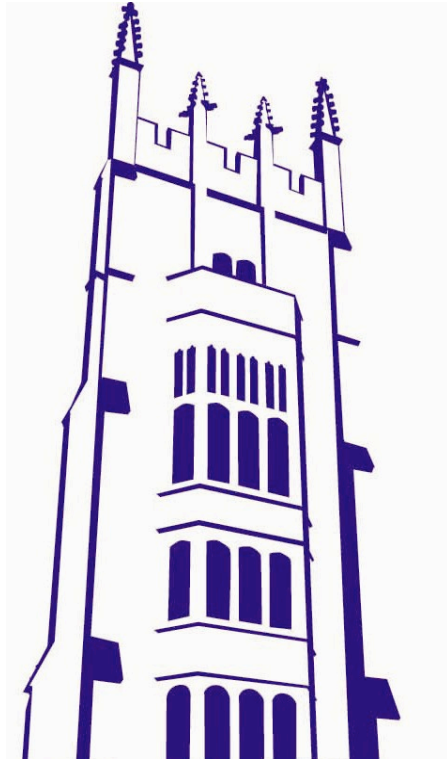


STRATEGIC PLANNING GOALS
2011 - 2016
GARRETT-EVANGELICAL THEOLOGICAL SEMINARY
April 2011



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Garrett-Evangelical Theological Seminary
Prologue for Strategic Plan
Strategic Planning Task Force
May 12, 2011

Garrett-Evangelical Theological Seminary is unique among theological schools.¹ We build on a remarkable legacy of preparing men and women for leadership that stretches back more than a century-and-a-half to 1854. Graduates have provided leadership as pastors, scholars, chaplains and counselors, serving around the world and in diverse denominational settings. Our purpose, *to know God in Christ and, through preparing spiritual leaders, to help others know God in Christ*, is central to our work. Our mission continues: *to prepare highly regarded and bold Christian leaders for the church, academy and world*. We understand ourselves to be a school that is of and for the church in sharing the transforming love of Christ in the world.

While the seminary's primary influence has been in the United Methodist Church in the Midwest, Garrett-Evangelical graduates serve in many settings and a wide array of locales. Today, the seminary looks to the future with considerable strength and resource. Garrett-Evangelical is among a handful of theological seminaries positioned to dramatically shape the future of the church and theological education and extend its reach around the globe.

The many constituencies of the seminary have worked together with energy and imagination to implement the 2007 strategic plan. Many of the goals outlined (an increased enrollment, additional faculty, improved facilities and growing financial resources) have been accomplished. We now ask: How will we continue to strive for excellence in the future? What will be our direction for the next five years? How will we engage in a reflective process of celebrating our strengths, acknowledging our growing edges and building the community's resolve toward greater excellence? Since early 2010 a task force has given attention to a recalibration and refocusing of the 2007 plan as a way to proceed for the next five years.

We reaffirm the primary goals and assumptions from 2007 plan as foundational for the future.² The task of formation for students who chose Garrett-Evangelical is central to our work and we believe this is best provided in a residential format. The task force identified several strategic enablers for the seminary that set us apart as a school with enormous potential for the future. These include the capacity for continued academic excellence, financial stability, an attractive and sustainable environment, the strategic use of emerging technologies and linkage with strategic partners in theological education.

As the nature and pace of change in theological education has quickened, the importance of our successful 2007 plan and the benefits of these strategic enablers has only increased. These changes in the student pool and format of theological education, assisted by the economic downturn of 2008, destabilized many seminaries and threatened the viability of scores of academic institutions. It is estimated that as many as 25% of the 250 theology schools

¹ The seminary has successfully traversed a difficult economic recession. We have managed to: 1) keep a remarkable faculty intact, 2) welcome the largest entering class in years for the fall of 2010, 3) start renovation of the student center, classrooms, library addition and Stead Center; and, 4) move ahead with sufficient financial resources to sustain the quality of our academic programs.

