STRATEGIC PLAN
October 23, 2015

"And serve each other according to the gift each person has received, as good managers of God's diverse gifts."
(1Peter 4:10, CEB)

Dear Garrett-Evangelical Family and Friends,

In the spirit of Jesus the Christ, Garrett-Evangelical Theological Seminary seeks to be a servant seminary responsive to the needs of the church and the world. And so, I am pleased to present the Garrett-Evangelical Theological Seminary Strategic Plan. The vision for this plan grew during my first year as president as I held listening sessions with each faculty member, each administrator and staff person, each trustee, and with students as a whole, in smaller groups, and individually. I took many opportunities to speak with alums through Town Hall meetings, at Annual Conferences, and other events. Since we are one of 13 United Methodist Seminaries, I met with the North Central Jurisdiction Bishops, with AMEZ leaders, and I accepted opportunities to serve on committees and boards for the General Board of Higher Education and Ministry. I have also reached out to the greater Evanston community and have established relationships with its leaders, including Mayor Elizabeth Tisdahl.

Beyond my listening sessions, the seven Leadership Team members took opportunities to listen to these same key constituencies through events, meetings, and one-to-one opportunities. The information we gathered as a team, provided the core purpose of the Strategic Plan—generational stewardship—ensuring a vibrant seminary for future generations through:

• Being a servant seminary dedicated to preparing spiritually grounded and prophetic leaders for the church, the world, and the academy
• Ensuring a robust and diverse student enrollment
• Delivering a relevant curriculum, competent faculty, and transformative religious leaders
• Creating a dynamic student life program that nurtures authentic Christian community
• Valuing the administration and staff
• Cultivating creative partnerships with clergy, laity, churches, colleges, and seminaries
• Building a strong and endowment and a sustainable business model

Based on these seven areas of focus, we next created teams of students, faculty, administrators, staff, and trustees to work within one of these seven areas. There were more than sixty participants who worked on this plan for the past six months. I am grateful for their tireless effort and appreciate the new, innovative ideas presented in each area of focus.

As we began this work, we were sensitive to the changing landscape of theological education. These are exciting and challenging times in theological education, times that are truly historic in terms of the change and innovation necessary to respond to the shifting needs of the church and the world. Our educational task has both eternal dimensions and contemporary dimensions and we must always be seeking a balance between these two realities of our work.
There are no questions about the need to teach theology, Bible, history, ethics, and the theory and practice of ministry. But today, we are challenged to weigh again the balance of these eternal truths with the contemporary needs of the church and world.

We are facing a radically shifting landscape in theological education and in our world: religious pluralism, heightened degrees of religious violence, the decline of mainline denominational membership and a shrinking MDiv pool, the receding of Christianity as an assumed partner and voice in public affairs, advances in technology and media communication, growing racial/ethnic/cultural diversity, the exploding growth of the Hispanic and Latin@ population with needs for theological education, the impact of global Christianity, and the increase of lay interest in theological education. There is a growing interest in those seeking theological education for non-traditional forms of ministry and creative new expressions of response to God’s call upon our students’ lives.

To remain relevant, we are not only responding to changes today, but must also be nimble in answering future challenges and opportunities. This includes sustained attention to and analysis of race, nonviolence, white normativity and privilege, and competence in cultural diversity and interfaith dialogues. We are seriously considering some reduction in the number of hours required for the master of divinity program and increasing the percentage of elective options. We need to pursue all opportunities to reduce student debt including accelerating the completion of undergraduate and master of divinity education with programs enabling three years of undergraduate work and three years of seminary work.

Garrett-Evangelical will offer more online opportunities for both degree coursework and life-long learning. We will develop new and innovative professional master of arts degrees that provide specific skills with embedded certificate options. We will give greater attention to leadership assessment and development both within our degrees and post-graduation. We will offer more off-campus delivery of educational programs, and we will seek creative partnerships with non-church community and corporate organizations.

All of our strategies require sustained attention in order to embody our call to be a servant seminary to the church, the world, and the academy, to attract students, and to provide relevant and robust theological education in this century. We are ready to go!

Cordially,

Lallene J. Rector
VISION STATEMENT FOR THE STRATEGIC PLANNING PROCESS

Garrett-Evangelical is a servant seminary dedicated to preparing spiritually grounded and prophetic leaders for the church, the world, and the academy who are well equipped to:

1) Proclaim the Good News of the Gospel of Jesus Christ in a religiously pluralistic world;
2) Guide others in a life of deep spiritual formation and commitment;
3) Serve with culturally sensitive competence;
4) Collaborate as public theologians for the wellbeing of all persons and creation;
5) Lead transformative change for the sake of community and the global world.

Garrett-Evangelical is servant seminary dedicated to partnership with the global/church.

Garrett-Evangelical is a servant seminary dedicated to benefiting its surrounding community.

Garrett-Evangelical is a servant seminary dedicated to hospitality and inclusive welcome.

Garrett-Evangelical is a servant seminary embodying care for the future through generational stewardship.

