

Bookmarks

[Goal 1: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8](#)

[Goal 2: 2.1, 2.2, 2.3, 2.4](#)

[Goal 3: 3.1, 3.2, 3.3, 3.4, 3.5](#)

[Goal 4: 4.1, 4.2, 4.3, 4.4, 4.5](#)

[Goal 5: 5.1, 5.2, 5.3, 5.4, 5.5](#)

**Equipped to Do God's Will:
A Strategic Plan for Martin Luther College (2017-2023)**



Presented to the
Martin Luther College
Governing Board
February 16-17, 2017

Equipped to Do God's Will

Under God, a Strategic Plan for 2017-2023

During the six-year period of this strategic plan, Martin Luther College will pause to celebrate 25 years of the Savior's rich blessing upon our endeavors to train full-time gospel servants. We will invite our synod to join us in gratitude to the Lord even as MLC remembers to thank Jesus for the synod that owns and supports us.

Though MLC will only celebrate a silver anniversary, we remember with rejoicing a rich heritage. The WELS, for over 150 years, has demonstrated a zealous commitment to training young men and women to be confessional Lutheran gospel servants. MLC carries the baton of our predecessor institutions. Northwestern College, founded in 1865, provided preseminary training for young men seeking to serve as parish pastors. That educational effort continues at MLC in our preseminary Bachelor of Arts degree program. Dr. Martin Luther College, founded in 1884, trained men and women to serve as teaching ministers. That educational effort continues at MLC in our Bachelor of Science degree programs: early childhood education, elementary education, secondary education, and staff ministry. In recent years we have seen significant growth in our graduate studies and continuing education efforts at the college. *Soli Deo Gloria* that MLC remains a dedicated college of ministry, seeking by the Spirit's grace to be Bible-based and Christ-centered in all we do, in classroom and on campus.

The following strategic plan recognizes God's amazing activity in our midst. Much has changed since the year of amalgamation. The college of ministry seeks to maintain open ears and willing hearts to the needs of the visible church that it serves. We also gratefully recognize that our clear purpose remains - to train even more gospel servants to seize the ever growing opportunities to *go and tell*. This strategic plan will focus on many partnerships in view of such opportunities. This plan will also recognize the need to support and strengthen our "infrastructure," both physical space and human resources, to move forward carefully without ever jeopardizing our dedicated mission. So Isaiah's words will be a silent motif throughout the document: *lengthen your cords, strengthen your stakes*. We do all this in a spirit of thanksgiving and trust that our Savior God will keep his promises. *Many are the plans in a person's heart, but it is the LORD's purpose that prevails*. So confidently we hear the voice of Jesus when he says, *commit to the LORD whatever you do, and he will establish your plans*.

President Mark Zarling

Equipped to Do God's Will:

A Strategic Plan for Martin Luther College (2017-2023)

Background

During the spring and early summer months of 2015, the Administrative Council members and all directors of the college individually read the book “Surviving to Thriving: A Planning Framework for Leaders of Private Colleges and Universities” by Joanne Soliday and Rick Mann. The book identifies nine elements that contribute toward a “thriving college framework”:

- 1) Collaborative and courageous leadership;
- 2) Vision;
- 3) Institutional self-esteem;
- 4) Institutional story;
- 5) Habit of reflection and intentionality;
- 6) Culture of planning and innovation;
- 7) Net revenue and strategic finance;
- 8) Student learning and success; and
- 9) Transformative environments.

Using these nine elements, Soliday and Mann detail a pathway that enables a higher education institution to examine the entire scope of its operation and identify constructive ways to advance its mission.

The individual reading was followed by participation in the Thriving Framework Diagnostic Tool administered and analyzed by Credo, a comprehensive higher education consulting firm that specializes in working with independent colleges and universities “to move them forward on the continuum from surviving to thriving.” A strategic “Think Tank” composed of faculty and staff was organized by Dr. Robert Klindworth in his role as faculty representative on the Administrative Council. The purpose of the Think Tank was to scrutinize, refine and share the data gathered through administration of the diagnostic tool. The information was shared during the course of the 2015-16 school year with faculty (at each of four regular plenary meetings) and staff (at special “Lunch and Learn” sessions conducted in the same week as each of the plenary faculty meetings). The sessions were also designed to gather input from faculty and staff through discussion and surveys. Similar information from students was also collected via survey and compiled for analysis during the spring of 2016.