² Our goal is to have an FTE of 320 to 350 highly qualified students in residence on campus and to also offer online education to many audiences, including courses that might provide for up to 1/3 of the MDiv degree. While the MDiv program remains a focal point, we also will continue to enthusiastically support our MA, MTS, DMin and PhD programs. We will continue to provide Basic Graduate Theological Studies (BGTS) and other certificates for specialized ministry and will continue to seek the interconnectedness of these various emphases.

currently accredited in North America may not survive the next decade. In contrast, Garrett-Evangelical has moved against these trends in renovating facilities and welcoming the largest class of new students in decades for the fall of 2010 (over 120 new students!)³

The Strategic Planning Task Force is aware of these challenges and has considered ways to further sharpen how Garrett-Evangelical might best respond to these shifts in the environment while not losing the momentum gained in recent years. It is our intention to focus institutional attention on five key strategies—essentially “how” we will marshal our resources to develop spiritual leaders for the service of God in Christ:

1. The Garrett-Evangelical Leadership Life Cycle

This strategy focuses on our students from the point they consider Garrett-Evangelical, through matriculation and education to practicing alumni. Garrett-Evangelical will expand its mission of education throughout the lives of our students/alumni and provide developmental and professional career support throughout their lives. We will support our faculty in providing the highest quality of education. We will build on programs like the MDiv *Plus* initiative with the Kellogg School of Management and the *Institute for Transformative Leaders and Communities*. In turn, we will ask our alumni to become increasingly involved in the educational mission and support of Garrett.

2. Academics

Academics remain a focal priority and our *raison d'être*. We have a very strong faculty who are creative teachers, well-published scholars, as well as nationally and internationally recognized. The seminary will continue to support, develop, and recruit and retain these excellent colleagues. As we explore the possibility of new concentrations in the MDiv degree and possibly new MA foci, we also will continue to support our research degrees, the PhD and MTS, and continue the enhancement of the United Library in its learning and study spaces and in its collection.

3. Community Outreach

We have long realized that our mission to build spiritual leaders need not be limited to Garrett-Evangelical students and alumni. We have the ability to reach out to help spiritually develop laity, clergy and church leadership throughout the world. To this end, we will continue to encourage international travel and educational study, such as our recent projects in Rome, South Africa, the Holy Land, Korea and China. We will seek to serve non-traditional students and make our world-class library more accessible. We will assist a growing number of degree students who explore non-congregationally based ministries. This is a moment to position the seminary as world leader in quality, innovative theological education with initiatives to undergird our current classroom excellence with efforts to reach new audiences geographically and ecumenically. New initiatives that open the prospect of greater worldwide influence include distance learning, lay education, new research projects and congregational resources.

³ There are several significant contemporary trends in the surrounding ecclesial and social ecology of theological education. While the strength of Garrett-Evangelical allows us to choose alternative paths in recruitment, course requirements and instructional delivery, we do need to be mindful of the transitions occurring in the broader context. One is reminded of the shift in degree nomenclature from the B.D. to the MDiv that occurred across theological education in the 1960s. It appears there are even more dramatic shifts underway today. Here are some of the emerging realities:

1. A proposed reduction in the number of hours required to complete the MDiv degree;
2. Increases in distance learning and other offerings promising non-residential education;
3. A shrinking pool of students who are seeking ordination in mainline denominations;
4. A growing focus on lay education and an emphasis on local pastors who receive alternative ministerial credentials to that of a seminary education.

4. Emerging Learning Technologies

Our strategy for employing new learning technologies is a critical component in how we will reach out to new geographically, time and resource constrained audiences, as well as how we will enhance the educational experience of current students, alumni, new constituents, especially lay persons. We are mindful that the distance learning technologies we employ are simply tools to our mission and that the educational experience must be enhanced and not diminished by their use.

5. Governance and Financial Resources

In these times of great change and challenge, we must ensure that our governance and supporting reporting systems are robust and dynamic. We must further ensure that our resources are sufficient for and not significantly strained by our initiatives. We should work to ensure that as we increase our educational contributions to new groups that we also encourage them to assist in the support of the seminary.