NEW INITIATIVES AND WORK RECEIVING PRIORITY

Initiatives
1. Black Sacred Music program
2. New MA in public ministry/theology (certificate option embedded)
3. New MA basic theological education for laity (certificate option embedded)
4. Hispanic/Latin@ Theological education program
5. Consider an “operating entity” under which G-ETS gathers and serves professionals in the field
6. New program for the corporate sector (e.g., ethics and values consultation)
7. New leadership program for students, alums, and others
8. Environmental Sustainability Midwest Initiative
9. Freedom School Sponsorship with Evanston Community Leaders
10. Expanded delivery formats for MDiv degree
11. Expanded Lifelong Learning opportunities beyond the campus

Support Work
1. Appoint “think tank” to support initiatives and develop others
2. Appoint a “project manager” to oversee the initiatives
3. Review and revise current core purpose statement to reflect new directions
4. Develop 3 year communication plan including identification of 5-6 publications for aggressive marketing and expanded social media usage
5. 3-5 year plan to include prioritization, revenue projection, timelines, and responsible personnel
Special Projects
Led by President Lallene J. Rector
Servant seminary dedicated to preparing spiritually grounded and prophetic leaders for the church, the world, and the academy

Strategies:
1) Strengthen the seminary’s commitment to racial equity and diversity inclusion inside and outside its walls.
2) Respond to the educational and professional development needs of prospective and current students, alums, clergy, and laity through further solidifying our identity, providing relevant theological education, and offering a variety of lifelong and leadership learning programs.
3) Assess and strengthen existing partnerships, and cultivate new potential partnerships.

**Strategy 1: Strengthen the seminary’s commitment to racial equity and diversity inclusion inside and outside its walls.**

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<th>Objectives</th>
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<td>Finalize Circles of Trust work.</td>
<td>• For the 2015-16 academic year complete the five tasks presented in the report from the Circles of Trust conversations.</td>
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<td>• Include LGBTQ work in the newly formed group on Racial Equity and Diversity Inclusion described below.</td>
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<td>• Board of Trustees report May, 2016.</td>
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<td>Ensure we are equitable, just, and inclusive in our relationships with</td>
<td>• For the 2015-16 academic year, work with YWCA Evanston to complete a racial equity and diversity inclusivity audit addressing seminary-wide relationships people based on race, culture, and sexual orientation.</td>
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<td>the variety of diversity we encounter (e.g., racial, cultural, sexual</td>
<td>• Use assessment to create a Garrett-Evangelical Racial Equity and Diversity Inclusivity Team as a standing structure in our organization.</td>
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<td>orientation) within our community and in the surrounding community.</td>
<td>• Provide training as needed to faculty, staff, and students based on the YWCA assessment and the work of the Racial Equity and Diversity Inclusivity Team, spring 2015, 2016-17.</td>
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<td>Ensure Public Theology remains at the forefront of our work with internal</td>
<td>• Engage definitional work on the meaning of “public theology” and “public”</td>
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<td>training and lectures and outward facing work with various churches and</td>
<td>• Continue to seek funding for Public Theology initiatives, fall 2015 and beyond.</td>
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<td>communities. Racial equity and nonviolence, Environmental Sustainability,</td>
<td>• Public Theology Lecture Series, 2015-16, co-sponsored with the Church and the Black Experience (CBE) in honor of its 45th Anniversary (Racial Equity and Nonviolence)</td>
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<td>Child Advocacy will be the focal points of public theology work.</td>
<td>• Celebrate CBE’s 45th Anniversary fall 2015-fall 2016 including events and activities throughout the year with culminating event including workshops, panels, a keynote address, and dinner.</td>
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<td>• Beginning fall 2015, engagement of consultants to work with a faculty committee on the role of Public Theology at the seminary (explore degree and certificate specialization).</td>
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<td>• Beginning fall 2016, ensure Public Theology course offerings are regularly a part of the curriculum.</td>
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<td>• Fall 2015, submit Arthur Vining Davis grant proposal to support Environmental Sustainability work in the Midwest.</td>
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<td>• Begin energy audit grant work in spring 2016 to find areas we can improve to lower our carbon footprint.</td>
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• Collaborate with Northwestern University, if possible, in their recycling and composting program.
• Develop **Child Advocacy** curriculum to support UM Certification, MDiv concentration, and possible new MA.
• Continued participation in Evanston’s Cradle to Career Initiative and in summer 2016 open the Garrett-Evangelical Freedom School as part of our child advocacy work.
• Develop funding, 2015-2016, to support sponsorship of a Freedom School beginning summer 2016.
• Explore collaboration with NU Public Engagement and Social Policy departments.

**Strategic Planning for Center for the Church and the Black Experience, the Asian/Asian-American Ministries Center, and Hispanic and Latino/a American Center.**

*In collaboration with Academic Affairs and Student Life*

| Strategic Planning for Center for the Church and the Black Experience, the Asian/Asian-American Ministries Center, and Hispanic and Latino/a American Center. | Each center will provide a 3 year strategic plan. CBE to include e.g., 45th anniversary plans, the new Black Sacred Music Initiative (launch January 2016), its public theology work, and any other programmatic work.  
Hispanic and Latino/a American Center to provide programmatic development that is both scholarly and ministry oriented.  
The Asian/Asian-American Ministries Center to provide programmatic projections, including PANAAWTM, scholarly commitments and goals, ministry orientation, and student support. |
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<td><strong>Review Religious Life of the Seminary.</strong></td>
<td>Continued review and revision of the chapel program as needed, with particular focus on its inter-cultural and global representation, as well as attention to the Black Gospel worship tradition, and other worship traditions represented in our student body.</td>
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<td><em>In collaboration with the ReLAC, the Worship Committee, our CBE, Hispanic/Latin@, and Asian/Asian American centers, and Student Life</em></td>
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**Strategy 2:** Respond to the educational and professional development needs of prospective and current students, alums, clergy, and laity through further solidifying our identity, providing relevant theological education, and offering a variety of lifelong and leadership learning programs.

