

## McCormick Theological Seminary

### Strategic Plan – 2010-2013

**Goal 1: Provide a program of study for the preparation of women and men for ministry and the professional education of ministers that is Reformed, ecumenical, cross-cultural, and urban in a community of collaborative teaching and learning. Board Committee: EPPC**

Objective 1.1: Grow the Doctor of Ministry program through a continuing emphasis on the quality and breadth of program offerings. *Targets/timeline to be developed by Enrollment Mgt Task Force.*

Responsible: Associate Dean for Doctor of Ministry and Dean of Faculty

Objective 1.2: Pursue ongoing development of non-degree certificate-learning programs in subject areas critical to McCormick's mission and the church's ministry amongst a variety of publics. *One new program/year, plus continuing programs.*

Responsible: Associate Dean of Doctor of Ministry Program, Dean of Faculty and Faculty

Objective 1.3: Deliver an increasing number of non-degree, continuing theological education offerings that meet the identified needs of the church and individuals.

Responsible: Dean of Faculty, APC and Faculty

Objective 1.4: Begin the offering of courses in online and hybrid formats in 2010-11 *See Academic Program Committee plan.*

Responsible: Dean of Faculty, Faculty and Educ. Tech. Leader

Objective 1.5: Develop and support the Institute for Cross-Cultural Theological Education *See ICCTE plan.*

Responsible: Director of ICCTE, Dean of Faculty, Directors of Ministry Centers and Faculty

Objective 1.6: Continue to shape and train a diverse and competent Faculty to support and renew McCormick's curriculum, teaching and scholarship.

Responsible: EPC, Dean of Faculty and Faculty

Objective 1.7 Continue to define and implement opportunities for spiritual formation and vocational direction and planning for Master level students *See Dean of Students' goals, Board Committee: Student Affairs.*

Responsible: Dean of Students, Dean of Faculty and Faculty

Objective 1.8 Develop viable programs to support leadership development in non Presbyterian congregations *See pilot program with Apostolic Church of God*

Responsible: Associate Dean of Doctor of Ministry Program, Dean of Faculty, Directors of Ministry Centers and Faculty

**Goal 2: Practice sustainable stewardship by increasing financial support of the seminary through growth in the annual fund and a “Mini-Campaign” focused on support of new initiatives. Board Committee: Seminary Relations and Development.**

Objective 2.1 Increase Annual Fund by \$150,000 over the next three years. This will bring annual fund to \$850,000.

Responsible: Chief Development Officer and staff

Objective 2.2 Plan, launch and complete a “Mini Campaign” consisting of new initiatives approved by the board of trustees in October 2010 and completed by December 2013.

Responsible: President and Seminary Relations Staff

**Goal 3: Enhance sustainability by creating an enrollment management system that maximizes financial aid resources, increases net tuition income from all degree and non-degree programs and creates a community of learners in line with institutional identity. Board Committee: Finance, Student Affairs and EPPC**

Objective 3.1 Utilize the expertise of an outside consultant to assist us in revising and refining the parameters of our current enrollment management process. *Fall, 2010.*

Responsible: VP of Administration and Finance

Objective 3.2 Define and implement enrollment goals for 2011-13 (in light of reconfigured space availability, possible sale of the Kimbark residence building and available financial aid resources) *Fall, 2010*

Responsible: VP for Administration and Finance, Director of Masters Level Recruitment and Admissions and Enrollment Management Team

- Objective 3.3            Develop recruiting plans and target numbers for all Masters level programs, with particular focus on the two new Masters degree programs (Urban Ministry and Discipleship Development), particularly with regard to local recruitment in Chicago area churches and colleges *Fall/Spring 2010-2011*
- Responsible: Director of Recruitment and Admissions in collaboration with Enrollment Management Team and Admissions Committee
- Objective 3.4            Collaborate with Dean of Masters level Advising and formation and the Registrar to develop a systematic plan for monitoring and mentoring students who are at greater risk for attrition
- Responsible: VP for Student Affairs and Dean of Advising and Formation in collaboration with Registrar
- Objective 3.5            Develop new approaches for providing financial aid (e.g. Consider implementation of a work/study model to cover costs of tuition) that keep the institution competitive
- Responsible: VP for Administration and Finance, Director of Masters Level Recruitment and Admissions and Director of Student Financial Planning

