CAMPBELL UNIVERSITY

2026–2031

A STRATEGIC PLAN

FOR RENEWAL, GROWTH AND RECOGNITION

CAMPBELL UNIVERSITY

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2026-2031

A **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

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COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will intentionally and substantially increase investment in those academic degree programs—whether existing or new—that demonstrate a clear ability to be catalysts for enrollment growth.

METRIC 1.A. We will track the success and return on investment of all academic degree programs by annual enrollment, tuition and fee revenues, retention rates, time-to-degree, and placement of graduates.

METRIC 1.B. We will make determinations on the addition of any new degree programs according to empirical measures of market demand, societal need, and alignment with institutional mission.

OBJECTIVE 2. We will expand and dramatically improve the marketing and promotion of degree programs and the overarching Campbell University brand.

METRIC 2.A. We will measure marketing gains by tracking website traffic, social media reach, digital search rankings, brand sentiment, and—most importantly—enrollment yield.

METRIC 2.B. We will measure gains in institutional brand awareness by tracking application and yield rates across all counties of North Carolina and by charting the increasing proportion of non-athlete enrollment coming from out of state.

METRIC 2.C. We will annually track Campbell's status as "the private university enrolling the most North Carolina undergraduates" to ensure retention of this institutional point of pride.

OBJECTIVE 3. We will attain and sustain an overall student retention rate that exceeds 80%.

METRIC 3.A. We will measure one-year retention rates of bachelor's-seeking, first-time/full-time cohorts with the goal of seeing 6-8% increases over the plan period.

OBJECTIVE 4. We will increase undergraduate enrollment by intentionally creating (and effectively advertising) pathways for students wishing to move seamlessly from Campbell bachelor's degrees to Campbell graduate and professional degree programs.

METRIC 4.A. We will track increases in the number and percentage of entering cohorts in Campbell's graduate and professional degree programs who have already earned a Campbell undergraduate degree.

OBJECTIVE 5. We will expand and improve the physical and human infrastructure necessary to sustain enrollment growth, including new investments in faculty, staff, amenities, student services, and facilities.

METRIC 5.A. We will track faculty and staff hiring in those disciplinary areas where enrollments grow to such an extent that corresponding increases are necessary.

METRIC 5.B. We will monitor increases in housing fill rates and track investments in maintaining/improving residence hall quality.

METRIC 5.C. We will annually survey students to gauge satisfaction on residence halls, campus dining, parking, and core student services. We will track and evaluate divisional responses to remediate items of clear student dissatisfaction.

METRIC 5.D. We will chart the establishment and monitor the functioning of a centralized career services center to support student success and professional development.

OBJECTIVE 6. We will attract and retain students through the expansion and strengthening of signature, high-impact learning experiences. These signature experiences will be broadly advertised to prospective and existing students.

METRIC 6.A. We will measure increases in the number of study abroad, internship, field study, and Christian missions available to Campbell students and the percentage of our student body that participates annually.

METRIC 6.B. We will measure progress toward this objective by increases in institutional and philanthropic support for study abroad, internships, field courses, and missions.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 7. We will increase net revenue each year by generating more tuition/housing/dining dollars through increased enrollment and through consistent, incremental reductions in undergraduate discount rates.

METRIC 7.A. We will chart annual increases in net revenue from tuition, housing, and meal plans.

METRIC 7.B. We will chart annual decreases in average undergraduate discount rates, with an expectation of at least a 0.5% reduction annually for each year of the planning period.

METRIC 7.C. We will chart the allocation of increases in net revenue invested back into faculty and staff salaries according to annual measures of employee merit and performance.

OBJECTIVE 8. We will increase philanthropic support by setting annual goals that grow the endowment, broaden donor participation, and ensure that fundraising priorities across all divisions and units are aligned with the University's mission and coordinated centrally to support institutional strategic priorities.

METRIC 8.A. We will launch and measure the progress of Campbell University's most ambitious comprehensive fundraising campaign through total dollars received and percentage of target achieved.

METRIC 8.B. We will annually measure the effectiveness of Campbell Giving Day, shifting from participation goals to dollar goals with an expectation of exceeding $2M as a one-day total by no later than FY31.

METRIC 8.C. We will measure the overall effectiveness of fundraising efforts annually by charting total dollars contributed, with an expectation of at least 5% growth annually.

METRIC 8.D. We will prioritize the naming of at least one currently unnamed college or school during the period of this plan, with the naming gift(s) being of such magnitude that they can dramatically transform opportunities and operations for the academic unit.

OBJECTIVE 9. We will grow revenue streams by increasing extramural grant submissions and awards.

METRIC 9.A. We will measure growth by annually charting the number of proposals submitted, total dollar value of proposals submitted, number of grants awarded, and total dollar value of grants awarded.

OBJECTIVE 10. We will secure annual net gains in auxiliary revenue by maximizing use of campus facilities, by increasing residential occupancy, and by expanding revenue-generating partnerships and programs that enhance the campus experience and contribute to long-term financial stability.

METRIC 10.A. We will measure increases in residential occupancy each year, with an expectation of at least 2% growth annually (beds occupied and new net revenue generated).

METRIC 10.B. We will measure increases in net revenue from summer camps, conferences, and facility rentals with an expectation of at least 5% growth annually.

METRIC 10.C. We will measure increases in athletic event revenue, game guarantee revenue, and Fighting Camel Club gift revenue, with an expectation of at least 5% growth annually across all categories. A new revenue-sharing model will ensure that dollars derived from athletic events are distributed appropriately across contributing divisions and directed toward institutional priorities.

OBJECTIVE 11. We will complete a comprehensive campus Master Plan that prioritizes mission-aligned capital investments.

METRIC 11.A. We will deploy the Master Plan to chart progress on a preventive and deferred maintenance schedule, with annual funding benchmarks and implementation timelines providing clear metrics for institutional accountability.

METRIC 11.B. We will create, fund, and fill a new Mechanical Engineer staff position with responsibility for project design and management, thereby reducing institutional reliance on third-party engineering firms. We will measure dollars saved through this shift from external to internal capacity.

OBJECTIVE 12. We will strengthen procurement and technology resource management by modernizing policies, conducting regular competitive reviews, and ensuring that purchasing and system investments maximize institutional efficiency, reduce redundancy, and support long-term financial stewardship.

METRIC 12.A. We will complete a full assessment of the remaining lifecycle of all major technology systems and implement a prioritized replacement and modernization plan.

METRIC 12.B. We will measure the consolidation of software purchases to reduce redundancy, eliminate unnecessary outsourcing, and minimize duplicate functionality across disparate vendors.


CAMPBELL
UNIVERSITY
Public Health

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 13. We will enrich the local community by collaborating with key employment sectors to address workforce needs and connect students to high-demand career opportunities.

METRIC 13.A. We will measure annual increases in the number of internships, co-ops, service-learning, and applied research opportunities in local enterprises (companies, government agencies, non-profits) that allow students to gain real-world experience while providing employers access to a pipeline of talent.

METRIC 13.B. We will hold a new centralized career services center responsible for tracking job placements of Campbell graduates and evaluate institutional impact on workforce development in North Carolina's 78 officially designated rural counties.

METRIC 13.C. We will measure the number of new workforce development advisory committees established to assist academic units with curriculum development, internship design, and career preparation.

OBJECTIVE 14. We will be a catalyst for innovation in our local community and across the region and create opportunities for continued economic and quality of life impact.

METRIC 14.A. We will track the number of new business incubators Campbell University is able to facilitate through a combination of its locational and intellectual capital.

METRIC 14.B. We will track increases in the number of events and the number of participants coming to Campbell's campuses for events dedicated to innovation, entrepreneurship, economic development, and community care.

OBJECTIVE 15. We will expand and deepen partnerships with community colleges by developing new transfer pathways, joint academic programs, and collaborative enrollment initiatives.

METRIC 15.A. We will track the number of new articulation agreements established, with a goal of no fewer than two in each year of the planning period.

METRIC 15.B. We will track the number of students who transfer from community college to Campbell each year, and we will measure increases in community college students who eventually earn a bachelor's degree at Campbell.

OBJECTIVE 16. We will pursue mission-aligned public/private partnerships—including opportunities such as hotel development, property leasing and sales, community-based program development, new academic programs—to generate new revenue, enhance the student experience, and benefit the broader community.

METRIC 16.A. We will quantify partnership outcomes—e.g., new facilities built, new programs established, and levels of public/private funding obtained to underwrite joint initiatives.

OBJECTIVE 17. We will more effectively leverage our existing locational advantages (e.g., Raleigh, Fayetteville) and actively cultivate opportunities to expand Campbell's geographic footprint in other areas of the state.

METRIC 17.A. We will annually track increases in instructional activity (credit hours generated) and experiential activities (including clinical placements) beyond the main Buies Creek campus.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 18. We will ensure that Campbell University's Christian identity is more clearly and more consistently reflected in both internal and external marketing and communications (including social media), and that messaging from Admissions, Marketing, Advancement, and Alumni Relations emphasizes the institution's faith foundation as a distinctive for purposes of recruiting new students and for enhancing the retention of existing students.

> METRIC 18.A. We will annually evaluate the University's website, promotional materials, and on-campus imagery using measures of prominence, consistency, and mission alignment.

OBJECTIVE 19. We will secure philanthropic support to establish one or more new endowed scholarships that shall be awarded to incoming undergraduates based on Christian character, rather than solely on GPA and other traditional measures of academic preparation and performance.

> METRIC 19.A. We will measure progress toward this objective by dollars raised, by evidence of scholarship launch, by number of prospective undergraduates applying, and by number of recipients.

OBJECTIVE 20. We will expand and improve the onboarding of new students, faculty, staff, and trustees to better educate them on Campbell University's founding history, its current mission, and its Christian identity.

METRIC 20.A. We will evaluate the creation and application of a series of resources that can be adapted for use by departments, hiring managers, committees, boards, and student organizations to more clearly communicate the University's mission and Christian identity. We will account for their deployment at such key institutional gatherings as new student orientations, Tartan, first-year seminars, Connections, student leader trainings, and new employee/trustee onboardings.

OBJECTIVE 21. We will significantly increase the use of Butler Chapel as a venue for worship and spiritual formation by students, faculty, staff, and the community.

METRIC 21.A. We will document annual increases in the number of events hosted at Butler Chapel, and we will account for increases in attendance (particularly at worship events held on Sundays).

METRIC 21.B. We will chart progress to establish an endowed fund to enhance worship resources, support lectures, hold performances, and/or convene conferences in Butler Chapel. This fund will engage the university and external communities on topics that reside at the intersection of faith and inquiry.

PROCEDURAL ADDENDUM:

Unit Level Planning. In addition to the Campbell University 2026-31 institutional strategic plan, 14 separate academic and administrative units were charged with writing their own five-year plans to complement the key components of the master plan. The 14 local planning units include:

CAMPBELL
UNIVERSITY

ADULT & ONLINE EDUCATION
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. Adult & Online Education will improve student pathways and increase our undergraduate to graduate student rates by aligning program offerings, partnerships, and support structures with learner and workforce needs.

METRIC 1.A. We will track annual increases in the number and percentage of Adult & Online undergraduate completers who enroll in a Campbell graduate or professional degree program with a baseline established in AY2025 and a target increase of 5 percentage points over five years.

METRIC 1.B. We will chart the establishment and utilization of formalized workforce partnerships and the enrollment that results from such partnerships, beginning with the development of baseline data in 2026 and demonstrating steady growth in the number, depth, and enrollment impact of partnerships over the five-year period.

OBJECTIVE 2. Adult & Online Education will strengthen academic and operational infrastructure to support flexible scheduling, timely program innovation, and improved time to completion for adult and online learners.

METRIC 2.A. With a focus on workforce demand, labor market data, or employer and advisory input, we will document the number of Adult & Online programs reviewed or revised annually, ensuring that at least 25% of all current programs undergo a comprehensive review each year and that a minimum of one new program is proposed annually in response to learner and workforce needs.

METRIC 2.B. We will measure the average time required to move Adult & Online program concepts through the implementation timeline - from initial proposal to approval to first student enrollment - with the goal of improving responsiveness to market demand.

METRIC 2.C. We will monitor programs offered through Adult & Online Education to evaluate course planning and execution, ensuring that course planning, scheduling, and delivery are intentionally aligned to maximize enrollment across Campbell University while minimizing redundancy and unnecessary instructional costs. Progress will be assessed through analysis of course scheduling efficiency and instructional utilization.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 3. Adult & Online Education will establish a staffing structure that supports enrollment growth, rapid program development, and adaptability to market needs.

METRIC 3.A. We will evaluate the alignment of Adult & Online staffing capacity with core functional priorities through regular assessment of role clarity and workload distribution, with progress demonstrated by improved performance in enrollment, retention, program development timelines, and partnership engagement over the five-year period.

METRIC 3.B. We will monitor the effectiveness of staffing structures in supporting program development by tracking new student enrollment, student retention, and degree completion rates.

METRIC 3.C. We will assess the impact of staffing alignment on operational effectiveness by tracking improvements in student service delivery through student engagement and surveys, program implementation timelines, and internal coordination and modify as needed to optimize.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 4. Adult & Online Education will strengthen and diversify sustainable funding streams for the Second Chance Initiative, with the goal of increasing enrollment and expanding opportunities for justice-impacted learners.

METRIC 4.A. We will track the growth and diversification of sustainable funding sources supporting the Second Chance Initiative, with progress demonstrated through increases in the number and variety of funding streams, reduce dependence on any single source, and expanded financial support for program operations and student participation over the five-year period.

METRIC 4.B. We will monitor enrollment, persistence, and completion outcomes for justice-impacted students supported through the Second Chance Initiative, using data to implement program and structure changes when necessary and reporting successes to our donors and supporters on a yearly basis.

OBJECTIVE 5. Adult & Online Education will strengthen Adult & Online community connection by building sustainable engagement infrastructure that integrates Adult & Online students, faculty, and alumni into Campbell's academic and social culture.

