



FORMING *faithful* LEADERS





Tom Lin, InterVarsity President and CEO, meets with students at the University of Virginia.

My heart breaks for Gen Z college students who are lost, lonely, and living in a time of deep anxiety and social isolation. But I have hope.

With two Gen Z daughters of my own, I am concerned by the challenges this generation faces. They know crises caused by rapid changes in culture and technology, political polarization, and global conflict. They are aware of the leadership crisis in the Church and in our country. But at the same time, **they are curious about Jesus.**

Almost two million US college students attend a campus with no Gospel ministry. I long to see Jesus made known among these students. With the same fervent passion we have had for decades, we enter the next season of our 2030 Calling.

Starting in 2018, InterVarsity’s last strategic plan guided our ministry in areas of greatest opportunity and clearest need. Some of you were a part of this work through your support of the Real Hope Campaign — the most successful campaign in InterVarsity history. Initiatives funded by that campaign enabled us to reach more campuses and learn about and adapt to the unique challenges of ministering to Gen Z. We asked, “*How do we equip an un-churched generation into Christian leadership — especially one that struggles more deeply with mental health than any other before them?*”

In our next Strategic Plan, InterVarsity will focus on developing student leaders and continuing to plant on more campuses. We will also execute strategies to accelerate ministry. **In 2024, we are launching the Forming Faithful Leaders Campaign to fund these initiatives.** I am eager to share in the following pages how we will grow a new generation of faithful leaders and what financial investment this will require.

As we seek to raise \$78 million dollars (\$46 million in current and \$32 million in legacy gifts), will you pray for Gen Z and prayerfully consider joining us with a gift to Forming Faithful Leaders? We are trusting and relying on God’s provision, wisdom, and faithfulness for this incredible undertaking.

For God’s glory,

Tom Lin
President and CEO
InterVarsity Christian Fellowship/USA

2030 Calling

Longing for *revival*, we catalyze movements that call every corner of every campus to follow Jesus.



GEN Z DESPERATELY NEEDS JESUS

42%

are likely to battle **depression** and hopelessness.

Walton Family Foundation study (2022)

18%

say they might be **better off dead**.

Walton Family Foundation study (2022)

THE NEED IS URGENT

36%

of Gen Z are **Christians**.

Ryan Burge (2021) "Gen Z and Religion in 2021" Religion in Public

66%

of young adults raised in the church will **abandon their faith** by the time they graduate from college.

Lifeway Research (2019)

BUT THERE IS HOPE

56%

of Gen Z aged 18-21 report being "very / extremely" **curious about Jesus** and/or the Bible.

American Bible Society, "State of the Bible 2023"

