

OneRTS

Serving the Church, *together.*

REFORMED
THEOLOGICAL SEMINARY



Strategic Planning Initiative Vision

Unify, clarify, and simplify administrative functions to support OneRTS on a global platform while strengthening and empowering each campus to access the best resources to serve students with the best experience.

REFORMED
THEOLOGICAL SEMINARY



51,000,000+ PEOPLE
LIVE NEAR
AN RTS CAMPUS

From the Chancellor

Reformed Theological Seminary remains committed to teaching the whole counsel of God in ways that clearly communicate the doctrines of Holy Scripture and the work of the Church by the power of the Holy Spirit. Seeking to please him who died and rose again on our behalf, we entrust sound doctrine to faithful men and women who will be able to teach others also. The Bible and teaching the Bible is the heart of Reformed Theological Seminary. We are committed to teaching the Bible in all its simplicity and depth.

By God's grace, one of the finest theological faculties in the world has been assembled at this institution. They are a gift to the Church, and each day they labor to advance the commission of our Lord Jesus to go into all the world and make disciples.

When the Board of Trustees and the leadership of RTS sought to come together for a time of strategic planning,

we did so under the guiding principle that we would establish a thorough and honest process whereby we could learn and grow. The past year has been one of discovery. The Strategic Planning Initiative (SPI) has revealed areas where we were strong and where we were weak as an institution.

This report represents hundreds of hours of interviews across the entire seminary community. We were (and are!) committed to listening well and serving one another in ways that commend the gospel of the Lord Jesus Christ. This report reveals the labor of a staff and faculty working team that helped guide the entire work as well as a Board of Trustees committed to the health, efficiency, and growth of this seminary. It is sent forth not as a destination, but a starting point for our future.

In God's mercy and providence, we stand ready to embark on a new season of service at RTS. This plan provides the

framework for us as we walk forward into a future where we beseech the help of God to hold forth the light of gospel in this dark world. Thank you for your investment and care for RTS. Our prayer is that this Strategic Planning Initiative will be used by God for many years of faithful service to his church for his glory.

May the grace of the Lord Jesus Christ, the love of God, and the fellowship of the Holy Spirit be with us as we prayerfully continue to become OneRTS for Christ and his kingdom.

Your fellow servant and pilgrim,



A handwritten signature in black ink, appearing to read "Ligon Duncan".

Rev. Dr. J. Ligon Duncan, III

Executive Summary

Serving the Church

Reformed Theological seminary provides quality preparation by a world-class faculty for servants of the Church of the Lord Jesus Christ.

The RTS faculty represents academic research and scholarship at the highest levels of thought and execution dedicated to serving the Church by preparing church leaders for twenty-first century challenges.

The RTS program of study is designed to train graduates to rightly understand and apply doctrinally precise methods and answers to modern issues.

The RTS educational experience is both personalized and communal; contemporary and historical; innovative and traditional.

Improving Organizational Effectiveness

PAGE 8

Management challenges arose that manifested the need for a structural change across all RTS campuses.

New management groups provide ways for information to be shared and decisions to be made across the RTS system quickly and efficiently.

New organizational matrix improves the effectiveness, saves money, targets resources, and shares administrative services.

Tool: Organizational Matrix (page 10)

Tool: Chancellor's Council (page 11)

Tool: Chancellor's Cabinet (page 12)

Growing the Impact

PAGE 17

Stable + Sustainable + Scalable = Growth

RTS must continue to build its capacity to provide the financial resources necessary to grow each campus to serve more churches by training more pastors and church leaders.

State of the art online classes are designed and committed to academic rigor, personalized instruction, administrative support, and interactive experiences with RTS faculty and students in a community of disciples.

Tool: Development Matrix (page 19)

Tool: RTS Global (page 22)

Spreading the Word

PAGE 23

The RTS faculty is a gift and resource to the Church that should be featured on RTS media platforms in ways that advance the mission of RTS to train and support pastors and resource local churches to impact their communities with the Gospel.

RTS Media desires to influence the influencers who will, in turn, strengthen churches across the world.

Tool: RTS Growth Engine (page 24)

Strategic Planning Initiative

The RTS Strategic Planning Initiative was **designed to put in place a structure**, both of personnel and feedback, that could easily be **received confidentially, documented accurately, categorized easily, analyzed thoroughly**, and **reported honestly**.

In the turmoil created by a global pandemic, RTS worked to remain nimble in its adaptation of the technologies that facilitated its steady growth during the COVID crisis with a careful resolve to remain committed to residential theological education. As the pandemic began to shift the administrative capacities and priorities of the institution in ways not previously anticipated, the RTS Board of Trustees sought to enter into a dedicated initiative of strategic planning that would result in a roadmap for action in the future.

The Strategic Planning Initiative (SPI) has been operative at RTS since September 25, 2020. At the launch of the initiative by the RTS Executive Committee, a working team from the RTS Administration/Faculty/Staff was assembled by sanction of the Executive Committee and chartered to operate under its aegis with the goal to present to the Board of Directors at an acceptable time a strategic plan that could be implemented by RTS leaders.

At the outset it was realized that higher education in general and theological education in particular faced challenges in executing their evolving strategies in response to rapidly changing markets, technology, student preferences, and social norms of the broader culture. Attempts for transformational change by the majority of businesses, churches, and institutions (both educational and issue/constituency based non-profit) typically fail because they are not structured to succeed.¹

Structure in this endeavor was not confined to the original staffing of the working team or the RTS Board's Advisory Committee. While important, the activity (not simply the personnel) was critical to obtaining the truth from every sector of the seminary in ways that allowed for confidential conversations around key thematic areas of concern. Organizationally lifesaving information often cannot get where it needs to go when management has not institutionalized a disciplined way to receive it. The SPI was designed to put in place a structure both of personnel and feedback that could easily be received confidentially, documented accurately, categorized easily, analyzed thoroughly and reported honestly.²

Priorities for goal setting were obtained through a series of diagnostic questions posed to the RTS working team where confidential responses were organized through the use of an affinity diagram.³ The working team's responses created four distinct islands of thought for processing: Improve the Structure, Grow the Institution, Spread the Word, and Serve the Church.⁴ Quantitatively weighted, it was discovered the structure of RTS was of paramount concern to the team and reflected an enterprise-wide concern about how best to improve the way RTS was organized to fulfill its mission.

In the words of Harvard Business School scholar, Michael Porter, effective strategy is "choosing what not to do." The working team set out to alleviate confirmation bias by empowering structured confidential conversations to take place at every strata of the seminary.⁵ To make those interviews profitable, the honest conversations taken from the confidential feedback of the working team made possible the creation of a statement of direction. The SPI Statement of Direction was just that – a direction, not a destination. As representatives from all sectors of the seminary, the working team was able to structure a statement that would guide discussion and receive confidential feedback that could be structured and analyzed without being overly broad or needlessly constricting.

Eighty-eight (88) interviews were conducted by an external consultant (some in person, some received through a web portal). A feedback matrix was constructed that catalogued and assigned each unique piece of feedback a number and coded it in the category to which it would best fit and be available for reporting back to the working team.

Two-hundred twenty-two (222) unique feedback items were received. This represented a response rate of more than 60% from the enter seminary community. The feedback was administratively weighted (as opposed to academically focused) and presented.⁶ The integrity of the SPI research, therefore, can be considered accurate in that every precaution has been taken to organize all qualitative data and represent it quantitatively in a matrix that is understandable and informative.

In the words of Harvard Business School scholar, Michael Porter, **effective strategy is "choosing what not to do."**

1. See McKinsey and Company, "How to Beat the Transformation Odds" April 2015

2. See Michael Beer: *Fit to Compete: How Honest Conversations about Your Company's Capabilities are the Key to Winning Strategy*, p. 7.

3. The affinity diagram organizes a large number of ideas into their natural relationships. It is the organized output from a brainstorming session. It is used to generate, organize, and consolidate information related to a product, process, complex issue, or problem. After ideas are generated in response to diagnostic questions, ideas are grouped according to their affinity, or similarity. This method taps a team's creativity and intuition and helps organize complex and random thoughts. It was created in the 1960s by Japanese anthropologist Jiro Kawakita.