**Goal 4: Achieve financial sustainability in order to support the long-term mission and programs of the seminary. *Board Committee: Finance***

- Objective 4.1            Develop 3-year business plan that demonstrates Seminary's ability to sustain growth of its financial resources while supporting its strategic objectives (see Goal 1). With regard to revenues, the focus of the plan will be on reducing endowment draw, increasing net tuition, annual giving, and developing new sources of both donor and grant funding.
- Objective 4.2            Identify operational efficiencies and utilize new technology platforms to reduce expenses, including expenses associated with the JKM Library.
- Objective 4.3            Prepare analysis and options regarding all MTS real estate assets, including options and alternatives for student housing as well as administrative and classroom space in the event of a sale of either the 5460 Building or Kimbark student residences.
- Responsible: VP for Administration and Finance; timeline 2010-2011

**Goal 5: Develop and monitor effective communications with all McCormick constituencies, internal and external, and create a culture of positive relationships based on McCormick's values as a Reformed, ecumenical and cross-cultural institution. *Board Committee: Seminary Relations and Development.***

Objective 5.1            Develop and execute a multi-faceted communications strategy designed to raise the visibility of McCormick’s mission, identity and ongoing contributions to Church and society among all of McCormick’s constituents.

Responsible: Office of Communications and Senior Director of SR&D; 2010-2011

Objective 5.2            Develop a strategy to improve communication between McCormick’s administration, staff, and faculty *and* all student groups. 2010-2011

Responsible: VP for Student Affairs, VP for Academic Affairs, Office of Communications and Student Session

Objective 5.3            Establish dedicated lines of communication with Chicago-area congregations, local and national ecclesial governing bodies, agencies, and ministry networks. On-going.

Responsible: Ministry Center Directors, Director of ICCTE and Office of Communications

Objective 5.4            Develop opportunities for training and dialogue for all McCormick employees that further the seminary’s commitment to becoming an anti-racist institution. On-going.

Responsible: Director of Human Resources, Anti-Racism Committee, Staff Personnel Advisory Committee (SPAC) and Office of Communications

**Goal 6: Develop and monitor a comprehensive marketing plan that communicates McCormick’s institutional identity and mission to key publics and supports the work of both recruitment and funds development. *Board Committee: Seminary Relations and Development***

Objective 6.1            Develop a message platform

Objective 6.2            Develop draft of seminary-wide marketing plan with goals, objectives, and tactics for all constituencies

Objective 6.3            Deployment of Marketing Plan

Objective 6.4            Annual review of Marketing Plan

Responsible: Senior Director of SR&D, Office of Communications; timeline 2010-2011

**Goal 7: Provide information technology resources that support and enhance the academic program and contribute to the effective and efficient operation of the seminary. *Board Committee: Property and Facilities, EPPC***

- Objective 1.1 Provide classrooms and meeting rooms with technology and learning tools necessary to meet the demands of 21<sup>st</sup> century graduate-level students and faculty.
- Objective 1.2 Provide “user-friendly” technology and “customer-oriented” training and support that insures the technology will actually be utilized and will serve to enhance the learning environment.
- Objective 2.1 Provide increasing levels of bandwidth as necessary to support the increased demands of students, staff, and faculty.
- Objective 2.2 Provide a fully-integrated, user-oriented, enterprise software platform that meets the Seminary’s academic and business needs.
- Responsible: VP for Administration & Finance, VP for Academic Affairs and of Information Technology (in conjunction with the faculty’s academic technology representative.)

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