METRIC 5.A. We will chart the establishment and utilization of sustainable engagement infrastructure connecting Adult & Online students, faculty, and alumni to Campbell's academic and social culture.

METRIC 5.B. We will document and share participation of Adult & Online populations in University-wide academic, co-curricular, and community engagement opportunities with consistent engagement in publications, social media, and other electronic sources.

METRIC 5.C. We will compare persistence, progression, and alumni engagement outcomes for Adult & Online students who participate in engagement initiatives with those who do not.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 6. Adult & Online Education will foster a Christ-centered, inclusive community and prepare graduates for lives of servant leadership by expanding opportunities for spiritual engagement, community connection, and service-oriented learning across the Adult & Online student experience.

METRIC 6.A. We will integrate modules into our faculty and advisor training systems to ensure the prominence and consistency of materials aligned with Commitment 4 across all courses, with 100% implementation by the 2028 annual refresh cycle.

METRIC 6.B. We will evaluate and update all recruitment and onboarding materials yearly to ensure the messaging reaching potential and current students aligns with our mission.

METRIC 6.C. We will implement and assess student participation in and perception of Christ-centered community experiences, including opportunities for faith engagement, reflection, and leadership development within Adult & Online Education. Beginning with the introduction of new engagement opportunities in 2026, this metric will reflect steady and intentional growth in participation and will use student survey data to demonstrate meaningful gains in students' sense of connection, purpose, and alignment with Campbell's mission over the five-year period.

METRIC 6.D. We will implement and assess alumni participation in and perception of Christ-centered community experiences, including opportunities for faith engagement, reflection, and leadership development within Adult & Online Education alumni network. Beginning with the introduction of new engagement opportunities in 2026, this metric will reflect steady and intentional growth in participation and will use survey data to demonstrate meaningful gains in alumni's sense of connection, purpose, and alignment with Campbell's mission over the five-year period.

OBJECTIVE 7. Adult & Online Education will execute a coordinated, cross-departmental strategy to deepen Campbell University's engagement with the military-affiliated community by expanding access, strengthening service pathways, and cultivating a Christ-centered, supportive community that prepares active-duty, veteran, and military-connected students for lives that demonstrate leading with purpose.

METRIC 7.A. We will coordinate across Campbell units to evaluate enrollment of and monitor trends by program level and modality of military-affiliated students, while assessing persistence, completion, and engagement outcomes to ensure alignment with Campbell's mission and commitment to student success.

METRIC 7.B. We will establish and sustain a Campbell University–wide military-affiliated community by leveraging staff, faculty, and alumni with military affiliations, and will track the participation and perception of community-building and mission-focused engagement opportunities.

COLLEGE OF ARTS & SCIENCES
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will increase new student enrollment through stronger collaboration with Admissions and increased promotion.

METRIC 1.A. We will communicate monthly with admitted prospective students during the admissions cycle.

METRIC 1.B. We will make at least one social media post per week.

METRIC 1.C. We will update CAS webpages once per semester.

OBJECTIVE 2. We will create and strengthen academic programs and courses to attract and retain students.

METRIC 2.A. We will develop two new academic programs with strong potential for success.

METRIC 2.B. We will revise one academic program per year.

METRIC 2.C. We will increase the student participation in high-impact experiential offerings in CAS, such as research, capstone courses, internships, and Study Abroad by 2% each year.

OBJECTIVE 3. We will increase retention through stronger faculty engagement with current students.

METRIC 3.A. 100% of the students advised by Academic Advising will be paired with a faculty mentor in the major.

METRIC 3.B. Departments will host an annual gathering for majors, faculty, and staff.

METRIC 3.C. We will increase the percentage of introductory and survey classes taught by full-time faculty by 2% each year.

OBJECTIVE 4. We will strengthen connections between CAS undergraduate programs and Campbell University's graduate and professional programs.

METRIC 4.A. We will increase by 2% annually CAS student matriculation into CU graduate and professional programs by increased undergraduate exposure to these programs through CAS pre-professional committees (pre-law and pre-health). These committees build communities of students and advisors and coordinate engagement opportunities with CU graduate and professional programs.

METRIC 4.B. We will increase by 2% annually the number of CAS students participating in the Early Assurance Pathway (EAP) to the Jerry M. Wallace School of Osteopathic Medicine (CUSOM) by collaboration with CUSOM to restructure the EAP to include meaningful experiences, comprehensive advising, and joint mentoring.

METRIC 4.C. We will increase the number of accelerated undergraduate + graduate/professional "3 + X" pathways by an average of one per year.

OBJECTIVE 5. We will form a CAS Alumni Council to strengthen alumni engagement with a focus on retention.

METRIC 5.A. We will post CAS alumni spotlights on webpages or social media three times per semester.

METRIC 5.B. We will host discipline-relevant CAS alumni to speak in classes or events once per semester expanding to three times per semester by year five.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 6. We will increase gifts, donations, and extramural funding.

METRIC 6.A. We will partner with Advancement to raise $25,000 annually to fund material and structural needs in CAS.

METRIC 6.B. We will partner with Advancement to seek donors for naming rights for the College of Arts & Sciences and the Honors Program.

METRIC 6.C. We will partner with Advancement to seek establishment of two endowed chairs.

METRIC 6.D. We will partner with Advancement to seek establishment of three endowed scholarships.

METRIC 6.E. We will engage the CAS Alumni Council to assist in Giving Day activities, with a 2026 goal of $10,000 and 5% annual growth

METRIC 6.F. We will submit at least one grant proposal per year with a cumulative award goal of $50,000

OBJECTIVE 7. We will increase summer school enrollment through marketing, expanded offerings, and instructor incentives.

METRIC 7.A. We will increase by 5% annually the number of registrations in CAS undergraduate summer courses.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 8. CAS personnel (faculty, staff, students) will be active in the community.

METRIC 8.A. We will increase the number of community engagements (volunteering, speaking, performing, publishing, consulting, etc.) by 5% each year.

OBJECTIVE 9. We will host events that bring the community to campus.

METRIC 9.A. We will host three Fine Arts events (concerts, recitals, theatre productions, art exhibits, Front Porch Music, etc.) per semester.

METRIC 9.B. We will host one academic lecture, panel discussion, or talk per semester.

METRIC 9.C. We will host one of hands-on community events (academic camps, competitions, Astronomy Night, etc.) per semester.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 10. We will explore the connection between faith and inquiry inside and outside the classroom.

METRIC 10.A. We will increase the number of new or revised courses that engage faith and inquiry by 2% each year.

METRIC 10.B. We will host at least one extracurricular academic lecture, panel discussion, or talk per semester addressing faith and inquiry.

OBJECTIVE 11. We will incorporate the Hallmarks of the Campbell University Experience (Character, Initiative, and Calling) in the curriculum.

METRIC 11.A. We will increase by 2% annually the number of General College Curriculum courses that significantly engage the Hallmarks.

METRIC 11.B. We will increase by 2% annually the number of major courses that significantly engage the Hallmarks.

OBJECTIVE 12. We will ensure CAS communications reflect Campbell University's Institutional Identity.

METRIC 12.A. We will track content related to institutional identity on webpages across CAS.

METRIC 12.B. We will track content related to institutional identity on social media posts across CAS.

COLLEGE OF PHARMACY & HEALTH SCIENCES
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

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COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will develop new programs, enhance existing programs, expand capacity, and strengthen pathways to increase enrollment across all CPHS programs, supporting seamless student progression from undergraduate to graduate and professional education, consistent with the University's focus on program-driven enrollment growth.

METRIC 1.A. We will measure the enrollment of internal undergraduates into graduate and professional programs, with a goal of increasing such enrollment by 20% across the college by 2031 from the 2026 baseline.

METRIC 1.B. We will conduct at least one feasibility study for potential new programs annually, beginning in 2027.

METRIC 1.C. We will measure annual enrollment growth from community college students, with a goal of increasing such enrollment by 25% across the college by 2031 from the 2026 baseline.

OBJECTIVE 2. We will sustain enrollment by strengthening student retention through enhanced advising and student support services, in alignment with the University's goal of increasing and sustaining student retention.

METRIC 2.A. We will achieve and sustain retention rates of >85% across CPHS programs.

METRIC 2.B. We will develop and implement an annual evaluation of student satisfaction with advising, student support services, and supplemental instruction by 2027.

METRIC 2.C. We will achieve > 90% satisfaction with advising, student support services, and supplemental instruction, measured through annual evaluations, by 2029 from the 2026 baseline.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 3. We will grow and diversify revenue streams by expanding continuing education, workforce development, certificate offerings, and extramural grants/awards, consistent with the University's emphasis on growing and diversifying revenue.

METRIC 3.A. We will measure annual growth in continuing education and workforce development revenue, with a goal of increasing revenue by 50% from the 2026 baseline by 2031.

METRIC 3.B. We will track conversion of continuing education learners into degree or certificate programs, with a goal of achieving at least 10% conversion by 2031.

METRIC 3.C. We will develop workforce-aligned certificate programs and micro-credentials, with a goal of launching at least five by 2031.

METRIC 3.D. We will conduct at least two workforce training initiatives annually beginning in 2027.

METRIC 3.E. We will measure annual extramural grants and awards by tracking the number and value of submitted proposals and awards, with a target increase of 10% in total dollars requested.

OBJECTIVE 4. We will strengthen philanthropic support by advancing strategic fundraising priorities that align with the mission and strategic objectives of the University.

METRIC 4.A. We will increase total philanthropic support, measured by total dollars, by an average of 5% annually through FY31.

METRIC 4.B. We will create, on average, five (5) new endowed funds annually, or the equivalent growth through significant contributions to existing endowments, to strengthen long-term support of scholarships, programs, faculty, and strategic priorities.

METRIC 4.C. We will increase funding support available to students attending conferences, studying abroad, and participating in mission trips.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 5. We will serve as a leading academic partner in workforce development and rural health improvement, in alignment with the University's commitment to community impact and workforce alignment.

METRIC 5.A. We will prioritize and track the percentage of rural clinical placements across programs.

METRIC 5.B. We will establish workforce advisory committees for all CPHS programs, with a goal of full coverage by 2028.

METRIC 5.C. We will enhance our systems of tracking placement of graduates in North Carolina rural and underserved communities by discipline by 2029.

METRIC 5.D. We will develop and measure the impact of integrated rural academic public health initiatives, with a goal of launching at least one by 2027.

METRIC 5.E. We will track the number of students who voluntarily participate in non-curricular international or community-based service activities, with a goal of increasing student participation by 15% over the 2026 baseline by 2030.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 6. We will clearly communicate CPHS's Christian-centered identity in teaching and professional formation, emphasizing service, faith formation, and community engagement, aligned with the University's commitment to institutional identity and servant leadership.

METRIC 6.A. We will expand opportunities for Christian faith formation and mission-based service and track student participation, with a goal of increasing student participation by 25% by 2028 over the 2026 baseline.

METRIC 6.B. We will develop opportunities for all CPHS students to engage in service learning with faith-based organizations by 2029.

METRIC 6.C. We will track participation in interprofessional education activities across CPHS and non-CPHS programs, with a goal of extending invitations to at least one new program annually beginning in 2027.

METRIC 6.D. We will conduct and document an annual mission-alignment review of CPHS communications beginning in 2027.

METRIC 6.E. We will assess student and alumni perceptions of mission integration on a biennial basis beginning in 2027.

DIVINITY SCHOOL
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. The Divinity School will support the University's commitment to enrollment growth by strengthening Divinity School marketing and promotion efforts that increase engagement with prospective students, elevate program visibility through high-quality storytelling, and build sustainable marketing infrastructure aligned with institutional recruitment priorities.

METRIC 1.A. We will strengthen the Divinity School's marketing capacity by implementing a sustainable marketing and communications staffing model by August 2026 and by annually evaluating the effectiveness of organic and paid advertising in supporting recruitment goals thereafter.

METRIC 1.B. We will increase digital engagement with Divinity School degree programs by achieving a 10% annual increase in website users, sessions, and engagement rates on key recruitment and admissions pages.

METRIC 1.C. We will expand the reach of Divinity School storytelling and degree promotion by producing and distributing program-specific video content and growing Divinity School social media audiences by 10% annually.

OBJECTIVE 2. The Divinity School will support the University's commitment to enrollment growth by developing at least one clearly defined and formally promoted undergraduate-to-graduate pathway between Campbell University undergraduate programs and Divinity School degree programs.

METRIC 2.A. We will create and implement one undergraduate-to-graduate pathway by December 2026. We will track prospective undergraduate student engagement and inquiries on an annual basis.

OBJECTIVE 3. The Divinity School will support the University's commitment to enrollment growth by strengthening and expanding signature, high-impact learning experiences such as the Bible Lands Study Tours, Missions Immersion Experiences, lectures, retreats, and conferences. These signature experiences will be broadly advertised to prospective and existing students.

METRIC 3.A. We establish a baseline measure of the number of high-impact learning experiences and the cumulative participation rate in all events. We will increase the cumulative participation rate on a year-by-year basis.

METRIC 3.B. We will establish a baseline of communication and storytelling around signature learning experiences (i.e., videos, pictures, website updates, social media, newsletters, etc.). We will increase engagement rates on a year-by-year basis.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 4. The Divinity School will support the University's commitment to financial strength by strengthening Divinity School fundraising capacity through coordinated annual giving and major gift efforts that advance the University's mission and grow long-term endowment support.

METRIC 4.A. We will build Divinity School fundraising capacity by hiring a dedicated philanthropy officer by June 2026 and by engaging professional advancement consulting support during 2026–2028 to guide the development of sustainable annual giving and major gift strategies.

METRIC 4.B. We will strengthen Divinity School fundraising capacity by growing the Divinity School Annual Fund annually and making measurable progress toward securing up to $1.5 million in gifts by June 2029 to unlock a $3 million matching endowment for the Center for Calling and Ministry.

