a result, we seek to place God’s Word in authority over all of the university’s endeavors. In short, biblical authority is the “heart of our mission.” Testifying to this, the University has a clearly worded doctrinal statement as a means of seeking to be faithful and submissive to the Bible’s authoritative teaching. Some see such statements

as divisive. They need not be. In our case, they are expressions of our glad submission to the Word of God. It is the grounding of all that we do. Consequently, anything we do in pursuit of the university mission must be in concert with biblical teaching.

Being an institution that is driven by biblical authority naturally requires a clear understanding of what the Bible actually says. In other words, if we are to allow the Scripture to drive all that we do, we must be theologically astute and hermeneutically accurate. As a result, Cedarville places a premium on theological acuity, both in its employees and in its students, a premium which begins with the affirmation of our doctrinal statement, by all trustees, administration, faculty, and staff. This affirmation is not a mere recognition of the institution's stance, but a commitment to covenant with the institution and with each other in like mindedness. Outside of Cedarville, others may differ with us on various theological points and in many cases we are happy to work with them for the cause of Christ. As a community, however, we have covenanted together to be faithful to the teaching of the Word of God as we understand it.

Our doctrinal statement provides the basis for much of what makes Cedarville distinctive, beginning with our belief that God has revealed Himself truthfully in His inerrant, infallible, and reliable Word. Out of that conviction, we hold to a literal six-day view of creation.(Gen. 1-3) As Scripture unfolds, God created the first man, Adam, who fell into sin by failing to abide by God's commands, resulting in the need for the Second Adam, Jesus Christ, who provided the opportunity for redemption to the fallen human race through His death and resurrection.(I Cor. 15:45-49) These beliefs undergird the worldview that drives all teaching on our campus and impacts every program in some fashion. We are committed to allowing the Word of God to transform our minds, so that we might be able to understand the world He created more completely.(Romans 12:2) Our recognition that the Bible is the authoritative source for faith and life means we can face many of life's challenges with clear teaching from Scripture. Submission to biblical truth helps us to navigate the ethical relativism of our day. It provides the basis of discernment needed to live God-glorifying lives in the 21st century. It means that everything that is taught and studied at Cedarville is distinctively integrated with biblical truth. We can and must know what God's Word says in order to honor and glorify Him with our academic pursuits and our lives. Right thinking precedes right action, and we seek to ground the latter in the former. In so doing, we boldly stand "For the Word of God and the Testimony of Jesus Christ."

Comprehensive Education: The Means of the Mission

Cedarville seeks to provide a Comprehensive Education for its students, which is the "means of our mission." As this strategic plan has already stated, all teaching at Cedarville is consistent with the Word of God. That quality provides comprehensiveness that few institutions of higher learning can claim. From ethical standards in business, to recognition of the ordered purpose of the universe in

science, to a teleological understanding of meaning in history, we start with biblical truth. Contrary to the secular argument that Christian schools indoctrinate rather than educate, biblically faithful education is the most comprehensive and complete approach to learning. Indeed, the secular institutions indoctrinate as much if not more, but fail in pursuing truth because of the dismissal of ultimate truth from the outset. Our claim to comprehensiveness in this area is grounded in a humble understanding of our complete reliance on God to know anything at all.(Prov. 1:7, 9:10, Psalm 19, Isaiah 55:8-9)

A second aspect of comprehensiveness at Cedarville is found in the wide array of programs that we offer. Cedarville University offers the best of what a Bible college, a liberal arts college, and a professional school can offer. We are a comprehensive university providing majors in Bible, the liberal arts, and the professions. As a result, students seeking to pursue a vocation in just about any field can find a major to prepare them at Cedarville. This comprehensiveness is not driven by a desire to be “all things to all people.” Rather, we are committed to providing quality programs because of our commitment to the authority of the Word. Colossians 3:17 directs us to do all that we do in the name of Christ. In short, this imperative means it should be done for His glory. We cannot bring Him glory by providing mediocre programs or failing to challenge our students to strive for greatness. Professors at Cedarville recognize that theirs is a sacred calling, as they prepare Christian men and women to fulfill the call that God has placed on them. They cannot properly prepare them without providing rigorous, state-of-the-art programs. Moreover, our faculty must be grounded in biblical truth and up to date in their field. We offer the array of quality programs that we do to ensure that we are having as wide a kingdom impact as the Lord allows in a variety of fields. By preparing students well for the field they have chosen, they can then enter those fields and glorify God by pursuing excellence in them.