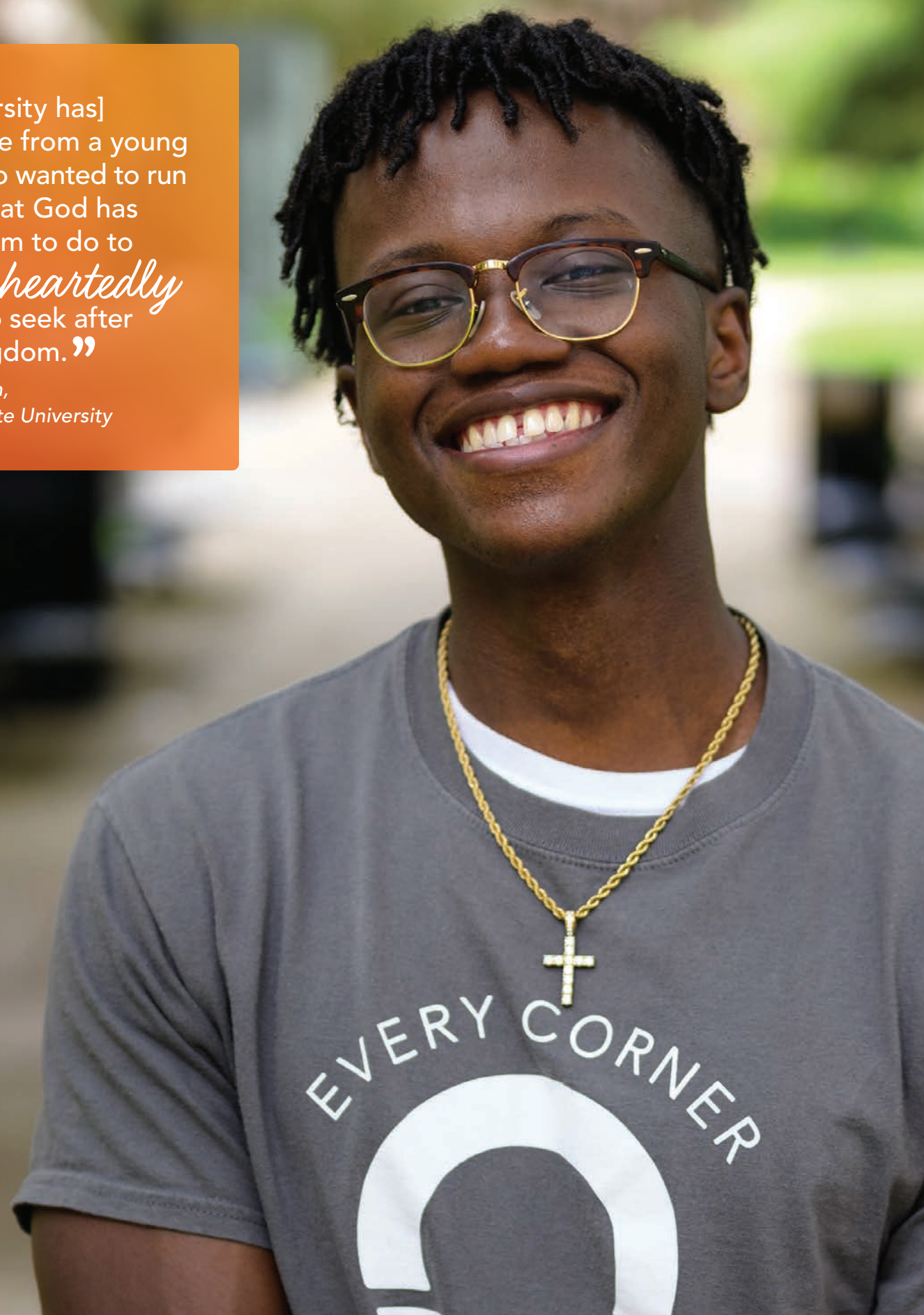
82%

of Gen Z Christian teens think it's important to **share their faith**.

Barna, "The Open Generation: United States" 2021

“ [InterVarsity has] taken me from a young man who wanted to run from what God has called him to do to *wholeheartedly* trying to seek after the Kingdom.”

—Jeremiah,
Florida State University



GOD HAS UNIQUELY POSITIONED INTERVARSITY TO POINT THIS GENERATION TO *hope* IN JESUS

Since 1941, InterVarsity has established and advanced student-led, witnessing communities on college campuses across the country. We equip students and faculty to follow Jesus with their whole lives, for the rest of their lives. In InterVarsity communities, students encounter Jesus in Scripture, learn how to share the Gospel with their friends, and are empowered to be Christ-centered leaders on campus, in our churches, and in our world.

In 2018, when InterVarsity launched the Real Hope Campaign, we adopted a five-year strategic plan to begin pursuing our 2030 Calling. God blessed those efforts, and we learned new ways to reach Gen Z and plant chapters on more campuses.

From 2018 to 2023 we saw:



In the 2022–23 school year, InterVarsity had 1,071 chapters on 711 campuses reaching 63,000 students and faculty.

In this next season, we look forward to pointing even more Gen Z students toward Jesus and planting on even more campuses.