OBJECTIVE 5. The Divinity School will support the University's commitment to financial strength by building on the school's knowledge base for grant submissions and submitting strategically selected grant proposals over the next five years.

METRIC 5.A. The Divinity School will submit proposals for grants with the goal of receiving at least two new grant awards during the period 2026-2031.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 6. The Divinity School will support the University's commitment to increased community impact by expanding the broad geographic reach of Divinity School programs via external partnerships and online/commuter- friendly academic programs.

METRIC 6.A. We will establish a baseline measure of the geographical distribution of Divinity School programs. We will measure the geographical reach of academic and community-oriented programs, specifically: the Center for Calling and Ministry, the Empowering Families initiative, the MA in Faith & Leadership Formation, and the MA in Christian Ministries-Online Hybrid, with a goal of expanding the geographical footprint on a year-by-year basis.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 7. The Divinity School will support the University's commitment to strengthening institutional identity by implementing and supporting programming that engages undergraduate and graduate students across the university's academic programs with opportunities to express and deepen their Christian faith through study, service, and worship.

METRIC 7.A. We will collaborate with the Office of Spiritual Life, the Hallmarks Initiative, and the Center for Calling and Ministry to catalogue, create, distribute, and assess resources for clarifying and addressing calling, with the goal of increasing the number of undergraduate and graduate students who participate in the following programming on a year-by-year basis: (1) Connections 300: Calling across the Disciplines elective courses; (2) undergraduate and Divinity School collaborative worship teams and worship internships; and (3) educational activities created by participants in the faculty and staff Calling and Vocation Professional Learning Cohorts.

METRIC 7.B. We will establish a consistent content-sharing process with University Communications by submitting a monthly package of Divinity School faith-focused stories, videos, and program features for use in central marketing channels, and track annual increases in centrally promoted Divinity content.

OBJECTIVE 8. The Divinity School will support the University's commitment to strengthening institutional identity by increasing our use of Butler Chapel as "the Divinity School's Laboratory" for student learning and community engagement.

METRIC 8.A. We will establish a baseline measure of the number of events the Divinity School hosts at Butler Chapel as well as the attendance at those events. We will increase the number of overall participants on a year-by-year basis. Additionally, we will feature Butler Chapel in Divinity School marketing efforts in both print and video formats and monitor video metrics.

JERRY M. WALLACE SCHOOL OF OSTEOPATHIC MEDICINE
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will revise, implement, and assess the admissions interview process.

METRIC 1.A. We will track the number of applicant day participants, students deposited, and those on the waitlist.

METRIC 1.B. We will revise, implement, and assess the admissions applicant day process.

METRIC 1.C. We will analyze current cohort data for GPA, MCAT, and other admissions variables and compare them to previous CUSOM and national cohorts.

METRIC 1.D. We will conduct an analysis of post-applicant day feedback from applicants, faculty participants, and CUSOM admissions staff.

OBJECTIVE 2. We will monitor and actively seek to improve the academic qualifications of applicants compared to enrolled first-year students.

METRIC 2.A. We will analyze and compare trends of aggregate distributions and means for overall science GPA, MCAT domain sub-scores, and MCAT total scores for applicants compared to enrolled first-year students.

METRIC 2.B. We will report outcomes on trends in admissions data.

OBJECTIVE 3. We will perform a comprehensive assessment of admissions, graduation, and residency placement processes, data, and outcomes.

METRIC 3.A. We will monitor trends in graduate outcomes and residency placement over a three-year period in relation to admissions data, applying SWOT analysis and aligning findings with Objectives 1 and 2 to inform projections and strategies that strengthen recruitment of a diverse student body aligned with service to rural and underserved populations.

METRIC 3.B. We will track and analyze job placement outcomes for post-residency completion.

METRIC 3.C. We will be in the 95th percentile for residency placement nationally.

METRIC 3.D. We will be in the top 20% of all medical schools (DO and MD) placing graduates in primary care.

METRIC 3.E. We will be in the top 20% of all medical schools (DO and MD) placing graduates in medically underserved communities.

OBJECTIVE 4. We will revise, implement, and assess admissions recruitment strategies in support of a diverse student body.

METRIC 4.A. We will analyze the enrollment profile, including student demographics of students accepted to the CUSOM DO program.

METRIC 4.B. We will compare CUSOM data to national data provided by the American Association of Colleges of Osteopathic Medicine (AACOM) through annual statistical reports of applicants and matriculants.

METRIC 4.C. We will expand efforts to recruit a diverse student population to CUSOM through live recruiter visits to traditional and minority institutions/organizations and attendance at national conferences, meetings, and other recruitment engagements.

OBJECTIVE 5. We will enhance and expand student-centric programs and services that promote student success, well-being, and academic excellence.

METRIC 5.A. We will evaluate academic support services effectiveness through student utilization, engagement levels, and associated academic outcomes.

METRIC 5.B. We will assess student health and well-being services through utilization trends, access, and student satisfaction indicators.

METRIC 5.C. We will establish a Learning Specialist position to support student success.

OBJECTIVE 6. We will collaborate with other colleges and schools of the University to develop new DO-based dual-degree pathways—including potential programs in Public Health and Business Administration—to support enrollment growth and meet emerging workforce needs.

METRIC 6.A. We will assess the viability of proposed Master of Science in Public Health/Doctor of Osteopathic Medicine (MSPH/DO) and Master of Business Administration/Doctor of Osteopathic Medicine (MBA/DO) dual-degree programs using empirical measures of market demand, regional workforce needs, and alignment with institutional mission.

METRIC 6.B. We will measure the successful launch and growth of dual-degree offerings through program development milestones, enrollment outcomes, and financial performance.

METRIC 6.C. We will track student success and graduate placement data to assess the long-term value and contribution of these programs to enrollment growth and workforce readiness.

METRIC 6.D. We will make program adjustments, as needed, based on outcomes identified through assessment to ensure sustained program viability.

OBJECTIVE 7. We will enhance and expand the Early Assurance Pathway (EAP) program, in collaboration with the College of Arts & Sciences and Undergraduate Admissions, to strengthen enrollment pipelines for undergraduates seeking entry into Campbell's graduate and professional degree programs.

METRIC 7.A. We will measure EAP effectiveness through annual growth in applicant volume, acceptance rates, and matriculation into graduate and professional programs across the University.

METRIC 7.B. We will track student progression, academic performance, retention, and successful transition from undergraduate to professional phases of the pathway.

METRIC 7.C. We will evaluate the effectiveness of recruitment, advising, and inter-school coordination, using outcome data to inform ongoing improvements that strengthen EAP participation and increase matriculation into DO and other health professions programs.

OBJECTIVE 8. We will establish and strengthen dedicated marketing, communications, and alumni relations capacities to enhance program visibility, support enrollment growth, and increase alumni engagement in support of institutional advancement priorities.

METRIC 8.A. We will hire a Director of Marketing and measure the impact of strengthened marketing functions through increased inquiry generation, application volume, and overall visibility.

METRIC 8.B. We will analyze alumni engagement through participation rates, event involvement, mentoring activities, and alumni contributions to recruitment.

METRIC 8.C. We will evaluate collaboration between CUSOM and University Communications and Advancement through coordinated campaigns, shared analytics, and improvements in outreach and engagement processes.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 9. We will strengthen institutional advancement capacity by establishing dedicated fundraising leadership, infrastructure, and stewardship practices to support long-term financial strength through increased philanthropic giving and expanded scholarship and endowment resources.

METRIC 9.A. We will build dedicated advancement capacity through the establishment of fundraising roles, operational infrastructure, and donor stewardship systems.

METRIC 9.B. We will track growth in annual giving, major gifts, donor participation, and scholarships/endowments as indicators of financial strength.

METRIC 9.C. We will identify, engage, and cultivate four prospective donors with the goal of establishing 1-2 new scholarship opportunities annually.

METRIC 9.D. We will refine donor stewardship strategies in collaboration with University Advancement to ensure alignment with institutional priorities and sustained donor engagement.

OBJECTIVE 10. We will contribute to institutional financial strength and enrollment growth by diversifying and expanding our academic offerings, including distinctive program pathways, curricular tracks, and strategically developed dual-degree and specialty options.

METRIC 10.A. We will evaluate new and enhanced academic offerings using performance thresholds based on enrollment, retention, and financial contribution metrics.

METRIC 10.B. We will track prospective student interest, application trends, and institutional reputation indicators associated with expanded academic pathways.

METRIC 10.C. We will assess the impact of new and enhanced academic offerings on applicant pool growth and program demand as supported by coordinated marketing and alumni engagement efforts.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 11. We will expand access to healthcare and health education for underserved and uninsured populations through the growth, promotion, and strategic development of free and reduced-cost clinical services and community partnerships.

METRIC 11.A. We will track access to care through measures including the number of patient visits, mobile clinic activities, and service locations providing free or reduced-cost healthcare services.

METRIC 11.B. We will evaluate outreach and awareness efforts by monitoring social media engagement, community event participation, and the reach and visibility of free clinic services.

METRIC 11.C. We will assess the development and impact of partnerships with community organizations and University programs, including interprofessional education initiatives.

METRIC 11.D. We will evaluate opportunities for program growth through feasibility studies for expanded services, including specialty care access and additional clinic sites in surrounding regions.

METRIC 11.E. We will monitor the integration of student learning experiences within free clinic operations, including participation in culturally responsive, interprofessional health education and community health initiatives.

OBJECTIVE 12. We will strengthen, expand, and support local and international medical mission initiatives that advance CUSOM's commitment to service, healthcare access, and global community engagement.

METRIC 12.A. We will track participation in current local and international medical mission activities.

METRIC 12.B. We will streamline mission trip planning processes and establish participation and engagement targets for mission activities.

METRIC 12.C. We will increase awareness, interest, and participation in mission programs through internal communication, recruitment, and strategic planning efforts.

METRIC 12.D. We will evaluate opportunities to expand local medical mission outreach and develop new partnerships that support recurring mission initiatives.

METRIC 12.E. We will explore and assess relationships with international partners to create sustainable and recurring global mission opportunities.

OBJECTIVE 13. We will expand the network of regional affiliates, including the number of clinical rotation sites, to ensure adequate clinical rotation availability and training opportunities for CUSOM students.

METRIC 13.A. We will assess rotational site capacity through site visits to regional campuses and affiliated hospitals.

METRIC 13.B. We will track the number of available clinical preceptors, affiliated regional sites, new preceptors/sites, and retired preceptors/sites.

METRIC 13.C. We will strategically target new sites for potential clinical rotations within regions consistent with the CUSOM mission.

METRIC 13.D. We will increase clinical rotation availability to maintain a 5-10% excess capacity.

OBJECTIVE 14. We will support and develop new continuing medical education programs for affiliated clinical preceptors.

METRIC 14.A. We will track current number of events/offerings for preceptors and levels of preceptor participation.

METRIC 14.B. We will conduct a feasibility study to pilot alternative Continuing Medical Education (CME) opportunities dedicated to supporting preceptor educational requirements offered through CUSOM.

METRIC 14.C. We will identify two additional avenues for diversifying content and delivery of CME.

OBJECTIVE 15. We will strengthen and expand collaborative relationships with regional graduate medical education (GME) programs to support the development of new residency training opportunities and enhance postgraduate pathways for CUSOM graduates.

METRIC 15.A. We will maintain CUSOM's role as an ACGME-accredited Sponsoring Institution for current GME programs.

METRIC 15.B. We will support regional healthcare partners seeking independent ACGME accreditation through educational partnership and program development collaboration.

METRIC 15.C. We will track the number of affiliated, co-developed, or newly established residency programs and training positions added or in development annually.

METRIC 15.D. We will collaborate with existing and newly affiliated regional healthcare partners to expand residency training opportunities aligned with the CUSOM mission and workforce needs.

METRIC 15.E. We will monitor the growth and diversity of postgraduate training opportunities available to graduating CUSOM students.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 16. We will consistently integrate Campbell University's Christian identity across communications, student and employee experiences, spiritual life engagement, and philanthropic initiatives to enhance institutional distinctiveness, support student formation, and advance enrollment growth and financial strength.

METRIC 16.A. We will evaluate the alignment and visibility of the University's Christian identity across internal and external communications, including websites, promotional materials, and admissions messaging, to ensure consistency and mission alignment.

METRIC 16.B. We will assess the effectiveness of onboarding and orientation efforts for students, faculty, and staff through the development, deployment, and utilization of mission-focused resources and programming, as well as participant engagement and feedback.

METRIC 16.C. We will monitor philanthropic support for initiatives that reflect the University's Christian mission, including endowed scholarships and mission-aligned funds, using measures such as dollars raised, number of new funds established, and student recipients.

METRIC 16.D. We will evaluate partnerships with campus and external organizations (e.g., CMDA and Spiritual Life) through supported programming, funding contributions, and participation level.

OBJECTIVE 17. We will strengthen and sustain service, research, and scholarly activity by enhancing infrastructure, expanding student and faculty engagement, and increasing the visibility and impact of scholarly contributions that strengthen our school and institutional identity as a university whose culture embraces both faith and inquiry.

METRIC 17.A. We will track faculty and student engagement in research and scholarly activity, including participation in programs such as Summer Scholars and CAP projects, as well as the number of funded student research experiences.

METRIC 17.B. We will evaluate the development and sustainability of research infrastructure, including faculty development offerings, adequacy of research support resources, and growth in targeted areas, such as OMM/OPP scholarship.

METRIC 17.C. We will monitor internal and external support for research through dedicated institutional funding, grant activity, and partnerships that advance faculty and student scholarship.

METRIC 17.D. We will assess research productivity and impact by tracking publications, presentations, and dissemination of faculty and student scholarly work, as well as efforts to promote these achievements.

METRIC 17.E. We will evaluate the effectiveness of communication strategies in promoting research opportunities and increasing awareness and participation among students and faculty.