Finally, a comprehensive education at Cedarville means a commitment to intentionality and innovation. Our state-of-the-art facilities prepare students in a wide variety of fields with a solid educational foundation and quality hands-on experiences. Starting with the basic content and skills required of an educated person, our liberal arts core prepares students for life and work in the 21st century. Building on that foundation, our major programs provide students the opportunity to develop the knowledge and skills required of the field they wish to pursue. In addition to the classroom and lab, students are put into internship, clinical, and practicum experiences to give them real world exposure before entering the job market. Not only will they be better prepared when they do, but also they will have developed networks that can help them obtain their first job.

Each program at Cedarville is intentionally designed to pair academics and experience to prepare students for life after college. Our high placement rates suggest we are having success. That success will not be maintained apart from continued creativity and innovation both in current programs and in the development of new programs. Our faculty seek pedagogical and scholarly excellence, staying abreast of developments in their fields to maintain the quality of their programs. The development of

College Credit Plus in Ohio (dual-enrollment courses) has provided a unique opportunity for us to pursue our mission with a high school constituency. Such opportunities are significant and will require creative methods to meet the need. Additionally, with a solid stable of graduate programs, we are in a position to consider adding new programs where appropriate.

Ultimately, we are committed to producing quality programs. If we cannot provide courses that are academically excellent, marketable, sustainable, and most important, fit the mission of Cedarville, we will not provide the program. We are unwilling to sacrifice the reputation for excellence that we have built in pursuit of competition with institutions with lower standards. Altogether, we believe that our distinctiveness is our most important asset, an asset we refuse to compromise. Our comprehensive education is a commitment we make to our students, in our endeavor to glorify God in all that we do.

Godly Service: The Instruments of the Mission

Cedarville University is a collection of humble servants seeking to be godly in what they have been called to do. Trustees, administrators, faculty, and staff are the “instruments of our mission.” Trustees and administrators serve, lead, and safeguard the mission of the institution. Faculty seek excellence in the classroom and their field. Staff pursue service-minded mentoring of students and modeling of godly behavior. All of these types of service start with biblical authority. We must be grounded in the Word and committed to its truth. We must integrate its teaching in all that we do. Our service and leadership, then, become outgrowths of those commitments. Increasingly, it will take courage to remain faithful to the teachings of God’s Word in this society. The distinctiveness of Cedarville provides a unique opportunity, however, to impact academia and the culture around us. Our scholarship and interaction with the culture must be faithful to the Word, marked by excellence, and seasoned with love and grace.(Matt. 5:13-16; 10:16) Our students should be educated in a fashion that prepares them to do the same. Godly service demands integrity. We must demand it of ourselves if we expect it from our students. Such consistency provides the opportunity for us to disciple the students that God entrusts to us. In short, godly service brings glory to God.

Transformed Lives: The Outcome of the Mission

Cedarville University Transforms the Lives of students with a comprehensive experience that encompasses much more than simply academics. This transformation is the “outcome of our mission.” As a largely residential campus, students live and learn together. Located amidst the corn fields of Ohio, Cedarville has always sought to provide a vibrant campus community to give students co-curricular opportunities for fun and to enhance their academic pursuits. We also have a robust Student Life and Christian Ministries division that focuses on discipleship and evangelism. From short

term mission trips around the world to service in the community next door, we provide students the opportunity to put their faith to work. Ultimately, we are a community of believers called by God to encourage one another and build one another up in the faith.(I Thess. 5:11) This is the essence of discipleship. We seek to mentor our students in developing spiritual maturity so they will go out from here to pursue love and good works, consistent with the authority of God’s Word.(Heb. 10:24) This legacy will bring glory to God.