A final report on the findings of the Think Tank gathered during the year long process was presented to the Administrative Council at an administrative planning retreat on May 24-26, 2016, and resulted in this strategic plan.

Mission

The mission of Martin Luther College is to train a corps of Christian witnesses who are qualified to meet the ministry needs of the Wisconsin Evangelical Lutheran Synod (WELS) and who are competent to proclaim the Word of God faithfully and in accord with the Lutheran Confessions in the Book of Concord.

To fulfill this mission, Martin Luther College carries out all instruction and programs of student life according to the gospel as revealed in the inspired and inerrant Word of God. With the guidance of the Holy Spirit, the college desires

- To strengthen the student in a consecrated spirit of love for God and his Word;
- To educate the student for faithful, capable, intelligent citizenship in today's world;
- To assist the student in acquiring the knowledge, attitudes, and skills needed for service in the church and for lifelong learning; and
- To encourage the student in developing and demonstrating a heart for service in the church, community, and world.

To meet the current ministry needs of the WELS, Martin Luther College

- Prepares men for pastoral training at Wisconsin Lutheran Seminary;
- Prepares men and women for service as teachers and staff ministers in the synod's churches, schools, and other institutions;
- Prepares men and women for other church ministries, both full and part-time, responding to the needs of the WELS;
- Prepares international students for ministry in partnership with WELS mission fields; and
- Provides programs of continuing education that meet the ministerial needs of the WELS.

Vision

Jesus, the Living Shepherd, provides all good and necessary gifts to his flock. Relying on that promise, MLC dispenses such gifts through his word, serving as an instrument of the Spirit to equip a diverse corps of shepherds who proclaim and do his gracious will.

May the God of peace, who through the blood of the eternal covenant brought back from the dead our Lord Jesus, that great Shepherd of the sheep, equip you with everything good for doing his will, and may he work in us what is pleasing to him, through Jesus Christ, to whom be glory for ever and ever. Amen. (Hebrews 13:20-21)

Goals

Rejoicing that God works in us, we are

- 1) Equipped to nurture the learning experience of our students, God’s gifts to the church.
Focus: Expand the breadth and depth of the MLC student learning experience.
- 2) Equipped to sustain and grow God’s gifts of partnerships in the Great Commission.
Focus: Nurture diverse opportunities to further the teaching and preaching ministries in our fellowship.
- 3) Equipped to use God’s gifts to enhance the learning and living environment.
Focus: Provide quality facilities and implement best practice analytics for institutional effectiveness.
- 4) Equipped to empower our MLC personnel, God’s gifts to this ministry.
Focus: Provide sufficient staffing and professional development in an environment of clear communication and collaboration.
- 5) Equipped to acknowledge God’s gifts to this ministry from our constituents.
Focus: Nurture support for MLC by showing transparency, gratitude, and impact.

Initiatives and Action Plans

Goal 1

Equipped to nurture the learning experience of our students, God’s gifts to the church.
Focus: Expand the breadth and depth of the MLC student learning experience.

Initiatives for Goal 1

1.1 Continue to develop resources for advisers, professors, and programs to enhance ministry to students and the synod.

Action Plans for Initiative 1.1

- a. Establish a template and calendar for ongoing, intentional, systematic, and comprehensive program review of each undergraduate and graduate program of study (including General Education).

Responsibility	Timeline	Resources	Assessment
VP Academics	Begin a 7-year cycle in 2017-2018	Academic deans; Curriculum Oversight Committee; advisory groups; future director of institutional assessment	Specified template

- b. Continue to brainstorm and implement ideas for student advising resources to track, assess, and direct students' scheduling and program progress (especially pre-seminary majors and double secondary majors).