OBJECTIVE 18. We will implement best practices related to current trends and research in higher education.

METRIC 18.A. We will assess the CUSOM curriculum through the course debrief process, utilizing student feedback and course and assessment outcomes.

METRIC 18.B. We will implement best practices related to current trends and research in higher education, including the incorporation of artificial intelligence and educational technologies into curriculum.

METRIC 18.C. We will regularly update the CUSOM website with student outcomes for national licensing exams (COMLEX-USA), including national comparison data, as required by CUSOM's accrediting body.

OBJECTIVE 19. We will implement and continuously improve best practices in the development and delivery of osteopathic principles and practice (OMM/OPP) across the undergraduate medical education continuum, preparing students for successful integration into clinical training and post-graduate practice.

METRIC 19.A. We will monitor the scope and integration of OMM/OPP instruction across the curriculum, including pre-clinical and clinical educational offerings, to ensure continuity and alignment with educational objectives.

METRIC 19.B. We will assess student competency in OMM/OPP through multiple measures, including written examinations, practical assessments, OSCE performance, preceptor evaluations, and COMLEX OPP subcategory scores.

METRIC 19.C. We will evaluate the application of osteopathic principles in clinical settings by tracking preceptor feedback, clinical performance indicators, and student readiness for post-graduate training.

LUNDY-FETTERMAN SCHOOL OF BUSINESS

2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will intentionally expand enrollment pipelines into LFSB undergraduate and graduate programs through strategic academic pathway development.

METRIC 1.A. We will explore, launch, and scale a 4+1 MBA Pathway program. Working with stakeholders & partners across campus, we will grow MBA enrollment of non-business undergraduates to 10% by 2031.

METRIC 1.B. We will create webpages and print documents clarifying popular 2+2+1 community college pathways to share with partner community colleges and admissions representatives making the academic plan clear for both LFSB undergraduate and MBA programs.

METRIC 1.C. We will seek to hire one additional admissions and recruiting staff member dedicated to the LFSB undergraduate and graduate programs.

METRIC 1.D. We will broaden our alumni outreach to deepen engagement with departments with a goal of 50% involvement in each department each year.

METRIC 1.E. We will explore additional signature programs, led by faculty and staff champions with a strong passion and expertise in the area, to ensure we continue providing meaningful, relevant, and impactful opportunities for our students.

OBJECTIVE 2. We will expand and improve recruitment outreach and marketing effectiveness through coordination with Admissions.

METRIC 2.A. In coordination with Admissions, we will host four annual events, such as "Camel for a Day" high school event and inviting accepted prospects to shadow current student leaders for a day to experience the Campbell community firsthand.

METRIC 2.B. We will establish a liaison with Admissions to set up structured opportunities for prospective students to sit in on classes, meet with current students, and experience the business school's culture.

METRIC 2.C. We will create new curriculum guides and program materials highlighting clear academic pathways and sharing student stories.

METRIC 2.D. We will formally track and measure our efforts to enhance the LFSB student experience through participation in our Signature Programs, study abroad courses, and other embedded LFSB experiences.

METRIC 2.E. We will provide necessary staffing to showcase the student experience through social media, news, and web channels to increase our social media analytics by 10%.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 3. We will increase philanthropic investment in the School of Business.

METRIC 3.A. We will actively seek naming opportunities for Signature Programs and other high profile programs without a named benefactor. We will announce a naming success within three years.

METRIC 3.B. We will continue to promote and grow our experiential scholarships by 20% annually, allowing more students to be engaged in and out of the classroom.

METRIC 3.C. We will increase alumni participation through annual giving by 5% annually.

METRIC 3.D. We will seek $5,000 to $25,000 grants for our Center for Financial Literacy.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 4. We will enrich the local community through external-facing programs in financial literacy, leadership training, and service initiatives.

METRIC 4.A. We will offer four external programs to the community throughout the year focusing on financial services and leadership development.

METRIC 4.B. We will provide at least two service opportunities annually available to Business School students, faculty, and staff.

METRIC 4.C. We will offer twice annually a community-based program out of the Center for Financial Literacy.

OBJECTIVE 5. We will cultivate innovation, leadership and entrepreneurship by offering embedded on-campus activities focusing on enriching the Campbell University community.

METRIC 5.A. Our annual Leadership Summit at the Student Union will invite four bordering counties' Chambers of Commerce and their members to grow awareness of our outreach effort.

METRIC 5.B. We will evaluate the course-embedded, professionally facilitated Camel Accelerator by tracking number of entrepreneurs participating, impact and quality of the experience for our LFSB students involved in the accelerator, and secure an additional $5,000 in annual funding to support "marketing experiments" by the entrepreneurs.

METRIC 5.C. We will continue energizing the overall Campbell campus with an entrepreneurial mindset through participation by each of Campbell's undergraduate schools in the President's Innovation Challenge event.

OBJECTIVE 6. We will strengthen workforce partnerships and career outcomes.

METRIC 6.A. We will host at least five annual career development and employer engagement events.

METRIC 6.B. We will work with Triangle-based organizations to offer student internship and permanent hire opportunities leading to a 5% increase in students successfully being employed.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 7. We will expand and improve onboarding of students, faculty, and staff to deepen understanding of Campbell's mission and Christian culture.

METRIC 7.A. We will integrate Campbell history, mission, and Hallmarks into BADM 100 and MBA 700.

METRIC 7.B. We will implement structured mission aligned onboarding for new faculty and staff.

METRIC 7.C. We will actively engage alumni through mentoring relationships, speaking opportunities, and signature events such as Alumni Day, fostering a deeper sense of calling among current students, strengthening the LFSB identity, and expanding their professional network.

OBJECTIVE 8. We will strengthen marketing and communication to more clearly reflect LFSB's faith foundation and professional distinctiveness.

METRIC 8.A. We will affiliate with two external organizations professing similar business and educational values.

METRIC 8.B. We will seek a $5,000 grant from Campbell's Hallmarks initiative to support faculty- and staff-led programs that align with Campbell's distinctive mission while advancing the priorities of a business school. Our highly successful "Business & the Bible" initiative, led by dedicated faculty and staff with a significant level of alumni engagement, will be able to expand into new areas and impact new audiences if this grant or an external grant is awarded.

METRIC 8.C. We will intentionally showcase, across multiple media platforms, LFSB activities and initiatives that reflect our deep engagement with and commitment to the Hallmarks of character, initiative, and calling.

NORMAN ADRIAN WIGGINS SCHOOL OF LAW

2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. Grow and strengthen the School of Law's student body by enhancing the academic profile of entering classes and expanding the institution's competitiveness and appeal to prospective students.

METRIC 1.A. Achieve strategic enrollment by meeting annual entering class targets of 185 full-time and 15 flex, including growth opportunities within both the full-time and Flex programs where faculty, staffing, and facility options allow.

METRIC 1.B. Increase the academic credentials of entering classes by improving undergraduate GPA and LSAT medians while maintaining a holistic and mission-driven admissions process.

METRIC 1.C. Expand and enhance scholarship and financial aid strategies to improve the School of Law's ability to recruit and yield highly qualified applicants.

METRIC 1.D. Develop and implement targeted recruitment, outreach, and marketing initiatives that increase applicant volume, geographic reach, and visibility of the School of Law's distinctive programs and student outcomes.

OBJECTIVE 2. Enhance and expand the distinctive strengths of the School of Law curriculum that drive enrollment, strengthen student outcomes, and prepare graduates for long-term professional success, including experiential learning, advocacy, international opportunities, professional identity formation, and legal research and writing.

METRIC 2.A. Maintain strong bar examination passage rates and employment outcomes that reinforce the School of Law's reputation for academic excellence, professional preparedness, and student success.

METRIC 2.B. Expand Career Services programming, employer outreach, and professional partnerships to increase employment opportunities across geographic regions and diverse areas of legal practice.

METRIC 2.C. Strengthen and expand enrollment pathways between Campbell University and the School of Law, including 3+3 and dual-degree programs, while maintaining admissions standards that support strong academic credentials and applicant quality.

METRIC 2.D. Collaborate with the broader university to increase undergraduate awareness of the School of Law through targeted outreach, marketing, and early engagement initiatives that highlight academic, experiential, advocacy, and clinical opportunities.

OBJECTIVE 3. Strengthen the School of Law's academic reputation, student experience, and competitive position through strategic investment in faculty growth, scholarly engagement, and intellectual leadership.

METRIC 3.A. Increase the number of tenured and tenure-track faculty members through phased hiring designed to strengthen academic programming, improve faculty accessibility, and reduce the faculty-student ratio.

METRIC 3.B. Regularly benchmark faculty compensation and support structures against peer institutions and pursue competitive strategies that enhance faculty recruitment, retention, and institutional competitiveness.

METRIC 3.C. Expand institutional support, incentives, and professional development opportunities that promote impactful scholarship, professional achievement, public engagement, and teaching excellence, thereby enhancing the School of Law's visibility, reputation, and ability to attract talented students and faculty.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 4. Increase net revenue and strengthen financial sustainability through enrollment stability, strategic tuition planning, and expanded student access initiatives.

METRIC 4.A. Achieve annual growth in net tuition revenue through strategic enrollment expansion across academic programs, including summer offerings and innovative program delivery models.

METRIC 4.B. Expand scholarship resources and financial aid strategies to improve competitiveness in student recruitment, retention, and yield.

METRIC 4.C. Develop and implement strategies to mitigate the impact of federal borrowing restrictions and preserve student access, enrollment stability, and affordability.

OBJECTIVE 5. Expand philanthropic investment in the School of Law to support faculty excellence, clinical education, student opportunity, and long-term institutional advancement.

METRIC 5.A. Invest in advancement infrastructure to expand alumni engagement, donor cultivation, and fundraising capacity.

METRIC 5.B. Pursue transformational philanthropic support, including a naming gift for the School of Law, to strengthen endowed faculty positions, clinical programs, scholarships, and facilities.

METRIC 5.C. Increase annual philanthropic giving and endowment growth through targeted fundraising initiatives and measurable year-over-year advancement goals.

METRIC 5.D. Expand endowed professorships and other faculty support initiatives that enhance academic distinction and long-term faculty competitiveness.

METRIC 5.E. Develop sustainable funding models for clinical programs through a combination of endowment support, grants, philanthropic partnerships, and institutional investment.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

The School of Law commits to becoming the region's most vital private educational partner for economic growth, workforce development, access to justice, and community advancement.

OBJECTIVE 6. Strengthen workforce development and student career opportunities through strategic partnerships with employers, courts, government agencies, nonprofits, and private industry.

METRIC 6.A. Expand the number of clinics, internships, externships, clerkships, mentorships, and service-learning opportunities that provide students with practical experience while supporting regional workforce needs.

METRIC 6.B. Track graduate employment outcomes, including geographic placement, practice sector, and employer type, to assess workforce impact and identify opportunities for continued growth and engagement.

METRIC 6.C. Collaborate with employers and professional partners to assess workforce needs and inform curriculum development, experiential learning, and professional skills training.

OBJECTIVE 7. Serve as a catalyst for community improvement and public service by expanding experiential education, pro bono engagement, and mission-driven initiatives locally, statewide, nationally, and globally.

METRIC 7.A. Increase opportunities for student and community engagement through clinics, pro bono projects, study abroad programs, service initiatives, and community-centered programming.

METRIC 7.B. Expand participation in events and initiatives focused on service, leadership development, professional identity formation, and community engagement.

METRIC 7.C. Grow the reach and effectiveness of clinical programs by increasing enrollment capacity, client services, pro bono contributions, and measurable community impact.

METRIC 7.D. Increase student participation in pro bono service and expand recognition of student contributions to access-to-justice initiatives.

METRIC 7.E. Strengthen the School of Law's national and global presence through advocacy training, judicial partnerships, faculty collaboration, and international engagement initiatives.

OBJECTIVE 8. Pursue mission-aligned public and private partnerships, grant opportunities, and strategic collaborations that enhance the student experience, expand community impact, and support the legal and civic needs of North Carolina and beyond.

METRIC 8.A. Increase partnerships with nonprofit organizations, bar associations, government entities, foundations, and private sector organizations that generate new programs, experiential opportunities, external funding, and service initiatives benefiting the state and broader community.

METRIC 8.B. Pursue grants, philanthropic support, and cooperative funding opportunities that expand access-to-justice initiatives, workforce development programs, clinics, and community-based legal services. Provide annual growth in the level of extramural funding secured across programs.

METRIC 8.C. Expand jointly sponsored events and initiatives connecting students, clinics, and student organizations with respected legal, civic, and community leaders.

METRIC 8.D. Leverage the School of Law's locational and institutional strengths to expand instructional activity, experiential opportunities, and community engagement throughout North Carolina and other strategic regions.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

The School of Law commits to strengthening its reputation as a Christ-centered institution of professional education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a Christian community, and where graduates are prepared for lives of servant leadership.

OBJECTIVE 9. Ensure that the School of Law's Christian identity, Baptist history, and core biblical and theological presuppositions are consistently reflected in internal and external institutional messaging.

METRIC 9.A. Regularly evaluate and strengthen the School of Law's communication of its identity by examining its promotional materials using measures of prominence, consistency and mission alignment.

OBJECTIVE 10. Expand and improve the onboarding of new students, faculty and staff to better educate them on the University's founding history, its current mission, and its Christian identity.

METRIC 10.A. Adapt the materials developed by the University to communicate the mission and Christian identity of the University and the School of Law and deploy those materials at key institutional gatherings such as new student orientations, Campbell Advantage, the Professionalism Identity Lecture Series, and new employee on-boardings.

OBJECTIVE 11. Promote opportunities for the faculty and students at the School of Law to consider the intersections between a variety of Christian perspectives and the law.

METRIC 11.A. Introduce students to historical discussions on the intersection of Christian faith, reason, culture and law and encourage the exploration of these intersections in our teaching, scholarship and clinical programs.

