



2020 Vision

**For Hearts, Souls, and Minds
of Students and Faculty**

The Campaign for InterVarsity Christian Fellowship/USA®

“My purpose in Life? ...

I really don't know. I don't
think I have a purpose.”

Student, University of Wisconsin



Impaired lives

American secular universities and colleges are the best equipped, staffed, and endowed in history. But they are virtual wastelands when it comes to truth. There was a time when it was assumed that learning to know God was an essential part of education. But today, in spite of the huge investment by parents, foundations, businesses, and government, students accumulate knowledge without wisdom, skills without purpose, and ideas without Truth.

A battle for hearts, souls, and minds is engaged on today's campus.

College students have the potential to be leaders in tomorrow's church and society. They are making long-lasting decisions about beliefs, values, relationships, and careers. They are bombarded with moral and spiritual options. Their choices will even affect their eternal destinies. But what ideas will fill their minds and shape their thinking?

Who will nourish their hearts and souls?

Only 1% of the faculty at elite universities describe themselves as "born again." More than half of all professors believe that the Bible is a book of fables and say they have "unfavorable" feelings toward evangelicals. Approximately a quarter of those teaching college students regard themselves as either atheistic or agnostic.¹

Students are regularly taught that following Jesus diminishes their ability to think. Education that ought to bring spiritual development actually leads most students away from the Christian faith. Only 20% of the high school students who grow up in churches will still be actively involved in the Christian faith at the age of thirty.² Students with little or no faith background will continue to pursue a life apart from God.

Without Christian formation and teaching, most young women and men now in college will lead lives outside the church in the year 2020. And in Western culture, secularism will continue to undermine moral and social values. InterVarsity's call is to stand against this cultural decline, to raise up young people who are biblically-trained Christian leaders, and to increase the number of Christian faculty on campus.

"With the ever-increasing number of college professors who use their classrooms to indoctrinate students, rather than educate them, the views expressed and the lack of viewpoint diversity are deeply disturbing."

Charles Colson,
chairman and founder, Prison Fellowship

"Change the university and you change the world."

Charles Habib Malik,
past president, United Nations

¹ A study released in October 2006 by Neil Gross of Harvard University and Solon Simmons of George Mason University focused on the religious and political attitudes of professors at America's colleges and Universities. A 2007 survey conducted by San Francisco-based Institute for Jewish and Community Research reported 53% of professors felt "unfavorable" toward evangelicals. Its director and chief pollster, Gary A. Tobin, labeled this statistic "explosive... There is no question this is revealing bias and prejudice." He found no comparable ill-feeling towards Jews and Buddhists.

² According to a 2006 study by The Barna Group, most twentysomethings disengage from active participation in the Christian faith during their young adult years despite strong levels of spiritual activity during the adolescence.

witnessing communities

students and faculty

How Jesus

Look:

God

growing

God

ty and culture,

G 99



Intercepting the future

Imagine

Imagine what could happen by the year 2020 if more of today's students and faculty responded to the Gospel, were taught to walk faithfully with God, and were developed into spiritual leaders. Imagine what could happen if, while they were in college, they learned to study God's Word and love God's people of every ethnicity and culture. Imagine these individuals taking roles of leadership in our churches, businesses, and communities in the year 2020.

InterVarsity

Our vision is to see students and faculty transformed, the university renewed, and world changers developed. For over sixty-five years, InterVarsity groups have added critical, spiritual ingredients to campus life. We provide opportunities for students and faculty to:

- Hear the Gospel of Jesus Christ
- Learn to walk as disciples of Jesus via thoughtful Bible studies and intensive prayer
- Have a wide variety of leadership experiences
- Serve as God's voice and hands on campus
- Participate in vibrant, multiethnic fellowships
- Become active in God's global mission

Impact

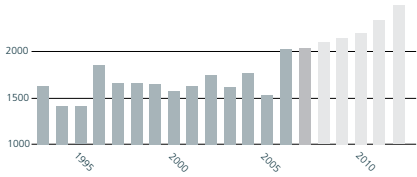
Tens of thousands of women and men have been changed. Students have graduated to become leaders in their churches, in government, the arts, and the academy. Participation in InterVarsity has helped alumni become dynamic agents of change around the world.