Responsibility	Timeline	Resources	Assessment
VP Academics	2017-2018	Academic deans; Network Services	Enhanced Portal functions; deans' meeting agendas and minutes

- c. Revise secondary education majors with the goal of serving our constituency more effectively.

Responsibility	Timeline	Resources	Assessment
VP Academics	2018-2019	Licensure Office; Division Chairs; Minnesota Board of Teaching	Program review; Higher Learning Commission (HLC) Teaching Overload documents; HLC Faculty Qualification documents

- d. Allow incoming freshmen to self-register for coursework and complete scheduling by late spring/early summer.

Responsibility	Timeline	Resources	Assessment
VP Academics	2018-2019	Academic deans; Admissions Office; Records Office; Network Services; Scheduling Committee	TBD

1.2 Increase financial aid and decrease the impact of student debt load.

Action Plans for Initiative 1.2

- a. Expand the reach of MLC financial literacy resources to graduates.

Responsibility	Timeline	Resources	Assessment
VP Student Life	2016-2018	Financial Literacy Coordinator;	Planning document ; Review survey and

		Financial Aid Office	contact data
--	--	----------------------	--------------

- b. Develop plans for general financial aid endowment growth and optional future strategies for the possibility that the college will no longer be able to accept federal Title IV funding.

Responsibility	Timeline	Resources	Assessment
VP Student Life	2017-18	Mission Advancement Office; WELS Christian Giving; Financial Aid Office	TBD

- c. Develop plans and resources for tuition discounting practices with the goal of recruiting and retaining students.

Responsibility	Timeline	Resources	Assessment
VP Student Life	2016-2017	Admissions; Financial Aid; Financial Services; Association of Lutheran High Schools and Ministerial Education preparatory school administrations	Planning document

1.3 Encourage service and leadership learning for all students in all tracks of study.

Action Plans for Initiative 1.3

- a. Incorporate pastoral track students into a freshmen Early Field Experience (EFE).

Responsibility	Timeline	Resources	Assessment
VP Academics	2018-2019	EFE I Committee; Pre-Seminary advisers; Academic Deans; Pre-Seminary students	Revised EFE I agenda; Student interest surveys

- b. Every student participates in a “Daylight” experience during their undergraduate years.

Responsibility	Timeline	Resources	Assessment
VP Student Life	2016-2017	Daylight Task Force; Campus Pastor; Daylight Office	Regular post-trip follow-up with students and congregations

- c. Incorporate a community service project as part of the expectations for student groups (e.g., athletic teams, dormitory floors).

Responsibility	Timeline	Resources	Assessment
VP Student Life	2018-19	Housing staff; Intercollegiate coaches/teams; Student group advisors and supervisors	TBD

- 1.4 Continue to actively pursue calling new professors with the intention of conforming to Higher Learning Commission guidelines.

Action Plans for Initiative 1.4

- a. Plan with professors to increase qualifications for teaching according to Higher Learning Commission guidelines through continuing education and graduate school work.

Responsibility	Timeline	Resources	Assessment
VP Academics	Ongoing	Division chairs; Graduate Studies; Administrative Council; Governing Board; director of finance	Continuing Education funding; Sabbatical Fund; Faculty Profile document

- b. Adhering to approved calling practices and scriptural guidelines, call female and ethnic minority professors to the faculty as qualifications and needs provide opportunity.

Responsibility	Timeline	Resources	Assessment
VP Academics	Ongoing	Division Chairs; Administrative Council; Governing Board; director of Graduate Studies and Continuing	TBD

		Education	
--	--	-----------	--

c. Incorporate coaching, administrative, and committee FTE for various duties on campus while continuing to strive toward a goal of 27 hours for undergraduate professors and 24 hours for those with both undergraduate and graduate responsibilities.

Responsibility	Timeline	Resources	Assessment
VP Academics	Ongoing	Division Chairs; Administrative Council; Governing Board; director of Graduate Studies and Continuing Education	TBD

1.5 Explore the potential for establishing an Institute for the Liturgical Arts (ILA).

Action Plans for Initiative 1.5

a. Work with the WELS Commission on Worship (CoW) to determine an appropriate method for assessing the interest and need for such an institute.

