**Strategic Priorities of Saint Paul School of Theology – 2017-2019**

At the core of this list of strategic priorities is a commitment to rooting all action in the faithful stewardship of the resources God has entrusted to Saint Paul. The seminary will operate within its means. It will also work diligently and integratively across all facets of the organization and its two campuses. The seminary’s priorities fall into five categories: 1) Integrated Relationship Development, 2) Organizational Structure, Resource Allocation and Educational Mission, 3) Program Development and Evaluation, 4) Marketing and Communication, 5) Board Engagement.

* **Integrated Relationship Development**

Saint Paul will develop an integrated relationship development plan that will bring together plans for enrollment, fundraising, alumni and church relations, partnerships and collaborators, and community-based organizations. It will take seriously the fact that the school has unique audiences for the campuses in OKC and KC while recognizing that there is overlap, as well. Put simply, Saint Paul must ensure the plan encompasses the work in both locations. The integrated plan will allow the school to more faithfully steward its resources because it will leverage the work of development across all areas of relationship development rather than working in silos.

* + Fundraising – A comprehensive three-year plan will be developed. The first year is already laid out and was tied directly to the budget.
  + Enrollment – A comprehensive three-year plan will be developed. The first year is already laid out. As with fundraising, it was tied directly to the budget.
  + Alumni – Relationship development with alumni is a key aspect of both enrollment and fundraising. Plans for alumni will tie directly into the work done in both of those areas.
  + Churches – As with alumni, relationship development with churches is a key aspect of both enrollment and fundraising. Plans for churches will tie directly into the work done in both of those areas.
  + Collaborators, Community-based organizations – Intentional partnerships are an important aspect of Saint Paul’s mission and vision. The school will enrich partnerships currently in place by finding new ways to collaborate while also seeking to develop new partnerships.
* **Organizational Structure, Resource Allocation, and Educational Mission**
  + Sustainable budget by July 1, 2018

Saint Paul will have a sustainable budget by July 1, 2018. Key aspects of the operating budget are: 1) the endowment draw will be between 3% and 5%, 2) it will represent a sustainable annual cash flow, 3) it will be based on annual or recurring operations, meaning the school will operate within its means, 4) it will be based upon a deep analysis of revenue trends so that it is rooted in reality, 5) it will not compromise the mission of the school, and 6) it will include integrative, mission-informed planning related to new initiatives

* + Intentional Focus on KC and OKC

Saint Paul is a free-standing seminary with a strategic focus in the Heartland and campuses in OKC and KC. Both play an important role in the future of the school and the school’s plans will have an intentional focus on each of them.

* + Consolidation of KC staff at Resurrection

With clarity on the school’s future as a free-standing seminary comes the opportunity to unify KC-based staff, faculty, and students by consolidating all KC operations at Church of the Resurrection. Work in this area will be tied closely to the planning for the sustainable budget.

* + Organizational design and development

Developing and, more importantly, operating within, a sustainable budget will require significant changes to the design and function of each part of Saint Paul School of Theology. Over the next 10 months, the board, faculty, and staff will think critically and integratively about the Saint Paul of the future. It will no doubt look, operate, and communicate differently than it currently does. The school is aware of the fact that it may not have all of the answers or perhaps even all of the questions. Saint Paul will work collaboratively across the institution to determine the best steps forward while recognizing that with significant change will come significant heartache.

* **Program Development and Evaluation** 
  + Assessment

Good work on this has been done over the past year. The VPAAD and a team of faculty and administrators are creating an integrated assessment system that seamlessly brings together data from student learning, program and institutional assessment. The Response Team is working with the VPAAD to ensure student learning assessment and program assessment inform institutional planning in an integrated way.

* + Program review of MACM and MDiv

These will be done during the 2017-2018 academic year and will inform the ongoing conversation about hybrid degrees and institutional assessment.

* + Hybrid track within the MDiv

The creation of this new track comes out of data that surfaced in an institutional review. It became clear that the school’s constituents were seeking a way for its programs to be more accessible. It was also voiced by current students. By testing completely online courses, the faculty were able to see how student learning was impacted by online teaching. As skills have developed so has a clear picture of what a hybrid track would look like and how it would function. The school plans to launch this track in fall 2018.

* **Marketing and Communication**
  + Clear understanding of story

The VP of Institutional Advancement is crafting a narrative that will form the foundation for the message the school shares with constituents. With that shared foundation Saint Paul will shape its internal messaging so that the school has a consistent story to tell.

* + Clear brand

Saint Paul will clarify its branding and communication so that its audiences can hear clearly the school’s brand promise. That brand will be reinforced in our messaging, recruitment process, the classroom, and in the interactions of our staff.

Saint Paul School of Theology is a place where theology comes alive. Through a unique form of education, students integrate theological study, the daily practice of ministry, and spiritual formation.

Because of this unique approach to theological education, the seminary’s graduates are highly valued by the churches and ministries in which they serve. As the school step into the bright future ahead of it, the vision is to make theological education more accessible through new delivery formats, more relevant through innovative partnerships, and more engaging through intentional relationships.

* + Data reporting/dashboards

As Saint Paul lives into its practice of data-driven decision making and integrated assessment, the staff are creating dashboards that will provide a snapshot of the data that has been identified as key performance indicators. This dashboard will form the foundation of conversations with the board, faculty, and staff.

* **Board Development**
  + Communication

Over the past year, the communication between the various aspects of the seminary (board, staff, and faculty) has improved greatly. Much work must continue to be done in each area. Communication initiated by staff and faculty will be addressed by priorities listed earlier in the document. In this initiative, the priority is place on the way the board communicates with the other portions of the institution and how its members and communities communicate with each other. A positive step has already been taken through the development of a template for dashboards that can be created by each committee regarding that committees work and data.

* + Development and education

Saint Paul will engage in an intentional process of board development that will focus on the following areas: 1) education, 2) relationships with staff and faculty, 3) governance practices, and 4) new member recruitment. Again, good work has been done in this area, but as Saint Paul continues to move forward more intentional work will need to be done so that the board can effectively participate in the important strategic work of the seminary.

* + Expectations and activity

As the seminary lives into the newly formulated structure of the board, the board and administration will continue to clarify expectations and activity in the following ways: 1) the expectations for each committee, 2) expectations for board members in terms of relationship development activity, 3) expectations of staff reporting and engagement with the board, and 4) expectations related to governance practices and strategic oversight.