

# The Seattle School

OF THEOLOGY & PSYCHOLOGY

## 2019-2021 Strategic Plan

### **Our Mission**

To train people to be competent in the study of text.soul.culture in order to serve God and neighbor through transforming relationships.

### **Our Vision & Calling**

- Serve the Triune God and neighbor in an ever-changing, globalized, post-Christian context.
- Set the bar for theological, psychological, and cultural education through innovative pedagogy, creative execution, and application-based collaborations across disciplines, communities, and sectors.
- Form spiritually-rooted, culturally-responsive leaders and communities attuned to God's movement in the world, for service of the Church that is *yet to be*.

### **Our Present | Where we are now**

- Actively pursuing regional accreditation with NWCCU.
- Self-study process for re-affirmation of ATS accreditation.
- Adapting to a changing marketplace (theological education in decline; Common Curriculum redesign)
- Stabilizing amid a series of significant leadership transitions.
- Supporting organizational viability through a the formation of a Retention Task Force and Graduate Enrollment strategy assessment.
- Fostering innovation and produce design/dev with the Implementation Task Force chartered in November 2018 through June 2019.
- Increasing fundraising capacity through a major donor and foundation strategy.
- Bolstered systems linking, data-driven communications, and contact relationship stewardship through a Salesforce upgrade, Boomi app integration, and Marketing Cloud implementation.
- Forming 266 students, 1260 alumni, 13 national alumni chapter/hubs, more than 1,000 studying with us annually online, 2,000 Allender Center participants, and over 40,000 monthly podcast listeners.

## 2019-2021 Strategic Plan

### **1. FORMATION: Reimagine Theological Education & Formation**

Graduate theological education is undergoing profound challenges and changes. Professional ministerial degrees are less valued than practical education, training, and experiences. We have seen the impact of our mission in the transformation of lives, families, churches, and communities. To fulfill our mission, we must make our education more accessible and affordable. In the next three years we will work to build a bridge of customized learning experiences to help people meet their purpose and calling. This work will include defining who we see as “student” and diversifying our learning offerings and formats.

- Diversify learning models and train instructional team for new formats
- Design innovative offerings rooted in our unique expertise
- Redevelop business model to create a sustainable financial future
- Redevelop direct service model
- Achieve and maintain appropriate accreditation and maintain a culture of assessment

## **2. INTEGRATION: Foster Dynamic Collaborations**

In our first two decades, The Seattle School defined and solidified our mission, identity, and approach. The next decade must focus on partnering with organizations and ministries in the Pacific Northwest, across the country, and around the globe. We will lean into the wealth and innovation gathered in our region and capitalize upon our strategic location in the Pacific rim by developing a Seattle Advancement strategy. We will tap into the technological talent and resources in our local community to become a highly-relational, data-driven organization.

- Develop missional partnerships across disciplines, communities, and sectors to bring interdisciplinary thinking and application to “wicked problems”
- Gain awareness on a national stage
- Recruit and partner with investors to advance our mission and service in the world
- Build effective systems and structures to support changing operational and strategic needs

## **3. SUSTAINABILITY: Cultivate Thriving Organizational Systems**

Technology is simultaneously bringing us closer together and yet farther apart. As we expand our educational modes and reach, we must retain our commitment to Christ-centered, story-driven, relationally-focused education and practices. Our health and vitality will be measured by the depth of relationships among our faculty, staff, students, alumni, and Board. We will seek to reflect the racial, economic, and cultural diversity of our region and the wider world in our education, policies, and practices.

- Nurture alignment and trust through practicing shared values
- Steward human and organizational vitality
- Foster well-being, sustainability, and adaptive leadership among staff

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**Note:** The NWCCU recommendation is that we engage in a planning process that results in a new strategic plan, one that is aligned with the Core Themes and includes a process for providing regular input and feedback to appropriate constituencies (Standard 3.A.1, 3.A.2)