

## **Strategic Development Plan for International Theological Seminary**

### **Strategic Objective I--Mission and Identity**

#### **Mission of ITS**

Our mission is to equip and train teachers, community leaders, and pastors in the Reformed tradition, who can help transform local communities into vibrant places of worship, mission, and justice.

#### **Institutional Goals of ITS**

1. In response to the pressing needs and challenges of the churches in the Majority World countries, we primarily provide theological education integrated with ministry skills to students who will serve in the areas; and secondarily we train leaders for international/immigrant churches in North America.
2. We develop spiritually and biblically sound leadership in students for the global church.
3. We provide students who come from a wide variety of backgrounds with contextualized learning and knowledge of other cultures to broaden their ministry perspectives as well as to prepare them for cross-cultural partnership.
4. Since spiritual and biblically sound leadership must be paired with strong Christian character, we promote spiritual maturity and integrity among students and faculty.

#### Initiatives:

1. We uphold the Reformed identity of the institution.
2. We emphasize the character and spiritual formation integrated into our curriculum
3. We expand our target group to immigrant/ethnic churches in the US
4. We seek to incorporate diverse theological, spiritual, and cultural perspectives in our curriculum and worship.

### **Strategic Objective II--Board Governance**

#### Goals:

1. To have an active board that can lead the Seminary in its direction and development
2. To have a fair representation in ethnic make-up as well as in geographic and professional background

#### Initiatives:

1. Have the current board members identify other potential board members and invite them to the board
2. Encourage the board members to get involved in the committees

## Appendix #1

(fundraising, budget/finance, personnel, strategic planning, curriculum, assessment, building search)

3. Reexamine the current board structure and terms (i.e., the relationship between the executive board and the general board)
4. Get the board involved in fundraising
5. Plan an annual board retreat and orientation for new board members
6. Provide ongoing education and training for the board
7. Carry out its own assessment regularly and the assessment of the president
8. Maintain diversity in the board (both executive and general) in terms of ethnicity as well as professional background

### Strategic Objective III--Seminary Resources/Institutional Advancement

Goals:

1. To have a balanced budget by the end of 2015-2016 academic year
2. To have an endowment of \$3 million by the end of 2018

Initiatives:

1. Mobilize the alumni by helping them form an alumni association with its chapters in different regions of the world
2. Increase the giving of the board and others for operation
3. Employ a comprehensive, school wide budgeting process
4. Look for grant opportunities
5. Present a plan for the office of development
6. Find local churches, host families, and individuals that can adopt and support our students and alums
7. Get the faculty involved in fundraising and/or raising faculty support
8. Plan an annual fundraising
9. Utilize social media and online giving
10. Plan vision trips every year

### Strategic Objective IV—Building

Goals:

1. Purchase a building in next two years
2. Purchase additional housing units for single and married students and visiting faculty by 2018

Initiatives:

1. Begin a capital campaign in the beginning of 2015. The goal is to raise \$2.5 millions.

### Strategic Objective V—Academic Programs

## Appendix #1

### Goals:

1. Start certificate programs
2. Explore launching other language programs (i.e., Thai and Spanish)
3. Work with denominations for the ordination of MDiv graduates (CRC, ECO, etc)
4. Develop field education program
5. Further develop Korean DMin and MDiv program
6. Grow Chinese program
7. Develop partnership with institutions and groups overseas

### Initiatives:

1. Develop specialization in Korean-immigrant ministry for Korean DMin program
2. Revise curriculum for DMin with emphasis on Pastoral Studies, Missions, African, and Chinese Studies
3. Offer special lectureships and host special events
4. Explore a possibility of offering extension classes for Korean and Chinese program (i.e. evening classes near Korea Town and Irvine)
5. Hire a Chinese program director
6. Offer online classes for Chinese program
7. Host classes (including online) required by denominations for ordination such as polity
8. Send faculty abroad for teaching through existing ministries
9. Explore the possibility of concentration in North Korean Studies

### Strategic Objective VI—Faculty

#### Goals:

1. Increase the number of resident faculty in all programs
2. Maintain ethnic diversity and wide representation of institutions among faculty
3. Add more faculty to Chinese and Korean departments

### Strategic Objective VII—Administration

#### Goals:

1. Hire more bi-lingual staff (Korean-English and Chinese-English)
2. Evaluate IT/communication support

### Strategic Objective VII—Student Body

#### Goals:

1. Increase the student diversity (i.e. the number of countries they are coming from)
2. Increase the number of student enrollment
3. 100 percent scholarships for 50 students by 2018

## Appendix #1

### 4. Increase interaction among students in Chinese, Korean, and English program

Initiatives:

1. Plan an annual student retreat
2. Offer bi-lingual classes
3. Recruit students from the US (keep the tuition low but increase the number of students)
4. Encourage students to get involved in actively promoting the school
5. The board participates in school social events and planning events