Graduates whose relationships, pocketbooks, parenting skills, careers, minds, egos, attitudes, time, social activities, and habits all belong to Jesus become brighter lights and purer salt. By reflecting God's purposes for a lifetime, they will change our society.

“InterVarsity entered my life when I was a graduate student at the University of Wisconsin-Madison.... Over time InterVarsity has nourished so many people through their spirit of openness and freedom, and yet they take very seriously the Bible and the teachings and person of Christ. I don't think there's any group that matches that on the campus.”

Dallas Willard, author, professor
University of Southern California

New believers in InterVarsity by school year



“Which commandment is first of all?” Jesus answered, “The first is, Hear, O Israel: the Lord our God, the Lord is one; you shall love the Lord your God with all your heart, and with all your soul, and with all your mind, and with all your strength.”

Mark 12:29-30



Investing for life-long returns

Men and women shaped by an InterVarsity Bible study, mentored by an InterVarsity staff worker, called to mission at InterVarsity's Urbana convention, or influenced by InterVarsity Press books are all over the world. They have taken up roles of leadership at home, and in education, church, business, and government.

Called to Christ

"I became a follower of Christ through InterVarsity... I could not be more indebted to a ministry than I am to InterVarsity. I was changed, and I am deeply grateful."

James Emery White, senior pastor of Mecklenburg Community Church

Developed as a leader

"InterVarsity had a transforming affect on my life during my college days: first, by providing me with a fellowship of Christians who were not afraid to wrestle with the hard questions of faith in a world of injustice; and second, by providing me with the mentors who modeled an authentic life of humble, faithful prayer."

Gary A. Haugen, President & CEO, International Justice Mission

"During the early years of my ministry, while I was trying to train and nurture students, God used InterVarsity to train and nurture me as a minister of the Gospel and as a disciple of Jesus."

Peter Cha, associate professor, Trinity Evangelical Divinity School

Challenged to grow in a witnessing community

"As an undergrad at the University of Texas, I was invited to a weekend retreat. That started me on a lifelong journey with InterVarsity. A few of us met to learn to study the Bible for ourselves—and that has been a mainstay of my life ever since."

Don Powell, retired president of AutoResearch Laboratories, Inc

"I am who I am because of InterVarsity! I have learned so much over the years at monthly meetings, summer camps, small group Bible study groups, and Urbana missions conventions. InterVarsity still offers those things today."

Marie Little, former missionary nurse and wife of evangelist Paul Little

Sent into the world

"God used InterVarsity in our lives to set a foundation both for understanding doctrine and for putting our faith into practice. Going to an Urbana missions convention played a major role in my being led to do missionary service in West Africa."

Ron Mitchell, missionary



"If undergraduate days are a preparation for that larger life beyond the microcosm called university, could there be a better training for Christian service in later life than that of the undergraduate taking an open stand for the Lord Jesus, assuming the spiritual burden for the ministry in daily prayer... studying the Bible, teaching the Bible... and individually and corporately with fellow Christian students endeavoring to lead others to the Lord Jesus Christ?"

C. Stacey Woods, founder
InterVarsity Christian Fellowship/USA



Initiating change

Why Now?

Today, there is a great opportunity on campus to influence the future. Though ill-defined, student interest in “spirituality” is high. Many are searching for meaning, but do not know where to turn for answers.

Today, college students live in a postmodern, ethnically diverse, tech-savvy world. Their access to the Internet, instant messaging, and blogging brings both global awareness and global connections that create unprecedented opportunities for them to affect social change worldwide.

