



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.

The governance committee therefore recommends that we renew and extend the current Strategic Plan for two years: 2021 and 2022. We would retain the same four principal strategies, but reorder them and rename some of them for clarity. We also recommend reducing the number of initiatives to three per strategy. Currently, there are 22 initiatives listed, which is too many. The initiatives range from the extremely granular (“appoint an assistant to the Associate Provost for Enrollment Management”), to the impossibly broad (“assess the future needs of LCMS congregations and ministries for pastors and deaconesses”). With three broader initiatives under each strategy (many of which are derived from current initiatives), it will be easier for the BOR and the administration to articulate, monitor and measure what we are doing, 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