4. The original diagnostic questions posed to the working team were: What are RTS' objectives and aspirations?; What are the threats and opportunities to RTS' mission in the theological education space?; What is the unique value RTS delivers?; What are the most critical things RTS must do to continue to sustain its work in the future?; What is needed to fulfill and implement the goals and strategies of RTS?; What values going forward should guide the day-to-day operation and organization of the seminary?

5. See Michael Porter's 1996 Harvard Business Review article, *What is Strategy?* <https://hbr.org/1996/11/what-is-strategy>

6. The SPI Working Team did not consider or discuss areas of academic requirements as the curriculum and theological requirements for each degree were directed by the Board of Trustees, the Chancellor, and the RTS Faculty. The focus of the SPI was operationally directed.

OneRTS

The focus of the SPI began with the student and worked backward from that point. OneRTS exists to equip students to become future leaders for the Church of Christ. Their experience in seminary is formative and sets the direction for an entire lifetime of ministry. Toward that end, **OneRTS seeks to strengthen and empower each campus** with the very best resources so that all RTS students experience a **dynamic experience of academic discipleship in every RTS class.**

Unify

While all RTS campuses are unique in their context, they comprise an educational system that remains unified in its curriculum and dedicated to a residential campus culture of excellence. OneRTS provides the structure for each campus to serve in its ministry context and simultaneously participate in unity with all other RTS campuses across the nation.

Clarify

Unity cannot be established and maintained without clarity - in roles, processes, and expectations. OneRTS gives clarity to personnel and processes that will facilitate a smooth operational core that neither stymies local campus creativity nor frustrates institutional requirements. To achieve such regimented flexibility, the SPI was designed from the very outset with research processes and tools to accurately discover what was actually taking place from day to day and how best to expose problems with a goal of remedying issues of personnel management, financial processes, or administrative protocols.

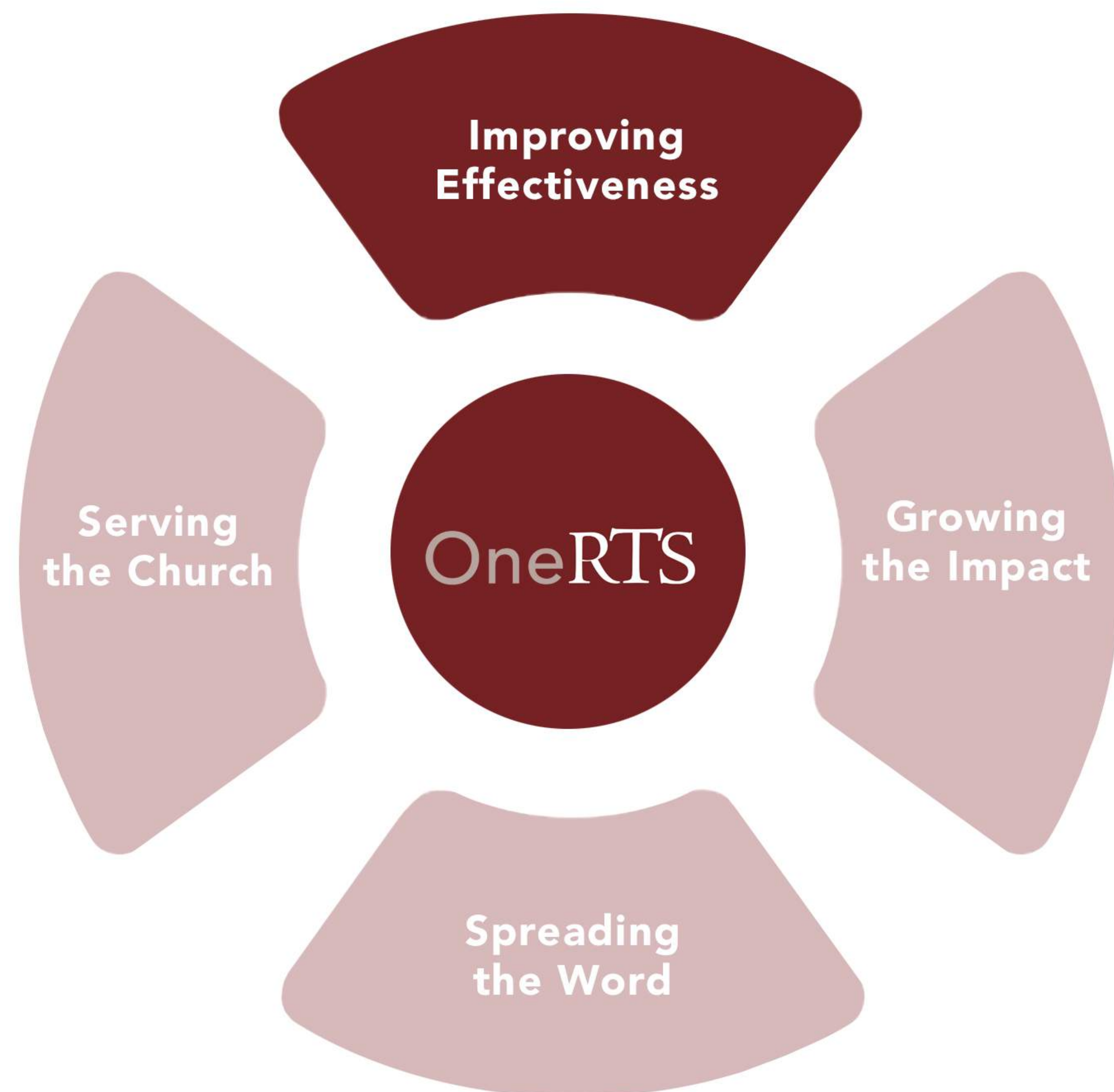
Simplify

The geographic dispersion of RTS campuses had the propensity to create multiple layers of complexity in almost every area of administrative protocol. Each campus struggled to understand their boundaries regarding institutional requirements and regulations for day-to-day operations. The sheer number of campuses could create processes that, when combined with other campuses across the RTS system, stymied progress and disempowered vital changes for the better of all RTS campuses. OneRTS provided the means to examine everything on every campus and better organize for effectiveness that would result in better service to all RTS students.

OneRTS Goals



Improving Effectiveness



The structure of RTS must be improved to reflect an ease of use by all faculty, staff, and students. RTS will simplify, clarify, and modify organizational relationships and responsibilities within the multi-campus structure to better serve its constituencies. Redundancies will be eliminated, and systems will be created and/or reinforced that will establish understandable processes for who does what, when, and how? Decisional rights will be re-examined and re-assigned to remove the logjam caused by unnecessary bottlenecks of decisionmakers. Leaders will be empowered on each campus and expertise in operations will be centralized to better serve the students, faculty, and staff. The focus will be on efficiency – honing the operational vision toward tighter goals and processes.

Organizational Matrix

Each **campus president** or **executive director** is charged to lead a particular campus in ways that maintain the **unity of the curriculum**, provide **world-class instruction** at that location, and partner with other campuses to integrate course offerings and activities with the overall RTS system.

RTS spans seven states with an international outreach beyond the borders of the United States. The sheer size of the RTS footprint requires an organizational matrix that enables decision making at the campus level in a way that is coordinated across the RTS system. To reduce complexity, enable input and collaboration from every quadrant of RTS, a matrix that links each campus to a centralized administrative resource bank has been designed to strengthen the administrative spine and enable non-centralized decision-making at each campus through new management groups.