Today, there is a looming leadership deficit in both the profit and nonprofit sectors. This deficit provides a special opportunity for intentionally prepared young leaders to shape society.³

Why InterVarsity?

InterVarsity:

- Has unsurpassed expertise in contextualizing the Gospel on campus
- Is able to guide students through the university's ideological marketplace
- Develops strong leaders
- Fosters multiethnic communities
- Challenges students with God's global mission
- Engages American culture with Christian truth

InterVarsity has an exceptional opportunity to take a bold new step forward. We believe that the Lord is calling us—over the next five years—to reach more students and faculty on more campuses and to develop more leaders than we have ever done before. By acting with intentionality now, we believe that the world of 2020 will be changed dramatically for the better.

“I love being a part of what God is doing, being a part of students' lives, seeing the transformation. It's exciting to do what we do as staff.”

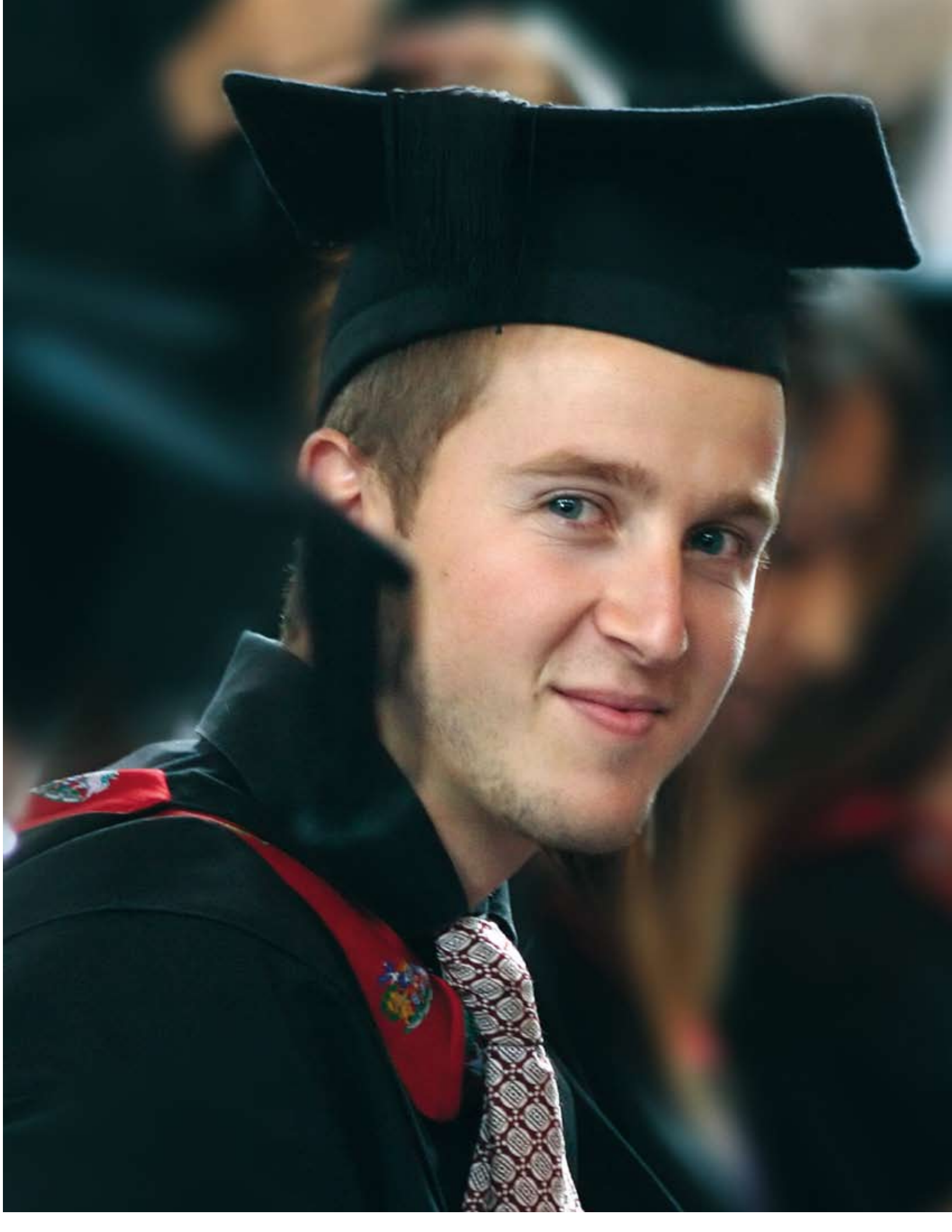
InterVarsity Staff

New campus fellowships

We have already begun to pilot our new chapter planting strategy. New fellowships have been launched at a variety of schools, including:

- College of Charleston (South Carolina)
- Florida International University
- Fort Lewis College (Colorado)
- Portland Community College
- St. Cloud State (Minnesota)
- Towson University (Maryland)
- University of California – Merced
- University of Colorado – Boulder (graduate students)
- University of Texas – Pan American
- Wake Forest University (graduate students)
- Youngstown State (Ohio)

³ In the summer 2006 edition, the *Stanford Social Innovation Review* reported that nonprofits will need to increase the number of leaders employed in that sector by 250% in the next decade—that will amount to 640,000 new leaders.



Implementing our vision for 2020 and beyond

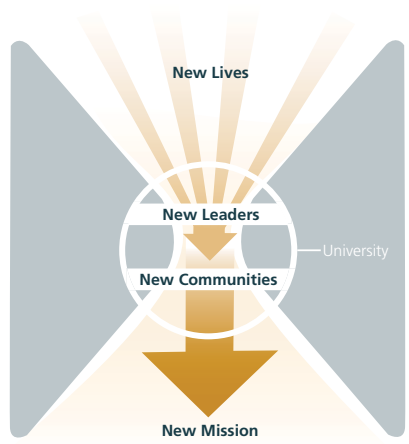
To influence the leaders of 2020, we need to reach them today. Therefore, we have developed a **five year strategy** to reach this generation of students and faculty.

New Lives **\$1,700,000**