Responsibility	Timeline	Resources	Assessment
President	2017-18	Administrator for the CoW	Data to drive analysis of benefit for ILA

b. Investigate whether the addition of an art minor as part of such an institute would integrate with the mission and academic program of MLC.

Responsibility	Timeline	Resources	Assessment
President	2017-18	Vice president for academics; Curriculum Oversight Committee	Governing Board approval; student interest survey

c. Evaluate the impact of such a program on the MLC budget and consider existing plans to remodel the Music Hall as a Fine Arts Center (for small performances, galleries for liturgical art shows, etc.).

Responsibility	Timeline	Resources	Assessment
President	2018-19	Director of finance; conceptual drawings for remodeling the Music Hall as well as expansion plans for Chapel of the Christ	Budget estimates for remodeling, staffing, operations, etc.

		basement and Music Center	
--	--	---------------------------	--

1.6 Establish the MLC Master of Science in Educational Administration degree program as the exclusive source for principal/early childhood education director development and calling.

Action Plans for Initiative 1.6

a. Identify the cohort.

Responsibility	Timeline	Resources	Assessment
VP Academics	2017-2018	Director of Graduate Studies and Continuing Education; Commission on Lutheran Schools	TBD

b. Secure financial aid.

Responsibility	Timeline	Resources	Assessment
VP Academics	2017-2018	Board for Ministerial Education; WELS in convention; grant funds to support training	TBD

c. Phase out the current principal apprentice and principal training program practices.

Responsibility	Timeline	Resources	Assessment
VP Academics	2020-2021	Conference of Presidents; Commission on Lutheran Schools; Office of Graduate Studies and Continuing Education	Summary of COP decision

1.7 Investigate the establishment of a special education diagnostic program for use on campus, in the community, and as a synodical resource.

Action Plans for Initiative 1.7

a. Investigate the feasibility of such a program: Who? Why? Where? How?

Responsibility	Timeline	Resources	Assessment

VP Academics	2020-2021	MLC special education professors; local special education leaders; Independent School District 88; New Ulm Area Catholic Schools; St. Paul's Lutheran School, New Ulm; WELS Commission on Lutheran Schools	Program review
--------------	-----------	--	----------------

b. Begin implementation of diagnostic programs locally and in widening circles as feasible using MLC Special Education (SPED) undergraduates, professors, and other local professionals.

Responsibility	Timeline	Resources	Assessment
VP Academics	2020-2021	MLC special education professors; local special education leaders; Independent School District 88; New Ulm Area Catholic Schools; St. Paul's Lutheran School, New Ulm; WELS Commission on Lutheran Schools	TBD

c. Add a SPED professor/resource position.

Responsibility	Timeline	Resources	Assessment
VP Academics	2020-2021	MLC special education professors; local special education leaders; Independent School District 88;	TBD

		New Ulm Area Catholic Schools; St. Paul's Lutheran School, New Ulm; WELS Commission on Lutheran Schools	
--	--	---	--

1.8 Recruit and teach with a “fields are ripe” mentality, not a “fill the vacancy” mentality.

Action Plans for Initiative 1.8

- a. Intentionalize communication to faculty, students and constituents about real time opportunities being explored by our synod.

Responsibility	Timeline	Resources	Assessment
VP Student Life	Ongoing	Fall Faculty Conference <i>Eye Openers</i> ; Evangelism Day activities; Admissions Office “One Mission: Endless Opportunities” promotion; International Services Office	Minutes of plenary faculty meetings; Evangelism Day agenda; Convocation presentations

Goal 2

Equipped to sustain and grow God’s gifts of partnerships in the Great Commission.

Focus: Nurture diverse opportunities to further the teaching and preaching ministries in our fellowship.

Initiatives for Goal 2

2.1 Partner with Board for Home Missions (BHM) and Commission on Lutheran Schools (CLS) to develop strategies for meeting diverse educational opportunities on and off the campus.