Nursing students Katie and Kayla at the University of North Carolina Greensboro

faithful **STUDENT LEADERS ARE THE KEY TO REACHING MORE STUDENTS & MORE CAMPUSES**

Because we know that students reach fellow students best, student leadership is foundational to InterVarsity’s ministry.

InterVarsity-trained student leaders see the world missionally.

They long for their classmates and friends to find new life in Jesus. They are empowered and equipped to boldly reflect Jesus to those around them.

In a world of divisiveness, InterVarsity student leaders cultivate belonging.

They invite peers into a community that loves them and create a space where they can encounter a God who accepts and loves them even more.

InterVarsity student leaders mobilize fellow students toward mission.

They serve sacrificially and show others how to follow Jesus wholeheartedly. They disciple others in Scripture, worship, and prayer. They build and lead teams.

OUR PROVEN MODEL — INTERVARSITY'S STUDENT LEADERSHIP PATHWAY

Our Student Leadership Pathway has prepared and equipped students to lead for over 80 years. This model moves students along a journey from exploring and growing their faith to becoming leaders who live out the Gospel on campus and in the world.



CONFIDENCE TO LEAD OTHERS TOWARD JESUS

Through InterVarsity, Emily gained the confidence necessary to share her testimony and give a call to faith at large group. **Nine students came to faith!**

“Six months before, I would’ve never done that... but because *I said yes* to this opportunity to lead, I was able to come alongside God and he did this, using me.”



Emily, Brooklyn College



Watch more of Emily's story here.



InterVarsity daily prayer meeting in the 1940s

FORMING *faithful* LEADERS SINCE 1941

InterVarsity campus movements produce leaders who are strategically positioned to change the culture and the world.

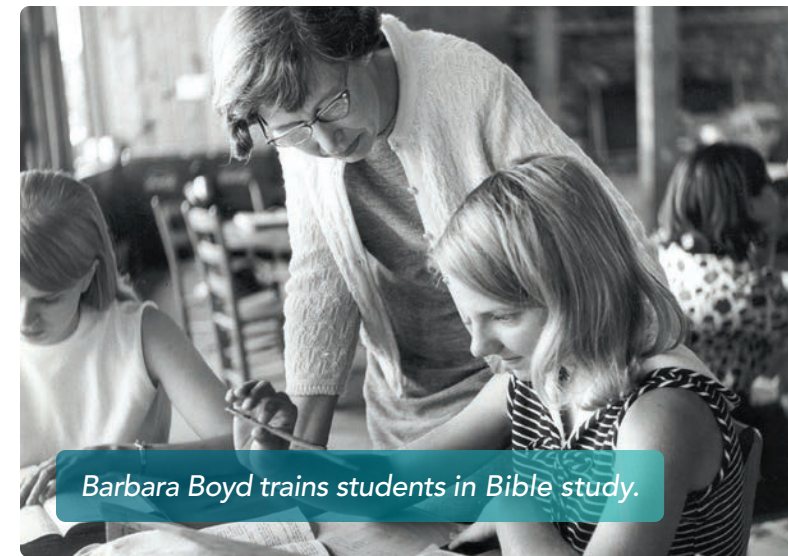
The long list of world-changing InterVarsity alumni includes leaders of organizations addressing poverty and human trafficking, business leaders, world-renowned scientists, teachers, parents, pastors and missionaries, university and college faculty and administrators, professional athletes and musicians, and more. We are grateful and humbled by the faithfulness and impact of our alumni on every sector of society.

A STUDENT LEADER WHO BECAME A WORLD CHANGER

InterVarsity staff minister Barbara Boyd's love for the Word overflowed to every student she ministered to. Boyd trained thousands of students to study the Bible and apply it to their lives. Generations of students have been deeply influenced by the Bible study training program she developed.

One of her students at Bucknell University in the 1970s was the late Pastor, Tim Keller. For Keller, Boyd's method always seemed to yield new insights. Reading the Bible this way would become second nature to him.