Faithful Stewardship: The Fuel for the Mission

God has entrusted Cedarville University with a sacred task for nearly 130 years. He has blessed it tremendously in that time with ample resources, excellent facilities, and quality people dedicated to glorifying God with their lives. Biblical stewardship demands that we balance the demands of our mission with financial sustainability. We cannot fulfill our mission without resources. Yet, if we compromise our mission, the resources mean nothing. This balance demands fiscal responsibility with mission purpose. Faithful stewardship, then, provides the “fuel for our mission.”

At Cedarville, we have a high standard of excellence. It is grounded in the truth of God’s Word, and it is predicated on producing quality initiatives across campus. Excellence demands resources, and we recognize that such a goal means that we cannot be all things to all people. We accept those limitations out of a desire to fulfill the vision. As we seek God’s direction, we seek to glorify Him by humbly pursuing excellence. It is the reasonable objective of good stewardship. “To whom much was given, of him much will be required.”(Luke 12:48) Cedarville University has been blessed throughout its history with much, and we seek to be faithful stewards of those blessings. In so doing, we seek to bring to glory to God.

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. In seeking to achieve these Core Strategies, we encourage our students to think of their education as more than just preparation for a good job. We want them to think of their time at Cedarville as preparation for a good life, which is one that is lived for God’s glory. We believe that the education our students receive will not only benefit them materially, but also will equip them to positively impact the communities in which they live and

the institutions of which they are a part. At Cedarville, biblical truth guides our education of students and prepares them for involvement in three key institutions: family, church, and society.

The first institution, family, has become an issue of concern in our nation. Psychological and sociological research is rife with evidence of the devastating impact of the demise of the nuclear family. The Bible Minor component of the General Education curriculum at Cedarville is designed to instill a sense of responsibility and character in our students that will model God's plan for the family. Cedarville addresses familial problems by emphasizing the biblical model of a man and woman united in marriage. Not surprisingly, God's plan for raising children within the institution of the family by a man and woman actually provides the best arena for children to become well-adjusted and confident adults. Also, our graduates who take responsibility for providing for and nurturing their families will relieve pressure that is too often placed on schools and the government to fulfill roles neither were designed to accomplish. Rather, our students learn about and embrace the biblical pattern for marriage and the family. When this occurs, families play the role God intended for them within their church as well. When the biblical pattern is followed, God is glorified.

The second institution for which we prepare our graduates is the local church. As an institution, the church plays an important role in the community by modeling Christian charity and bringing biblical truth into the public conversation. For some members, the church will be the main vehicle by which they engage culture and share the Gospel. God intended for the church to provide fellowship, discipleship, discipline, and teaching for the believer. It is also the institutional means by which God desires His Gospel to be shared with a needy world. The church needs servants and leaders who will help it fulfill its purposes. Cedarville's Bible minor prepares students to be just such servants and leaders in the church by educating them in biblical theology. Additionally, the liberal arts courses help to develop their analytical skills, allowing them to be discerning members of a congregation. The professional programs also develop graduates in a wide range of professions that can use their expertise for the benefit of the church and its outreach. Finally, other Bible courses, minors, and programs are designed to help contribute to the need in the church for theologically educated leaders. Along with the quality education students receive, we provide many opportunities for our students to get involved in local churches, helping them to realize the important role that churches play in engaging culture with biblical truth. When our graduates go out and serve in the church, God is glorified.

We also seek to prepare our students for effective citizenship within the third institution, society. In a culture that is increasingly disconnected from biblical truth, our task has never been more important. The General Education curriculum is designed to inculcate the Word of God in graduates and provide the critical thinking skills and knowledge base necessary for effective citizenship. Our Founding Fathers understood that for democratic government to work, an educated and informed electorate was

essential. Cedarville is committed to being salt and light in the nation at large by preparing graduates for service in a land that affords a political voice to the individual citizen.