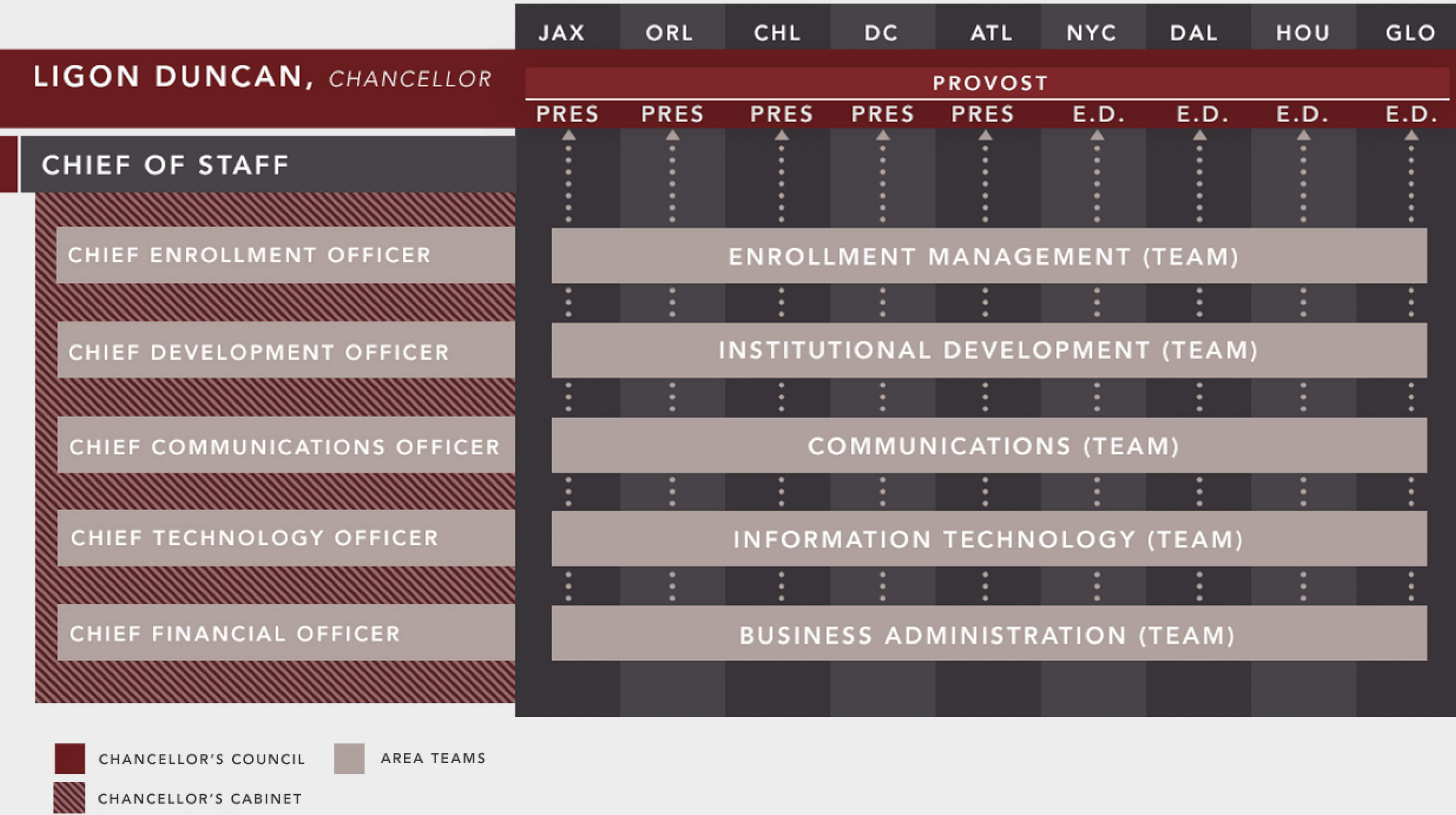
At the campus level, all faculty and staff report to their campus president/executive director. Five specific leadership areas will be coordinated across the seminary and linked to an institutional officer responsible for resourcing and/or leading initiatives across the entire institution. Admissions/Enrollment Management, development, communications, technology and finance will be coordinated by chief officers in these specific areas.

The Chief of Staff will coordinate the work of the Chief Enrollment Officer, Chief Development Officer, Chief Communications Officer, Chief Technology Officer, and Chief Financial Officer.

Leadership for the entire RTS Enterprise resides with the Board of Trustees and the Chancellor. At their direction, campus leadership is empowered to function in ways that highlight and feature the unique contribution each campus brings to the greater RTS system. Each campus president or executive director is charged to lead a particular campus in ways that maintain the unity of the curriculum, provide world-class instruction at that location, and partner with other campuses to integrate course offerings and activities with the overall RTS system.

New Organizational Matrix

To **reduce complexity, enable input and collaboration** from every quadrant of RTS, a matrix that links each campus to a centralized administrative resource bank has been designed to **strengthen the administrative spine** and enable **non-centralized decision-making** at each campus through **new management groups**.

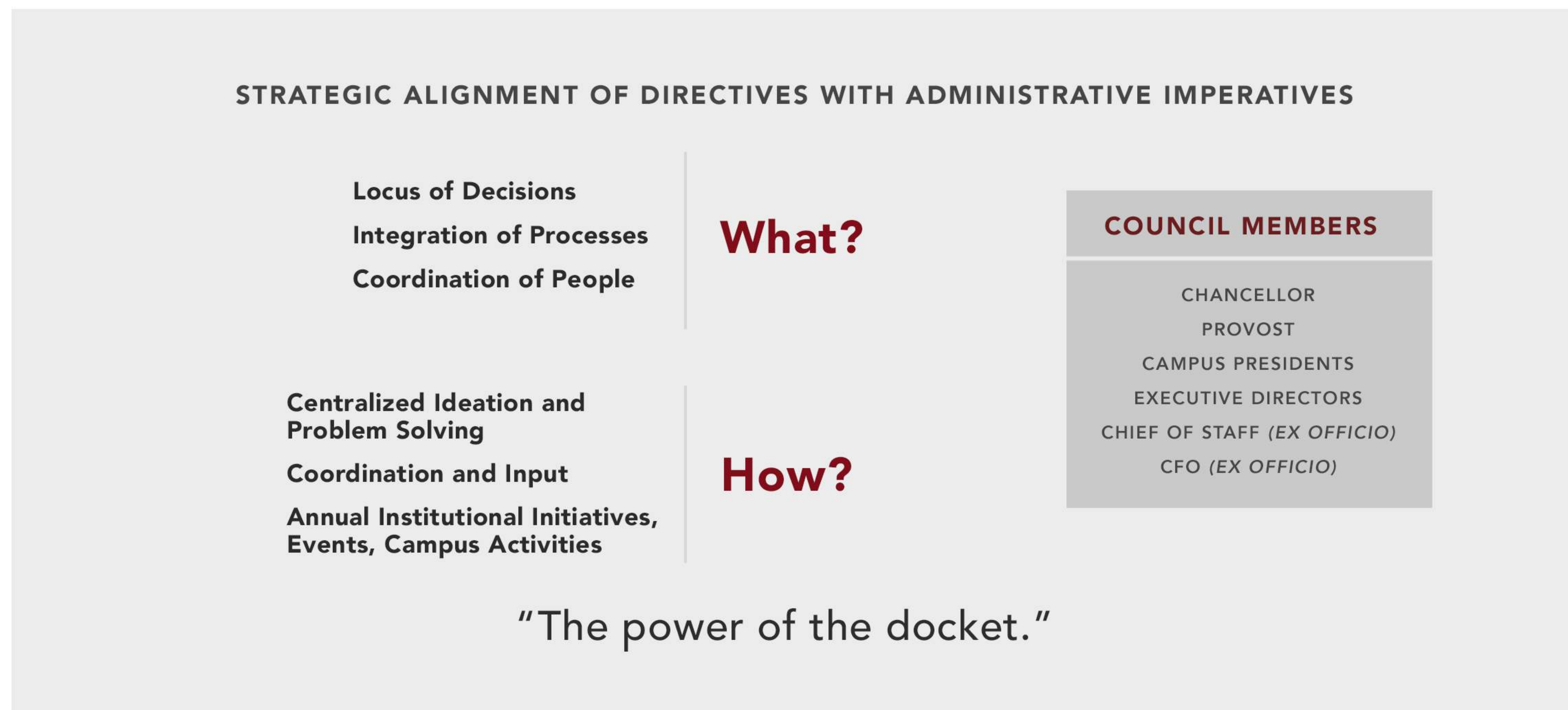


Chancellor's Council

The Chancellor's Council includes the Chancellor, Provost, all campus presidents and executive directors, the Chief of Staff and the Chief Financial Officer. This council is charged to strategically align the work of each campus within the overall RTS system. No effort will be made to centralize all aspects of work for each campus. Rather, each campus will operate as an interdependent entity within its context. From the Council will emerge system wide initiatives, working groups and special problem-solving plans designed to remove barriers to growth and produce actionable policies that are applicable across the RTS system.