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| **Revise and update the Seminary’s tagline to clearly communicate our identity and purpose.** | • Summer 2015, a team of faculty, staff, and students was created to brainstorm on the tagline.  
• Fall 2015, a consultant will take the team’s vision and make suggestions for next steps. Proposals and suggestions will be shared with the Garrett-Evangelical community for feedback.  
• Spring 2016, unveil new tagline.  
• Ongoing, set review of the tagline for set intervals to ensure we continue to have a tagline that accurately expresses our Seminary. |
| **Develop a Leadership Program and curriculum.** | • Assess leadership development needs within the masters degree programs and develop a curriculum that responds to these needs (Masters Degrees Committee).  
• Work with trustees, alums, and faculty to develop a leadership program offered in accessible formats, e.g., summer and winter terms for clergy, professional persons of faith, and alumni. |
| **Develop institutional response to the "making disciples of Jesus Christ for the transformation of the world" mission statement of the** | • Response/program for supporting church growth leaders along this vocational path  
• Collaborate with Dr. Mark Teasdale regarding certificate work, workshops, and potential degree concentrations |
| UMC Council of Bishops | • Collaborate with the Northern Illinois Annual Conference in its evangelism planning and program  
• Explore the possibility of developing a consultation service for clergy in the field and other annual conferences |
|------------------------|--------------------------------------------------------------------------------------------------|
| Respond to Annual Conference Alumni Feedback for Professional Support and Lifelong Learning. | • Interview and survey alumni, meet with BOM’s, and AC leadership during fall 2015 to collect additional data for development of robust programs.  
• Research current congregational development and leadership development programs, 2015-16.  
• Continue to survey on a biennial basis to remain relevant.  
• Provide one to two workshops during spring and summer 2016 to test work and collect feedback from students to support changes.  
• Broaden lifelong learning to include laity needs and ecumenical reach. |

**Strategy 3:** Assess and strengthen existing partnerships and cultivate potential new partnerships.

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| Assess opportunity for collaboration with MTSO. | • Explore the merit of initiatives and structures that further the collaboration with MTSO.  
• Plan joint meetings as necessary for executive/liaison committees.  
• Plan joint faculty gatherings as may be desired and/or necessary  
• Prepare report of findings for May, 2016 BOT meeting. Report to include recommendation about mutually beneficial areas of continued collaboration (e.g., cross-registration, faculty exchange, environmental sustainability work). |
| Explore collaboration with Other Seminaries and Schools of Theology. | • Broaden exploration to an ecumenical base and to other UMC seminaries, e.g., a Midwest initiative in environmental sustainability, other certificate options, faculty exchange, etc. |
| Strengthen and extend Strategic International Partnerships. | • For example, specific countries in Africa, South Korea, Argentina, Brazil and Caribbean. |
| Collaborate with and serve Local Evanston churches. | • Presence at key community faith based events and initiatives. |
| Strengthen Interfaith partnerships and work. | • Recruit new rabbi to teach elective courses.  
• Continue relationship with Tahera Ahmad, Muslim NU Chaplain.  
• More systematic collaboration with NU University Ministries  
• Interfaith Worker Justice. |
| Explore programming in and collaboration with business, corporate entities. | • Identify key trustees and alumni with whom to partner in this exploration.  
• Assess merit of a Summer Institute on “Faith and Work.” |
| Develop 3-3 programming with select undergraduate colleges. | • Identify 3 or 4 colleges with whom to partner (work in process; see Creative Partnerships Imperative). |
Robust and diverse student enrollment

Led by Rev. Becky Eberhart

Recruit a student body who strives to embody the mission of Garrett-Evangelical Theological Seminary

Strategies:
1) Increase scope and effectiveness of our influencers.
2) Increase the visibility, networking and partnerships of Garrett-Evangelical.
3) Strengthen scholarship and financial aid practices and policies to meet enrollment goals and address student indebtedness.

Strategy 1: Increase scope and effectiveness of our influencers.

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| Identify our influencers as well as our primary, secondary, and tertiary markets based on current data and on-going mission. | • Create an electronic directory of our influencers that is updated yearly: Initial directory completed by June 2016.  
  • Annually update influencers’ directory based on inquiry/applications as well as program/degree changes and mission.  
  • With each annual recruitment plan, identify the current markets to be reached and the ways in which they will be reached. Accomplished annually by the end of July. |
| Develop the capacities of our influencers and expand upon the strategies used with them. | • Provide opportunities for training of influencers.  
  • Revise and refine recruitment strategies in relationship to different constituencies (UMC, Pan Methodist, Latino/a and Hispanic, African-American, and International students), new partnerships and new curricular offerings in collaboration with the Faculty and Academic Dean’s Office.  
  • Develop a variety of ways to acknowledge and thank our influencers. |
| In collaboration with the Development Office, create new opportunities for Alumni/Prospective Student Gatherings. | • Pilot small or large informational gatherings in Michigan (Lansing) in 2016 and in Wisconsin (Sun Prairie/Madison) in 2017.  
  • Research and pilot informational gatherings in Korea and other international sites. Research to begin in the 2016-17 academic year. |

Strategy 2: Increase the visibility, networking, and partnerships of Garrett-Evangelical.