Action Plans for Initiative 2.1

- a. Work with the Board for Home Missions (BHM) and Board for Ministerial Education (BME) to explore the feasibility of off-site training of diverse students as a component of MLC’s mission (i.e. Divine Savior Academy [DSA] in Doral, FL, or Milwaukee urban schools such as Wisconsin Lutheran High School [WISCO]).

Responsibility	Timeline	Resources	Assessment
President	2017-18	Quality Initiative; Principal Ben Troge	Approval by MLC Governing Board

		of DSA and Principal Phil Leyrer of WISCO for specific models to evaluate; also Pastoral Studies Institute and Jeremy Mattek; funding from the President's budget	and Board for Ministerial Education
--	--	---	-------------------------------------

- b. Work with Commission on Lutheran Schools (CLS) to investigate MLC's role, if any, in providing resources for an online Lutheran Elementary School (LES) model to serve WELS homeschooling groups or interested parents and families who do not have the blessing of LES training nearby.

Responsibility	Timeline	Resources	Assessment
President	2017-18	CLS; St. Paul's New Ulm; Pastor Paul Doletzky; Pastor Geoffrey Cortright	Business model

- 2.2 Partner with the Board for World Missions (BWM) and the Global Ministry Committee (GMC) to meet the diverse needs of ministry and training with various people groups.

Action Plans for Initiative 2.2

- a. Assign MLC International Services Office (ISO) the task to partner with Pastoral Studies Institute (PSI) in order to identify and monitor people groups in our fellowship that seek training for appropriate level of church maturation.

Responsibility	Timeline	Resources	Assessment
President	2017-18	International and/or ethnic minority students;	Documentation of data that demonstrates such requests

- b. Explore ways MLC can work with the PSI to offer training specific to the unique needs of such people groups in various levels of spiritual growth (i.e., degree or non-degree) that remains within MLC's stated mission.

Responsibility	Timeline	Resources	Assessment
President	2017-18	Administrator for World Missions L.	Present ministry plan based on data

		Schlomer; Administrator for ME P. Prange; Vice President for Academics J. Wiechman	that is presented to respective boards
--	--	---	---

2.3 Partner with the Board for World Mission (BWM) and WELS congregations to enhance preservice ministry experiences.

Action Plans for Initiative 2.3

a. Solidify budget support for *Daylight USA* and *Daylight International* so the strategic goal of every student having a preservice ministry experience is financially feasible.

Responsibility	Timeline	Resources	Assessment
President	2017-18	Campus Pastor John Boeder and International Services Director Thomas Hunter; Vice President for Mission Advancement Michael Otterstatter	Implemented plan for increased visits, presentations and/or segmented appeals

b. Consider ways that social media and technology tools can be used to allow opportunities for interested students to have a social media friendship with a teacher, pastor or missionary in the field for mutual encouragement.

Responsibility	Timeline	Resources	Assessment
President	2017-18	Audio Visual Coordinator Benjamin Matzke; Web Content Manager Leah Matzke; Director of Alumni Relations Stephen Balza	Documentation of called worker/student relationships established

2.4 Develop an awareness of the benefits a Science, Technology, Engineering, Arts and Mathematics (STEAM) approach might hold for our WELS schools.

Action Plans for Initiative 2.4

- a. Investigate the feasibility and potential role of K-12 STEAM education preparation on the MLC campus.

Responsibility	Timeline	Resources	Assessment
VP Academics	2017-2018	Prof. James Carlovsky (current PhD work is in STEM Education); Faculty Development Committee; Division Chairs (Mathematics/ Science and Education Divisions); Project Lead the Way (University of Minnesota); Licensure Office; Curriculum Oversight Committee; Office of Graduate Studies and Continuing Education	Undergraduate Catalog; Program Plans; data on certificates earned

- b. Implement STEAM education on the MLC campus as part of an effort to investigate and redesign secondary science education programs to better serve our synod's schools.

Responsibility	Timeline	Resources	Assessment
VP Academics	2018-19	Licensure Office; Math/Science Division; James Carlovsky; Project Lead the Way; Office of Continuing Education (John Meyer)	Revised Program Plans

Goal 3

Equipped to use God's gifts to enhance the learning and living environment.