In coordination with the Board of Trustees, the Chancellor's Council will be the center for all RTS decisions. From these decisions, the Council will integrate the processes required to accomplish all directives and coordinate the personnel required to execute every action. In order to accomplish these goals, each meeting of the Council will require careful planning, clear goals for each meeting, and careful management of all processes that rise from each meeting.

The Council will be the locus for centralized ideation, problem solving, campus coordination, and designation for working groups of the Council.

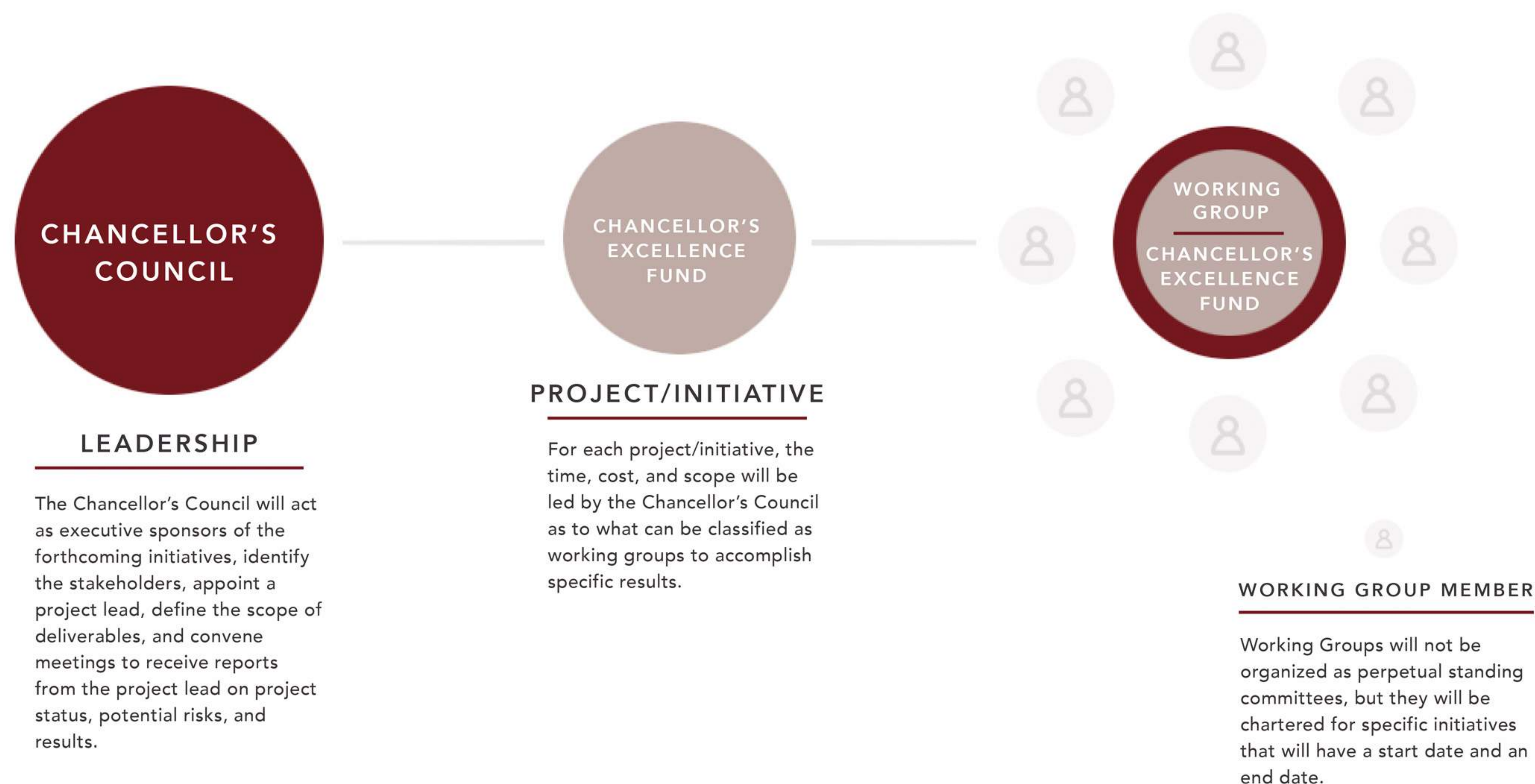


Chancellor's Council Working Groups

At the direction of the Chancellor's Council, a particular working group will be appointed. Members of the working group will be appointed by the Council for a defined scope of work during a specific time period. **A formal start/end date will accompany the defined scope of a working group.**

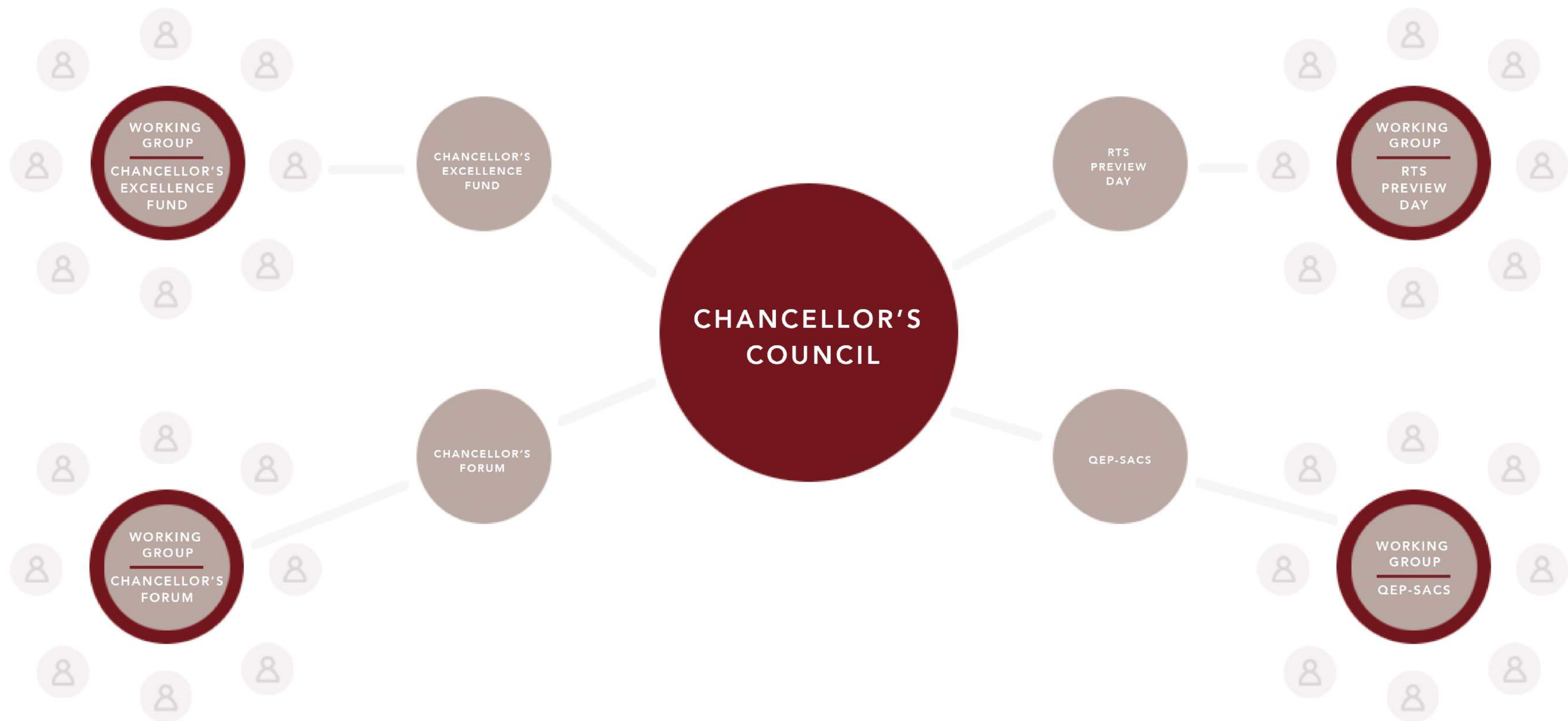
The working group will have a singular task or focus. That task/focus will facilitate all actions of the group toward accomplishing the goal(s) of the Working Group. Each Working Group must have an executive sponsor taken from the Chancellor's Council who will assist other members in the overall scope of the work.

