

STRATEGIC DIRECTIONS
ECUMENICAL THEOLOGICAL SEMINARY
March 2020 Status Report

**** Completed
*** In Process
** Initial Planning
* Cancelled

Sustainability – We will identify our unique identity and the market to which we are called to serve.

Imperative 1 - ETS will address its sustainability by clearly articulating its role and responsibility in the changing theological landscape.

Responsibility: President, Special Assistant to the President (APS)

Goals:

1. Clarify vision, mission and identity statements****
2. Evaluate our future in competitive market of theological education***
3. Refine, renew and manage ETS Strategic Directions and responsibilities***
 - Strategic Plan Consultant****
 - Data collection and research**

Imperative 2 – Restructure the Office of the President to focus on the matters of Strategic Directions (Planning), Community Engagement, Board Governance and Resource Development.

Responsibility: President, APS

Goals:

1. New Hire – Special Assistant to the President to coordinate the work of the President's office with other members of the Executive Team and community constituents.****
 - a. Strategic directions. Oversee the implementation of strategic directions.***
 - b. Community engagement. Coordinate the scheduling of community initiatives with President and other ETS personnel.**
 - c. Board governance.***
 - d. Resource Development. Assist President in developing strategies for fundraising and donor development.***

Imperative 3 – Align ETS in a marketplace that will inspire students to choose our seminary.

Responsibility: President, APS, VPO, Faculty Project Leader (Executive Team)

1. Develop and execute a marketing and branding strategy that will inform the marketplace that ETS will survive and thrive.***
2. Recruitment strategy.***
 - a. Targets
 - b. Faculty participation and accountability.
3. Coordinate marketing and branding of printed materials, website and social media.***
 - a. Cathy Need and Associates
4. Review and use the data resources of ATS and In Trust to inform our strategic decisions.***
5. Establish baseline for Seminary enrollment by specific programs.****
6. Establish pricing that is in line with seminaries of similar characteristics.*****

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Imperative 4 – Establish scholarship and funding opportunities to attract and support students.

Responsibility: Executive Team

Goals:

1. Increase institutional capacity to support needed funding***
2. Establish fund-raising goals and strategy.***

Imperative 5 – Revenue and Fund Raising

Responsibility: President, APS, Advancement Advisory Team

Goals:

1. Increase revenue 3-4% each year
 - a. Churches**
 - b. Denominations**
 - c. Individuals**
2. Develop a fund-raising strategy that will specifically target funding gaps.
3. **Form an Advancement Advisory Team****
4. **ETS Board, Faculty and Staff individual giving expectations****
5. **Develop a Case Statement*******
6. Revive Student Association**
7. Restructure Alumni Association**
8. Engage services of a grant writer**
9. Create Advancement Advisory Council**
10. Annual Fundraising events
 - a. Thanksgiving**
 - b. Annual Gala/Awards Dinner**
 - c. F. G. Sampson Symposium**

Cost:

- \$10-12,000 Grant writer 2020-21, 2021-22
- \$6,000 Thanksgiving 2019-2022
- \$7,000 Sampson Symposium 2020 - 2022
- Annual Gala \$15,000 2020 - 2022

Timeline: See above

Imperative 6 – Board Authority and Governance

Responsibility: Board Chair and Office of the President

Goals:

1. Make sure Board and Board Chair are familiar with General Institutional Standards, Standard 7 – Authority and Governance.***
2. Special Assistant to the President – keep Board and Board Chair apprised of updated on relevant matters. Coordinate collaborative work between the ETS Board and Office of the President.**
 - ATS board compliance**
 - Board Committees**
 - Executive
 - Nominations - Recruitment
 - Finance

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- Academic Affairs
- Advancement
- Marketing and Media
- Board contributions**
- Accountability**

Education – Advance a culture of excellence in communication, teaching and learning moving from personality dependence to competency-based performance with an intentional transformative education supported by data trends and market analysis.

Imperative 1- Engage In Trust Center for Theological Schools consultation to help assess, renew and enhance Operations, Academic Programs, Curriculum, Courses and Faculty performance, participation, and accountability.

Responsibility: Executive Team

Goals:

1. Review and renew Programs, curriculum and learning platforms.**
2. Continue developing online courses and programs.***

Imperative 2- Assign project leaders to lead the changes in Operations and Academic areas.

Responsibility: President, Faculty Project Leader

Goals:

1. Reassign VP Administration to VP Operations and assign to lead restructuring and transformation of Operations according based upon task/financial consideration.****
 - a. Registrar/Operations Manager
 - b. Business Manager
 - c. Facilities
 - d. Manager of Enrollment/Recruitment
2. Assign Faculty Project Leader to lead the Faculty through a process of transformative restructuring. Programs, courses, curriculum, Faculty responsibility and accountability will be addressed as part of the future ETS.*****
 - a. Faculty
 - i. Review Categories***
 1. Full-Time
 2. Associated
 3. Adjunct
 - ii. Gender Diversity***
 - b. Program Directors
 - c. Curriculum review and expansion of online courses/programs***
 - d. Establish an Online Advisory Team**
 - e. Responsibilities and accountability**

Imperative 3 – Establish the *Charles G. Adams' Center for Community Engagement, Theological Reflection and Ethical Inquiry*.

Responsibility: President, APS, Faculty Project Leader, Faculty

Goals:

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1. Urban Ministry Diploma Program****
2. Practical Theology Workshops and Certificates**
3. Community Forums**
 - a. Political issues and candidates
 - b. Law Enforcement
 - c. Health care
 - d. Public Schools
 - e. NAACP and other community organizations
 - f. Covenant Community Care
 - g. Local Church clergy and lay leadership - “How To” workshops

Engagement – To undergird our sustainability, ETS will engage in several initiatives to expand and deepen ways to creatively engage our community in the life of the Seminary.

Imperative 1 – Reestablish Relationship with local Denominational Leaders to Improve the Image of ETS.

Responsibility: President, APS, Faculty Project Leader

Goals:

1. Conduct **survey** of pastors***
2. Schedule breakfast or lunch meetings.**
3. Share information about degree, certificate and diploma programs**
4. Attend denominational meetings.**

Imperative 2 – Reestablish relationship with local pastors and congregations to determine both congregational and personal pastoral needs.

Responsibility: President, APS, Faculty Project Leader

Goal

1. Attend local pastoral gatherings to make ETS visible and available.***
2. Offer opportunities to gather to discuss critical social, political, economic and spiritual issues in community forums.**
3. Offer continuing education opportunities that focus on practical theology, pastoral care, leadership development....**
4. Annual pastor’s breakfast....**

Imperative 3 – Reestablish Relationship with local churches and faith-based service organizations for mutual service and ministry opportunities for ETS students.

Responsibility: President, APS and Faculty Project Leader

Goals:

1. Churches: preaching, teaching**
2. Workshops for clergy and lay leaders at ETS and other sites.**
3. Community Forums**
4. Community Covenant Care**
5. Salvation Army
6. Others