Members of our society should also contribute to the well being of the nation by being productive. With the Bible Minor, students learn that the Bible speaks to the importance of individual stewardship of what they have been given. Thanks in part to their major programs, our graduates have been blessed with talents, skills, and the tools necessary to be successful in their chosen career path. In this economically challenging environment, we recognize that success means responding to the reality that today's graduates will change career paths four to six times throughout their lives. Our liberal arts curriculum is designed to equip graduates with the skills needed to make those transitions. This ability defines the distinction between education and training. Our professional programs provide students with the necessary knowledge, field-specific skills, and experience to step out into the workforce prepared. Having the skills and preparation, however, is only as valuable as one's integrity and character which drives them to use that preparation for its intended purpose. This comprehensive understanding allows our graduates to flourish in their lives. At Cedarville, we believe God intended for humans to work and for that work to be done for the glory of God and to the benefit of mankind. It allows us to pay our taxes, satisfy our debts, create wealth, and be useful to others. Not surprisingly, the net impact of these outcomes is not only provision for the family, but also the success of an entire nation. Cedarville graduates will glorify God by being productive members of society.

In order to glorify God in these ways, Cedarville University commits to pursuing five Core Strategies: 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.

Cedarville University began as a college to prepare young men and women for ministry. The Presbyterian founders quickly broadened the school's focus to include a variety of vocational pursuits as well, all centered on the liberal arts and grounded in the Word of God. When the Presbyterians turned the school over to the Baptist Bible Institute in 1953, they did so on the condition that it remain a liberal arts institution. While Cedarville has grown and expanded its scope over the decades since, its programs still include a liberal arts core curriculum grounded in biblical truth. In addition, Cedarville has not lost its focus on preparing young men and women for the call that God has placed on their lives. In that pursuit, the university has purposefully added professional programs through the years to provide increased opportunities for students to prepare for a wide variety of callings.

Focus One: Bible Minor

Consistent with the vision of the institution, we are committed to providing a comprehensive education that is grounded in biblical truth. The first focus of this commitment is the Bible Minor. A prescribed portion of the General Education curriculum, the Bible Minor is the core of each undergraduate program and provides the needed theological basis for applying biblical truth to every field. Proverbs 1:7 teaches that “the fear of the Lord is the beginning of knowledge.” As a result, a Cedarville education starts with a proper understanding of who God is and what He communicated through His Word.(Psalm 19) The rest of the General Education curriculum is based in the liberal arts which provide students an opportunity to understand what God created.

Focus Two: Liberal Arts

The second area of focus within Academic Excellence, the liberal arts, includes the humanities and the sciences — fields that introduce students to general knowledge and develop the basic intellectual skills that are needed to succeed in life. They were the focus of the earliest universities, long before professional training developed, because they defined education and because of their universal applicability. The liberal arts core courses and major programs enable students to develop skills in communication, information management, problem-solving, and integrating biblical principles with learning. Thus, graduates are prepared for potential job four or five in life, not only job one right out of college. While playing a role in preparing students for success in making a living, the liberal arts also equip them for a life of critical thinking. Repeatedly, Scripture admonishes Christians to test all things in the world against the Word of God. A Cedarville education is infused with the liberal arts to encourage students to develop the analytical skills required to discern truth and respond to error.

Focus Three: Quality Professional Programs

The third area of focus within Academic Excellence is the wide array of professional programs offered by Cedarville University. These quality professional programs now service two-thirds of the student body. They fit our vision well because Colossians 3:17 teaches “whatever you do, in word or deed, do everything in the name of the Lord Jesus.” We recognize that each student has been called by God to a particular field. Faculty members see their role as a sacred responsibility to help prepare students for that calling. We seek to provide quality programs and demand excellence from students because everything that Christians do should be done to the glory of God. That quality is seen in the faculty, the facilities, and the opportunities provided to students to learn, develop skills, and gain experience in preparation for a specific profession. It is seen in having credentialed faculty teaching courses and mentoring students rather than Teaching Assistants. As such, Cedarville is and will continue to be known for its academic rigor. Through challenging and intentional programs, faculty seek to glorify God by preparing students well for their calling so they can glorify God in the excellence of their work.