By the grace and empowerment of God, we will increase the number of new believers by one-third (to 3,000 per year). Several pilot strategies that have already shown great promise will be expanded including: hosting evangelistic events on more campuses, raising up a new generation of campus evangelists, and providing more extensive evangelism training for students, faculty, and staff.

New Leaders **\$2,600,000**
Invest deeply in gifted student leaders, young managers, promising minority staff, Greek and International Students staff, future senior leaders, and four training centers. In the process, we will develop women and men who – for decades to come – will be Christian leaders on campus, in the marketplace, and in the church.

New Witnessing Communities **\$4,600,000**
By 2012, we will reach 42,000 students and faculty per year, an increase of 27%. To do so, we will plant 100 new campus groups, increase the number of students involved in 100 existing campus groups by a third, and train 50 faculty volunteers to launch faculty chapters. This will require new types of training, mentoring, and start-up funding. We will plant and build witnessing communities that have a growing presence on campus and will be sustainable for years to come.

New Call to Global Missions **\$1,100,000**
Since 1946, God has used the Urbana Student Missions Convention to call students to His purposes in the world. By one estimate, up to one-third of all evangelical missionaries from North America attribute their calling, at least in part, to an Urbana experience. In 2009, we plan to enhance Urbana’s impact by recruiting a record 25,000 delegates and by hosting 5 curricular tracks.



“ I support InterVarsity because college is a key time for students to make serious decisions about their lives and who they are. I believe that InterVarsity is effectively taking the Gospel to colleges and universities. The leadership development that InterVarsity builds into people creates a unique multiplier effect for the kingdom, as students are not only ministered to personally, but also catch a vision and learn a skill set for future ministry to which God will call them.”