Keller also attended a month-long InterVarsity conference as a student where Boyd gave a sermon around the topic of the lordship of Christ. This talk greatly impacted Keller so much that he continually came back to it throughout his life, and it became a keystone of his ministry.



Barbara Boyd trains students in Bible study.

Tim Keller faithfully followed the Lord for decades. He founded Redeemer Presbyterian Church in New York City in 1989, which eventually became a network of churches across the city and led to the creation of the global church planting organization City to City. He also authored over 30 books, many of which were New York Times Best Sellers.

The life and ministry of Tim Keller has deepened the faith of millions of Christians.

And his story serves as an example of the transformative influence an InterVarsity student leader can have on the world.



Tim Keller



FORMING *faithful* LEADERS

Our new campaign focuses on developing student leaders while continuing to plant new chapters on unreached campuses.

Desirae, student at University of California–San Diego

INTERVARSITY'S STRATEGIC PLAN FOR 2024-2027

This next strategic plan will enable us to reach over **200,000 Gen Z students**, encouraging them to follow Jesus with their whole lives.

STRATEGY

1 DEVELOP STUDENT LEADERS



GOAL 12,000 new, fully trained student leaders

COST \$11,513,000 \$960 per student leader

IMPACT 200,000+ students reached with the Gospel

STRATEGY

2 PLANT MORE WITNESSING COMMUNITIES



GOAL 240 new InterVarsity chapters

COST \$10,592,000 \$44,133 per chapter

IMPACT 1,200,000 more students and faculty able to hear the Gospel and join a witnessing community on their campus

STRATEGY

3 ACCELERATE MINISTRY



GOAL

- Increase workers on campus
- Improve theological training for staff
- Increase ministry funding

COST \$9,218,000

IMPACT 500 new campus workers (staff and volunteers)

- Deeper theologically formed ministers
- Foundations laid to help us begin raising \$3,000,000 per year in additional ongoing funding



STRATEGY

1



DEVELOP STUDENT LEADERS

Chloe leads a Bible study for fellow performing and visual arts students at the University of Northern Colorado.

12,000 new student leaders will reach over 200,000 students with the Gospel.

Student leaders facilitate outreaches on campus, small group Bible studies, and large group worship gatherings. As our campus ministers equip them to confidently share the Gospel with peers, each student leader shares the love of Jesus with at least 10 other students on campus.

One way InterVarsity develops student leaders is through life-changing formative events, including:

- Off-campus events (e.g. camps, conferences, and global programs)
- Chapter leadership meetings
- Urbana 25 Student Missions Conference and Ambition Planting Conference
- Faculty-equipping gatherings

THROUGH THIS CAMPAIGN, YOU WILL HELP

- **Fund high-quality formative events**, including scholarships for students to attend them.
- **Launch 12,000 leaders** into every sector of society to proclaim Jesus as Lord everywhere they go.
- **200,000+ students hear the Gospel.**

FORMING *faithful* LEADERS AT URBANA

Darren's Story

For over 70 years, the Urbana Student Missions Conference has called thousands of students to surrender their whole lives to God's global mission.

Darren, student at Pasadena City College in California, struggled with his faith. **But at Urbana 22, the Lord spoke to him clearly:** *I know the pain you went through, and you are not alone.*

The next thing he knew, Darren was standing, waving a white flag, surrendering his whole life to Jesus. He felt anxiety, inadequacy, and condemnation immediately dissipate. After that, **Darren committed to pursuing a relationship with the Lord and welcoming others into community so they could do the same.** He is now considering a vocation in ministry or missions.



Darren (third from right), at Urbana 22



Read more of Darren's story here.