Focus Four: Program Evaluation

In an ever-changing employment marketplace, Cedarville is committed to evaluating its programs to ensure they are on the cutting edge, preparing students well for their fields. Assessment processes evaluate every program and the general education curriculum on a regular basis. These assessments are used to review and revise coursework and programs as needed to meet the objectives established by faculty in response to the changing environment into which our graduates will enter. When warranted, portions or even the entire General Education curriculum will undergo revision. Current programs will go through a full review at least every five years to ensure that they are viable, preparing students for a career that is in demand and critical to the mission. Programs that are not enrolling students are either in need of revision or are no longer in enough demand to warrant their continuation. In light of such findings, we will develop plans to strengthen or discontinue such programs. When resources are expended on programs that should be discontinued, we are sacrificing means that could be used more effectively in fulfilling our mission and vision. As a result, the program review processes, in addition to the assessment programs, are designed to keep our offerings mission-driven, excellent, and financially viable.

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 and Excellence
- 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.

Cedarville University is unwavering in its commitment to the motto established by the Baptist leadership, “For the Word of God and the Testimony of Jesus Christ.” The motto articulates our dedicated faithfulness to the Bible as the inerrant expression of God making Himself known through the written word while also making Himself known through the person and work of Jesus Christ. This commitment is expressed by our spreading of the testimony of Christ as found in the Bible, and expresses itself in a variety of ways in the Cedarville University of today.

Focus One: Grounded in Biblical Truth

The first focus of Gospel Impact is the Cedarville Experience, a comprehensive campus milieu designed to facilitate the intellectual, professional, and spiritual growth of our students. The Bible Minor equips every student, regardless of his or her major, with the biblical and theological foundation to “be bold” ambassadors for Christ in secular culture and in local churches. Towards this end, students attend daily chapel along with more than a third of the campus being involved in discipleship groups and Christian ministries at any given time. Faculty integrate biblical principle in every course across all of the disciplines on campus, since biblical truth is the foundation on which everything at Cedarville is grounded. As a result, the creation account in Genesis guides the way Biology students understand the origins of the human body. Recognizing biblical authority leads to affirming that the biblical view of marriage portrays the triune nature of God and influences the study of marriage and family in Psychology and Sociology courses. Biblical authority means that the biblical understanding of fallen humanity drives the Political Science students’ evaluation of how government should function. It means that a biblically-based ethical system guides the Engineering student’s evaluation of uses of technology. The Pharmacy graduate student grapples with more than just chemical compounds, because they are treating human beings created in the image of God. And it means that the biblical portrait of the Creator God endowing man with His image enables Arts students to express their creative potential to the glory of God. In short, biblical integration transforms minds.

Focus Two: Cultural Engagement and Evangelism

Cedarville University pledges itself to a second focus of elevating the effect of its commitment to God’s Word with the goal of engaging culture and expanding the impact of the Gospel. That process begins with the spiritual development of the students themselves through Bible courses, discipleship groups, and a host of campus activities. This process expands its scope through the Christian Ministry opportunities provided at local churches, detention centers, nursing homes, and a variety of other settings in our community. In addition, a number of short-term mission trips to domestic and international locations each year focus on Gospel proclamation and service. We encourage students to engage in at least one Global Outreach trip before they graduate and emphasize the imperative to

share the Gospel with those who do not know Jesus. Indeed, we do this because the primary calling of every Christian is to glorify God in all things, at all times, forever. Vocation, or a secondary sense of calling, is that Christian students should steward their resources, talents, and gifts to extend God's glory regardless of their occupation. Our graduates will be in positions of influence that allow them to engage culture in public and influential ways. We prepare them to do so intelligently, effectively, winsomely, and graciously. All will be able to share the Gospel with those who have not heard it. We are committed to equipping students for lives of service and sharing the love of God. In so doing, they will bring glory to God, fulfilling the vision of Cedarville.

Focus Three: Spiritual Discipleship

Cedarville's Student Life and Christian Ministries division is intentional in developing spiritual maturity in young men and women on campus through a variety of initiatives. Student Life Programs promote an expansive variety of service projects and organizations as well as prepare students to take on leadership roles both now and in the future. The Residence Life program provides students with a clearly articulated Community Covenant that regulates behavior among students. While all policies reflect biblical wisdom, some guidelines relate uniquely to the context of Cedarville. Even though no policy can shape the heart, they can extol the benefits of personal discipline and charitability toward the convictions of brothers and sisters in Christ. Resident Directors, Resident Assistants, and Community Life Coordinators all gear their roles toward mentoring and discipling students in the faith, resulting in spiritual maturation. When corrective discipline of a student is needed, Deans pursue redemptive approaches, encouraging repentance following poor choices and producing growth in the life of a student. Altogether, Cedarville is committed to maintaining and enhancing a residential undergraduate community as an intentional element in the educational and spiritual discipleship processes. In order to accomplish the goal of spiritual maturity within students so that they glorify God by living out His Word both now and after graduation, the University will maintain housing facilities, equip residential staff, and expect students to reside on campus during their undergraduate years.