As an institution and community, Garrett-Evangelical is blessed by the talents and vocational commitments of many. We are preparing students who will be pastors, teachers, counselors, chaplains and persons who work in many ministries of mercy and justice. As we consider how we best position the seminary for the next five years, the passage from Romans 12 seems to have particular pertinence. Dr. K.K. Yeo, the Kendall Professor of New Testament at the seminary, has provided this translation:

Romans 12: 3-13

3/ By the grace given me I say to every one among you: do not be superminded of who you are, but be soberminded, according to the yardstick of faith that God has blessed us. 4/ Just as in a body there are many members, and all members do not have the same use, 5/ so we the many are one body in Christ, all individuals belong to the others as essential members. 6/ Through the grace of God we have different charismatic gifts, and let us use them:

*if the gift of inspiring prophetic words, preach so according to the extent of our vision,
7/ if the gift of administration, serve wholeheartedly,
if the gift of teaching, teach and bless steadfastly,
8/ if the gift of exhortation, be wise in your counseling,
if the gift of giving, be generous in your stewardship,
if the gift of leading, be highly motivated and exemplary,
if the gift of doing the acts of mercy to those in distress, be cheerful and empathizing.*

9/ Love is without pretense, therefore loath the evil, and cleave to the good. 10/ Let love of the Christian community exhibit in our mutual affection. Take the lead in honoring one another. 11/ Do not be slothful in our vocation, remaining effervescent in spirit, serving the Lord. 12/ Rejoice in hope, persevere in affliction, persist in prayer. 13/ Share in the needs of the church, be hospitable to strangers. (Translation by K. K. Yeo, September 15, 2010)

We are each called to distinctive places of service and to communities that bear witness to the transforming love of Christ. Garrett-Evangelical Theological Seminary is a place where a community seeks to manifest the value of each person and where “all individuals belong to the others as essential members.” The gifts outlined for leadership in Christian community and practices needed to be faithful in our vocations are set out in the passage from Romans.

What follows outlines future plans for Garrett-Evangelical to be a place of hospitality, hope and prayer as we provide a community that honors the diverse calls to ministry among us. We have made great progress. As our expanding enrollments, renovated facilities and excellent faculty demonstrate, we are advancing the mission of preparing exceptional Christian leaders for the future. Let it be our prayer that our great potential will find expression in innovative ways, so that leaders in generations yet unborn will find at Garrett-Evangelical a school that provides them with the excellence we now celebrate and to which we continue to aspire.

STRATEGIC PRIORITY: RECRUITMENT AND MATRICULATION

YEAR	
2011-2016	<p>Increase the number of new Master of Divinity Degree students</p> <ul style="list-style-type: none"> • See chart for details
2012-2013	<p>Increase total enrollment to an annual FTE of 320 students in residence</p> <ul style="list-style-type: none"> • Lower the yearly attrition rate into the single digits
2011-2016	<p>Increase visibility</p> <ul style="list-style-type: none"> • Create new brochures • Update Website • Expand use of social media in recruiting • Assess current marketing campaign and make recommendations • Develop and implement open houses
2011-2016	<p>Capture and maintain data to drive decision-making</p> <ul style="list-style-type: none"> • Explore Jenzabar Vantage dashboards and CAPTURE programs to enhance data management and reporting across years
2011-2016	<p>Develop and deepen partnerships for recruitment efforts</p> <ul style="list-style-type: none"> • Continue to build upon and expand recruitment visits • Work with Advanced Latin@ Theological Education (ALTE) and the Hispanic Advisory Council to increase Latino/a recruitment • Develop communication with college and university chaplains, Wesley Foundations, feeder churches and annual conferences • Develop alumni/ae recruitment associates program
2011-2012	<p>Develop and solidify policies and procedures</p> <ul style="list-style-type: none"> • Create policy and procedures manuals for admissions and financial aid offices
2011-2013	<p>Strengthen financial aid and scholarships</p> <ul style="list-style-type: none"> • Assess needs of Financial Aid Department and make recommendations • Create new brochure (paper and online) to help students navigate financial aid and scholarships • Build upon and expand financial aid counseling, utilizing data and resources from Auburn Seminary's studies on theological education and student indebtedness
2011-2012	<p>Increase hospitality</p> <p>Provide seamless student service in recruiting, admissions, financial aid, and orientation processes</p> <ul style="list-style-type: none"> • Create new electronic orientation packet for new students (including financial aid planning tips) • Begin Companions on the Journey program • Assess campus visits and make improvements where needed • Utilize student focus groups
2012-2013	<p>Begin exploring dual degree program with Loyola's JD program</p>
2013-2014	<p>Begin exploring dual degree program with Loyola's Master of Science in Nursing program</p>

