

EXECUTIVE SUMMARY

The 2009-2014

STRATEGIC PLAN

Union Theological Seminary and Presbyterian School of Christian Education

Final Version — February 19, 2009

MISSION STATEMENT

Union Theological Seminary and Presbyterian School of Christian Education equips Christian leaders for ministry in the world—a sacred vocation that requires deep learning, commitment to service, and an ability to read culture and circumstance in the light of the rich resources of scripture and theological tradition.

MISSION AND PURPOSE

The Seminary's core mission is to participate in the mission of the church by forming and equipping leaders for the work of ministry, for building up the body of Christ (*Eph 4:12*).

CORE VALUES

- We confess the Lordship of Jesus Christ.
- We weave together distinctive approaches to theological education for pastoral and educational ministries.
- We educate, inspire, and empower leaders for congregational life, theological scholarship, and bold Christian service to the world.
- We serve as a theological resource for church and society.
- We are a catalyst for the transformation of the church, and through the church, the world.

THEOLOGY OF VISION

As a seminary, a teaching institution of the church, Union-PSCE seeks to bear witness to the ministry of Jesus Christ in the present. The seminary's task is to testify to Christ's presence among us and to heed his call to participate in the Reign of God through the power of his Spirit. God's future is already at work among us. It calls us to equip those whom God has called to look for the future disclosed in Jesus Christ, cultivating in them gifts of discernment and study, proclamation and teaching, so that they can live and proclaim the Reign of God and call others to joyful participation in this rule. The semi-

nary's mission, then, will be oriented around and focused on bearing witness to the Reign of God, made known in Jesus Christ in the here and now, through our curricular actions, our stewardship of personnel (board, faculty, students, staff, alumni/ae) and our infrastructure (land, buildings, classrooms, technology, endowment, etc.).

STRATEGIC OBJECTIVES

Strategic Objective I (Seminary Resources)

- calls for the seminary to balance its budget by July 1, 2014. This commitment requires that the seminary reduce the draw upon the endowment for operating expenses to 5%. That is to say, the seminary's stated strategic goal is that it draw no more than 5% of its endowment annually for the purposes of operating the school. The seminary will therefore need to evaluate its budget and make all appropriate adjustments, including budget cuts, to move immediately towards this goal. Budget cuts in all areas of personnel, property, and program will be considered.
- calls for the implementation of the most ambitious capital campaign in the school's history.
- commits the seminary to continuing all three of its educational platforms: Richmond; Charlotte; and the Extended Campus Program. Strategic Objective V (Curriculum) calls for creating the conditions whereby all three platforms can be utilized by students interchangeably.

Strategic Objective II (Board Governance)

- calls for a board membership composition and size that exhibits an appropriate representation of pastoral ministry, church education, business and financial, and academic leadership skills.
- calls for a membership composition of broad geographical representation.
- calls for a diverse board membership composition that includes appropriate representation from categories such as alumni/ae, traditionally under-represented constituencies, vocational expertise, educational expertise, and visionary thinking expertise.
- calls for the board to evaluate and revise as necessary its leadership configuration.
- calls for the board to secure increasing financial support for the seminary through generous individual giving and active "door opening" advocacy.
- calls for the board to provide for the long-term success of the President through ongoing board support and evaluation.

Strategic Objective III (Student Body)

- calls for increasing the number of applications by 30% over the next 5 years, while tying admissions selection criteria to both academic excellence and to the desired student and graduate qualities expressed in the plan:

scripturally informed, mission focused, theologically grounded, historically informed, spiritually nourished, culturally sensitive, transformation oriented.

- calls for facilitating the expanded recruitment of students from traditionally under-represented constituencies.
- calls for establishing a cohort system for all educational platforms. Students will be placed immediately in cohorts upon acceptance. Cohort groups will be immediately assigned advisors. Curricular offerings will be made available to the cohorts prior to matriculation into the school and after graduation.
- calls for reducing the size of the student body over time to a target number of students who can be efficiently supported by the seminary's endowment resources.

Strategic Objective IV (Faculty)

- calls for the creation of a dynamic learning environment that emphasizes interdisciplinary collaboration and vigorous research.
- supports expanded resource allocation for faculty salary and support.
- calls for increased emphasis on maintaining and enhancing faculty diversity (e.g., theological, individuals from traditionally underrepresented constituencies).
- calls for renewed emphasis in securing new faculty positions in evangelism and New Testament (Charlotte).
- calls for emphasizing faculty strength in educational ministries both in a department of educational ministries and across all departmental platforms.