Ronn Bagge, principal
YQA Capital Management



Gift plan

An opportunity to invest in students, faculty, and campus

# GIFTS	AMOUNTS	SUB TOTALS
CURRENT GIFTS		
1	2,000,000	2,000,000
2	1,000,000	2,000,000
4	500,000	2,000,000
		\$6,000,000
1	300,000	300,000
2	250,000	500,000
6	150,000	900,000
		\$1,700,000
9	100,000	900,000
12	50,000	600,000
18	25,000	450,000
		\$1,950,000
General Gifts		\$350,000
Total Current Gifts		\$10,000,000
DEFERRED GIFTS		
1	3,000,000	3,000,000
2	1,000,000	2,000,000
4	500,000	2,000,000
6	250,000	1,500,000
15	100,000	1,500,000
Total Deferred Gifts		\$10,000,000
Campaign Total		\$20,000,000

Donors may give Current Gifts generally to the campaign or designate a gift to a particular purpose.

Deferred Gifts sustain the new work we are now initiating for the years ahead. If desired, gifts may be designated for a particular purpose.



Opportunities to Give

Current gifts may be made in a variety of ways

Cash gifts are always welcome.

Gifts of **appreciated securities** held for more than one year are tax-deductible for their full value and avoid capital gains tax when transferred directly to InterVarsity.

Gifts made using **retirement plan assets** may be appropriate for those over the age of 59½. In particular, direct transfers to InterVarsity from IRAs during 2006 and 2007 by those over age 70½ may be especially attractive.

Gifts of **real estate, business interests**, and many other assets can also provide current support for InterVarsity. Significant tax advantages are often available when these gifts are made in accordance with certain procedures.

A **Charitable Lead Trust** makes distributions to InterVarsity during a predetermined period and afterwards returns the principal to the donor or a designated beneficiary.

Opportunities to make Planned Gifts

Bequests to InterVarsity can be arranged through your will or living trust. They may be for a specific amount, for a specific asset, or for all or a percentage of the residue of your estate. These gifts are deductible for estate tax purposes.

Life insurance policies may be transferred to InterVarsity. You will receive current tax benefits while providing for InterVarsity's future. Sometimes the value of this type of gift will be larger than the amount you invested.

Leaving **retirement plan assets** to InterVarsity upon death can avoid both income and estate taxes.

A **Charitable Remainder Trust** can be designed to suit a wide variety of donor situations. The trust distributes funds to InterVarsity only after providing income to you and/or others for life or a term of years. You also receive current tax benefits when the trust is established.

A **Charitable Gift Annuity** is a simple contractual agreement with InterVarsity. In exchange for your gift of cash or appreciated assets, InterVarsity promises to make fixed payments for life to you (or to any one or two individuals you designate). You receive a tax deduction for the year in which the annuity is established, and part of each annuity payment is tax-free for a number of years.



InterVarsity: leadership

Board of Trustees

Chair: Kenneth Nielsen,
ISO New England, Inc., Manager, retired, Danbury, CT

Vice Chair: Rudy Hernandez,
Certified Estate Planner, Self-employed, San Antonio, TX

Alice S. Chou,
Vice Chairman of the Chou Family Foundation/L2, Raleigh, NC

David Clark
Pastor, Faith Covenant Church, Burnsville, MN

Crystal D. Crawford
Lawyer/CEO, California Black Women's Health Project,
Los Angeles, CA

Kenneth G. Elzinga
Professor of Economics, University of Virginia, Charlottesville, VA

William C. Gates
President, Gates Automotive Group, South Bend, IN

Lynn Kolowsky
Registered Nurse, retired, Niantic, CT

David R. Laube
Executive in Residence, University of Colorado at
Denver, Golden, CO

Larry Langdon
Director of Global Tax Practice at Mayer, Brown,
Rowe & Maw LLP, Palo Alto, CA