When the working group has accomplished all goals charged to them, a report will be presented to the Chancellor's Council for review and action.



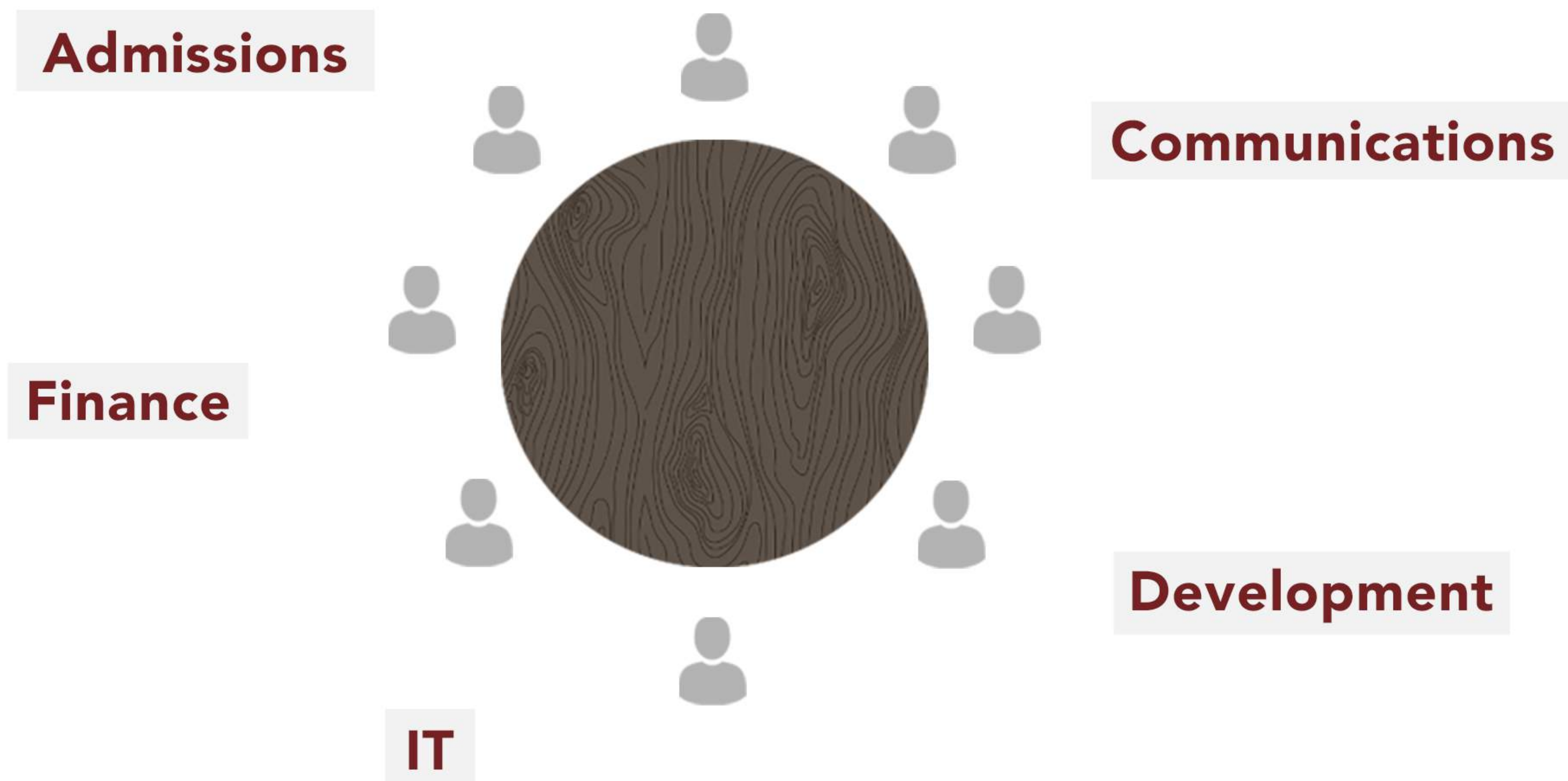
Chancellor's Council Working Groups

This structural tool is designed to activate work and resolve problems quickly. The structure and charge of a working group need not be prolonged. Rather, the expertise assembled in the formation of the working group enables quick execution and targets issues/problems/initiatives with the quickest point of action toward resolution. As such, **multiple working groups can exist simultaneously** as befits the need(s) of the moment.



Chancellor's Cabinet

The Chancellor's Cabinet includes the **Chancellor**, the **Chief of Staff**, **Chief Enrollment Officer**, **Chief Development Officer**, **Chief Communications Officer**, **Chief Technology Officer**, and the **Chief Financial Officer**.



Chancellor's Cabinet

The Cabinet is a standing resource group that manages and executes the day-to-day operations of the seminary as well as facilitates particular directives of the Chancellor and the Chancellor's Council. The Office of Communications is specifically designed to support and coordinate the needs of the Admissions and Development divisions.

