2018-2023

Strategic Plan
VISION: For the Church

MISSION: Midwestern Baptist Theological Seminary exists for the church by biblically educating God-called men and women to be and to make disciples of Jesus Christ.

GOAL 2020: To become the Strongest Seminary in America.

VALUES:
Veritas TRUTH To Know
Pietas DEVOTION To Be
Missio EVANGELISM To Do

2017-2018 STRATEGIC PLANNING MEMBERS:
Jason K. Allen, President
Jason G. Duesing, Provost
Charles W. Smith, Jr., Vice President for Institutional Relations
Jim Kragenbring, Vice President for Institutional Administration
Samuel Bierig, Dean of Spurgeon College
Rodney Harrison, Dean of Effectiveness
Thor Madsen, Dean of Graduate Studies
Jason Mark Yeats, Dean of Students
Sun Jin Park, Dean of Asian Studies
David Sundeen, Dean of Online Studies
Steven Thompson, Institutional Effectiveness
Robert Matz, Faculty Representative
David Meyer, Director of Information Technology
Chad Martin, Director of Financial Services
Rhonda Hornick, Financial Aide
Camden Pulliam, Director of Admissions
Cole Knowlton, Financial Aid
Collin Coffee, Student Representative
Ken Parker, Board of Trustees
Chad McDonald, Board of Trustees

BOARD OF TRUSTEES APPROVAL: OCTOBER 16, 2018:
### Institutional Strategy #1: The Right Convictions

**Action Steps**
- Review and Reaffirm the Institutions’ Guiding Documents
- Ensure the clear communication of the guiding documents
- Ensure the clear communication of the institution’s right convictions to students and stakeholders

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<tr>
<th>Owner</th>
<th>Evidence</th>
<th>Budget and/or Date</th>
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<tr>
<td>• President&lt;br&gt;• Trustees&lt;br&gt;• Administration&lt;br&gt;• Faculty</td>
<td>• Faculty annually re-affirm Baptist Faith &amp; Message 2000, Chicago Statement on Biblical Inerrancy, Danver’s Statement on Biblical Manhood and Womanhood&lt;br&gt;• All faculty agree to teach in accordance with these guiding documents.&lt;br&gt;• “Nine Questions to Ask Before Choosing a Seminary” distributed at Preview Day.</td>
<td>• Trustees reaffirm the institution’s guiding documents, FA17, FA18&lt;br&gt;• Faculty reaffirm guiding documents, Annually&lt;br&gt;• “Nine Questions to Ask Before Choosing a Seminary” May 5, 2018</td>
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Institutional Strategy #2: The Right Vision - For the Church

Action Steps
• Articulate and advocate the FTC vision both internally and externally
• Explore expanded opportunities to partner with local churches

Owner
• IR & Communications
• Academic Administration
• VP for IA

Evidence
• Online Connect 2.0
• Timothy Track Internships
• MTN Practicums
• Director of Church Partnerships
• Curricular Assessment & Review

Budget and/or Date Projections
• Online Connect 2.0 launched FA17, Review FA18
• Timothy Track launched FA17, Review FA18
• Expanded practicums and CLD opportunities FA18
• Director of Church Partnerships AY 18-19 (IR Budget implication)
### Institutional Strategy #3: A Strengthening Faculty

**Action Steps**
- Commitment to a world-class faculty
- Commitment to a well-published faculty
- Commitment to a collegial faculty
- Commitment to an FTC faculty

**Owner**
- President
- Provost & Deans
- Trustees
- Faculty

**Evidence**
- New Faculty
  - Andreas Köstenberger
  - Matthew Barrett
  - Owen Strachan
  - H.B. Charles
  - Steven Smith
- Instructional Faculty Strategy ETS Paper Incentive Nov. 17, Nov 18.
- $2000 Faculty Development Doctoral Research Fellows

**Budget and/or Date Projections**
- Academic Budget implication:
  - Growing Faculty
  - Faculty Development Funds
  - Doctoral Fellows
- Faculty writing workshop AY 18-19, Oct 18, Nov 29, Feb 19, Mar 19
- Doctoral Fellows FA18
## Institutional Strategy #4: A Robust Business Model

### Action Steps
- A focus upon a wise and faithful stewardship of resources
- A Growing Endowment
- Wise investments
- A sustainable model
- Expanded automation

### Owner
- President
- Trustees
- VP for Admin
- VP for IA

### Evidence
- Personnel Costs held at 50% of budget
- Unqualified Audit

### Budget and/or Date Projections
- Updated Policy Manual
- Unqualified Audit FA18
### Institutional Strategy #5: Affordability