Focus Four: The Local Church

Cedarville is committed to supporting the local church. Student involvement in local churches helps set patterns of service to the church during the college years that build habits lasting a lifetime. As a result, students are required to regularly attend a local church and strongly encouraged to serve in some capacity. Churches need members who live by the Word of God and regularly attend and serve in the church. We commit to providing young men and women with the tools needed to be active members of their local church and to modeling this through our own service in the church. Our new Masters of Divinity program is dedicated to preparing graduate students for service as church planters, teachers, and pastors to further the mission of the local church. We provide students with an ever

growing number of opportunities to develop the discipline of church involvement and evangelism while they are still in school.

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.

Cedarville University is committed to providing the highest quality educational opportunities to students for the lowest possible cost while maintaining our mission. The commitment to excellence was seen in former President Paul Dixon's oft-repeated phrase, "anything done in the name of Jesus Christ ought to have quality stamped all over it." It is also echoed in the mission statement and in a proper understanding of the vision. The result of this commitment has been the hiring of excellent faculty, the development of a beautiful and state-of-the-art campus, and a comprehensive array of academic and co-curricular programs that few Christian institutions of higher learning can match. Daily chapel, the rich residential life program, Christian Ministry opportunities, NCAA Division II athletic teams, counseling services, career services, and quality academic facilities require a considerable outlay of resources. In important ways, these elements of the "Cedarville Experience" are directly tied into the mission and vision of the institution. We have chosen to give a high priority to this level of excellence because we want all that we do to bring glory to God. This prioritization means that

Cedarville does not try to be all things to all people. It also means that some other institutions may be able to provide a lower cost education to students. Administration, faculty, and staff believe that the Cedarville Experience is worth the cost and graduates concur. Prospective students and families sometimes struggle with evaluating more than simply the bottom-line costs when considering institutions of higher learning. Cedarville is committed to continuing to communicate to prospective families the clear advantages of a Cedarville education.

Focus One: A Sustainable Cedarville Experience

Cedarville University, like all institutions of higher learning, faces an increasingly challenging economic environment. Families are finding it harder to afford college for their children while the costs associated with providing a college education continue to grow for institutions of higher learning. Cedarville cannot fulfill its mission if it is not financially viable. We must carefully balance the demands of the mission with the challenges of a price point that is difficult for some families to meet. We must continue to improve our methods of recruitment to maintain a healthy enrollment. Finding the equilibrium between sustainability and access is a constant area of focus.

Focus Two: Quality Faculty and Staff

A second focus of commitment for us is maintaining quality personnel who are essential to preserving the excellence of our programs. Therefore, we must provide competitive compensation packages to attract and maintain these godly servants. We continue to offer effective faculty and staff development opportunities both on and off campus. In addition, we constantly evaluate our compensation packages with an eye toward providing the best benefits possible balanced with the need for efficiency. We commit to sustaining a reasonable balance between personnel and other budget categories so that there is some flexibility within the budget should we face a season of declining revenue. This approach puts employees first, and allows us to control costs in areas other than personnel if needed. Cedarville University is committed to making all financial decisions through the lens of mission and vision directives first, while recognizing that sustainability is essential.