Karen Longman
Professor of Education, Azusa Pacific University, Azusa, CA

Allen W. Mathis III
President and Owner, DeSoto Caverns Park, Childersburg, AL

Dennis O'Neal
Holdredge-Paul Professor and Department Head of Mechanical
Engineering, Texas A&M University, College Station, TX

Ken Perez
Vice President of Marketing, Jacent Technologies, Inc.,
Menlo Park, CA

Bob Sparks
Navigator staff, retired, Castro Valley, CA

Virginia G. Viola
Medical Billing Consultant, Self-employed, Boston, MA

Judy Kennedy, Associate Trustee: Inter-Varsity Canada
High School Principal, Retired, Arden, ON

Senior Leadership

Alexander D. Hill, President

Charles B. Ford, Vice President,
Strategic Ministries

Robert A. Fryling, Vice President, Publisher,
InterVarsity Press

Paula R. Fuller, Vice President, Director
of Multiethnic Ministries

James C. Lundgren, Vice President,
Director of Collegiate Ministries

Karon B. Morton, Vice President,
Chief Administrative Officer,
Director of Camps

James A. Tebbe, Vice President,
Director of Missions and Urbana

InterVarsity Christian Fellowship/USA®
6400 Schroeder Road, P.O. Box 7895 Madison, WI 53707-7895
tel 608.274.9001 fax 608.274.7882 web www.intervarsity.org

Budget Overview

New Lives

\$1,700,000

Host evangelism events in every region each year for five years with \$10,000 grant/region per year	900,000
Host a national evangelistic campus event to train 50 staff evangelists	100,000
Host four major campus evangelism events - \$50,000 per event	200,000
Develop and support regional evangelism 15 champions via Champions meeting twice per year for five years	100,000
Develop & distribute evangelism curriculum for all Field Staff at \$20,000 per year for 5 years	100,000
Upgrade information systems	300,000

New Leaders

\$2,600,000

Train 130 new Area Directors	550,000
Recruit 10 new outside Area Directors	150,000
Host four Daniel Projects (2 for ethnic minority staff; one each for Greeks and ISM)	400,000
Host a Graduate Student & Faculty conference ("Following Christ")	400,000
Provide multiethnic training for staff directors	300,000
Develop 10 future senior leaders	100,000
Upgrade training centers (camps)	400,000
Upgrade information systems	300,000

New Witnessing Communities

\$4,600,000

Plant 100 new chapters	3,300,000
Build 100 current chapters	600,000
Recruit, train and network 50 faculty catalysts	100,000
Research and develop (HBCUs, small groups, new student outreach)	100,000
Upgrade services to Alumni	200,000
Upgrade information systems	300,000

New Call to Global Missions

\$1,100,000

Provide scholarships to expand to 25,000 Urbana 09 delegates	700,000
Develop 4 new curricular tracks (total of 10)	300,000
Upgrade information systems	100,000

InterVarsity: Fact Sheet

(taken from the 2006 annual field reports 6/30/06)

Campus Ministry

573 campuses
843 chapters
32,239 students involved, 58% women & 42% men
1,295 faculty involved
37,000 seekers participating in evangelistic events
2,030 new believers
8,619 non-Christians involved in chapters
3,200 students involved in missions projects
6,107 students in camps

Ethnic Ministries (# of students)

4,113 Asian American
2,176 Black/African American
913 Hispanic/Latino
72 Native American
840 multiracial

Focus Ministries (# of students)

4,112 Graduate Student Ministry
3,466 International Student Ministries
1,763 Nurses Christian Fellowship
2,182 Greek Ministries

Staff

1,225 paid staff (plus 336 volunteers and 133 provisional appointments)
Includes: 868 campus staff, 135 National Service Center, 83 InterVarsity Press

80.8% White
11.8% Asian
4.1% Black
2.8% Hispanic
.4% Native American

Financial Income

\$ 54,964,000 donations
\$ 13,462,000 book & media sales
\$ 4,676,000 conference fees
\$ 514,000 investment and other income

\$73,606,000 total revenue

