

NEW BEGINNINGS: TRANSFORMING COMMUNITIES

STRATEGIC DIRECTIONS

ECUMENICAL THEOLOGICAL SEMINARY

Ecumenical Theological Seminary is celebrating sixty-two years of service to church and society. The seminary is the only fully accredited seminary of the Protestant tradition located within the city of Detroit. ETS, located in the heart of Mid-Town Detroit, is surrounded by unprecedented economic growth and development. As we are witness to the joy and the challenges of such explosive growth, ETS is also in a season of transition and transformation as it prepares for its future. ETS is an independent theological school that depends on the support of friends, whose commitment and partnership enable the seminary to fulfill its mission of training and equipping servant leaders for the church and society. Its academic programs include the following degrees, certificates and diplomas: Doctor of Ministry, Master of Divinity, Master of Arts in Pastoral Ministry, Master of Arts – Academic, Certificate in Theological Studies and Urban Ministry Diploma. Along with a talented and diverse Faculty, all denominations of the Christian faith have been represented in our student body.

ETS Identity, Mission and Vision

The Identity Statement

Ecumenical Theological Seminary provides a multi-confessional and multi-cultural Christian theological education within an urban context, while initiating interfaith engagement. Our approach creates spiritual leadership through personal transformation, social responsibility, critical reflection and academic rigor. ETS graduates are prepared to lead communities of faith while sharing the fulness of God's love in relation to various ecumenical, interfaith, political, social, economic and cultural contexts.

Mission Statement

Ecumenical Theological Seminary (ETS) provides a multi-confessional, multi-cultural Christian theological education that prepares individuals to participate and lead while sharing the fullness of God's love and concern for justice in the communities they serve.

ETS Vision

As ETS looks to the future, we are energized and committed to continue our mission to provide education and training opportunities for the visionary, mission-driven present and future leaders of the church and society. We will accomplish this vision by focusing on three foundational Platforms: **Sustainability, Education, Engagement (SEE)**. Key imperatives are articulated for each Platform with responsibility and goals listed under each imperative.

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 (SAP)

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
Timeline: 2018-19, 2020-21
 - Data collection and research
Timeline: 2019-2020

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, SAP

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.
- Special Assistant to the President (SAP)
- Meeting snacks, travel, promotional materials???

Timeline: All items 2019-20

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

Responsibility: President, SAP, 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.

Timeline: All 2019-20, 2020-21, 2021-22

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, SAP

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
 - 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.
3. Restructure and rename Administration – now called Operations.

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

Responsibility: President

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, SAP, Faculty Project Leader, Faculty

Goals:

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, SAP, 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, SAP, 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, SAP 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

1.12.2020