Focus Three: Institutional Innovation

Third, institutional sustainability demands institutional innovation. Cedarville is committed to considering new initiatives that are consistent with the mission. When new programs are considered, we will evaluate them based on how they will help us fulfill the mission and vision of the institution. Next, we will consider the issue of affordability in light of the return on investment. In other words, we seek to keep our price as low as possible for students while providing the highest quality programs and the Cedarville Experience. That also means pursuing creative solutions and efficiencies that make us as affordable as possible. We commit to maintaining as much financial aid as is reasonable to help students afford their college education. We also seek to keep the unfunded discount rate at sensible levels, because we realize that elevated discount rates have resulted in the demise of some

institutions. In addition, we are committed to focusing on current-use gifts and scholarship gifts from donors, while continuing to build the endowment. These types of donations help to support the financial health of the institution as well as to provide more financial aid for individual students. In short, we are committed to pursuing new and innovative solutions to the challenges associated with the rising costs of higher education. Care in putting resources toward new initiatives ultimately means good financial stewardship and results in the highest level of affordability for students.

Focus Four: Campus Facilities

Finally, Cedarville University has a long history of and is committed to maintaining a beautiful campus with functional and well-maintained buildings. While we are not embarking on a massive enrollment growth initiative, we do anticipate steady growth over the next three to five years. While existing facilities can absorb most of this growth, they will continue to be evaluated to meet changing needs. In addition, new dorms may be necessary. We are committed to minimizing deferred maintenance on existing structures and developing new facilities as needed. These practices will help the institution bring glory to God by being a good steward of the resources and positioning the university well to take advantage of opportunities when they arise.

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.

Cedarville University is committed to expanding the means of fulfilling its mission through innovative courses and programs aimed at high school, graduate, and online students. While the means of offering these courses and programs may differ from our residential undergraduate programs, the goal of glorifying God by offering them with excellence and financial stewardship remains the same.

Focus One: Graduate Programs

Cedarville University is committed to fulfilling its mission by providing quality graduate programs. We currently offer graduate programs in the fields of Ministry, Business, Education, and Healthcare. As such, we have embraced the challenge to educate students at the graduate level to become Christian scholars and researchers. Through these programs, we provide comprehensive, educational preparation within a biblical worldview for students who have been called to professions where advanced degrees are valuable for advancement or required for employment. As with the undergraduate programs, we regularly evaluate graduate programs to gauge their sustainability, marketability, and excellence. We are committed to aggressively marketing these programs to support their success in fulfilling the mission. Also, we are committed to considering new programs based on their ability to advance our mission, to meet the demands of the professional environment, and to be sustainable. Finally, we will evaluate the possibility of adding additional accelerated programs based on the same considerations.

Focus Two: College Now

Cedarville University is also committed to expanding the means of fulfilling its mission by providing College Now courses to Christian students in high school. These students can take College Now courses for both high school and college credit and are able to take them on campus or online. Ohio and other states have developed programs allowing these dual credit courses and are willing to pay for the tuition in some cases. For Christian school students, these courses often provide options that would not normally be available at their school. For Public school students, these courses provide options that are taught within the framework of biblical truth. Students can also take Bible courses through Cedarville that are not available in public schools, though public funding usually does not apply. For Homeschool students, these courses can provide an additional class option. In all cases, these courses provide the opportunity to earn college credit while still a high school student. We are committed to offering the same high quality academic courses to College Now students that we offer to our current college students.

Online College Now courses are an effective option for many students, but some Christian schools in particular would like to partner with us in providing courses within the high school classroom. We are

committed to assisting these schools as effectively as possible while maintaining the quality of our courses and fulfilling our mission and vision. Our College Now courses will seek to glorify God by providing quality education, preparing students for the call that God has placed on their lives.

Focus Three: Undergraduate Online Courses

Finally, Cedarville University is committed to providing quality online course offerings to its undergraduate college students where benefits of this educational model justify the delivery method. While our mission to these students is primarily geared toward the residential experience, online courses provide a number of advantages for students. Taking an online course is an important practice for students who may be required to undergo online instruction either in the workplace or in pursuit of graduate degrees. Online courses also provide an option for students who need to fit in a course during a semester while they are involved in clinical, practicum, or internship experiences that take them off campus. For some, such as athletes or students in exceptionally large majors, scheduling challenges make online offerings an attractive option to complete coursework for a major within four years. Finally, students increasingly require online courses over the summer to get their program back on track or get ahead in their program coursework. More and more students matriculate with college credits completed and, with some summer work, can graduate early. Thus, online courses can be a means of reducing college costs. Regardless of the circumstances, online courses play an important role in the college programs of many of our students. We are committed to maintaining the quality of these courses so that they meet the same standards of excellence as the sections taught in class. Moreover, we will continue to evaluate the appropriate role of online courses and consider new roles in a dynamic higher education environment for residential, and possibly outside, undergraduate students consistent with the university mission and vision.