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| Expand and improve the ways in which we tell our story. | • Increase and refine the ways in which we highlight the work of our Alumni/ae, faculty and current students through social media, website, print materials, videos, and in-person gatherings.  
  • Increase our marketing budget gradually each year in alignment with our marketing plans. |
| In collaboration with the Communications Office, create marketing strategies specific to our evolving degree and non-degree programs. | • May-June 2016: Create marketing plan for new curriculum, with input from MDC, the faculty, and the Academic Dean, to be completed by July 2016.  
  • Academic year 2016-17: Collaborate with the Offices of the Academic Dean, External Programs, and COS/EC, to develop and implement a plan to increase enrollment and new revenue streams for non-degree programs. |
Expand our international footprint.
• Explore possibilities in Seoul, Korea; Myanmar, various countries in Africa, Argentina, Brazil and the Caribbean with strong Methodist ties.
• Determine impact, effort and cost to pursuing further relationships and possibilities for exchanges.
• Be intentional about identifying and training international influencers in these partner institutions and in new ones we would like to target (ex., Africa University). One cadre of such international influencers might be former PhD students.

**Strategy 3: Strengthen Scholarship and Financial Aid practices and policies to meet Enrollment Goals and Decrease Student Indebtedness.**

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| Create financial aid and scholarship practices and policies to meet the emerging realities of our students. | • Assess current practices and policies surrounding institutional scholarships (by degree program, by demographic, by international students, by part-time and full-time) and in conjunction with the curriculum revision timeline.  
• Research the possibility of ‘value-added’ scholarships (cohort models; Deacon Fellows; Public Theology Fellows) in collaboration with the Academic Dean’s Office and the Faculty. Implement findings in 2016-17.  
• In consultation with the Field Education Office, create partnerships/networks with churches and agencies to connect students with more work opportunities, as well as other funding sources for their first year of seminary and beyond.  
• Explore DMin tuition payment plans. |
| Increase knowledge and visibility of outside scholarships for Master degree and Ph.D. students. | • Hire a work study student that will work with the Financial Aid Office in order to research outside scholarships and implement a communication plan to relay this information to both current and prospective students.  
• Increase information on Garrett’s website of current outside scholarships available to degree-seeking students. |
| Educate persons on the costs of seminary. | • Expand our financial aid counseling and literacy programs in both in-person and online formats through FAQ’s, videos, links to helpful resources, budgeting tips, and templates. |
Strategies:

1) Offer a new M.Div. curriculum that is relevant, contextual, and innovative in ways that are responsive to the needs of today’s church and the world.

2) Develop a diverse Faculty recognized by its scholarly contributions, competent to teach in multicultural classrooms, equipped to increase distributive/distance learning offerings, and sufficient to support degree and non-degree programs that are mission grounded and financially viable.

3) Educate a qualified and diverse student body who exhibits qualities of spiritually grounded, intellectually formed, culturally competent, and prophetically engaged leaders who develop transformative ministries in the church, the world and the academy for the well being and common good of all persons and creation.

Strategy 1: Offer a new M.Div. curriculum that is relevant, contextual, and innovative in ways that are responsive to the needs of today’s church and the world. The M.Div. curriculum will establish the core for other master degrees with ministry focus.

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| Decide on a model for curriculum revision by December 2015. | • The Curriculum Revision Committee presents to the Faculty at least two models for curriculum revision in early fall of 2015-16. The Committee will also seek the feedback from a sample of diverse students.  
• The Faculty selects one model.  
• The CRC presents a progress report to the Board in October 2015. |
| Approve the new curriculum design by April 2016. | • CRC develops a full blueprint for proposed model.  
• CRC with MDC proposes guidelines for course development, to be reviewed and approved by Faculty.  
• Faculty approves new MDiv program grid  
• Administration and COF begin to review plans for Faculty in light of new curriculum  
• Administration begins to develop marketing plans  
• The Faculty reports to the Board of Trustees in May 2016. |
| Design marketing plan for the new curriculum by early summer 2016. | • Dean, Registrar and MDC begin to develop transition plans for current MDiv students  
• During the spring and early summer of 2015-16, the Offices of the Recruitment and Communications create a marketing plan for the new curriculum with the input from MDC, the Faculty, and the Academic Dean. The plan will start to be implemented by July 1, 2016. |
| Design and approve the new courses, and implement the transition to the full implementation of the new curriculum in 2017-18 | • Faculty, with MDC, develop, finalize, and approve new core courses in the fall  
• COF and Administration approve plans with priorities for Faculty development  
• Recruitment for the first class under the new curriculum starts |
- Faculty, with MDC, review impact on and addresses consequences for MA in ministry degree
- Other required elective courses are developed and approved by the Faculty

Offer other educational programs (credit and non-credit) grounded in the new curriculum, relevant to the publics we serve, and generating new revenue streams by 2016-17.

- The Faculty, with the assistance of the Office of the Academic Dean and input from MDC, will assess and recommend a desired growth capacity of current and new degree and certificate programs during 2015-16 and 2016-17.
- The Offices of the Academic Dean, External Programs, COS/EC, and Recruitment will collaborate to develop and implement a plan to increase enrollment and new revenue streams for non-degree programs.

**Strategy 2:** Develop a diverse Faculty recognized by its scholarly contributions, competent to teach in multicultural classrooms, equipped to increase distributive/distance learning offerings, and sufficient to support degree and non-degree programs that are missionally grounded and financially viable.