STRATEGIC PRIORITY: ENROLLMENT MANAGEMENT STATISTICS

	2011-2012		2012-2013		2013-2014	
Degrees	New Student Goals	Total Enrollment	New Student Goals	Total Enrollment	New Student Goals	Total Enrollment
MDV	75	200	80	210	85	225
MA's	20	40	20	45	20	45
MTS	10	20	10	25	10	25
DMin	20-24	60	20-24	70	20-24	75
PhD	14-15	90	14-15	90	14-15	90
BGTS	25+	40	30+	55	30+	65
Certification						
Enrichment						
TOTALS	165+	450	175+	495	180+	525
FTE		300		320		340

	2014-2015		2015-2016	
Degrees	New Student Goals	Total Enrollment	New Student Goals	Total Enrollment
MDV	90	240	95	255
MA's	25	50	25	50
MTS	10	25	10	25
DMin	20-24	80	20-24	80
PhD	14-15	90	14-15	90
BGTS	30+	65	30+	70
Certification				
Enrichment				
TOTALS	190+	540	195+	570
FTE		350		370

STRATEGIC PRIORITY: EXCELLENCE IN ACADEMIC PROGRAMS AND SUPPORT

YEAR	PLANNING GOALS
2011-2016	<p>Increase program support for educating Latino/a students</p> <ul style="list-style-type: none"> • Become a receiving seminary for Seminary Consortium for Urban Pastoral Education (SCUPE)/Advanced Latin@ Theological Education (ALTE) program • Continue Hispanic Theological Institute Consortium membership • Continue participation in Hispanic Summer Program and host one in next five years • Identify dedicated scholarship/financial aid • Explore the Association of Chicago Theological Schools (ACTS) cooperatively-offered master’s level bilingual degrees • Intentionally recruit Latino/a students • Intentionally hire Latino/a faculty, staff and administrators • Utilize Advanced Course of Study to offer one year of MDiv in Spanish • Coordinate seminary efforts with The United Methodist Church
2011-2016	<p>Inter-cultural, world religions, and global Christianity preparation of students</p> <ul style="list-style-type: none"> • Endow chair to continue faculty position beyond Luce Grant funding • Explore possibility of required course in global Christianity and world religions
2011-2012	<p>Strengthen Vocational Formation and Church Leadership (VFCL) program</p> <ul style="list-style-type: none"> • Hire new director, faculty member • Integrate faculty into program on a rotating basis • Continue assessment of track coordinator/small group organization • Address effective inclusion of basic church administration content within MA/MDiv
2011-2016	<p>Strengthen and support online teaching/learning opportunities</p> <ul style="list-style-type: none"> • See priorities under “Emerging Technologies” and “Outreach to Leaders and Communities” • Continue assessment of the use of these technologies in theological education
2011	<p>Faculty deployment</p> <ul style="list-style-type: none"> • Update faculty deployment plan to support 320 FTE • Analyze workload and personnel requirements to support curricular commitments • Analyze adjunct/affiliate faculty use • Maintain student/faculty ratio between 12:1 and 13:1
2012-2016	<p>Faculty development</p> <ul style="list-style-type: none"> • Enhance support with professional funding, study leave, competitive salary and benefits (ACTS schools and UM free-standing seminaries) • Continue support for pedagogical improvement and ongoing assessment of effective implementation of learning objectives
2011-2012	<p>Curriculum review</p> <ul style="list-style-type: none"> • Perform a course audit by field and program • Explore a new degree program with international focus • Explore and review MDiv concentrations
2012	<p>Strengthen Library and Research Capacities See United Library Strategic Plan</p>