Focus: Provide quality facilities and implement best practice analytics for institutional effectiveness.

Initiatives for Goal 3

3.1 Refine and begin implementation of the master site plan approved by the MLC Governing Board in April 2016.

Action Plans for Initiative 3.1

a. Refine the narratives for all master site plan projects.

Responsibility	Timeline	Resources	Assessment
VP Administration	January 1, 2017	Master Projects Committee; campus writer/editor; Mission Advancement Office	Completed narratives for all master site plan projects

b. Estimate ongoing program and operating budget impact for all master site plan projects.

Responsibility	Timeline	Resources	Assessment
VP Administration	December 31, 2017	Director of Environmental Services; director of Human Resources; department heads	Master site plan

c. Review and update all master site plan project details and cost estimates individually at least 18 months before construction is scheduled to begin.

Responsibility	Timeline	Resources	Assessment
VP Administration	Due dates vary according to plan	Director of Environmental Services; local contractors	Master site plan

d. Work with the WELS Capital Projects Committee (CPC) and the Ministry of Christian Giving (MCG) to identify extra-budgetary funding sources, establish fund raising partnerships and gain approval from the Synodical Council (SC) and Conference of Presidents (COP) for project timelines.

Responsibility	Timeline	Resources	Assessment
VP Administration	July 1, 2017	WELS CPC; WELS MCG; MLC MAO; SC and COP	Master site plan

3.2 Provide appropriate FTE for a director of institutional research and effectiveness.

Action Plans for Initiative 3.2

- a. Develop a position description for a part time director of institutional research and effectiveness.

Responsibility	Timeline	Resources	Assessment
VP Administration	July 1, 2017	Human Resources Office	Completed position description

- b. Allocate the appropriate FTE for a director of institutional research and effectiveness from within current personnel or allocate funding for the position in the next available biennial ministry plan (budget) cycle.

Responsibility	Timeline	Resources	Assessment
VP Administration	January 1, 2018	Budgetary funding; Administrative Structure Task Force	Ministry plan for 2019-21

3.3 Utilize data-driven analytics in support of comprehensive, ongoing, systematic and intentional assessment and program review for all support functions of the college.

Action Plans for Initiative 3.3

- a. Assure the collection, organization and assimilation of program data on a prioritized basis.
- b. Generate routine reports required by state, federal and accreditation agencies.
- c. Assist internal departments with process improvement planning.
- d. Guide and direct future strategic planning processes for the college.

Responsibility	Timeline	Resources	Assessment
VP Administration	July 1, 2017	Director of Human Resources	Ongoing review of reports generated

3.4 Provide a clearinghouse led by a part time compliance officer to support the administration in the identification and analysis of higher education compliance issues.

Action Plans for Initiative 3.4

- a. Allocate 0.2 FTE in a current administrative, faculty or staff position with the charge of coordinating compliance efforts and staying abreast of new compliance regulations and requirements as they arise.

Responsibility	Timeline	Resources	Assessment
VP Student Life	2018-19	Association of Title IX Administrators;	MLC Compliance Committee review

		D. L. Stafford LLC; National Association of Clery Compliance Officers; MLC Compliance Committee; Financial Aid Compliance; IPEDS; NCAA Compliance; Administrative Structure Task Force	efforts
--	--	---	---------

b. Consider the feasibility of establishing the position in combination with the director of institutional research and effectiveness.

Responsibility	Timeline	Resources	Assessment
VP Student Life	2018-2019	Faculty FTE analysis; Administrative Structure Task Force	TBD

3.5 Implement the components of Quality Initiative 2018: “Enhancing the Recruitment and Retention of Underrepresented Student Populations.”

Action Plans for Initiative 3.5

a. Follow the existing Quality Initiative (QI) task chart, utilizing funding as appropriate to fill staffing needs as directed in the QI report.

Responsibility	Timeline	Resources	Assessment
VP Academics	2018-2019 and beyond	QI Task Force; Initial Report	Existing QI Task Chart

Goal 4

Equipped to empower our MLC personnel, God’s gifts to this ministry.