METRIC 11.B. Strive to help students understand that the practice of law is more than a profession; it is a calling to serve others.

OBJECTIVE 12. Expand missional, faith-based opportunities that advance our shared task of securing the common good.

METRIC 12.A. Increase support for student organizations, pro bono initiatives, community partnerships, and service programs that reflect the School of Law's commitment to servant leadership, faith-informed engagement, and civic responsibility.

SCHOOL OF EDUCATION & HUMAN SCIENCES

2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will intentionally and substantially increase investment in those academic programs whether existing or new—that demonstrate a clear ability to be catalysts for enrollment growth.

METRIC 1.A. SEHS will track the success of our programs and endeavor to increase enrollment by 5% per year. We will support our programs housed within Adult & Online Education and the Secondary/ K12 students shared with the College of Arts & Sciences.

Main Campus Programs	Baseline (25-26)	Year 1 (26-27)	Year 2 (27-28)	Year 3 (28-29)	Year 4 (29-30)	Year 5 (30-31)
Undergraduate						
Elementary Education	37	39	41	43	45	47
Special Education	11	12	12	13	13	14
Middle Grades Ed	5	5	6	6	6	6
Secondary/K12 Ed	48	50	53	56	58	61
Psychology	84	88	93	97	102	107
Social Work	14	15	15	16	17	18
Total	**199**	**209**	**219**	**230**	**242**	**254**
Graduate						
CMHC (Counseling)*	36	44	48	48	48	48
Residency/Licensure	33	35	36	38	40	42
MEd Programs	12	13	13	14	15	15
Total	**81**	**95**	**98**	**100**	**103**	**105**

**Note: Counseling has a limit of 48 students due to CACREP accreditation faculty to student ratio.*

METRIC 1.B. Psychology and Social Work programs will track the success and return on investment of the degree programs by placement of graduates. They will ask about graduate school/employment plans on their senior exit surveys. They will also send follow-up emails post-graduation to collect additional placement data.

OBJECTIVE 2. We will expand and dramatically improve the marketing and promotion of degree programs and the overarching Campbell University brand.

METRIC 2.A. Teacher Education will continue participating in at least 4 teacher education fairs locally and statewide each year and will add 1 each year.

Networking	Baseline (25-26)	Year 1 (26-27)	Year 2 (27-28)	Year 3 (28-29)	Year 4 (29-30)	Year 5 (30-31)
Career/Teacher Fairs	4	5	6	7	8	9

METRIC 2.B. We will measure marketing effectiveness by tracking year-over-year growth in applications, admits, and new enrollment yield for SEHS programs, including licensure and graduate pathways with the expectation of 5% increases in applications and admissions.

Program	Baseline (25-26)	Year 1 (26-27)	Year 2 (27-28)	Year 3 (28-29)	Year 4 (29-30)	Year 5 (30-31)
CMHC (Counseling)						
Applications	35	37	39	41	43	45
Admitted	11	12	12	13	13	14
Newly Enrolled	11	12	12	13	13	14
M.Ed. Programs						
Applications	11	12	12	13	13	14
Admitted	11	12	12	13	13	14
Newly Enrolled	10	11	11	12	12	13
Residency/Licensure						
Applications	12	13	13	14	15	15
Admitted	12	13	13	14	15	15
Newly Enrolled	12	13	13	14	15	15

OBJECTIVE 4. We will increase undergraduate enrollment by intentionally creating (and effectively advertising) pathways for students wishing to move seamlessly from Campbell bachelor's degrees to Campbell graduate and professional degree programs.

METRIC 4.A. The CMHC (Counseling) program will develop and implement a guaranteed admission pathway for qualified SEHS undergraduates to promote seamless progression to graduate study and increase overall SEHS undergraduate enrollment.

METRIC 4.B. The Psychology department will establish a pre-med psychology pathway for students. We will partner with public health and sociology to create an inter-disciplinary program. We will track subsequent enrollment of psychology students in Campbell's graduate and professional programs.

METRIC 4.C. Teacher Education will create new guaranteed pathway programs for undergraduate programs into our new MEd program to create more opportunities for students to enter our programs.

OBJECTIVE 5. We will expand and improve the physical and human infrastructure necessary to sustain enrollment growth, including new investments in faculty, staff, amenities, student services, and facilities.

METRIC 5.A. Teacher Education will host a career fair to support students in their transition to employment. They will track the counties that participate in the career fair for partnership growth and pathways for incoming students.

METRIC 5.B. CMHC will host alumni events to support students in their transition to employment and attend networking events with community partners locally and statewide. We will increase participation in networking events with community partners and colleagues from higher education institutions locally and statewide by 20% annually, building on participation in three networking events during AY 2025–2026.

Networking	Baseline (25-26)	Year 1 (26-27)	Year 2 (27-28)	Year 3 (28-29)	Year 4 (29-30)	Year 5 (30-31)
Number of Events	3	4	4	5	5	6
Student Participation	8	10	12	14	17	20

OBJECTIVE 6. We will attract and retain students through the expansion and strengthening of signature, high-impact learning experiences. These signature experiences will be broadly advertised to prospective and existing students.

METRIC 6.A. Psychology Department will strengthen or develop the following signature learning experiences:

- Increase opportunities for students to conduct directed studies and independent research projects.
- Host an annual regional undergraduate psychology conference where students can present original research and network with other students and faculty in the region.
- Maintain the signature 8-week study abroad program in Vienna, Austria on psychology and music.
- Identify and track new internship opportunities for students.
- Provide training opportunities in Mental Health First Aid (MHFA) for our graduating students.
- Develop a capstone class for seniors that emphasizes professional development and preparation as well as calling and career discernment. Increases in student satisfaction and preparation will be assessed.

METRIC 6.B. Social Work Department will strengthen or develop the following signature learning experiences:

- Launch a school social work certification.
- Maintain and expand new field opportunities for students (to include school social work opportunities).
- Provide training opportunities in Youth Mental Health First Aid (MHFA) for our graduating students.

METRIC 6.C. Sociology faculty will host high-profile, high-impact community events like the Harnett County Community Leadership Summit.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 9. We will grow revenue streams by increasing extramural grant submissions and awards.

METRIC 9.A. The School of Education & Human Sciences will increase faculty grant participation with at least 5 new submissions and 1 new award each year.

- Teacher Education faculty will be involved in various grants such as the Hallmarks Grant for student teachers to receive free Youth Mental Health First Aid Training.
- CMHC faculty will be involved in grants to meet student and community needs or to advance the field of clinical mental health counseling for our student population.

- Psychology faculty will apply for extramural grants in order to obtain resources for equipment, research, and student development.

METRIC 9.B. Teacher Education faculty will continue to participate in the Community Collaborative Support Center Grant (up to $35,000/year) which supports partnerships among the university, local schools, and community organizations to provide targeted literacy support and academic, social, and leadership resources that improve educational outcomes for rural underserved students and strengthen educator preparation.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 13. We will enrich the local community by collaborating with key employment sectors to address workforce needs and connect students to high-demand career opportunities.

METRIC 13.A. Professional Education will continue various partnerships with surrounding counties such as Community Collaborative Support Center, Growing Greatness, TA to Teacher, JoCo Teach, IMPACCT. We will seek additional opportunities to offer professional development to local educators through the university and to host AVID programs to visit the university (college and career readiness programs that help high school students develop the academic skills, confidence, and support systems needed to succeed in rigorous courses and pursue higher education). We will host or partner with at least 3 community impact events a year.

OBJECTIVE 14. We will be a catalyst for innovation in our local community and across the region and create opportunities for continued economic and quality of life impact.

METRIC 14.A. SEHS will collaborate with colleagues across Campbell University on strategic partnerships that impact the community with the goal of increasing collaborations and student participation.

- Social Work faculty will help plan and host community events like Native American Expo, which celebrates Native American heritage and culture with educational exhibits, performances, and community engagement opportunities.
- Psychology and Sociology faculty will host high-profile community events like the Harnett County Community Leadership Summit bringing together students and community leaders to improve awareness of and access to community care.

OBJECTIVE 15. We will expand and deepen partnerships with community colleges by developing new transfer pathways, joint academic programs, and collaborative enrollment initiatives.

METRIC 15.A. We will create new and clearer pathways with community colleges and counties into teacher education aimed at increasing the number of licensed teachers.

METRIC 15.B. Psychology will promote and advertise our Psychology Merit Scholarship for community college transfers to increase the number of psychology transfer students by 5% each year over 5 years.

Program	Base (25-26)	Year 1 (26-27)	Year 2 (27-28)	Year 3 (28-29)	Year 4 (29-30)	Year 5 (30-31)
Psychology	8	8	9	9	10	10

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 20. We will expand and improve the onboarding of new students, faculty, staff, and trustees to better educate them on Campbell University's founding history, its current mission, and its Christian identity.

METRIC 20.A. We will interweave Campbell's mission & history into our visitation and admission day meetings with prospective students and families.

OBJECTIVE 21. We will significantly increase the use of Butler Chapel as an avenue for worship and spiritual formation by students, faculty, staff, and the community.

METRIC 21.A. The School of Education & Human Sciences will host two events in Butler Chapel each academic year including special chapel services, convocations, or other similar events.

SCHOOL OF ENGINEERING
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. Grow enrollment in the BS in Engineering degree program

- Create databases of current engineering majors and prospective K12 students with whom we interact to better identify feeder institutions, track student participation over time to determine impact and focus efforts on the most effective activities (note multiple objectives below are also targeted at supporting enrollment growth)

METRIC 1.A. 2% annual growth over the 5-year planning period, in keeping with the university-level plan

OBJECTIVE 2. Explore the feasibility of adding other concentrations or degrees:

- Add a master's degree in engineering (focused on Engineering, Business, Design, Innovation, etc.).
- Add additional concentrations (for example, Civil Engineering, Biomedical Engineering, Computer Engineering, etc.).

METRIC 2.A. Add one new concentration.

OBJECTIVE 3. Expand class, certificate and leadership options

- Set up an Engineering Ambassadors Program (paid as student workers). - Led and trained by the Engineering Admissions Counselor to join on tours, school visits, K12 outreach, etc.

METRIC 3.A. Program created and running (if funds are available to support it)

- Promote (external) certificates (OnShape, MATLAB, etc.) for students (perhaps using professional development hours).

METRIC 3.B. 2 new certificate programs are available for students to pursue.

OBJECTIVE 4. Boost Instagram Posts

- Experiment with variations for different audiences, visuals, and content types.
- Refine targeting and define audience clearly.
- Use Meta Business Portfolio for advanced targeting vs. basic "Boost" button.

METRIC 4.A. Grow Instagram views by 10%.

OBJECTIVE 5. Establish a Social Media Schedule

Establish a consistent posting schedule based on days and times with the highest traffic.

- Events — Competition teams (video montages), K–12 outreach, student showcases.
- Advancement — Alumni highlights, Giving Day, industry events, sponsor features.
- School of Engineering highlights — Degree programs, faculty spotlights, lab activities, senior design projects (robots, fishtank, prototypes).
- Fun/trending content — Lighthearted videos or challenges featuring students and faculty.

METRIC 5.A. Schedule created and consistently used.

OBJECTIVE 6. Utilize Student & Alumni Storytelling

Invite current seniors and alumni to create short videos or provide quotes about their experiences. Compile into a montage video to feature on social media platforms and the School of Engineering homepage on the CU website.

METRIC 6.A. 1 video a month is posted on social media platforms and videos on the School of Engineering homepage are updated annually.

OBJECTIVE 7. Collaborate with University Marketing

Work closely with Marketing to strengthen strategy, quality, and analytics and provide guidance on best practices for social media content and timing; assistance with post creation, branding alignment, and messaging; access to analytics dashboards and performance metrics; recommendations for optimizing paid boosts and audience targeting; videography for montage videos.

METRIC 7.A. Metrics tracked by marketing show 5% growth per year.

OBJECTIVE 8. Establish robust exit interview protocol for students who change majors out of engineering, leave the university, or fail/withdraw from first-year engineering courses.

- Formulate survey questions to identify the reasons students are leaving.
- Analyze existing and survey data to determine key reasons students leave engineering, the courses most associated with attrition, and support services or other changes students say they needed. Use findings to guide new retention efforts.
- Collect data to evaluate retention into ENGR 121 and graduation outcomes for students who enter as Tier 1 and Tier 2.

METRIC 8.A. Exit interview protocol is created and consistently used. Findings are used to inform adjustments to reduce majors leaving engineering.

OBJECTIVE 9. Strengthen early student engagement and improve first-year engineering student retention for Tier 1 and Tier 2 students.

Replace ENGR 110 with a course concurrent to ENGR 120 that places Tier 2 students into ENGR 120 in their first semester with expanded academic support (focus on evidence-based strategies, including math tutoring, review of course content, time management/study skills/organizational skills/motivation, opportunities for test corrections, additional mentoring, meeting with upper-level peer mentors, overcoming failure, resilience, etc., in a rigorous and directed way beyond what is currently provided through ENGR100), with an option to add Tier 3 ENGR 120 students in need of extra support to this class.

Operate this course primarily with peer instruction, while being designed and overseen by faculty and staff.

METRIC 9.A. New course created and used, ENGR 110 phased out.

OBJECTIVE 10. Highlight students when they secure internships/full-time jobs through social media channels.

METRIC 10.A. Weekly posts during summer to social media accounts feature a student who has secured an internship/full-time job.

OBJECTIVE 11. Collect data on students who secure internships and full-time jobs, along with their strategies for success.

METRIC 11.A. Data collected on students who secure internships and full-time jobs. Information on strategies for success is collected.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 12. Utilize marketing videos from students and alumni via our website, social media, etc., to promote giving.

METRIC 12.A. Videos used during giving campaigns on social media and our website.

OBJECTIVE 13. Expand Giving Day activities (add an alumni year competition; student calls and postcards leading up to Giving Day; reminders of company matches; handwritten thank you notes from students to donors following Giving Day).