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| Develop a plan and budget that addresses the needs and interests in areas of Faculty professional development (fall 2015). | - The Committee on Faculty (COF) and the Academic Dean will review and establish a list of priorities in early fall based on the list of development interests/needs identified by the Faculty in the Forum of April 2015. This analysis will include a report and plans from the Faculty Director for Digital Pedagogy to increase Faculty and institutional capacity to expand online and hybrid course offerings.  
- COF will consult with the Faculty on the priority list in October and determine if further information is needed to supplement the April list.  
- COF in consultation with the Academic Dean will develop a development plan that will include: Forums, workshops, retreats, and other opportunities. The plan will be approved by the Faculty in late fall 2015.  
- The Academic Dean and the chair of COF will develop a budget in early spring 2016 to support the professional development plan of the Faculty. |

| Support Faculty efforts to produce scholarly research and productions that contribute to the curriculum, the church, the academy, and society. (ongoing) | - The COF, with the support of the Academic Dean, will assess in early spring the effectiveness and sufficiency of institutional resources available to support Faculty scholarly production. For example, sabbaticals; professional development funds; TAs and research assistants; special matching funds; support in grant making; etc.  
- COF will generate a report of findings and recommendations to be discussed by the Faculty in mid spring, and presented to the Academic Dean and President. |

| Review the configuration and deployment of the Faculty that support degree and non-degree programs, and administrative needs. (2015-16; 2016-17) | - COF, in collaboration with the President and Academic Dean, will continue to assess and plan the size, shape, and deployment of the Faculty in light of new curricular demands; program developments; diversity goals; and the school’s fiscal reality. |
**Strategy 3:** Educate a qualified and diverse student body that exhibits qualities of spiritually grounded, intellectually formed, culturally competent, and prophetically engaged leaders who develop transformative ministries in the church, the world and the academy for the well being and common good of all persons and creation.

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| Clarify the desired diversities for the student body by spring 2016.     | • The Faculty will collaborate with the Recruitment and Admissions Office in discerning and recommending criteria and goals for increasing access and support of students from racial/ethnic communities, with particular attention to Hispanics, African American members of Pan Methodist churches, international students, and lay people interested in non-congregational ministries in UMC and other denominations.  
  • The Academic Dean and the Director of External Programs will collaborate to increase partnerships to establish 3-3 BA/MA programs with selected undergraduate UM universities, Historically Black Colleges and Universities, and colleges/universities with significant Latino/a student population. The Faculty will review and approve those programs.  
  • The Academic Dean will implement the agreement between G-ETS and St. Augustine College (Chicago) to increase opportunities for Hispanic students to have access to college and seminary education.  
  • The Academic Dean will collaborate with the President in establishing relationships with key Central Conferences and selected theological institutions around the world to explore collaboration in global theological education.  
  • The Office of Recruitment/Admissions will shape its recruitment strategies in light of the processes describe above. |
| Provide co-curricular programs to support the development of intercultural competence and public leadership among students. (2016-17, 2017-18) | • In the fall of 2016-17, the Cross-Cultural and International Theological Education Committee (CITE) and the offices of the Academic Dean and the Dean of Students will collaborate in assessing options to increase co-curricular opportunities to increase intercultural competence at the school and in the Evanston community. This collaboration will be integrated into the process and calendar of the Quality Improvement Project for the Higher Learning Commission.  
  • In the spring of 2016-17, CITE will bring to the Faculty a plan that integrates curricular and co-curricular strategies to develop intercultural competence and public leadership.  
  • The new plan will be implemented in 2017-18. |
| Increase retention rates and improve advising system. (2015-16, 2016-17)  | • In the fall of 2015-16, the office of the Registrar will collect data to establish patterns and challenges in our retention and advising system, and will bring a report to the Masters Degrees Committee.  
  • The Academic Dean will constitute a task force that will review the data during the spring of 2016 and make recommendations for a plan to increase student retention and improve the advising system.  
  • This report will come to MDC and the Faculty for discussion and decision-making in late spring.  
  • A new plan to increase retention and improve the advising system will be in place in 2016-17. |
Strategies
1. Develop a student life culture that enhances student experience by fostering student health and wellness, nurturing spiritual growth, and cultivating an ethic of care committed to the uplift of Christian community (*koinonia*).
2. Build effective support systems and programs that undergird professional development and outplacement while being responsive to contemporary and emerging issues of justice, marginalization, and transformation.
3. Cultivate an ethic of care that intentionally attends to cultural competence, effective communication and collaboration, and that is sensitive to difference and values diversity.

**Strategy 1:** Develop a student life culture that enhances student experience by fostering student health and wellness, nurturing spiritual growth, and cultivating an ethic of care committed to the uplift of Christian community (*koinonia*).