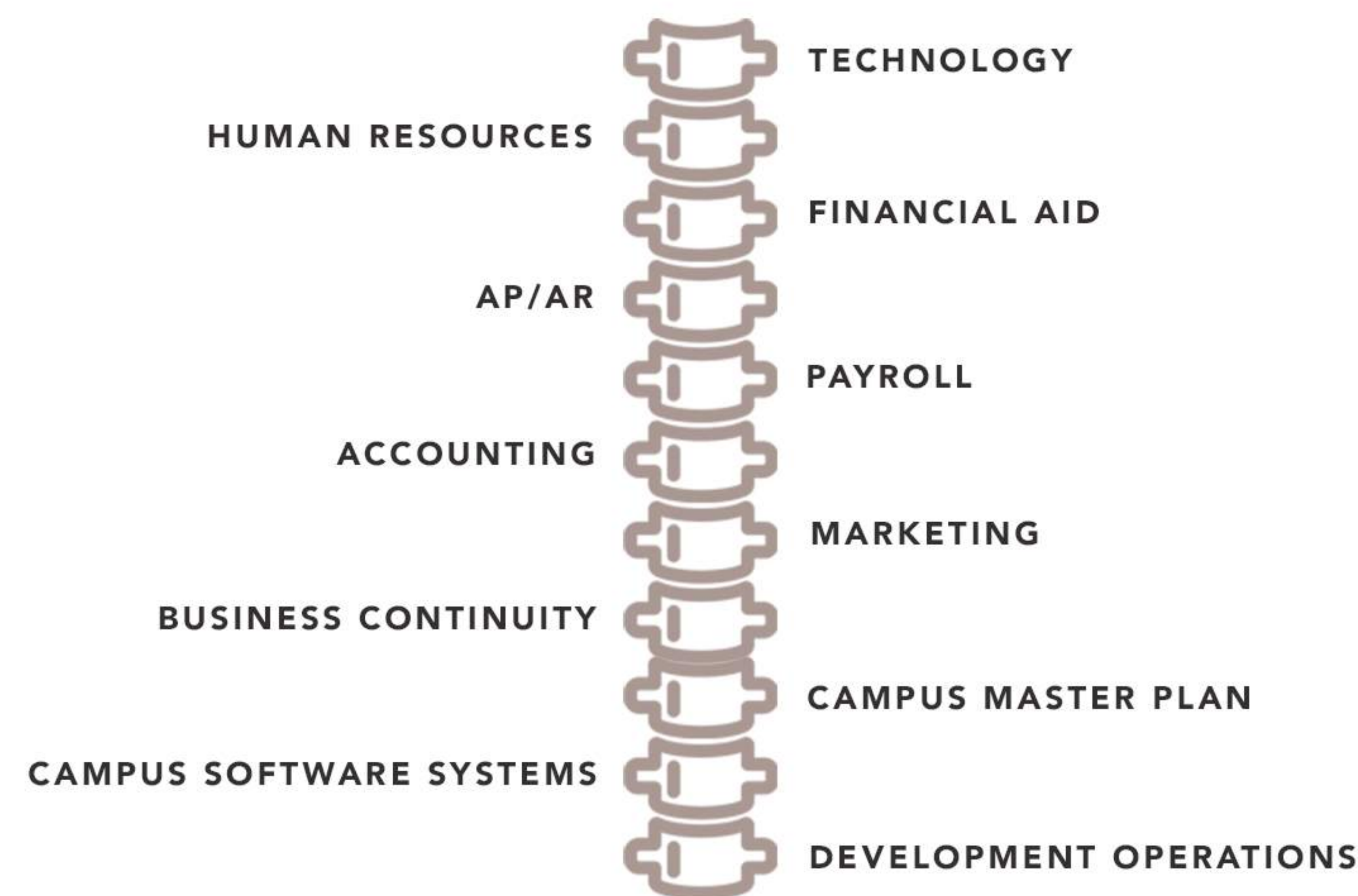
GOVERNANCE MODEL WITH EXECUTIVE ALIGNMENT WITH PLAN AND DELIVERABLES



Shared Services

Certain areas of the seminary will be centralized and services shared across the entire organization. These shared services will maintain uniform processes for all seminary offices and divisions with a mindset of continuous improvement to make certain all regulatory requirements for the seminary are maintained for full compliance.

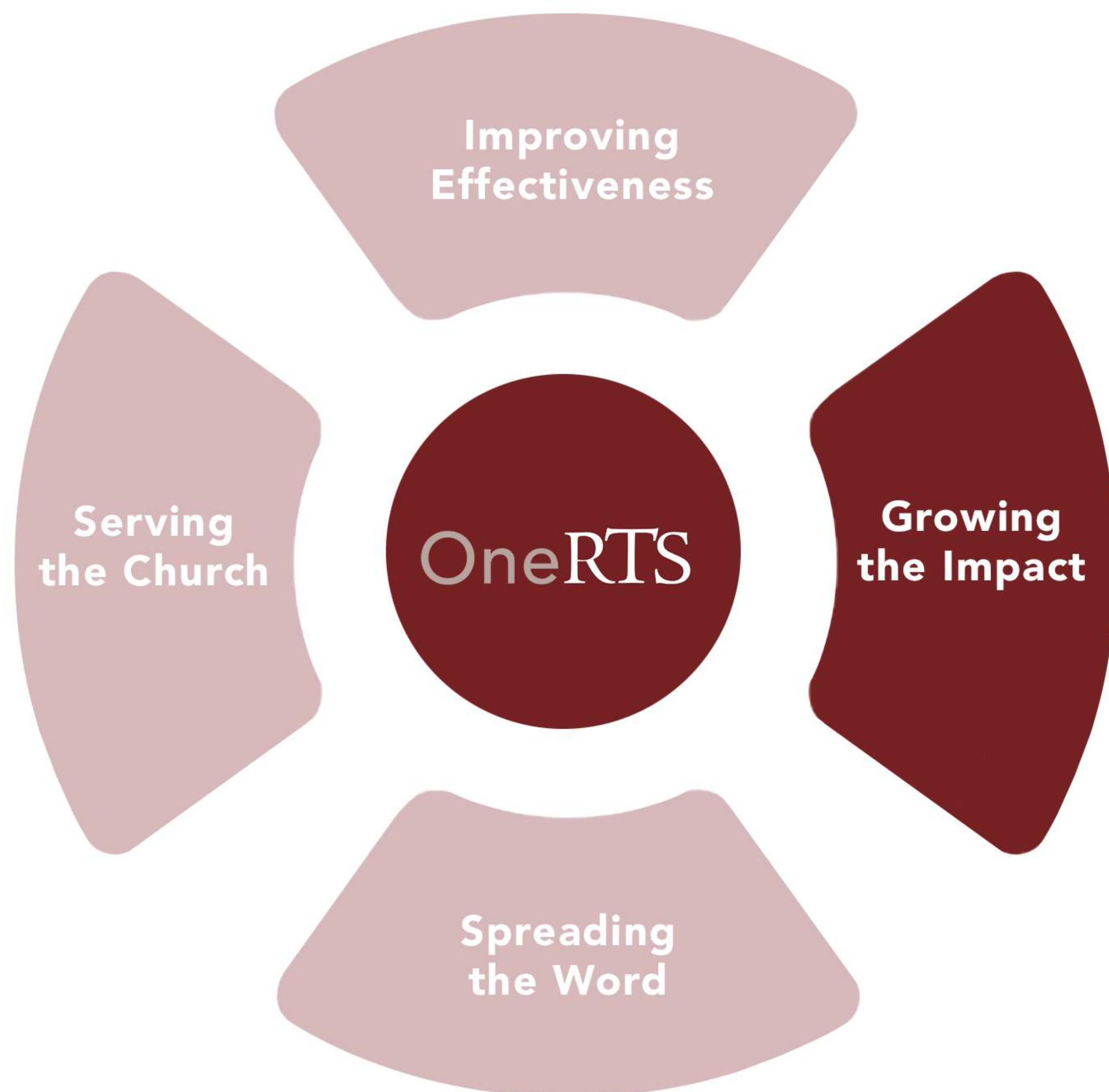
Technology, Human Resources, Financial Aid, Accounts Payable/Receivable, Payroll, Accounting, Marketing, Business Continuity, the Campus Master Plan, Campus Software Systems, and Development Operations will be centralized for use by all campuses.



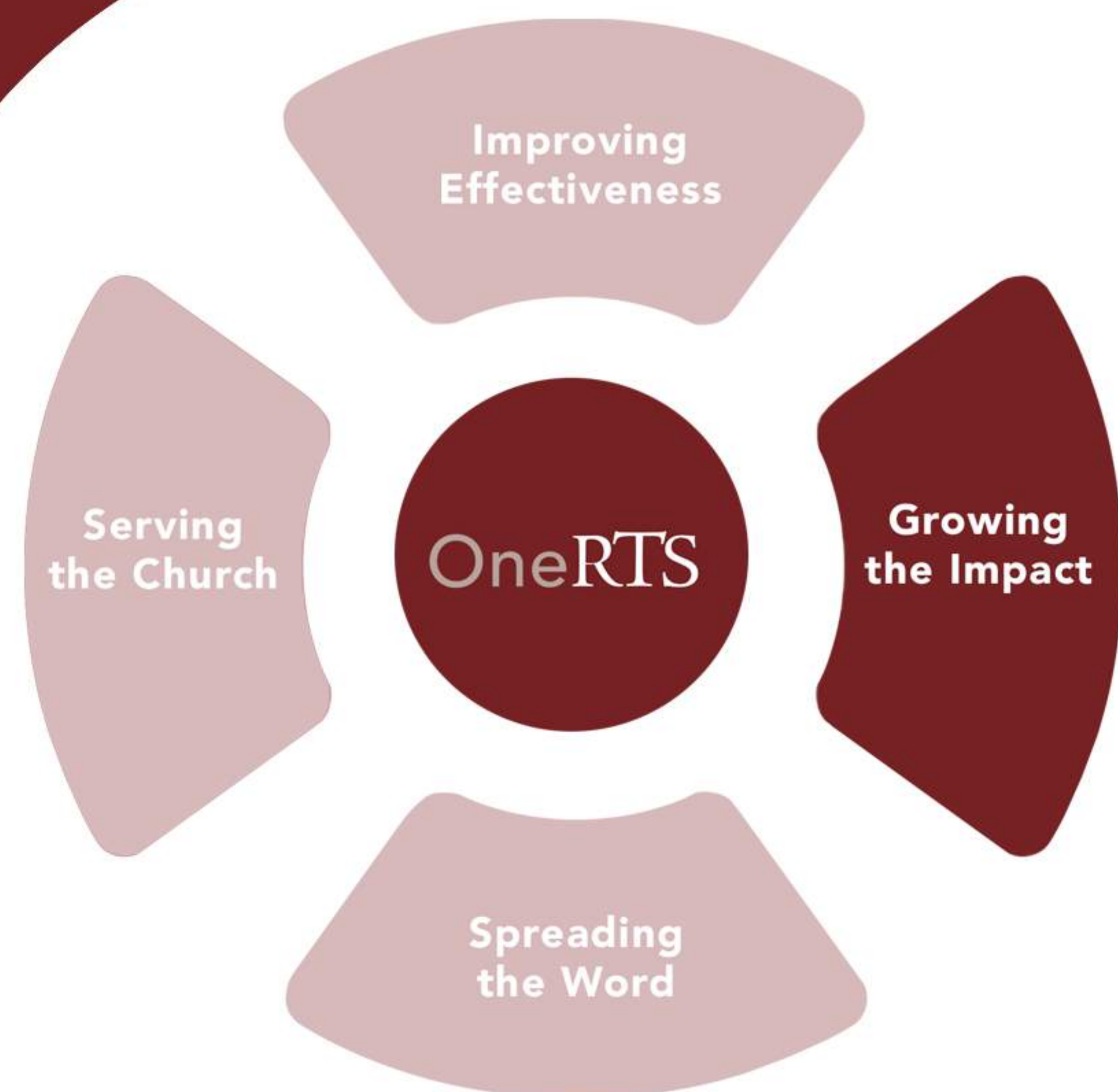
Technology: Hardware, Cloud Software, Licenses, Cyber-security system
Financial Aid: Application Process, Decisional Matrix, Criteria
Accounting: Purchasing, Travel, Expense Reports, Reimbursements