METRIC 13.A. One new activity is used every year.

OBJECTIVE 14. Provide a menu of specific activities and items for donors to support.

METRIC 14.A. Menu is created and in regular use.

OBJECTIVE 15. Secure corporate sponsorships for our student organizations, competition teams and annual events.

METRIC 15.A. One sponsorship per year is secured.

OBJECTIVE 16. Engage alumni to recruit sponsorship and philanthropic support from their companies.

METRIC 16.A. Annual asks of alumni are made to engage this type of support.

OBJECTIVE 17. Solicit gifts to name spaces, such as the School, Engineering Annex buildings, Camel FAB, Creek Makerspace, Senior Design Lab, Classlabs, Carrie Rich Atrium, Dean's Office, NASA Team Space, and Carrie Rich Tutoring Center.

METRIC 17.A. One or more asks per year are made.

OBJECTIVE 18. Pursue additional grants that equip faculty to successfully expand into new research areas (such as NSF RIEF).

METRIC 18.A. At least 3 new programs are pursued (assuming that relevant NSF programs exist).

OBJECTIVE 19. Pursue additional external funding to support undergraduate-led research (such as NSF ERI).

METRIC 19.A. At least three new grants are submitted (assuming that relevant NSF programs exist).

OBJECTIVE 20. Continue to pursue external grants in collaboration with other universities and state or national-level organizations.

METRIC 20.A. At least two such grants are submitted.

OBJECTIVE 21. Expand pursuit of external funding from foundations, professional organizations, and industry partners for K12 outreach activities.

METRIC 21.A. 5 new groups will be approached for funding.

OBJECTIVE 22. Secure additional IRB and grants administration assistance to support the faculty's ability to manage a larger grants portfolio.

METRIC 22.A. Engage a grants administration support person part-time using indirect funds if grant success financially supports such.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 23. All engineering student organizations do an industry tour or bring in an industry speaker/panel at least once a year.

METRIC 23.A. Each organization sponsors a tour or speaker each year.

OBJECTIVE 24. Connect with the NC Business and Technology Development Center (SBTDC) to tap into opportunities for faculty grants or externships; student grants or internships; and class projects.

METRIC 24.A. Connection with SBTDC is made and opportunities shared.

OBJECTIVE 25. Develop and roll-out an Industry Partners Program for the School of Engineering to connect students with more internship and full-time job opportunities and to connect companies with our students.

METRIC 25.A. Industry Partners Program is created and implemented.

OBJECTIVE 26. Design a structured process to solicit and select community and industrial project proposals for collaborative pursuit by students in ENGR 121, ENGR 491-492, other classes and as extracurricular projects (to include creation of promotional materials suitable for sharing on and off campus to support the solicitation of projects from on-campus entities such as the Medical School, Physical Therapy Program, School of Business, etc., and off-campus groups, including corporate, non-profit, community groups, leading to partnerships that impact innovation, economic strength, and quality-of-life).

METRIC 26.A. Program is created and in regular use.

OBJECTIVE 27. Establish articulation/transfer agreements with Community Colleges with Associates of Science and/or Associates of Engineering degree programs (we already abide by the state community college articulation agreement for engineering programs)

METRIC 27.A. Articulation agreements are in place with at least 5 community colleges

OBJECTIVE 28. Expand the Transfer Student Page on our website (include videos or testimonials from our transfer students, competition teams, landing page, etc.)

METRIC 28.A. Page is expanded (to include the articulation agreements) and refreshed once a year.

OBJECTIVE 29. Invite Community College students to select events like first-year expo.

METRIC 29.A. Email invitations are sent each year to community college contacts within driving distance for first-year expo.

OBJECTIVE 30. Create a Community College outreach program to connect with faculty, prospective students, and programs.

METRIC 30.A. Program is created and in use with at least 5 community colleges.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 31. Faith Night

- Partner with Campus Ministries on an annual Faith Night to help engineering students understand how faith shapes ethical decision-making, to include a panel/discussion of how Christianity approaches ethics, service, and human dignity; a reflective activity connecting Christian identity to ethics; and a focus on fostering respect, empathy, and thoughtful engagement with the communities engineers serve.

METRIC 31.A. Faith Night is created and hosted annually in partnership with Campus Ministries.

OBJECTIVE 32. Adapt and/or adopt materials provided by the University into Tartan Engineering and ENGR 100. Update implementations over time to enhance delivery and impact; assess the impact of materials to drive improvements in implementation; engage peer mentors in ongoing conversations with students around these topics.

METRIC 32.A. Materials are utilized in ENGR 100.

OBJECTIVE 33. Involve the ENGR Faculty and Staff more deeply in Tartan Engineering to introduce and discuss values and culture in the School of Engineering in conjunction with the new course materials (to include Tartan Engineering lunch, in a new Tartan Engineering session, during Engineering Techniques for Success, and/or at a new evening event, in addition to the existing 'meet the faculty/staff' event at Tartan Engineering).

METRIC 33.A. 3 new/existing events involve at least 3 faculty each, per year.

ATHLETICS
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

By 2031, Campbell Athletics will be a primary driver of enrollment growth, student success, and competitive excellence.

OBJECTIVE 1. We will maximize athletics' contribution to undergraduate enrollment while achieving retention outcomes that meet or exceed institutional benchmarks.

METRIC 1.A. We will increase the athletics' net tuition revenue contribution by 6% annually, aligned with institutional enrollment growth targets.

METRIC 1.B. We will add one (1) NCAA D1 sport that aligns with enrollment growth, revenue potential, and Title IX compliance.

METRIC 1.C. We will maximize NCAA roster limits in all sports while ensuring the financial, academic, and support resources necessary to sustain student success.

METRIC 1.D. We will expand Spirit Squad participation by incorporating Dance and increasing the Dance roster from 8 to 40 students.

METRIC 1.E. We will achieve and maintain a first-to-second year retention rate that meets or exceeds the University average annually.

OBJECTIVE 2. We will leverage athletics as a high-impact front door to the University by expanding brand visibility, market reach, and influencing enrollment yield.

METRIC 2.A. We will partner formally with Admissions to track, measure, and increase the number of enrolled students influenced by athletics engagement, establishing annual growth targets.

METRIC 2.B. We will conduct at least six (6) coordinated Admissions–Athletics recruitment initiatives annually, including joint travel with select teams in key markets along the I-95 corridor.

METRIC 2.C. We will explore the addition of an esports team to increase enrollment of 10-15 students.

OBJECTIVE 3. We will position athletics as a central driver of campus belonging and engagement, delivering high-impact experiences that measurably improve student satisfaction.

METRIC 3.A. We will increase average home attendance by 8% annually across ticketed sports.

METRIC 3.B. We will increase undergraduate student attendance at home events by 8% annually.

METRIC 3.C. We will partner with Student Life to fully integrate athletics into New Student Orientation and Tartan programming each year.

METRIC 3.D. We will establish and sustain a unified student identity initiative (e.g., "The Shirt" campaign, other traditions), including annual distribution and game-day activation.

OBJECTIVE 4. We will compete annually for CAA championships and establish a consistent national postseason presence, recognizing that competitive success elevates institutional reputation, enrollment reach, and community pride.

METRIC 4.A. We will win a minimum of three (3) conference championships annually.

METRIC 4.B. We will earn consistent national postseason participation, with at least one program advancing to an NCAA postseason appearance annually.

METRIC 4.C. We will benchmark and maintain coaching compensation and sport operating budgets within the top half of the CAA.

METRIC 4.D. We will prioritize facility enhancements and deferred maintenance projects through strategic fundraising priorities and external revenue generation opportunities aligned with institutional financial priorities.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

By 2031, Campbell Athletics will materially strengthen the University's financial position through balanced annual budgets, sustained revenue growth, financial discipline, and philanthropic expansion.

OBJECTIVE 5. We will diversify and increase athletics-generated revenue by 5% annually.

METRIC 5.A. We will generate $100,000+ annually in new revenue through the introduction of court and jersey patch sponsorship assets and linear TV broadcasts.

METRIC 5.B. We will increase total third-party and external event revenue by 5% annually through expanded facility utilization.

METRIC 5.C. We will increase annual game guarantee revenue through strategic scheduling and competitive opportunities each year of the planning period.

METRIC 5.D. We will implement a 50/50 revenue-sharing model for external event rentals across all athletics facilities, generating new net revenue annually.

METRIC 5.E. We will align annual expenditures with available resources through disciplined budget planning and financial stewardship.

OBJECTIVE 6. We will partner with Institutional Advancement to double annual philanthropic support by 2031 while expanding leadership-level giving.

METRIC 6.A. We will establish a first-year student and student-athlete donor participation program for incoming students and their families.

METRIC 6.B. We will increase Athletics participation, donor engagement, and dollars raised through Campbell's annual Day of Giving by an average of 5% annually.

METRIC 6.C. We will increase Fighting Camels Club (FCC) membership by 5% annually.

OBJECTIVE 7. We will implement a distinctive, mission-aligned NIL framework that protects compliance and financial sustainability.

METRIC 7.A. We will increase alumni engagement in NIL opportunities by 5% annually, measured by participation and total dollars directed to student-athletes.

METRIC 7.B. We will benchmark NIL strategies annually against CAA peers and implement at least one new best practice each year.

METRIC 7.C. We will provide annual NIL education and programming to 100% of student-athletes, ensuring readiness and compliance.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 8. We will establish Campbell Athletics as a premier regional destination for high school and youth events.

METRIC 8.A. We will host four (4) high school championships, tournaments, or sanctioned events annually through formal partnerships with state associations.

METRIC 8.B. We will host two (2) showcase events annually, increasing external participation and campus visitation.

METRIC 8.C. We will track and increase the number of prospective students who engage with campus through athletics events and subsequently apply or enroll.

OBJECTIVE 9. We will establish sustained partnerships with local schools and youth organizations.

METRIC 9.A. We will assign each athletics program to formally partner with at least one Harnett County elementary school, achieving 100% program participation.

METRIC 9.B. We will expand Education Day programming to all indoor sports, reaching 4,500+ students annually.

METRIC 9.C. We will establish formal partnerships with organizations such as the Boys & Girls Club, engaging 1,000+ youth participants annually.

METRIC 9.D. We will launch and sustain JROTC and military appreciation programming annually, engaging regional military-affiliated students and families.

OBJECTIVE 10. We will expand structured internship, externship, and mentorship pathways for Campbell, local high school and community college students.

METRIC 10.A. We will host at least one annual career fair event in conjunction with athletics competitions, engaging local high school and community college students.

METRIC 10.B. We will formalize partnerships with the Communications Department to expand student-led broadcast and production opportunities.

METRIC 10.C. We will establish a formal internship pipeline with the College of Arts & Sciences and the Business School, placing 30+ students annually in athletics-related experiences.

METRIC 10.D. We will create and sustain a structured externship program with regional partners, serving 20+ student-athletes annually.

METRIC 10.E. We will ensure that every student-athlete completes at least one (1) structured career development experience prior to graduation.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

By 2031, Campbell Athletics will visibly reflect and advance the University's Christ-centered mission.

OBJECTIVE 11. We will intentionally integrate spiritual development and servant leadership into the student-athlete experience.

METRIC 11.A. We will ensure all student-athletes participate annually in a structured spiritual, service, or servant leadership experience.

METRIC 11.B. We will implement a monthly Spiritual Leadership Breakfast, with participation from student-athletes, coaches, and staff.

METRIC 11.C. We will expand the annual Student-Athlete Day of Service, achieving 100% team participation each year.

METRIC 11.D. We will track and increase total student-athlete community service hours annually by 4%.

OBJECTIVE 12. We will strengthen collaboration between Athletics and campus partners, including the Divinity School, Student Life & Christian Mission, and external ministries, to reinforce Campbell's Christian identity.

METRIC 12.A. We will provide consistent access to a chaplain or spiritual mentor for every athletics program, in partnership with the Divinity School.

METRIC 12.B. We will create and sustain service partnerships with community organizations (e.g., nursing homes, Habitat for Humanity), with measurable participation each year.

METRIC 12.C. We will increase student-athlete participation in faith-based community engagement opportunities by 5% annually.

ENROLLMENT MANAGEMENT
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. Increase enrollment and strengthen the student pipeline by expanding community college and private school partnerships and enhancing recruitment efforts in key markets.

METRIC 1.A. We will measure transfer applications from community colleges with a goal of increasing enrollment by 10% by 2031 from the 2026 baseline.

METRIC 1.B. We will measure the applications from our homeschool markets, with a goal of increasing such enrollment by 10% by 2031 from the 2026 baseline.

METRIC 1.C. We will measure the applications from our expanded markets (South Carolina, Virginia, Tennessee, Georgia), with a goal of increasing enrollment by 25% by 2031 from the 2026 baseline.

METRIC 1.D. We will measure recruitment travel to private high schools with the goal of increasing inquiries by 15% by 2031 from 2026 baseline.

METRIC 1.E. We will measure military-affiliated student applications and enrollment, with a goal of increasing enrollment by 10% by 2031 from the 2026 baseline.

OBJECTIVE 2. Strengthen graduate and professional school pathways by expanding recruitment partnerships, increasing awareness, and improving pipeline engagement, resulting in measurable growth in pathway participation and enrollment by 2031.

METRIC 2.A. We will track students enrolling through designated graduate and professional pathways starting 2027.

METRIC 2.B. We will collaborate with graduate schools annually to review partnerships and explore opportunities for growth.

METRIC 2.C. We will increase attendance at pathway-related information sessions by 30% by 2031, measured through event registration and participant tracking.

METRIC 2.D. We will increase the number of specialty recruitment partnerships and programs to increase the number of invited applicants to specialty recruitment cohorts by 15% by 2031 from the 2026 baseline.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 3. We will increase net revenue by enhancing students' understanding of financial aid availability, further optimizing institutional aid spend, and increasing scholarship opportunities for students.