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<td>Promote an atmosphere of Health and Wellness throughout the seminary.</td>
<td>• Re-energize or Re-design our Fit-To-Lead program emphasis. (2015-16)</td>
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<td>• Create three new opportunities for mental, physical, and social development annually.</td>
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<td>• Create new incentives for NU Gym membership participation in collaboration with the NU Fitness and Recreation Staff. (2015-16)</td>
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<td>• Create and implement ways to diversify the student meal plan that includes more variety and affordability.</td>
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<td>Design and Nurture a Diverse Spectrum for Spiritual Growth.</td>
<td>• Revive/Implement devotional guides written by students for students. (2015-16)</td>
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<td>• Continue to support and build upon the ministries of our Dean of Chapel, Bishop-in-Residence, VFCL Small Groups, and StuCo Spiritual Formation Committee.</td>
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<td>• Encourage use of existing Prayer/ Meditation Spaces (Small Chapels) and continue to create new spaces internal and external spaces throughout the seminary. (2015-16)</td>
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<td>Cultivating an Ethic of Care Committed to the Uplift of Christian community (<em>Koinonia</em>).</td>
<td>• Online student survey that seeks to clarify how the Office of Student Life can best provide support.</td>
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<td>• Initiate ways to provide a more substantial support system that attends to the needs of our commuter students.</td>
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<td>• Encourage Centers (e.g. Asian/Asian American, CBE, Latino(a), WomenIMAGES) to collaborate in the development of events that emphasize the importance of creating cross-cultural connections within the Garrett-Evangelical community. (i.e. “Global Gala”)</td>
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<td>• Dedicate at least one student forum to a topic that enriches and deepens our understanding of “otherness”.</td>
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<td>• Encourage intentional partnerships among student organizations that give rise to powerful ideas and creative imagination around civic engagement and community service projects.</td>
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**Strategy 2**: Build effective support systems and programs that undergird professional development and outplacement while being responsive to contemporary and emerging issues of justice, marginalization, and transformation.

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| Begin to build the foundation for an Outplacement/Professional Development Program.  
*In collaboration with the Offices of the President and VFCL staff* | • Gather and/or create an online resource that offers basic information/instruction (i.e. Composing cover letters, developing CVs, resumes, best practices for job interviews.) for parish, non-parish preparation, and further academic study  
• Offer training events led by Garrett-Evangelical trustees, administrators, and community resource persons.  
• Identify existing support systems and programs that undergird professional development, outplacement and assess the ways in which they are responsive to contemporary and emerging issues of sexism, racism, gender equality, etc. (2015-16) |

| Establish a "First-Year Student Advisory Library Team" (FYSALT).  
*In collaboration with the United Library Staff* | • The Team will be comprised of representatives from the Office of Student Life, Chapel, Registrar's Office, Academic Affairs, and the Library who would serve primarily as an information and/or enrichment resource that undergirds particular student experiences for overall success at Garrett-Evangelical.  
• This Team would serve as a welcoming task force for new students during New Student Orientation by: sending periodic email updates about the library, answering library questions, assisting students in locating library resources, and offering guidance with research projects.  
• Collaborate with the Writing Lab, Conversation Partners, Student and Staff Proofreaders in order to strengthen support network for particular students. |

| Explore the creation of the Center for LGBTQ Community in collaboration with the Circles of Trust Partners.  
*In collaboration with the Office of the President* | • Work with Racial Equality and Diversity Inclusion Team to host a workshop with the seminary staff/faculty on cultural competence and sensitivity.  
• Provide support for students who: are from different ethnic and racial backgrounds; are ESL students; are Differently Abled; identify as LGBTQ. (2015-16) |

**Strategy 3.** Cultivate an ethic of care that intentionally attends to cultural competence, effective communication and collaboration, and that is sensitive to difference and values diversity.

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| Explore possible options for increasing co-curricula opportunities for strengthening intercultural competence within the seminary community, and the Evanston community at large.  
*In collaboration with the Offices of the Academic Dean, Admissions, Development, and President* | • Invite student groups to “host” weekly community meal event.  
• Introduce an array of artistic expressions from diverse cultures represented by students, staff, faculty, administrators, and persons from the surrounding Chicagoland community.  
• Seek ways to create new partnerships/networks for International Student support (housing, scholarships, internships, and employment once they are eligible for Optional Practical Training - OPT (i.e. alums, trustees, churches, community agencies, private businesses related to Public Theology, etc.) |
| Offer activities and services that intentionally serve International spouses and children. | • Continue to provide support for the efforts of our Conversation Partners.  
• Extend the spirit of hospitality to families in worship, community meals, and other all-community events.  
• Provide ongoing training for all RA’s. |
|---|---|
| Assess feedback from 2015-16 co-curricular agenda and adjust programming as needed. | • Track attendance at events, collect feedback from events, host listening hours with students, provide Online portal for students to share how the events were or were not received and if/how they were helpful/meaningful.  
• Continue to student participation in StuCo Student forums and President’s Conversations.  
• Revisit the Legacy of Garrett-Evangelical Theological Seminary on a weekly or monthly basis by celebrating or highlighting a historic G-ETS alum or friend via our web page, Newsletter, FaceBook, etc. |
## Strategies:
1. Provide new and improve existing tools, methods, and channels for equitable and inclusive seminary-wide communications.
2. Engage employees as valued participants with the seminary and its mission.
3. Create an environment that encourages fellowship to improve and further the goals of the seminary.

### Strategy 1: Provide new and improve existing tools, methods, and channels for equitable and inclusive seminary-wide communications.