“ Besides being thankful for Jesus saving me, I'm so thankful that I was able to go to Urbana to learn that there is a *bigger purpose* for me living in this world. ”



STRATEGY

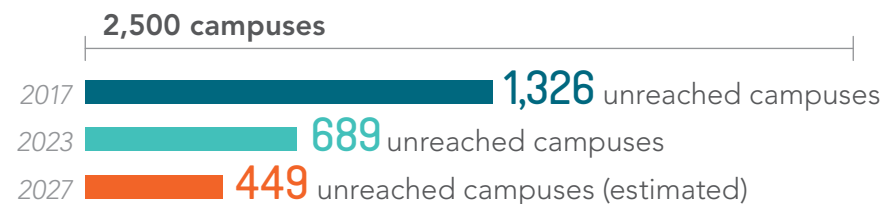
2



PLANT MORE WITNESSING COMMUNITIES

Bible study and prayer at Baylor University

Currently 2,000,000 students do not have a witnessing community on their campus. We hope to **shrink that to under 800,000** by 2027. As a result of our planting work in the last strategic plan and our EveryCampus partnerships, there are now only 689 unreached campuses. InterVarsity will continue catalyzing ministries on new campuses, particularly on priority campuses and in affinity groups on large campuses. We will also resource current chapters to remain strong and thriving.



Priority Campuses:

- Underserved Campuses: Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions, Tribal Colleges, community colleges
- Underserved Geographies: campuses in broad geographical regions with few or no ministries
- Large campuses with few affinity (focused) ministry groups
- Campuses with no known ministry

THROUGH THIS CAMPAIGN, YOU WILL HELP

- **Plant 240 InterVarsity communities** on campuses across the country.
- Give **1,200,000 students and faculty** the ability to join a witnessing community on campus.
- Ensure **chapters have resources needed** to remain sustainable.
- **Train and equip** student leaders, alumni, and volunteers to start chapters on campuses.
- **Reach more campuses** with partner campus ministries.

faithfully PLANTING AT AN HBCU

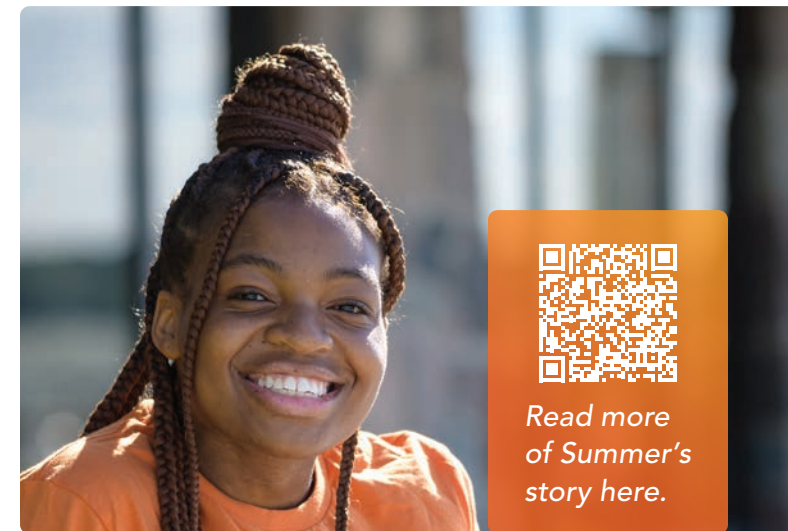
Summer's Story

After joining InterVarsity as a student at the University of Alabama, Summer knew her calling was to help others know God's love. But she soon learned that while **large institutions like hers usually have over 10 campus ministries, HBCUs normally have none**. This broke Summer's heart, so she came on staff, hoping to start InterVarsity at Tuskegee University.

Almost immediately, COVID hit, preventing Summer from stepping foot on campus her entire first year on staff. With no other options, she began to pray fervently for the students at Tuskegee.

When she finally received permission from the university to start InterVarsity, five students joined her Bible study. Those students quickly stepped up to lead as Summer trained them. The next semester, 20 students joined. The next, 50. And by the end of 2023, **over 100 students were a part of InterVarsity at Tuskegee**. As part of their normal routine, student leaders invite students to follow Jesus every week, **and new students give their lives to Jesus almost every time**.

"Our mission is to long to see His Word and love known to this generation," Summer says. She continues to trust God's faithfulness that more Black students will see themselves in His image. And with your help, more students on more unreached campuses will too.