METRIC 3.A. We will host an annual financial literacy event to current students.

METRIC 3.B. We will work with campus partners to review and refine our current institutional aid spend to identify where funds can have an outsized impact on student retention and therefore net revenue.

METRIC 3.C. We will develop at least two new premier scholarship opportunities for new students in collaboration with Institutional Advancement and the Provost's office by 2031.

METRIC 3.D. We will develop at least two new financial aid leveraging tools for new students in collaboration with our consultants and the CFO's office.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 4. Strengthen community-based recruitment pipelines by partnering with regional schools and organizations to increase awareness of Campbell's programs and attract mission-aligned students from surrounding communities.

METRIC 4.A. We will partner with the Associate Provost for Administration and Academic Success to establish formal partnership agreements with at least 2 community colleges per year.

METRIC 4.B. We will measure transfer enrollment from partner community colleges with a goal of increasing enrollment by 10% by 2031 from the 2026 baseline.

METRIC 4.C. We will implement annual cross-training for campus faculty, staff, and alumni ambassadors to effectively represent undergraduate admissions, and will track recruitment engagement outcomes.

OBJECTIVE 5. Increase early college awareness by partnering with campus and community stakeholders to design and deliver targeted programming that builds prospective student interest and engagement.

METRIC 5.A. We will host two programs annually with 5% growth in attendance from the 2026 baseline.

METRIC 5.B. We commit to attending at least one community financial aid event each year for pre-college students.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 6. Strengthen and communicate Campbell University's distinctive Christ-centered identity through intentional recruitment messaging, staff development, student engagement, digital marketing, and personalized communication strategies.

METRIC 6.A. We will create and evaluate an annual marketing and communication plan that highlights the Christ-centered culture at Campbell and recruitment efforts.

METRIC 6.B. We will commit to biannual training on Christian mission and identity with staff (onboarding included).

METRIC 6.C. We will create an annual survey to receive feedback around marketing materials, community and on-campus events from prospective students and families.

METRIC 6.D. We will increase social media reach, engagement, student-generated content, and prospective student participation on platforms including Instagram, Facebook, Snapchat, TikTok, ZeeMee, and other emerging platforms with the goal of an average annual growth of 15% while strengthening CRM integration.

METRIC 6.E. We will double the Camel Crew student ambassador program by 2031 to enhance student storytelling, peer engagement, and recruitment marketing efforts.

METRIC 6.F. We will hire and maintain a Graduate Assistant dedicated to Enrollment Marketing and Communications to support content creation, social media management, CRM communications, and marketing operations.

METRIC 6.G. We will partner with University Communications and Marketing to enhance the Undergraduate Admissions website by 2031.

INSTITUTIONAL ADVANCEMENT 2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will increase philanthropic support for scholarships, both direct aid and endowment.

METRIC 1.A. We will measure total scholarship dollars committed with the goal of increasing total dollars by an average of 5% annually.

METRIC 1.B. We will track the total number of donors supporting scholarships with the goal of increasing the number of scholarship donors by an average of 5% annually.

METRIC 1.C. We will track the total number of new scholarships secured annually with the goal of increasing by at least 5%.

OBJECTIVE 2. We will develop funding efforts to encourage undergraduates to persist to graduate enrollment.

METRIC 2.A. We will track and secure additional funding toward five graduate pathway programs or events over the next five years to support the transition for Campbell undergraduate students to Campbell graduate programs.

OBJECTIVE 3. We will support student focused initiatives that enhance retention and deepen overall engagement.

METRIC 3.A. We will identify funding sources to support high impact student programs, such as study abroad opportunities, internships, and mission trips with the goal of increasing dollars pledged at an average of $25,000 a year.

METRIC 3.B. We will coordinate with Student Engagement to identify and develop funding sources to support a minimum of one student engagement initiative each year, designed to strengthen student engagement programming, supporting the variety and quality of on-campus experiences available for students.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 4. We will increase philanthropic support by setting annual goals that grow the endowment, broaden donor participation, and ensure that fundraising priorities across all divisions and units are aligned with the University's mission and coordinated centrally to support institutional strategic priorities.

METRIC 4.A. We will launch and measure the progress of Campbell University's most ambitious comprehensive fundraising campaign through total dollars received and percentage of target achieved.

METRIC 4.B. We will annually measure the effectiveness of Campbell Giving Day, shifting from participation goals to dollar goals with an expectation of exceeding $2M as a one-day total by no later than FY31.

METRIC 4.C. We will measure the overall effectiveness of fundraising efforts annually by charting total dollars contributed, with an expectation of at least 5% growth annually.

METRIC 4.D. We will prioritize the naming of at least one currently unnamed college or school during the period of this plan, with the naming gift(s) being of such magnitude that they can dramatically transform opportunities and operations for the academic unit.

METRIC 4.E. We will strategically integrate school and unit solicitation appeal plans into one cohesive document to streamline communications, reduce redundancy, and minimize donor fatigue.

OBJECTIVE 5. We will increase unrestricted giving to strengthen the University's ability to address emerging needs and strategic priorities.

METRIC 5.A. We will increase dollars raised towards the University annual fund by 5% each year with the 2027 fiscal year serving as the baseline.

METRIC 5.B. We will launch a leadership annual giving society within the University's annual fund during the first quarter of the 2027 fiscal year.

METRIC 5.C. Upon establishing a new annual giving society, we will reach a minimum membership of 25 donors by the end of the first fiscal year, increasing annually by 5 members.

OBJECTIVE 6. We will strengthen and expand our community of supporters by actively growing the number of new donors to the university.

METRIC 6.A. We will increase the overall number of donors to the university by an average of 5% over the term of this plan.

OBJECTIVE 7. We will grow revenue streams by increasing extramural grant submissions and awards.

METRIC 7.A. We will measure growth by annually charting the number of proposals submitted, total dollar value of proposals submitted, number of grants awarded, and total dollar value of grants awarded.

OBJECTIVE 8. We will identify software tools that will integrate with institutional processes, reducing redundancy, and enhancing efficiency, to follow the lifecycle of all stakeholders.

METRIC 8.A. Identify software tools and needs to facilitate better engagement with donors and promote increased revenue.

OBJECTIVE 9. We will increase support for the university through strategic growth in planned giving.

METRIC 9.A. We will add additional members to the Wiggins Society, with a minimum of 20 new members a year.

METRIC 9.B. We will track the number of planned gift solicitations made by gift officers, total dollar value of proposals, and total dollars committed through planned gifts.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 10. We will more effectively leverage our Campbell University Alumni and donor community to expand Campbell's geographic footprint.

METRIC 10.A. We will reinvigorate an alumni chapter system with the goal of establishing a minimum of five chapters by 2031.

METRIC 10.B. We will track the success of alumni chapters through various engagement metrics such as attendance at events.

METRIC 10.C. We will strategically partner with campus departments such as Admissions and Athletics to co-host events regionally or nationally.

OBJECTIVE 11. We will build upon and expand Campbell University's Orange Owned Business Program to broaden participation and deepen its impact within the Campbell community.

METRIC 11.A. We will conduct and complete a full audit of the Orange Owned Business Program by December 1, 2026, to ensure that our directory of participating companies remains current and accurate.

METRIC 11.B. We will strategically develop programming that engages alumni within the Orange Owned Business community and track participation through defined metrics, including event attendance, donors and dollars raised, and year-over-year growth in the number of businesses participating in the Orange Owned Business program.

METRIC 11.C. We will increase membership in the Orange Owned Business Program by adding 10 new businesses annually.

OBJECTIVE 12. We will engage our alumni network to cultivate a workforce pipeline for students and alumni.

METRIC 12.A. We will track and promote at least 10 alumni industry impact stories each year.

OBJECTIVE 13. We will create and distribute an annual electronic impact report to the Campbell community that highlights donor-centric outcomes.

METRIC 13.A. We will review digital analytics to assess donor engagement and interest, with goals of 40% open rate and 10% click-through rate.

METRIC 13.B. We will distribute the annual report no later than the second week of September, to the Campbell community.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 14. We will ensure that Campbell University's Christian identity is more clearly and more consistently reflected in messaging and communications from Institutional Advancement and Alumni Engagement.

METRIC 14.A. We will annually evaluate the Institutional Advancement websites, promotional materials and imagery to be consistent with the institutional mission and faith-forward messaging.

METRIC 14.B. We will ensure that Institutional Advancement's solicitation appeals intentionally reflect and reinforce Campbell University's Christian Identity and mission.

OBJECTIVE 15. We will secure philanthropic support to establish one or more new endowed scholarships that shall be awarded to incoming undergraduates based on Christian character, rather than solely on GPA and other traditional measures of academic preparation and performance.

METRIC 15.A. We will measure progress toward this objective by dollars raised, by number of prospective undergraduates applying, and by number of recipients.

METRIC 15.B. Once established, we will develop and steward annual content highlighting the scholarship program, including profiles of student scholars.

OBJECTIVE 16. We will support the increased use of Butler Chapel as a venue for worship and spiritual formation by students, faculty, staff, and the community.

METRIC 16.A. We will establish an endowed fund to enhance worship resources, support lectures, hold performances, and/or convene conferences in Butler Chapel and chart progress annually.

METRIC 16.B. In collaboration with campus partners, we will promote at least one worship service, lecture and/or performance during the fall and spring semesters to alumni, faculty/staff and students.

OBJECTIVE 17. In partnership with the Department of Student Life and Christian Mission we will establish annual programming that celebrates Campbell University's founding on January 5, 1887.

METRIC 17.A. We will establish an annual Founders Day dinner that recognizes individuals, families and/or organizations that have substantially contributed to advancing the mission of Campbell University.

OBJECTIVE 18. Partner with schools and departments to convey Campbell's mission in preparing and graduating students for servant leadership.

METRIC 18.A. Dedicate at least one story quarterly in our Creek Connection newsletter to highlight how students and alumni are living as servant leaders (service-learning, volunteering, ministry, healthcare, etc.).

OBJECTIVE 19. Institutional Advancement will promote Campbell's mission and identity through its boards and committees.

METRIC 19.A. We will prepare materials outlining the university's founding history, mission and Christian identity to onboard all new members of the Alumni Board of Directors and Presidential Board of Advisors.

METRIC 19.B. Information regarding Campbell's mission, identity, and efforts to promote Campbell's mission and identity will be shared with the Alumni Board of Directors and President's Board of Advisors at least once a year.

STUDENT LIFE & CHRISTIAN MISSION 2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will foster a vibrant student experience at Campbell University.

METRIC 1.A. We will build and deploy a comprehensive communications plan and fully adopt the My Campbell App as a centralized location for student information.

METRIC 1.B. We will create a Student Events Team in order to increase opportunities and attendance for weekend engagement, pop-up events, series programming and current tradition celebrations. Collaboration with Athletics will be a priority.

METRIC 1.C. We will build a Community Discount Program that will provide opportunities for students, faculty, and staff to engage local businesses in the community.

METRIC 1.D. We will develop a Hometown Host program for students from the surrounding counties to introduce fellow students who are unfamiliar with the area to local traditions, businesses, recreation, culture, service opportunities, and faith communities.

METRIC 1.E. We will strengthen integration with academic success, dining services, residence life, campus safety, and student life to support a seamless and unified approach to student success and thriving.

OBJECTIVE 2. We will support efforts to attain and sustain an overall student retention rate that exceeds 80%.

METRIC 2.A. We will utilize the Student Outcomes Maturity Diagnostic (EAB tool) and will implement subsequent recommendations directly intended to increase retention.

METRIC 2.B. We will fully implement the CARES team model for intervention in individual and systemic barriers to student persistence where we anticipate a 10% increase in referrals in the first year and 5% in each subsequent year.

METRIC 2.C. We will develop and launch training for faculty and staff that teaches empathetic communication and Courageous Conversation skills to support student persistence. We will build the curriculum and train faculty in at least 3 academic departments and at least 25 staff members in the first year, seeking to add at least one additional department and an additional 5-10 staff members in each subsequent year.

METRIC 2.D. We will create a holistic, integrated, and strategic approach to mental health services at Campbell University.

METRIC 2.E. We will enhance mental health resources through increased collaboration between the various mental health units on campus, develop a nature-based wellness trail experience on the existing cross-country trail, and implement Youth Mental Health First Aid training across campus.

OBJECTIVE 3. With an increase in financial support, we will expand and improve investments in support of staff, student services, and facilities.

METRIC 3.A. We will develop and deploy a collaborative annual survey to gauge student satisfaction on the residential halls/residential living experience, campus dining, and core student services. This survey will be developed over AY26-27 and launched in fall of 2027.

METRIC 3.B. We will successfully onboard and implement a new housing management system that will create efficiency, enhance responsiveness, and modernize the housing department.

METRIC 3.C. We will improve training and leadership development for student residential staff and other key student leaders involved in the student experience.

METRIC 3.D. We will provide opportunities every year for staff to participate in professional development.

OBJECTIVE 4. We will chart the establishment and monitor the functioning of a centralized career services center to support student success and professional development.

METRIC 4.A. Career Services will increase the number of career readiness/development events for students by 5% each year and participation in those events by 2% each year.

METRIC 4.B. Career Services will develop and host cross-collaborative events with units such as alumni, athletics, and graduate programs each semester with a goal of growing attendance by 2% each semester.

METRIC 4.C. Career Services will partner with academic departments, University Hallmarks, and Alumni Engagement to develop a monthly program that features a recent graduate or alumni to speak about their vocational journey.

OBJECTIVE 5. We will offer successful high-impact learning experiences across campus.

METRIC 5.A. We will increase experiential learning, internships, and field study placements for students with a goal of increasing yearly placement opportunities by 10%.

METRIC 5.B. We will develop and implement a Campbell Alumni Mentorship Program for current undergraduate students to develop meaningful relationships with alumni.

METRIC 5.C. We will create a four-year rotation to re-establish local, state, national, and international mission trip locations for undergraduate students.

