



## REPORT OF THE GOVERNANCE COMMITTEE OF CONCORDIA SEMINARY REGARDING STRATEGIC PLAN RENEWAL

Concordia Seminary, St. Louis (CSL) has a new president, who has shared a bold vision for our future. We believe that the Board of Regents (BOR) is strongly supportive of this vision, in so far as President Dr. Thomas J. Egger received overwhelming support in his recent election. As part of our work with President Egger to implement that vision, the BOR is beginning the process to update and revise the Concordia Seminary mission and vision statements. This also will entail new strategic priorities for Concordia Seminary.

In the logical order of things, it makes sense to complete the mission and vision updates first, then implement a new strategic plan to seek to attain the defined objectives of the mission and vision. A new plan will take time to develop once the BOR adopts the new mission and vision. However, the current Strategic Plan was approved for the period 2018-20, and has now expired. It is desirable that Concordia Seminary have an active strategic plan in place now, rather than waiting for completion of the mission/vision update.

Therefore, at its May 2021 meeting, the Concordia Seminary Board of Regents voted to renew and extend our 2018–20 Strategic Plan, with some modifications, for two years: 2021 and 2022. The modified and extended strategic plan retains the same four principal strategies, but reorders them and renames some of them for clarity. It also reduces the number of initiatives to three per strategy, making the plan more manageable to articulate and to monitor and improving accountability.

The four strategies are summarized below.

### Strategy No. 1: Faithfully Lutheran

- Mission/vision updates
- Enhancement and strengthening of curriculum
- Global seminary outreach

### Strategy No. 2: Resources to Foster Lifelong Maturation of the Faith

- Centrality of chapel worship
- Useful and accessible faculty publications
- Grow the next generation of scholars

Strategy No. 3: Responsible Stewardship

- Forward-thinking collaboration throughout Synod
- Continued implementation of Campus Master Plan
- Preparation of new development campaign in conjunction with launch of next strategic plan

Strategy No. 4: Recruitment and the Student Experience

- Enhancement of residential and faculty facilities and other initiatives to continue building community life together
- Rationalization of routes to ordination and financial aid
- Continuation of recruitment and student financial support initiatives