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| Explore how we communicate with one another, work toward more fair and equitable exchanges, and ensure employees can safely express their opinions and be valued for their contributions. | • Determine the current perception of systematic communications (i.e. all employee meetings, seminary-wide emails, etc.) and interpersonal communication (vocal, non-verbal cues, and written communications) through a comprehensive baseline survey in early 2016 and annual surveys thereafter.  
   • Use data from annual communications survey to leverage existing channels of communication, determine individual and group training needs, improve interdepartmental communication, and address other areas of concern. |
| Promote racial and cultural sensitivity, openness, and inclusivity in interactions. | • Staff participation in Circles of Trust work.  
   • Staff participation in YWCA work including assessment of equality and inclusiveness, training, and representation on the Garrett-Evangelical Racial Equity and Diversity Inclusion Team. |
| Update and expand human resources policies and procedures. | • Update and combine Administrative and Non-Exempt Staff Handbooks by spring 2016.  
   • Create a New Hire Orientation program by June 2017.  
   • Review and update a formal Exit Process for employees by the end of 2017. |

### Strategy 2: Engage employees as valued participants with the seminary and its mission.

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| Provide a means by which all employees are able to gather to share information, discuss issues, generate ideas, and voice concerns. | • Determine design, function, and role of All Staff Group in fall 2015.  
   • Begin All Staff Group spring 2016 and continue on scheduled timeframe as a new standing committee of Garrett-Evangelical. |
| Establish a culture of efficiency to support the goal of being a servant seminary. | • Develop rotating interdepartmental work-sharing sessions addressing efficiency/workflows between departments starting summer 2016.  
   • Review existing procedures and suggest efficiencies and streamlined workflows at the Seminary during 2016-2017 academic year.  
   • Leadership Team to determine timeframe and set priorities for cross-functional training and role-specific documented procedures. |
Enable and assist employees to recognize their contributions and value to the seminary.

- By spring 2016, create uniform task-based job descriptions.
- By fall 2017, employees create written value-based job descriptions tied into the Seminary’s goals and objectives.
- Implement a revised annual evaluation process by spring 2017.
- Development plans for all staff, which may include job-specific training or continuing education opportunities by fall 2017.
- Leadership Team will explore the need for succession planning and determine implementation based on roles.

**Strategy 3:** Create an environment that encourages fellowship to improve and further the goals of the seminary.

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<td>Provide a variety of fellowship opportunities for staff to engage with one another.</td>
<td>• Hold one to two fellowship opportunities for staff in the spring and fall annually beginning fall 2015.</td>
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<td>• Have Staff Retreat in the summer beginning summer 2015 and continuing annually.</td>
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<td>Staff to provide fellowship opportunities with students and faculty.</td>
<td>• All Staff Group to determine fellowship opportunities with students and faculty beginning spring 2016.</td>
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Strategies:

1. Develop a process and place for Creative Partnerships/External Initiatives/Lifelong Learning within the seminary’s ongoing organization.
2. Utilize quality research and consultation to identify and address the challenges and opportunities of partnerships.
3. Create/reinforce partnerships and programs with clergy, laity, churches, colleges, and seminaries.

Strategy 1: Develop a process and place for Creative Partnerships/External Initiatives/Lifelong Learning within the seminary’s ongoing organization.

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| Distinct and permanent structural location for the initiative within the seminary structure and its ministry. | • Organizational location determined.  
• Appropriate staffing secured.  
• Financial resources secured. (implementation budget) |
| Clear identity for the initiative. | • Secure a name reflecting clear function of initiative: external programs, continuing education, lay and professional studies, and lifelong learning. |
| “New Initiatives Coordinating Council” to facilitate cross-discipline/cross-department coordination and implementation of initiatives. Collaboration with Academic Dean and Leadership Team | • External Programs staff coordinates regular (twice/month) meetings with administrators and selected faculty to discuss program needs, initiatives, and to cooperate in implementation. |

Strategy 2: Utilize quality research and consultation to identify and address the challenges and opportunities of partnerships.

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| Utilize valid and Informative Research. Collaboration with Academic Dean and Leadership Team | • Analysis of research and reports from denominations, annual conferences and other judicatories, faculty, graduate students (DMin research projects?), clergy, laity, noted practitioners and researchers, professionals in not-for profit work, etc.  
• Constant review of trends, best practices, concerns in various fields and among constituencies.  
• Assess what resources seminary already has (faculty, adjuncts, staff, alums, other programs?) |
| Continuous Constituent Consultation. | • Host/participate in meetings/listening sessions with constituent groups to ascertain needs for clergy, laity, and congregations.  
• Regular meetings/conversations with Alumni/ae and friends, BOOM representatives, District Superintendents, Administrators from other judicatories (AME, AMEZ, CME, etc.), Laity, Clergy, and skilled practitioners.  
• Respond to constituent suggestions regarding the concerns and needs. |
**Strategy 3:** Create/reinforce partnerships and programs with clergy, laity, churches, colleges, and seminaries.