**Action Steps**
- Maintaining affordable tuition, auxiliaries, and fees
- Gradual increases in costs of attendance
- Train ministers for the church with little long-term MBTS educational debt

**Owner**
- President
- Trustees
- VP for Admin

**Evidence**
- Debt-free construction projects
- Lowered personnel costs
- Strategic automation & consolidation of roles
- Financial Aid enhancements

**Budget and/or Date Projections**
- No long term debt
- New FA Director and Team
- Institutional Admin Budget
Institutional Strategy #6: Constituency Good Will

**Action Steps**
- Becoming a school the SBC will cheer for and support
- Broad support from the wider evangelical community
- Accreditation and Compliance Excellence

**Owner**
- President
- Deans
- Directors
- Communications
- Dean of Effectiveness

**Evidence**
- Effective external communication and promotion of the college and seminary
- Strategic use of the institutional voice to address timely issues
- Careful/wise use of social media and other public platforms
- Expanded accreditation engagement and training for faculty and administration

**Budget and/or Date Projections**
- Chapel reflects key leaders in SBC and Evangelical Community
- Ten faculty and two administrators trained at HLC/ATS events AY17-19
- Academic/IE budget Increase
## Institutional Strategy #7: Institutional Agility

**Action Steps**  
- The ability to respond to changing educational and economic environment  
- The ability to embrace new opportunities with appropriate speed and investment strategies

**Owner**  
- President  
- Cabinet  
- Trustees

**Evidence**  
- Streamlined administrative process  
- Faculty commitment to institutional agility and efficiency  
- No long term debt

**Budget and/or Date Projections**  
- Faculty contracts to three years  
- Coterminous Administrative Faculty  
- Balanced budget
Institutional Strategy #8: Appropriate Amenities

**Action Steps**
- Mathena Student Center (MSC)
- Berquist Administrative Building Renovation
- Trustee Building and Faculty Office Renovation/Consolidation
- Support Services Availability and Renovation
- Food Service relocation and upgrade
- Sword & Trowel relocation and upgrade
- Hi-speed, campus-wide internet installation

**Owner**
- President
- VP for Admin
- Trustees
- Directors

**Evidence**
- Formal dedication and use of renovated facilities
- Early planning stages of renovated library complex
- Bookstore online marketplace
- Bundled cable and internet service for all student housing
- Free wi-fi campus wide

**Budget and/or Date Projections**
- October 2018 MSC Dedication
- August 2018 Bergquist Administration building dedication
- August 2018 Faculty and Support Services move to Trustee Building
- September 2018 Sword & Trowel relocation to MSC
- 2017-18 Completion of Hi-speed wireless internet
Institutional Strategy #9: A Growing College

**Action Steps**
- Midwestern College rebrand as Spurgeon College
- Reorganized College Leadership Team
- Curricular assessment, review, and expansion
- Aggressive/Achievable Enrollment Goals
- Aggressive/Achievable Retention Goals
- Expand FUSION program

**Owner**
- Dean of Spurgeon College
- Admissions
- Dean of Students

**Evidence**
- Rebranding to Spurgeon College completed
- New College Dean hired
- Annual Enrollment Goals
- Added college advisor
- Annual Retention Goals
- NAMB/Fusion partnership
- MAMS degree
- BA Communications

**Budget and/or Date Projections**
- Feb 2018 Spurgeon College
- Feb 2018 New College Dean
- Aug 2018 Enrollment Goals for AY18-19, with 19-20 projections
- Aug 2018 retention goals
- SU18 MAMS Launched
- FA18 BA with Communications major approved by faculty
Institutional Strategy #10: An Attractive Community

**Action Steps**
- Hire and retain faculty, staff, and students who desire to be part of the Midwestern Community
- Develop and maintain a happy and winsome campus culture
- Develop a diversity of students, faculty, and staff that reflects and leads the SBC and its stakeholders
- A place where students, faculty, and staff flourish both personally and professionally
- Attention to Institutional branding

**Owner**
- President
- Trustees
- Faculty
- Staff
- Students

**Evidence**
- At least 80% of MBTS graduates will meet or exceed the established learning outcomes
- Expanded benefits for faculty and directors
- Expansion of Language Offerings (Korean, Spanish, Chinese, Romanian)
- Expansion of Study Tour opportunities
- Additional lighting and outdoor areas on campus
- Growing, well trained security team
- The Residency PhD
- Timothy Track MDiv

**Budget and/or Date Projections**
- Faculty Assessment Day each May modified to ensure summative review every three years (SP18 Undergraduate, SP19 Graduate, SP20 Postgraduate)