STRATEGIC PRIORITY: STUDENT LIFE

YEAR	NEW INITIATIVES
2011-13	International Student Affairs <ul style="list-style-type: none"> • Hire a director of ISA • Develop a viable student and scholar exchange program
2011	Community and Residence Emergencies <ul style="list-style-type: none"> • Clarify our current emergency preparedness plan • Socialize the plan—make it accessible, available and memorable • Assess security staffing needs
2011	Office of Affirmative Action <ul style="list-style-type: none"> • Consult with EEO agency for training and certification
2012	Spouse/Partner Support <ul style="list-style-type: none"> • Ensure family members feel hospitality through programs and activities that encourage family time, peer spouse support groups, and fun events for children
2012	Eliza Garrett Project <ul style="list-style-type: none"> • Extend this one-day program to mini-projects occurring throughout the year to include: Habitat for Humanity, area homeless shelter support, night ministry with homeless youth, church and community meal programs
2012	Volunteer Council <ul style="list-style-type: none"> • Collaborate through Student Council with students who wish to share their expertise to assist and respond to the needs of the community • Weekly Bible Study – led by doctoral volunteers • Yearly student retreat and revival • Workshops for the Fit to Lead program: financial, emotional/psychological and physical fitness • Ambassadors/sponsors to new students • International Student Partners
2012 -13	Dept of Disaster Resistance and Response <ul style="list-style-type: none"> • Hire security personnel • Establish crisis notification system (cell phone, email, etc) • Provide table top training with key personnel and area first responders • Have semester emergency evacuation drills
2012-15	Center for Post-Seminary Career Discernment (CPCD) to help students and alums discern their ministry post-seminary and to offer them employment resources <ul style="list-style-type: none"> • Employment Café – dedicated location with computers loaded with employment software • Connectional Career <i>Moodle</i> Resource – with employment listings • Denominational Network—assisting denominational representatives meeting with students and providing employment information occurring within various conferences, presbyteries, etc • Post-seminary career counseling (esp. for persons not entering parish ministry or desiring to serve as elders/pastors)
2011-14	Institute for Inter-Cultural Awareness and Anti-Racism <ul style="list-style-type: none"> • Bring our culturally related Centers together for richer collaborative work • Analyze the seminary’s cultural and race sensitivity. Work to become an <i>anti-racist institution</i>. • Establish anti-racism training and inter-cultural awareness seminars/workshops beginning with the annual Fall orientation with the assistance of students • Missions and Interfaith Collaborations: Offering resources to connect students with Chicago-metro area interfaith organizations; providing UMVIM missions training opportunities; supporting cross-cultural missions experiences by connecting students with viable agencies and denominational programs

STRATEGIC PRIORITY: EMERGING TECHNOLOGIES FOR TEACHING AND LEARNING

YEAR	
2011-2012	Complete processes and procedures
	New Learning Management System training and use Basic Graduate Theological Studies (BGTS) fully online Faculty and student manuals Legal and copyright issues Certifying faculty through University of Wisconsin certificate program
2012-2013	Expand in response to opportunities
	Develop assessment process: New ATS Guidelines Respond to online MDiv developments in UMC Develop continuing education program Work with Institute for Transformative Leaders and Communities (ITLC) programs Work with COS online development Hold faculty professional development forum Use social media
2013-2014	Consolidate gains, evaluate programs and revise
	Perform internal review of all practices, procedures Revise as indicated by review Hold faculty professional development forum Develop strategic plan for 2014-2016
2014-2016	Oversee assessment-based program changes