Strategic Objective V (Degrees)

- calls for a more focused curricular mission in service of the church as expressed through the number and types of degrees offered. The plan focuses on maintaining the M.Div.; M.A.C.E., dual M.Div./M.A.C.E.; Th.M., and Ph.D. Admissions to the dual M.Div./M.S.W. and dual M.A.C.E./M.S.W. and M.A.T.S. degree will be suspended for the 2009-2010 academic year while the faculty reviews these degrees in light of the strategic plan's focus and objectives. Admissions to the Ph.D. degree will also be suspended for the 2009-2010 academic year. While the strategic plan envisions the ultimate elimination of the M.A.T.S. and M.A.C.E./M.S.W. and M.Div./M.S.W. degrees, it envisions a return to admissions in the Ph.D. degree as soon as financial resources allow and to the degree that financial resources allow.

Strategic Objective VI (Curriculum)

- calls for the establishment of a Faculty Curriculum Review Task Force to evaluate the present curriculum and present a revised curriculum by the conclusion of the 2009-2010 academic year.
- calls for a coordinated academic calendar for all three platforms (Richmond, Charlotte, ECP) and for the interchangeability of those platforms so that students can move between them freely if they so desire.

- calls for the affirmation of a strong commitment to integrating training in educational ministries into the school's curricula for all degree programs in recognition of the importance of Christian education in the life of the church.
- calls for emphasizing the library's electronic collection and expanding the library's storage capacity. Compact shelving must be acquired for Morton Library as soon as possible.
- calls for extending the curriculum beyond 2 (M.A.C.E) or 3 (M.Div.) or 4 (M.A.C.E./M.Div.) years into the coordinated planning of continuing education course work so that student cohorts will be invited to continue in a formal program of continued educational exposure for 5 years after graduation.

Strategic Objective VII (Center for Ministry and Leadership Development–CMLD)

- calls for the current director of CMLD to become a dean and sit with the president's executive staff.
- calls for the CMLD to coordinate all existing auxiliary programs and non-degree programs, including continuing education, seminary travel seminars, excellence in teaching workshops, visiting scholars, great speaker's program, multicultural initiatives, a commissioned lay preachers certification program, the seminary cohort program—particularly as it extends to curricular programming for students after graduation, alum-in-residence programming, recreational ministries programming, etc.

Strategic Objective VIII (Institutional Advancement)

- calls for the school to initiate its most ambitious capital campaign in the 2010-2011 academic year.
- envisions a maximized relationship with alumni/ae through the creation of alumni chapters, expanded alumni involvement throughout the departments and campuses of the seminary, and financial support from 40% of alums.

Strategic Objective IX (Charlotte)

- calls for the securing of a new physical facility for the Charlotte campus by June 30, 2012.
- calls for the hiring of a New Testament professor as soon as feasible.
- envisions a close working relationship between the faculty, calendars, and staff of the Charlotte, Richmond, and ECP platforms.

Strategic Objective X (Richmond Property)

- calls for the seminary to continue its master planning process toward the objective of moving all seminary services and activities on the Richmond campus to the historic quadrangle of Union Theological Seminary.
- calls for the sale of the DuBose, Lingle, and Newbury properties as soon as is feasible.
- calls for the purpose and location of the Newbury Center to be studied to determine if it can be re-imagined as an Educational Ministry laboratory for teaching spiritual formation somewhere on campus.

- calls for a use of the Westwood Tract that will both further the mission of the seminary and maximize the land's financial value to the school.

Strategic Objective XI (Identity and Mission)

- calls for a review of the current name Union Theological Seminary and Presbyterian School of Christian Education and the adoption of a name that reflects the school's current and future identity and mission no later than the 2010-2011 academic year.

Strategic Objective XII (Media and Technology)

- calls for the use of video streaming and other online technologies to make a seamless pedagogical connection between the Richmond and Charlotte campuses.
- calls for the use of online technologies to support and enhance the Extended Campus Program and enable extended campus initiatives to operate in the M.Div. as well as the M.A.C.E. degree program.
- calls for faculty to be aggressively trained in the use of technologies for teaching and learning.
- calls for the training of current staff and/or upgrading of staff to meet the media and technology goals outlined in the plan.

The future after 2014

- calls for the seminary to consider the creation of an interdisciplinary Ph.D. program focused on the future of the church.
- calls for the creation of a worship center focused on imagining and training for worship in the 21st century.