Read more of Summer's story here.

"Our mission is to long to see His Word and love known to this generation."



STRATEGY

3



ACCELERATE MINISTRY

Bryan, InterVarsity staff at University of Virginia, disciples senior student Bella.

To raise up more student leaders and reach more campuses, we need new systems, training, and harvest workers.

At the same time, we will also invest in every part of our staff recruitment and onboarding. As technology changes rapidly, we will continue to ensure our systems and trainings match what is needed to fulfill our 2030 Calling.

Technology-Enabled Ministry:

- Seminary partnerships and training tools to provide staff and student leaders with deeper theological training
- Marketing automation software to increase funding capabilities
- A digital engagement strategy to reach broader audiences

THROUGH THIS CAMPAIGN, YOU WILL HELP

- **Hire and equip 400 new campus ministers** by improving our staff recruitment processes, training and onboarding systems, and expanding fundraising strategies.
- **Recruit 100 new alumni volunteers** to disciple student leaders and plant new chapters.
- **Strengthen infrastructure** to engage more deeply with donors, alumni, and volunteers and create an additional revenue stream of \$3,000,000 per year.

faithfully SERVING THE CAMPUS BEYOND GRADUATION

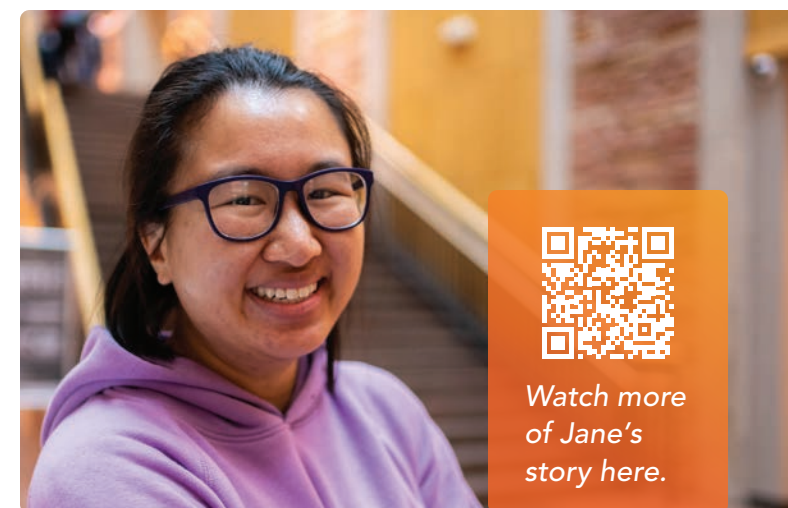
Jane's Story

When Jane joined InterVarsity as a student at the University of Colorado Boulder, her faith grew as she saw other students intently seeking after Jesus. During her senior year, her campus minister left InterVarsity staff, accelerating her leadership in her chapter.

Jane began work as a medical scribe after she graduated. Noticing her ministry gifts and the hole left by her departure, Jane's Regional Director encouraged her to not fully leave her college experience behind. He invited her to volunteer to continue leading and ministering to students in her free time.

As a volunteer, Jane wanted to help the next generation experience what she did as a freshman: a place to belong and grow in faith.

“Even though it was only two hours a week, God still used these *moments* to change a lot in their lives.”



As Jane poured herself out, she saw students fall more in love with Jesus. She also experienced them growing in compassion for their non-Christian friends, praying for them, and inviting them to study Scripture. Jane was able to see the fruit of her saying yes to volunteering as her own students became leaders — what she sees as full-circle moments.

Jane eventually became an InterVarsity campus minister, but just like her, **there are many InterVarsity alumni across the country ready and willing to volunteer to reach more students** on more campuses. Your partnership in this campaign will ensure they are trained and receive everything they need to develop more faithful Gen Z leaders.