<i>Metrics for Emerging Technology</i>	
Faculty enrolled in University of Wisconsin Certificate Program in Online Teaching	90% by December 2011
Online academic courses	15 in academic year 2011/12
Enrollment in online courses	HC: _____ FTE: _____
Academic courses on the learning management system	100% in academic year 2013/2014
First online continuing education courses	2012/2013

STRATEGIC PRIORITY: OUTREACH TO LEADERS AND COMMUNITIES

YEAR	
2011	<p>Create a Website for lifelong learners—laity and clergy</p> <ul style="list-style-type: none"> • Online resources, databases • G-ETS lecture schedules • Available workshops—ours and others • Listing of where faculty will be speaking and topic • Articles • Online Bible study resources
2011	<p>Coordinate and expand not-for-credit academic and co-curricular programs</p> <ul style="list-style-type: none"> • Clarify processes • Engage faculty, staff and alumni in developing an array of subject offerings • Employ diverse delivery options • Promote widely
2011-12	<p>Stream lectures held at Garrett-Evangelical</p> <ul style="list-style-type: none"> • Create options for CEUs • Determine appropriate fees
2011	<p>Review policies and procedures to enhance Garrett-Evangelical hospitality</p> <ul style="list-style-type: none"> • Prospective and current students • Orientation • Casual visitors • Student groups • Alumni
2011-13	<p>Expand Course of Study program</p> <ul style="list-style-type: none"> • Strengthen on-campus program • Add additional study sites • Support development of Course of Study in Haiti and Southeast Asia
2011-15	<p>Identify and twice a year report locations, settings and presentations by faculty, administrators, and staff</p> <ul style="list-style-type: none"> • Presentations/programs/lectures/engagements for local churches, civic groups, districts, denominations, the general church and the greater community • Student engagement: Eliza Garrett Day, mission trips, community betterment days • Reporting to include: who, event, audience, number of participants, result <p>G-ETS may use presentation locations to arrange parallel alumni and friends gatherings.</p>
2012	<p>Expand local church-based classes for the community (Chicago Temple model)</p> <ul style="list-style-type: none"> • In Chicagoland • Regional/cluster in “hinterland”
2012-13	<p>Develop regional seminars responsive to needs and requests of areas</p> <ul style="list-style-type: none"> • Consult with conferences; fliers/email to district superintendents, clergy and laity • This is not ITLC, but short-term focused extension education
2012-13	<p>Engage the G-ETS centers in developing programs/initiatives available to local churches and others</p> <ul style="list-style-type: none"> • Online education • Ministries with “new members” of our community • History of ethnic groups • Political, cultural and social understandings and appreciation
2012	<p>Provide “Oikos of God” consulting for congregations</p> <ul style="list-style-type: none"> • Using the Eberhart model, develop a resource for local congregations and communities to assess the economic, social, political and theological issues of their community to strengthen and shape their ministries
2012/13	<p>Establish a two-week “Open University” summer think tank program</p>

**STRATEGIC PRIORITY: MANAGEMENT OF CORPORATE GOVERNANCE
AND FINANCE**

Fiscal Year	
Every	Audit-clean opinion; balanced budget; endowment draw 5%
2012	Loder Hall reopens
	Lesemann Hall reopens
	Deferred maintenance plan #1 – Year 1 of 3
	Technology – Disaster recovery solution
	Corporate compliance review:
	Code of ethics
	Whistle-blower policy
	Sexual harassment training
2013	GAAP financial reporting – from quarterly to monthly
	Deferred maintenance plan #1 – Year 2 of 3
	Install new phone system
	Rewrite employee handbooks
2014	Deferred maintenance plan #1 – Year 3 of 3
	Long-term facilities plan
	Facilities plan implementation agreement with Northwestern U.
	Deferred maintenance plan #2
2015	Auditor Grant Thornton – Retain or issue RFP
2016	Corporate compliance review:
	Code of ethics
	Whistle-blower policy
	Sexual harassment training