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| Collaboration with Ministry Partners.  
*Collaboration with Academic Dean and Leadership Team* | • Resume, strengthen and continue programmatic partnerships with:  
  - Samaritan Center (coaching, pastoral care, and more)  
  - Kellogg School of Nonprofit Management  
  • Identify potential new partners with whom we can join in addressing common concerns (academic & non-academic)  
  - Non-profit leadership at North Park University |
| Support clergy in their first years of ministry. | Partner with annual conferences to provide an ongoing “Boot Camp” for new clergy & lay leaders in the church (first appointment/new appointment) |
| **Encouraging Clergy Wellness.** | Develop a holistic program for clergy wellness & renewal |
| Sabbath for Clergy and Lay Professionals. | In place now. |
| Clergy Re-tooling. | Clergy Re-Tooling “boot camp” model: 3-5 days, residential, structured, cohort program focused on clergy renewal. |
| **Confirm & finalize the partnerships with four United Methodist-Related Colleges** regarding academic studies (Adrian, Morningside, Nebraska Wesleyan, Simpson)  
*Collaboration with Academic Dean, Associate VP for Admissions and Leadership Team* | • Offer basic seminary courses during the undergraduate student’s senior year to:  
  - Afford students the opportunity to complete their BA and begin work on their M.Div. degrees, shortening the time to complete both degrees  
  - Address the cost of higher education and the student’s resulting debt burden;  
  - Encourage students to pursue graduate theological education and enter seminary at Garrett-Evangelical Theological Seminary.  
  - Encourage students to pursue ordained and lay—ministry (In process)  
  • Participate in the Youth Theological Institute in development at Simpson College (in process) |
| Develop partnerships with colleges of other traditions. | • Identify and develop recruiting and program relationships with undergraduate colleges sponsored by other denominations. |
| Create satellite education centers for clergy & lay education—academic/and co-curricular/certificate—based on location/institution needs.  
*Collaboration with Academic Dean, Associate VP for Admissions, and Leadership Team* | • Confer with laity, clergy, academics, district superintendents in areas regarding needs and opportunities.  
  • Develop offerings in light of interests.  
  • Secure leadership from the seminary and other institutions to arrange program.  
  • Location possibilities:  
  - Illinois: Peoria, Rockford (churches)  
  - Wisc: Milwaukee? Madison? Fon du Lac?  
  - UM-related campus ministries:  
  - Iowa: Morningside, Wesley Foundation at University of Northern Iowa, Simpson  
  - Michigan: Adrian  
  - Nebraska: Nebraska Wesleyan |
| Develop non-degree offerings for lay & clergy. (to address critical and emerging needs and interests)  
*Collaboration with Academic Dean and Leadership Team* | • Current  
  - Spiritual Formation (non-academic) 2 courses in fall 2015 (Rueben Job)  
  - Intersection—online asynchronous self-led programs based on lectures by speakers at Garrett-Evangelical |
• Potential
  – Collaborative Leadership—a retreat for clergy & laity
  – Agents of Change
• Lay Education for Ministry—four-year non-degree study and group reflection process for the formation of Christian ministry through the development of knowledge, attitude, skill and identity as Christians:
  – Hebrew Scriptures
  – New Testament
  – Church history
  – Theology and ethics
  – Seminar groups of 6-12 meet with a trained mentor
  – On campus or satellite
Strategies:
1) Implement a sustainable business plan by 2018/19 where expenses are supported by new, additional revenue streams.
2) Complete deferred maintenance projects for all GETS properties.
3) Complete the $100mm endowment campaign, Forging our Future, on or before December 2017.
4) Assess the potential impact of a strategic partnership with one or more other seminaries.

Strategy 1: Implement a sustainable business plan by 2018/19 where expenses are supported by new, additional revenue streams.

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<td>Build unrestricted net assets to allow an optimal investment allocation strategy.</td>
<td>• Increase unrestricted net assets to $13.5mm by June, 2018, $17.0mm by June, 2020 and $20.5mm by June, 2022 in order to create surplus capacity to absorb a 30%, 35% and 40% cumulative equity market correction, respectively.</td>
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| Develop 5 year operating and housing budgets that are sustainable by 2018/19 including reserves adequate to fund short and long term capital needs. | • Attain operating results with sustainable funding by 2018/19, including operating reserves to cover on-going maintenance of non-housing facilities.  
  • Segregate housing profits to cover Sherman renovation costs and to pay for housing deferred maintenance thereafter.  
  • After Sherman renovation costs have been fully reimbursed from housing profits, increase long-term housing capital reserves each year equal to 20% of annual housing revenue. |
| Develop sustainable draw guidelines. | • Develop sustainable draw guidelines by the October, 2016 Board of Trustee meeting which seek to maintain the preservation of the purchasing power of the Endowment. |
| Consider an Alternative Investment component to our overall investment strategy. | • Evaluate desirability of an Alternate Investment component to our overall investment strategy by the October, 2016 Board of Trustee meeting.  
  • If desirable, identify and remove barriers to including such a component and develop a strategy implementation date by October, 2017. |
| Maximize housing revenue streams within mission objectives and ensure high occupancy. | • Complete housing revenue maximization plan by October, 2015. |
| Renew NU lease. | • Seek to complete renewal by December, 2016. |

Strategy 2: Complete deferred maintenance projects for all G-ETS properties.

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<td>Complete previously identified deferred maintenance projects.</td>
<td>• Complete the previously approved $1mm Phase 3 Deferred Maintenance projects by December, 2015 (Excluding Sherman).</td>
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| Develop Sherman renovation cost and financing plan self-funded from housing profits and timely execute within budget. | • Complete budget, timetable and financing plan for consideration at the October, 2015 Board of Trustee meeting.  
  • Execute renovation based on approved timeline. |
**Strategy 3:** Complete the $100mm endowment campaign, *Forging our Future*, on or before December 2017.

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<td>Complete the $100mm endowment campaign, <em>Forging our Future</em>, on or before December 2017.</td>
<td>• Complete campaign on or before December, 2017.</td>
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**Strategy 4:** Assess the potential impact of a strategic partnership with one or more other seminaries.

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<td>Develop guidelines to be used in assessing impact of a strategic partnership.</td>
<td>• Complete initial guidelines by October, 2015.</td>
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