Marketing: Branding, Templates, Design Protocols, Approved Vendor Lists, Email Marketing Software, Marketing Technology, Messaging
Campus Software Systems: SIS, CRM, JRM, LMS, FE, Blackbaud

Growing the Impact



RTS operates in a context of constant cultural change. The demands of theological education are fluctuating rapidly. Areas of administrative focus will work to efficiently organize to better execute daily tasks, annual goals, and measurable metrics to grow the institution. **Development, marketing, admissions, and technology will work to create systems so that a central portal of activity will provide transparency and guidance for use at every level of the institution.** Funding models will be re-examined and work will continue toward growing the student body, broadening the donor base, and extending the reach of RTS courses and resources to new audiences, locations, and modalities.



Growing the Impact – Development and Educational Technology

While the ongoing need for any institution of higher education is to become less tuition dependent so as to survive storms of change and the inevitable fluctuation of admissions in an ever-shrinking student pool, the COVID-19 pandemic has radically impacted the way institutions raise money. Institutional advancement has been forced to rethink ways of accomplishing old goals.

The Development Operations of RTS have endured and thrived in ways that feature the dynamic and faithful relationships of its friends and donors. Since its founding, committed churches and friends have sustained the seminary in ways that have strengthened the foundations and enabled it to remain true to its mission. The structural challenges of RTS simultaneously created development challenges that resulted in an inability to provide even a general framework that would unify all campuses and personnel in ways that would enable growth strategies for present needs and future aspirations.

Technology has enabled greater ability to accomplish interactions with current and new donors across the RTS system.

A better operational matrix that includes campus-based resource tools should drive annual development goals through new measures of engagement. An effective development machine would foster growth across the enterprise in ways that would simultaneously strengthen local campuses and foster OneRTS collaboration.

Key Recommendations

- Create an annual framework for enterprise-wide development strategic initiatives/goals
- Establish a formal sequencing of information/events that integrates data-research, messaging, and technology to discover and establish new RTS donors
- Harden and systemize RTS development operations
- Restart the RTS Heritage Society with a focus and goal-setting for planned giving
- Build a strong digital giving capacity with an accompanying plan to increase digital giving to RTS
- Research and engage foundations that are aligned with RTS for Letters of Intent/Proposals
- Set goals for each area of development and build a robust tracking system to measure progress
- Strengthen events for each campus as well as the Chancellor’s Forum by specific goal-setting for improved attendance and measurement training

Development Matrix



Strategic Partners



Legacy Partners



Digital Partners



Foundation Partners

New investment through data-driven research could result in the formation of new relationships committed to the preservation of doctrinal integrity in the Church and intensive training required by an increasingly hostile public culture.

WealthEngine data currently identifies 618,000 Millennial millionaires - the majority of whom have a net worth that ranges from \$1 million to \$2.49 million and fall between the ages of 34 and 37.

Due to inheritances, trusts and estate planning, there will be a steady flow of Millennials gaining tremendous wealth quickly.

Investment in theological education by those people thinking of a legacy beyond their lifetime comes as the need of the Church is understood to be in terms of theological fidelity to the Word of God and the Reformed imperative of ministerial preparation.

The COVID-19 pandemic revolutionized online giving. Mobile giving has become the preferred method of giving for small and medium gifts. Faith-based organizations ranked as one of the highest sectors of online giving growth in 2020.

More money is now managed exclusively in Christian foundations (largely through donor-advised funds) and is dedicated to educational causes/initiatives that can be documented with plans for priorities that will result in growth in students, faculty research, and student experiences.

\$68+ Trillion will change hands between various generations over the next 25 years.

50% of planned giving donors had more than 20 years of involvement with an institution or organization.

\$3.2 Billion was donated exclusively online from 4,964 non-profit organizations.

\$42 Million was received in 2020 by the PCA Foundation.

Source: Cerulli Associates, Boston, MA: U.S. High-Net-Worth and Ultra-High-Net-Worth...

Source: Cerulli Associates, Boston, MA: U.S. High-Net-Worth and Ultra-High-Net-Worth...