Focus: Provide sufficient staffing, professional development and an environment of clear communication and collaboration.

Initiatives for Goal 4

4.1 Identify and train people to sustain seamless leadership across campus functions.

Action Plans for Initiative 4.1

- a. Empower the Human Resources Office to investigate the expansion and enhancement of current supervisor training efforts.
- b. Encourage the Human Resources Office to investigate and fund additional professional development efforts that focus on succession planning.

Responsibility	Timeline	Resources	Assessment
VP Administration	Ongoing	Human Resources Office; budgetary funding	Annual calendar for the training cycle

4.2 Update, fund and implement the 2015-16 master staffing plan.

Action Plans for Initiative 4.2

- a. Update position descriptions, review priorities for proposed positions, and identify areas of need, surplus capacity, inefficiencies and redundancies.
- b. Allocate funding as part of the budget planning process to implement master staffing plan goals over the next six years.

Responsibility	Timeline	Resources	Assessment
VP Administration	June 30, 2023	Human Resources Office; supervisor input; budgetary funding	Master Staffing Plan timeline

4.3 Encourage intradepartmental and interdepartmental communication, collaboration, and decision-making by equipping and empowering faculty and staff.

Action Plans for Initiative 4.3

- a. Develop and implement a plan for quarterly interactive sessions for faculty and staff organized by the Human Resources Office and conducted by members of the administration.

Responsibility	Timeline	Resources	Assessment
VP Administration	Ongoing	HR Office; budgetary funding; "Listen and Learn"/sharing sessions	TBD

- b. Support annual planning retreat opportunities for all campus departments on a rotating basis.

Responsibility	Timeline	Resources	Assessment
VP Administration	Ongoing	Human Resources	Annual calendar of

		Office; budgetary funding	activities
--	--	---------------------------	------------

- c. Investigate tools and processes to enable and enhance communication, collaboration, and decision-making both within and among departments across the campus.

Responsibility	Timeline	Resources	Assessment
VP Administration	Ongoing	Human Resources Office; Network Services; Technology Advisory Committee; Budgetary Funding	Report and recommendation on tool implementation and process changes

4.4 Analyze administrative structure issues and accompanying options.

Action Plans for Initiative 4.4

- a. Appoint a task force to review the current administrative structure and provide appropriate feedback to the Governing Board.

Responsibility	Timeline	Resources	Assessment
VP Administration	September 1, 2017	Administrative Structure Task Force	Administrative Structure Task Force report

4.5 Explore and implement realistic sabbatical-in-ministry opportunities.

Action Plans for Initiative 4.5

- a. Create realistic, short-term, sabbatical-in-ministry opportunities as part of the synthesis of teaching review for all faculty.

Responsibility	Timeline	Resources	Assessment
VP Academics	2016-2017	Division Chairs; Conference of Presidents; Commission on Lutheran Schools; Association of Lutheran High Schools; Review of Teaching Process	Synthesis Review of Teaching documents

- b. Explore options that provide sustainable funding for sabbatical-in-ministry opportunities.

Responsibility	Timeline	Resources	Assessment
VP Academics & VP Mission Advancement	2018-2019	Division chairs	Planning calendar

Goal 5

Equipped to acknowledge God’s gifts to this ministry from our constituents.

Focus: Nurture support from our constituents by showing transparency, gratitude, and the impact of their gifts.

Initiatives for Goal 5

5.1 Continue to develop an MLC Annual Fund which provides predictable and sustainable support for MLC from an ever-expanding base of donors.

Action Plans for Initiative 5.1

a. Clarify the purpose for the MLC Annual Fund and identify revenue streams.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2016-2017	Mission Advancement Office; consultants; best practices techniques	TBD

b. Develop a position description for an annual fund manager, follow the established plan for strategic staffing and hire appropriate staff to reach established SMART goals for the MLC Annual Fund.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2016-2017	Mission Advancement Office; director of Human Resources; consultants; best practices techniques	Annual fund manager position description; strategic staffing plan; SMART goals

c. Establish SMART Goals for the MLC Annual Fund to determine an appropriate percentage of budget support that such an annual fund will provide.