METRIC 5.D. We will evaluate current community engagement and service-learning partnerships and practices within the undergraduate experience in order to create opportunities to serve our neighbors through a more robust community based learning approach by the end of the strategic plan.

OBJECTIVE 6. We will strengthen engagement with parents and families.

METRIC 6.A. We will expand communication with parents and families by increasing the newsletter frequency to four times a year and create a new webpage to provide relevant and timely information.

METRIC 6.B. We will collaborate with campus partners to provide more opportunities for parents and families to engage the student experience and Campbell University.

METRIC 6.C. We will create a meaningful mechanism for parent and family feedback and utilize its data to support future engagement.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 7. We will maximize the value of residence halls and expand their revenue generating capacity by increasing occupancy and enhancing the living experience.

METRIC 7.A. We will increase student satisfaction with campus engagement, community building, and Residence Life staff responsiveness with a goal of 80% satisfaction in the first year and an increase of 1% in subsequent years.

METRIC 7.B. We will increase residential occupancy by 2% each year allowing for growth as well as the retention of current residential students.

METRIC 7.C. We will collaborate with the campus master plan process to create ways that increase residential capacity.

OBJECTIVE 8. We will increase revenue by maximizing partnerships that will increase the use of facilities, programs, and initiatives to enhance the campus experience and contribute to long term sustainability.

METRIC 8.A. We will measure annually the revenue generated from these partnerships with the intent to increase revenue in the division by 2% each year.

METRIC 8.B. We will create and submit a proposal for 10% of all revenue generated by these partnerships to be allocated back into a department special purpose fund that will be designated for upkeep and maintenance of facilities.

METRIC 8.C. We will evaluate and update current policies for the Student Union to make space for community events while also supporting and enriching the student experience.

OBJECTIVE 9. We will increase philanthropic support by setting annual goals that support Institutional Advancement and the University's mission and goals.

METRIC 9.A. We will create and submit a unit proposal for one capital project annually, working with Institutional Advancement to secure donors to complete the project.

METRIC 9.B. We will work with Institutional Advancement to provide training on the effectiveness of Campbell Giving Day and best practices in philanthropy in order to generate funds for unit specific needs.

METRIC 9.C. We will measure the overall effectiveness of fundraising efforts to track total gifts and donor engagement to demonstrate annual growth.

OBJECTIVE 10. We will increase grant submissions and awards received.

METRIC 10.A. In partnership with OSRP, we will complete training on the grant writing process for directors and assistant directors in all departments.

METRIC 10.B. We will increase the number of grant proposals in the division by having at least two submissions per year.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 11. We will enrich the local community by collaborating with key employment sectors to address work force needs and connect students to high-demand career opportunities.

METRIC 11.A. We will strengthen partnerships across campus to collect data on student interaction, student-facing internships, internships, co-ops, service-learning, and applied research in local enterprises. Partnerships will include but are not limited to Alumni, Institutional Advancement, other career services units, and graduate/professional programs.

METRIC 11.B. We will work with local chambers of commerce, alumni owned businesses, faith communities, and a variety of community partners to host an annual summit to connect students with opportunities for internships, partnerships, and employment.

METRIC 11.C. We will collect and report job placement data for new graduates utilizing first destination surveys. We will increase the survey response rate to the industry-standard reporting threshold of 65%.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 12. We will ensure that Campbell University's Christian identity is more clearly and more consistently reflected in both internal and external marketing and communications (including social media), and that messaging from Admissions, Marketing, Advancement, and Alumni Relations emphasizes the institution's faith foundation as a distinctive for purposes of recruiting new students and for enhancing the retention of existing students.

METRIC 12.A. We will create a task force that will operationalize and oversee the completion of Objective 12 and its following metrics.

METRIC 12.B. We will evaluate annually the University's website, promotional materials, and on campus imagery using measures of prominence, consistency, and alignment.

METRIC 12.C. We will create, support, and tailor workshops, resources, and communication plans for internal use across the university.

METRIC 12.D. We will support, advise, contribute to, and encourage mission centered communication plans for external use.

METRIC 12.E. We will create a yearly content calendar for social media platforms that follow the academic and Christian calendar to provide appropriate theological and educational content.

OBJECTIVE 13. We will secure philanthropic support to establish one or more new endowed scholarships that shall be awarded to incoming undergraduates based on Christian character, rather than solely on GPA and other traditional measures of academic preparation and performance.

METRIC 13.A. We will measure progress toward this objective by dollars raised, by evidence of scholarship launch, by number of prospective undergraduates applying, and by number of recipients.

METRIC 13.B. We will establish requirements and outline expectations for scholarship winners that keep them connected to Character Education throughout their experience at Campbell.

OBJECTIVE 14. We will expand and improve the onboarding of new students, faculty, staff, and trustees to better educate them on Campbell University's founding history, its current mission, and its Christian identity.

METRIC 14.A. In collaboration with campus partners, we will simultaneously generate materials for the onboarding of new students, faculty, staff, and trustees.

METRIC 14.B. We will create, deploy, and evaluate the creation and application of a series of resources that can be adapted for use by departments, hiring managers, committees, boards, and student organizations to more clearly communicate the University's mission and Christian identity. We will account for their deployment at such key institutional gatherings such as new student orientation, Tartan, first year seminars, Connections, student leader trainings, and new employee/trustee onboardings.

OBJECTIVE 15. We will significantly increase the use of Butler Chapel as a venue for worship and spiritual formation by students, faculty, staff, and the community.

METRIC 15.A. We will assess all events currently being held in Butler Chapel through data collection and listening sessions.

METRIC 15.B. We will document annual increases in the number of events hosted at Butler Chapel, and we will account for increases in attendance (particularly at worship events held on Sundays).

METRIC 15.C. We will chart progress to establish an endowed fund to enhance worship resources, support lectures, hold performances, and/or convene conferences in Butler Chapel. This fund will engage the university and external communities on topics that reside at the intersection of faith and inquiry.

METRIC 15.D. We will create a comprehensive calendar of events and worship opportunities to tell a more comprehensive story of the life and work of Butler Chapel.

METRIC 15.E. We will create a communication plan for Butler Chapel.

CAMPBELL
UNIVERSITY

WIGGINS MEMORIAL LIBRARY
2026-2031

A UNIT LEVEL **STRATEGIC PLAN** FOR RENEWAL, GROWTH, AND RECOGNITION

The mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The University is informed and inspired by its Baptist heritage and three basic theological and biblical presuppositions: learning is appointed and conserved by God as essential to the fulfillment of human destiny; in Christ all things consist and find ultimate unity; and the Kingdom of God in this world is rooted and grounded in Christian community. The University embraces the conviction that there is no conflict between the life of faith and the life of inquiry.

COMMITMENT 1 | ENROLLMENT GROWTH

CAMPBELL COMMITS to more effective fulfillment of its mission through a University-wide effort to achieve sustainable growth in overall student enrollments, with a target of 2% average annual growth over the five-year planning period (net increase of approximately 500 students).

OBJECTIVE 1. We will strategically review library collections and librarian liaison responsibilities to align with any changes in academic degree programs.

> METRIC 1.A. We will monitor changes in the University's academic programs and provide support for new and adjusted programs, reviewing program needs with faculty members to ensure library collection support.
>
> METRIC 1.B. We will review the academic liaison responsibilities of subject librarians in the light of undergraduate-graduate pathways, as well as the population of different majors, to ensure efficient deployment of subject specialists.

OBJECTIVE 2. We will expand the delivery of library instruction in introductory-level courses, a documented high-retention practice.

> METRIC 2.A. We will track increases in departmental contacts and instruction delivery by librarians in 100- and 200-level courses, emphasizing courses required for all members of a given major, as well as courses which provide General Education credit.
>
> METRIC 2.B. We will keep Campbell's library and research instruction program at the leading edge of higher education by developing a campus-wide model for AI research instruction, to infuse our existing instructional program based on the Framework for Information Literacy.

OBJECTIVE 3. We will complete a branding initiative emphasizing the library as a hub of scholarship and intellectual curiosity, as well as a provider of caring expertise to students.

> METRIC 3.A. We will track the creation of various marketing tools with the intent of promoting the library's overall identity.
>
> METRIC 3.B. We will assess recognition among students and faculty of the library's value as a scholarly partner and unit of care.

OBJECTIVE 4. We will partner with academic programs to offer highly-supported internship positions within the library, whether as for-credit or co-curricular experiences.

> METRIC 4.A. We will track the development of specific internship positions that the library can offer as high-impact learning experiences to students in various academic departments.

OBJECTIVE 5. We will choose or develop a periodic survey instrument to assess major library goals, perceptions, and needs.

> METRIC 5.A. We will implement a new survey to replace the nationwide, sunsetting LibQUAL+ tool that the library has issued triennially since 2009.

OBJECTIVE 6. We will strengthen our direct relationships with campus units of student support.

METRIC 6.A. We will expand the library's already-successful liaison program to assign librarians to student support units (for example Career Services, Athletics, etc.) in addition to academic departments.

METRIC 6.B. We will evaluate funding allocations for library collections and apportion funds for student support units in addition to academic departments.

OBJECTIVE 7. We will expand our offerings of circulating materials that students may use to accomplish tasks, save money, and enrich their overall college experience.

METRIC 7.A. We will create and promote a new library of practical items for checkout that can support students' residential life, organizational activities, and personal needs. Such items may include tools, equipment, and other items of personal use and interest to support student life. The collection will be developed with input from various campus units including Student Government, Residence Life, and Nourish Market.

METRIC 7.B. We will deploy existing collection funds and explore donor funding to continuously modernize our existing collection of innovative and useful technology items, adding new items to the collection annually.

OBJECTIVE 8. We will build upon the long-term success of the library's annual Academic Symposium to establish a more permanent research presence.

METRIC 8.A. We will create a proceedings journal that electronically publishes and archives the best student work submitted to the Symposium, providing a publication credit and disseminating the research of Campbell students.

COMMITMENT 2 | FINANCIAL STRENGTH

CAMPBELL COMMITS to strengthening the University's financial health by ensuring that annual revenues regularly exceed expenses, expanding and diversifying revenue streams, increasing philanthropic support, remedying a backlog of deferred maintenance issues, and investing in employees in ways that reward merit.

OBJECTIVE 9. We will expand and promote the Friends of the Library membership program as a key touchpoint for community members, supporters, and alumni.

METRIC 9.A. We will increase Friends of the Library memberships with a goal of 10% average growth in memberships per year.

OBJECTIVE 10. We will promote new and expanded avenues of fundraising during various University campaigns.

METRIC 10.A. We will annually track new gifts and sponsorships given to the library in cooperation with the Office of Institutional Advancement, with a goal of increasing the library's number of different donors by 25% over the 5-year strategic planning period.

METRIC 10.B. We will track increases in gift participation during such initiatives as Day of Giving and other campaigns, with a goal of increasing library donations by 25% over the 5-year strategic planning period.

OBJECTIVE 11. We will increase extramural grant submissions and awards.

METRIC 11.A. We will submit at least two new grant proposals per year.

OBJECTIVE 12. We will complete a robust review of library resources to ensure cost-effectiveness.

METRIC 12.A. We will evaluate all library subscriptions annually to justify their continuation or replacement, in light of cost-per-use data and departmental needs.

COMMITMENT 3 | COMMUNITY IMPACT

CAMPBELL COMMITS to becoming the region's most vital private educational partner for economic growth, workforce development, and improved health care.

OBJECTIVE 13. We will collaborate with local and regional libraries, including especially public and community college libraries, to promote Campbell's role in the region and develop programs of mutual interest.

METRIC 13.A. We will measure contact with other libraries and the development of new initiatives, programs, and events, with a goal of creating 10 collaborative events or initiatives within the 5-year planning period.

METRIC 13.B. We will track community attendance and participation in events and initiatives, with a goal of hosting at least 50 community attendees in 2026-2027, and a target of 20% more per year thereafter.

OBJECTIVE 14. We will promote faculty research and publishing, enhancing our role as supporters of Campbell's contributions to scholarly research.

METRIC 14.A. We will track librarians' impact on and assistance with publishable presentations and articles by Campbell faculty.

METRIC 14.B. We will host a major annual library event focused on faculty scholarship, connecting and celebrating the many researchers at Campbell.

OBJECTIVE 15. We will promote the overall publication and dissemination of Campbell research in an Open Access format, making their scholarly work more accessible throughout the global scholarly community.

METRIC 15.A. We will facilitate the coordination of campus resources and pursue donor funding to support Open Access publication fees for articles by Campbell faculty and student scholars, which are currently funded on a department-by-department basis.

METRIC 15.B. We will pursue contracts including "read-and-publish" arrangements with journal publishers that allow Campbell scholars to publish their research at discounted rates in exchange for journal subscription.

COMMITMENT 4 | INSTITUTIONAL IDENTITY

CAMPBELL COMMITS to strengthening its broader reputation as a Christ-centered institution of higher education, as a gathering space for people from all backgrounds who wish to live, learn, and grow in a thriving Christian community, and as the state's top producer of graduates prepared for lives of servant leadership.

OBJECTIVE 16. We will increase Campbell's access to its history by developing a policy and process to curate born-digital publications and materials.

METRIC 16.A. We will establish and promote a new curation policy for digital materials published by the University and its departments in collaboration with campus stakeholders.

METRIC 16.B. We will measure participation in preserving University and departmental publications and artifacts under the new curation policy.

OBJECTIVE 17. We will promote existing and new access to exhibits and materials related to Campbell's historical and Christian identity.

METRIC 17.A. Using our existing practice of auditing syllabi for research assignments, we will measure increases in assignments and other activities that engage outright with Campbell's archival materials.

METRIC 17.B. We will create new access points both digitally and in person for the display of archival materials to support the University's effort to promote its Christian history, mission, and identity.

Ad Astra per Aspera

TO THE STARS THROUGH DIFFICULTIES