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.

Cedarville University is committed to maintaining a campus culture that glorifies God. This culture will promote student growth, connectedness, and sense of community. We recognize that we have about 1,000 days to invest in the lives of our students. We want to maximize our investment in that short window of time by focusing on developing a biblical community on campus, rooted in our understanding of the Gospel as a message of redemption and reconciliation to God through the life, death, and resurrection of Jesus Christ. Of course, this redemption is just the beginning. As the Apostle Paul reminds us, it is the very love of Christ which is bestowed upon us in the work of redemption that compels us to be his ambassadors and — to enter into a community focused on love and service. As a parachurch organization, Cedarville is an extension of the church. As a result, our community is rooted in the bond that we have in Christ and His Gospel. The campus community then, becomes the expression of the change that Christ has wrought in us and reflects the glory of God.

Focus One: School Spirit

Cedarville has a long history of providing activities on campus that promote school spirit and co-curricular opportunities for developing specific talents. This focus started early in the institution's history, being remotely situated among the corn fields of a small, rural community. With transportation options limited, Cedarville provided activities for students to provide a break from academic pursuits. While no longer necessary for those reasons, these opportunities have expanded to cultivate a sense of community and provide avenues for developing discipline and skills in sports, music, and theater. Athletics has had a positive impact in developing the sense of belonging to something bigger than oneself. Whether playing on an intercollegiate team, cheering for one, or participating in an intramural sport, students learn respect, sportsmanship, and teamwork. Competitive teams in Debate, Forensics, Model United Nations, and Engineering provide a similar benefit for students and the campus. Musical and theatrical performances allow our students to express skill and develop discipline. Student involvement, whether on stage or in the audience, builds a sense of pride in community. These occasions also afford excellent cultural exposure to our students, broadening their educational experience. Various events on campus ranging from movie releases to talent shows bring students together in fun and educational ways. We emphasize that these pursuits allow for the development of discipline, the stewardship of talents, the growth of community, and the means of glorifying God.

Focus Two: Cultural Engagement

Recently, we have begun to host more co-curricular events on campus that benefit students intellectually and spiritually outside the classroom. The President's Office, the Center for Biblical Integration, the Center for Bio-Ethics, the Center for Political Studies, and various departments and schools engage cultural issues through a variety of conferences, speakers, panel discussions, and blogs, affording students the opportunity to grapple with current issues from a biblical perspective. These events allow students to evaluate the world around them, consider critical issues in their society, hear new perspectives from prominent individuals, and wrestle together with important ideas. We also hope to continue developing a more global campus, reflecting the beautiful diversity of the body of Christ. This type of community and the events that are sponsored help to encourage cross-campus collaboration, discussion, and reflection. The result enhances the fulfillment of our mission by expanding student opportunities to develop their intellectual and spiritual acuity while building bonds with brothers and sisters in Christ.

Focus Three: Expanded Connections with Constituencies

Cedarville is committed to serving our neighbors and showing them the love of Christ. Many of the programs designed for students are open to the public, providing the population of the surrounding communities with cultural experiences and informative events. Our Alumni Office is developing new means of connecting with alumni and building stronger ties between alumni families in communities across the nation. We have expanded our reach even further through the expertise of faculty and staff who are frequently interviewed by local, state, and national news outlets on current issues of the day. Finally, we are committed to supporting the local church by providing pastors' conferences on campus and making faculty and staff available to fill the pulpit or provide focused teaching in churches that request it. The expertise of our Bible faculty is regularly called upon for preaching while faculty across campus are asked to bring their specific expertise and biblical integration to bear on critical current topics. Campus and alumni events along with media interviews allow our commitment to biblical truth to be seen in the evaluation of social, cultural, economic, political, and religious issues, providing increased opportunities for publically glorifying God in a nation desperately in need of Him.

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

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