Responsibility	Timeline	Resources	Assessment
VP Mission	2017-2018	Historical averages	SMART goals

Advancement		of financial support; Compare best practices as identified at Wisconsin Lutheran College, Bethany Lutheran College and other comparable peer institutions; IPEDS	
-------------	--	--	--

d. Develop all components and materials for the MLC Annual Fund including publicity brochures, web content, appeal letters, etc.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2017-2018	Consulting firm and design layout firm	TBD

e. Implement best practices in analytics and moves management in connection with our donors and constituents as we launch the MLC Annual Fund.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2017-2018	Consulting firm and best practices in fundraising industry	TBD

5.2 Use the Master Site Plan to develop a comprehensive capital campaign.

Action Plans for Initiative 5.2

a. Begin preliminary search for a consulting firm to assist with a capital campaign.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2016-2017	Search guided by WELS Ministry of Christian Giving	Capital campaign planning documents

b. Enlist a consulting firm for a comprehensive capital campaign and for Phase 1 of the campaign.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2017-2018	TBD	TBD

c. Work in cooperation with the WELS Ministry of Christian Giving (MCG) for the 2019-21 biennium to fund Phase 1 of the capital campaign.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2019-2021	TBD	TBD

d. Develop a plan for completing the remaining phases of the comprehensive capital campaign without MCG assistance.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2020-2021	TBD	TBD

e. Complete the remaining phases of the comprehensive capital campaign without MCG assistance.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2021-2023	TBD	TBD

5.3 Continue to celebrate and communicate the impact of MLC’s Gospel ministry among us and through us.

Action Plans for Initiative 5.3

a. Develop the position of communications administrative assistant to allow for more effective communications planning and implementation.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2017-2018	Director of public relations; data management Specialist; director of alumni relations	Position description for communications administrative assistant

b. Continue to solicit input from constituents and the MLC family with the goal of improving current communication strategies and more effectively connecting constituents to the ministry of MLC through print, website, events, presentations, campus visits, marketing, promotions, social media, etc.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2016-2017	All MLC departments and offices	Planning document

c. Continue to *inform* alumni by means of regular and varied communications.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	Ongoing	Current publications: a print magazine (InFocus); an e-newsletter (Alumni Messenger); and social media (Facebook); Director of alumni relations; director of public relations	TBD

d. The Alumni Relations Office will continue to *involve* alumni with events on and off the campus.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	Ongoing	Current events include: homecoming , commencement exercises , reunions , tours and volunteer opportunities (Martin Luther College Alumni Association , archives , etc.); director of alumni relations	TBD

e. Provide an opportunity for alumni to *invest* in MLC during its 25th anniversary by participating in a dual purpose campaign to erect a *Fishers of Men* statue and establish an endowed scholarship.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	2017-2020	Utilize the Martin Luther College Alumni Association (MLCAA) to direct a dual purpose campaign : 1) erect a	TBD

		Fishers of Men statue ; 2) establish an endowed scholarship	
--	--	---	--

5.4 Continue to investigate a variety of financial aid funding models.

Action Plans for Initiative 5.4

- a. Expand the Congregational Partner Grant Program and develop a plan for the long term sustainability of the program.

Responsibility	Timeline	Resources	Assessment
VP Student Life / VP Mission Advancement	2016-2017	WELS; Board for Home Missions; Ministry of Christian Giving	Conference of Presidents meeting of 9/2016; Congregational Partner Grant Program guidelines

- b. Continue to investigate the scope and impact of Federal Financial Aid programs.

Responsibility	Timeline	Resources	Assessment
VP Student Life /	2016-2017	Mission Advancement Office	Planning document

5.5 Foster and celebrate volunteer and other service opportunities among our constituents.

Action Plans for Initiative 5.5

- a. Builders for Christ projects.
- b. Adjunct professorships.
- c. Congregational Contact Program.
- d. Master Site Plan development.

Responsibility	Timeline	Resources	Assessment
VP Mission Advancement	Ongoing	Public Relations Office; Alumni Relations Office; Human Resources Office	TBD