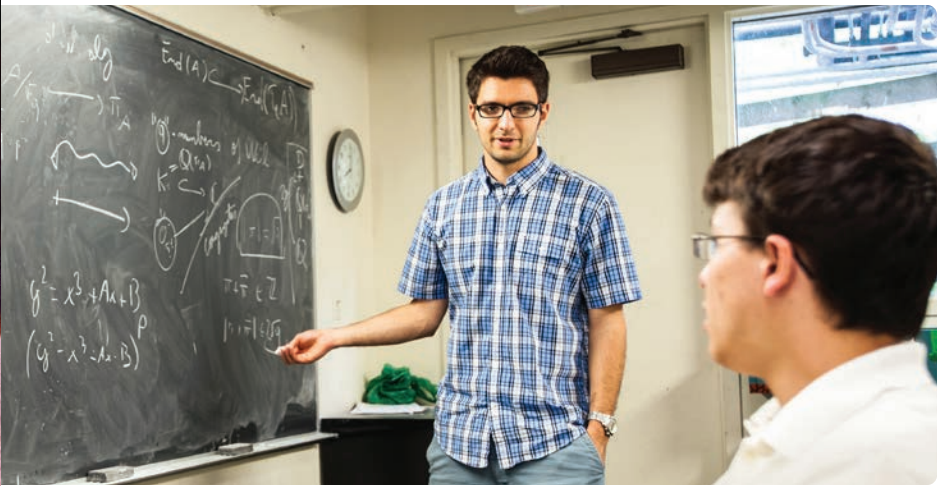
Fraternity and sorority students at InterVarsity's annual National Greek Conference.

**BECAUSE OF YOU,
MORE STUDENTS
WILL MEET JESUS**

Because of your investment in this \$78 million campaign, more students will be developed as spiritual leaders, more ministries will be planted, and more campus ministers will be hired and supported.



"Without InterVarsity, I wouldn't be a Christian anymore. I wouldn't have this amazing life and this great community." —Matthew, Florida State University



"I'm so hopeful to see a thriving witnessing community at Auraria that will outlive however long I'm on campus." —Jordan, Metropolitan State University



"My biggest hope is to grow a God-centered community." —Angelica, University of Northern Colorado





Sierra, a Native student at University of Northern Colorado, leads a Bible study for non-Christian athletes.



Dr. Brian J. Hall, Albert H. Gordon Professor of Business Administration at Harvard Business School

FORMING *faithful* LEADERS CAMPAIGN BUDGET
2024–2027

Developing Student Leaders	\$11,513,000
Student Leadership Training Programs	
Formative Events including Student Scholarships	
Urbana 25 Student Missions Conference	
Planting Witnessing Communities	\$10,592,000
On New Campuses	
On New Corners of Campus	
Coaching Center	
External Partnerships (e.g., Every Campus Coalition)	
Ministry Acceleration.....	\$9,218,000
Recruit and Train Alumni to Volunteer	
Staff Recruitment Innovation and Pilot Projects	
Theological Formation and Training	
Marketing Automation and Digital Engagement	
Total Strategic Initiatives	\$31,323,000
Annual Funding (for 5 years)	
Grants to Field Staff (\$1.1M/year).....	\$5,460,000
Fundraising, Technology, and Software Licensing (\$1.8M/year).....	\$9,217,000
Total Current Campaign Goal.....	\$46,000,000
Total Legacy Campaign Goal.....	\$32,000,000
TOTAL COMPREHENSIVE CAMPAIGN GOAL.....	\$78,000,000

HELP FORM *faithful* LEADERS

Number of Partners	Gift Amount	Totals
1	\$9,000,000	\$9,000,000
1	\$3,000,000	\$3,000,000
2	\$2,000,000	\$4,000,000
<hr/>		
10	\$1,000,000	\$10,000,000
12	\$500,000	\$6,000,000
18	\$300,000	\$5,400,000
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20	\$200,000	\$4,000,000
30	\$75,000	\$2,250,000
Many	Various	\$2,350,000

Total Current Campaign Goal \$46,000,000

“It is easy to see that we are at a crisis moment in higher education and many expressions of the Church. At such moments, you need strategies that are durable and deep, cultivating something that can last and be transmitted to our children’s children and beyond. I see InterVarsity, so deeply rooted in Scripture, prayer, and witness to the Gospel, as one of the best hopes for ‘a long obedience in the same direction’ in our tumultuous times.”



