# Luther Seminary Strategic Plan

**FY 2019-2021**

<table>
<thead>
<tr>
<th>MISSION</th>
<th>VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luther Seminary educates leaders for Christian communities, called and sent by the Holy Spirit, to witness to salvation through Jesus Christ, and to serve in God’s world.</td>
<td>The Holy Spirit calls Luther Seminary to lead faithful innovation for the sake of the gospel of Jesus Christ in a rapidly changing world.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CORE VALUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gospel-centered, student-focused, innovative, academically-rigorous, inclusive, community-oriented</td>
</tr>
</tbody>
</table>
## Strategic Objective #1

**Build a Gospel-centered culture of inclusion among board, faculty, staff, and students.**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>MILESTONES</th>
<th>METRICS</th>
</tr>
</thead>
</table>
| 1. Attract and retain students, staff, faculty, and board members who stretch us in living out our Core Values  
2. Engage and support faculty in inclusive teaching methods  
3. Cultivate trustworthy environment through practices and spaces of engagement | 1. Identify and authorize leadership for this work  
2. Develop implementation plan for the Welcome Statement  
3. Identify training resources and plan for using them  
4. Regularly survey community to measure progress toward goals  
5. Develop organization-wide strategy for inclusion, diversity, and equity | 1. Targets for diversity representation in board, faculty, staff and student bodies  
2. Participation of faculty, staff, and students in ongoing Diversity, Equity and Inclusion trainings  
3. Measure community sentiment and experience around inclusion  
4. Faculty engagement in developing and implementing inclusive teaching methods  
5. Increase community awareness on how to use appropriate tools that support a quality student life on campus |
<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>MILESTONES</th>
<th>METRICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Define and deepen practices of Christian community among students, faculty and staff</td>
<td>1. President, Dean, faculty leaders, VP of Innovation facilitate and frame ongoing conversations regarding faith formation challenge and how we will accompany and support the church</td>
<td>1. Students demonstrating competency in course and degree outcomes as evidenced by assessment</td>
</tr>
<tr>
<td>2. Systematically integrate and implement curricular commitments in the classroom and in co-curricular activities</td>
<td>2. Revision and renewed engagement of MDiv learning outcome 4 (discipleship)</td>
<td>2. Increase in communal spiritual practice on campus</td>
</tr>
<tr>
<td>3. Engage and implement action learning in context and in the classroom</td>
<td>3. Develop baseline knowledge among board and staff of theological rationale of the curriculum</td>
<td>3. Faculty experiments with action-learning courses and assignments</td>
</tr>
<tr>
<td></td>
<td>4. Curricular commitments are regularly discussed among faculty</td>
<td>4. Measure sense of community among students after 20-hour intensive strategy has been deployed</td>
</tr>
</tbody>
</table>
### STRATEGIC OBJECTIVE #3

Engage with the church and local congregations to innovate breakthrough practices for faith formation and leadership development.

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>MILESTONES</th>
<th>METRICS</th>
</tr>
</thead>
</table>
| 1. Execution of MDivX pilot  
2. Convene and accompany church partners in learning communities  
3. Utilize design thinking to develop new theological education resources/modules  
4. Cultivate investors as partners in this work  
5. Support, educate and provide resources to students to help them improve their financial wellness | 1. Design and testing of alternative candidacy process through MDivX  
2. Completion of Faithful Innovation Learning Communities Pilot (2018-19)  
3. Launch of Faith+Lead website  
4. Leadership for Faithful Innovation Lilly Grant (2018-21)  
5. Launch accessible new resources for theological education outside degree programs  
6. Establish Innovation Advisory Council of donors  
7. Execute Jubilee Scholarship strategy, including new admissions process and $18M raised by 2021 for scholarships | 1. Assessment of MDivX  
2. Number of church partners and leaders participating in learning communities  
3. Number of church partner listening sessions  
4. Revenue generation from contributed and earned income associated with innovation initiatives  
5. Increased traffic/participation on Faith+Lead web platform  
6. Critical mass of faculty/staff using design thinking in daily work  
7. On track to reduce graduate indebtedness by 1/3 by 2023 |
**STRATEGIC OBJECTIVE #4**

Establish and activate organizational systems required to deliver strategic plan.

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>MILESTONES</th>
<th>METRICS</th>
</tr>
</thead>
</table>
| 1. Develop organization wide strategy for talent and vocational development  
2. Develop effective and adaptive practices for regular curricular assessment and organizational learning  
3. Implement a campus plan that supports our mission and vision in a sustainable way for students and the seminary | 1. Design and begin testing a staff performance review process.  
2. HR and the Academic Dean will identify a process to integrate HR in the faculty peer review process.  
3. Roll out robust pilots and train managers for performance review process.  
4. Implement finalized performance review processes.  
5. Establish total economic package guidelines for Faculty and Staff.  
6. Implement professional development opportunities across departments (tuition reimbursement, education assistance, tuition exchange)  
7. Deepen faculty engagement in curricular assessment  
8. Sell excess property  
9. Completion of campus plan on schedule and on budget | 1. Meet timelines for performance review implementation  
2. All full-time and part-time employees will participate in performance review processes by 2021  
3. All employees participate in annual trainings to include Title IX, Harassment and Diversity, Equity, and Inclusion and other trainings  
4. Track percentage of employees taking advantage of professional development opportunities  
5. All employee compensation packages will be reviewed for market competitiveness in 2019  
6. Sale proceeds realized  
7. Campus redevelopment timeline and cost |