— Andy Crouch
Vice Chair, Board of Trustees, Author, Partner for Theology & Culture at Praxis

WILL YOU CONSIDER LEAVING A LEGACY TO FORM FUTURE *faithful* LEADERS?

Many partners will make a legacy gift to invest in the future of InterVarsity’s ministry on campus and join the Forming Faithful Leaders campaign. This might be right for you as you consider how to steward everything God has entrusted to you over your lifetime. When planning your estate, you can select opportunities that meet your financial goals, such as providing for your family, while also leaving a Kingdom-building legacy that will **sustain and fortify the foundations of InterVarsity’s ministry — community, Scripture engagement, evangelism, and discipleship — for generations to come.**

Legacy Gifts Include

- Will or Living Trust
- Retirement Assets — IRA, 401K
- Life Insurance Policies
- Donor Advised Fund
- Charitable Gift Annuity
- Charitable Remainder Trust
- Real Estate
- Business Interest

Unrestricted Gifts

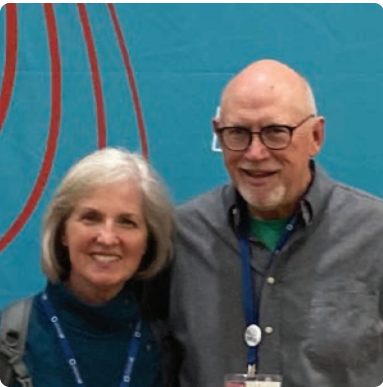
By providing an unrestricted ministry gift, you give InterVarsity greater flexibility to allocate resources where most needed to best serve students and faculty. A portion of unrestricted estate gifts go toward the National Strategic Staff Fund to sustain campus ministers, allowing them to be more present on campus.

You may designate future gifts to any area of InterVarsity’s ministry. We welcome ministry partners who confirm a legacy gift with us into our InterVarsity Legacy Fellowship. **Thank you for your prayerful consideration.**

\$32M

Legacy Gift Campaign Goal

LEGACY PARTNERS *fortify* INTERVARSITY'S MINISTRY



“We have been so blessed by the ministry of InterVarsity. InterVarsity was foundational in my spiritual life at a time when I needed it most. I’ve served as a pastor for 35 years, but I tell others that **InterVarsity gave me practical, hands-on ministry skills. We want God’s kingdom to expand to future generations, which is why we recently named InterVarsity as a beneficiary of our estate.**”

—Ed (and Brenda) Walsh
Miami University, InterVarsity alumnus 1980



“I was taught by my parents to tithe. When I was a student leader, I was challenged to give an increasing percentage of my future income, and if able, as much as 25% to Kingdom values. **InterVarsity is still arguably one of the most supportive places for women to work and serve the Kingdom, that’s why I continue to include InterVarsity as a recipient of my estate.**”

—Marcia J. Wang
University of Illinois Urbana-Champaign, InterVarsity alumna 1988; Associate Director for InterVarsity Graduate and Faculty Ministries



“My late husband and I had an income property for about 35 years. We were ready to sell, but it had appreciated in value so much that we knew we wanted to find a way to make the sale go further for the Kingdom. Our solution was a Charitable Remainder Unitrust where we would receive some annual income but could also designate InterVarsity to eventually receive a significant portion of the value of our property. **I had so much fun doing this! It is God’s generosity.**”

—Clara Sharpless
University of Washington, InterVarsity alumna 1959



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Executive Vice President, Chief Campus Ministry Officer



Kim Porter
Executive Vice President, Chief Operations Officer



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*InterVarsity's
National Greek
Conference 2023*