Source: 2020 Charitable Giving Report

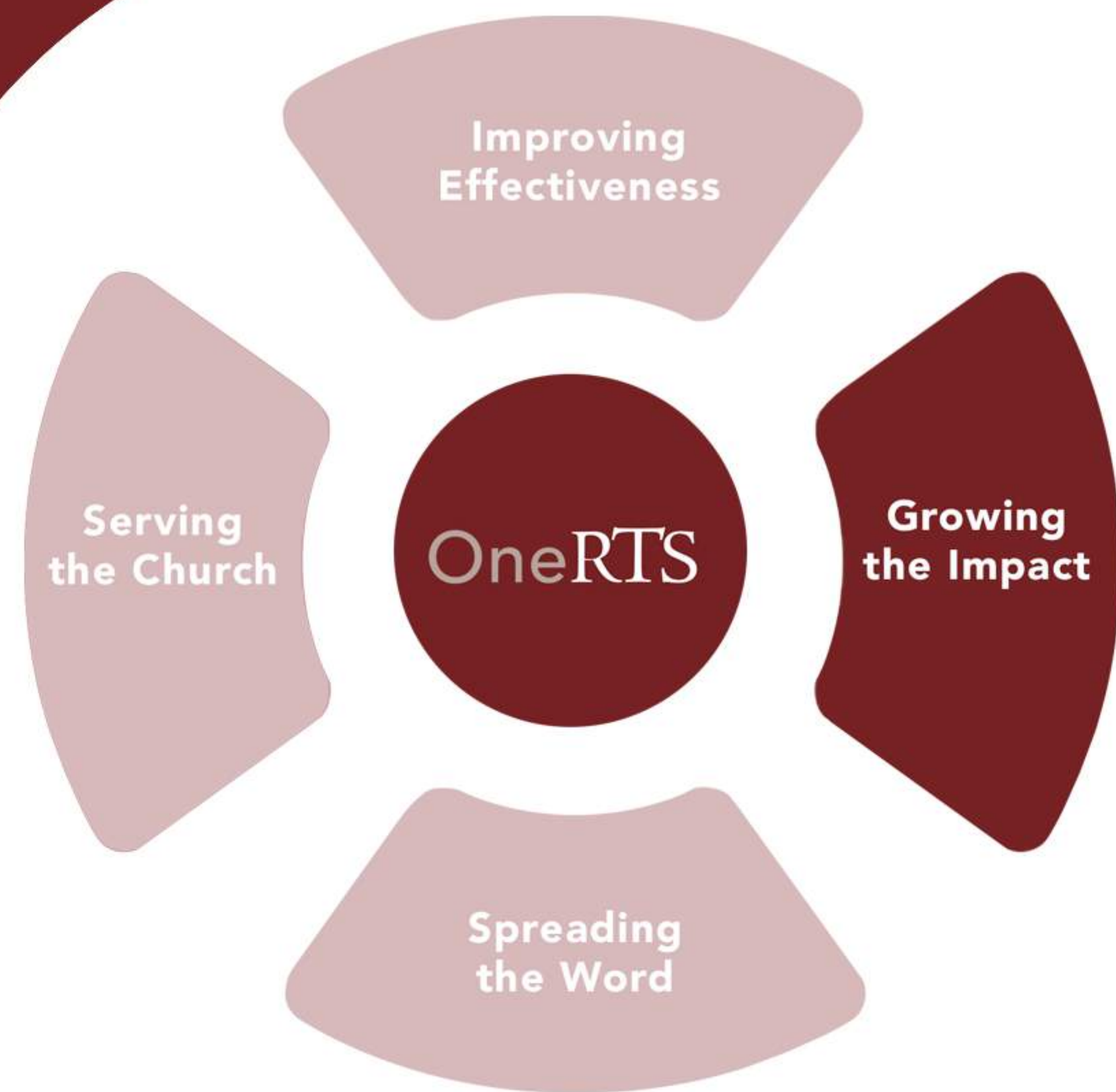
Source: PCA Foundation

Strategic Insight: RTS will develop a roadmap to sustainable growth as more colleges, universities, and seminaries will close in the near future.

Strategic Insight: RTS will assist current donors in the process of future investment through the Heritage Society.

Strategic Insight: RTS has secured a new online partner (Anedot) and will work to strengthen online giving capacity in the coming years.

Strategic Insight: RTS will prepare proposals for submission to foundations that align with the mission of RTS.



Educational Technology

Educational technology has resulted in the creation and access of online courses across every strata of higher education. While educational futurists predict a collapse of a resident campus, a new hybrid model seems to be developing. The Learning Management System (LMS) continues to improve methods of student interaction making certain that state of the art video production and quality content will become the gold standard for online coursework in the future.

While RTS was a pioneer in the online course space, the landscape has changed – particularly in theological education. Research shows the desire for trusted theological education to be offered to church leaders and members as an additional outreach of the seminary. **At no point can the online apparatus be considered a substitute for residential theological education in a classroom setting.** Rather, the expansion of online education at RTS must maintain a team approach to online courses that incorporate a hybrid model of study/attendance; support by RTS faculty and Teaching Assistants that supplement a student’s course of study; and expansion into areas of domestic and international need for teaching and training.

Key Recommendations

- Develop an investment plan for additional resources in production equipment and streamline the process to enable quick turnarounds for additional courses to be added to RTS Global
- Strengthen the RTS Certification program to include training programs for Sessions, presbyteries and other church leaders who desire an immersion in Reformed doctrine
- Invest in key technology that will enable RTS campuses to interact with one another and use video as an aid in teaching - with particular attention given to hybrid models.

Educational Technology

Every class has unique needs for instruction and assessment, and RTS works to **maximize the student experience** with online technology in ways that **bridge the gap between distance learning and residential instruction.**

While the presence of online technology has changed the scope and delivery of learning, online environments pose new challenges for professors and students. Solutions to these challenges, technical or otherwise, must maintain excellent teaching encounters with RTS professors, well-designed exams, varied assessment approaches, clear communication about the importance of academic integrity, and a sense of community and accountability among students are all critical elements of success in on-line learning. RTS provides a quality suite of tools and promotes best practices for course instruction, research, interaction, testing, and proctoring. Every class has unique needs for instruction and assessment, and RTS works to maximize the student experience with online technology in ways that bridge the gap between distance learning and residential instruction.

In online or hybrid courses, RTS professors consider options well beyond administering online exams, including project and problem-based approaches, presentations, portfolios, writing assignments, and other options for both formative and summative assessments that require a student's response toward learning. **RTS approaches online learning with a view toward the excellence of the student experience that supports learning outcomes that strengthen the theological formation of each student.**

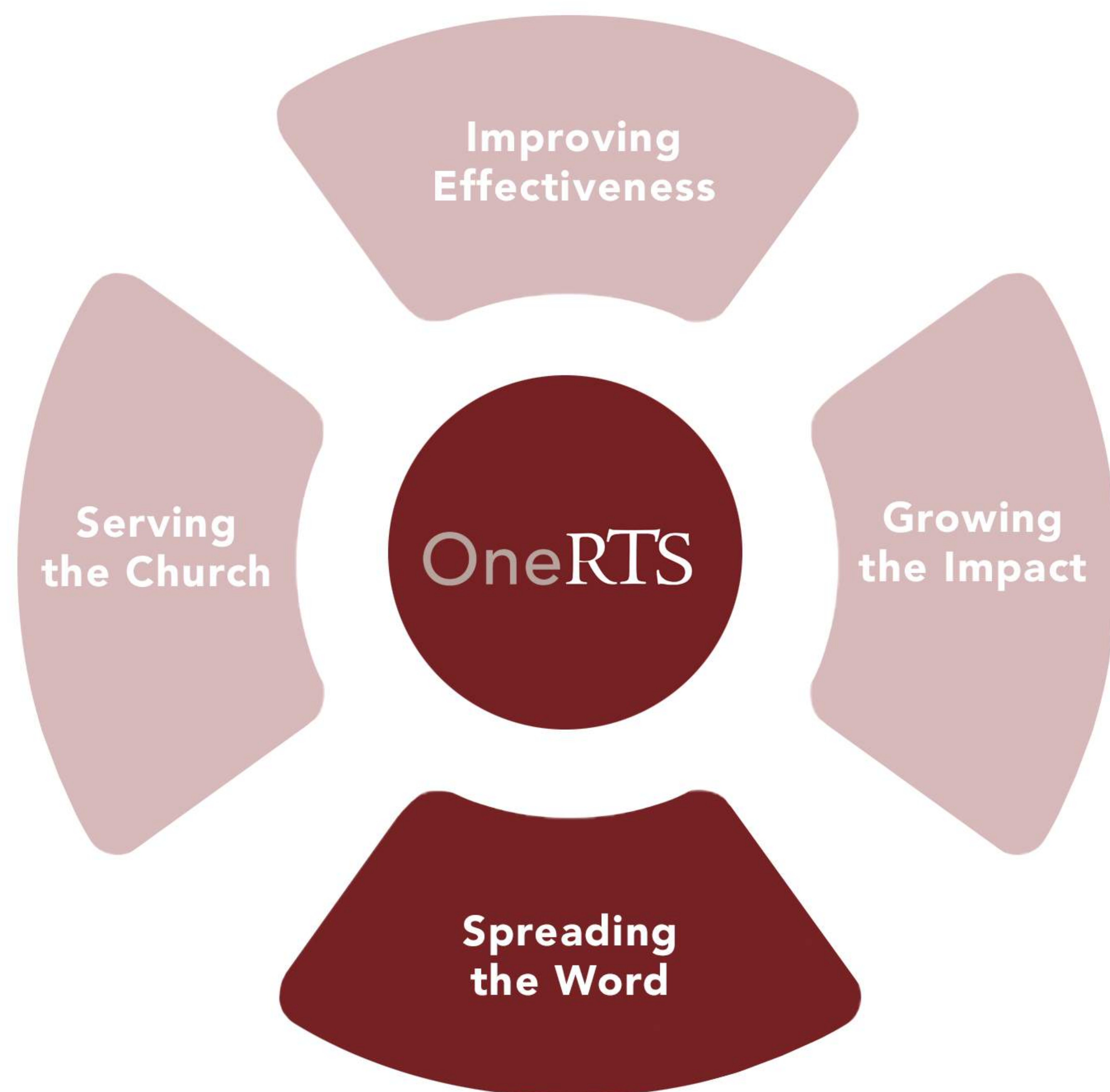
RTS Global

Rapid growth of the Learning Management System (LMS) has accelerated learning capacities and outcomes for students in online settings

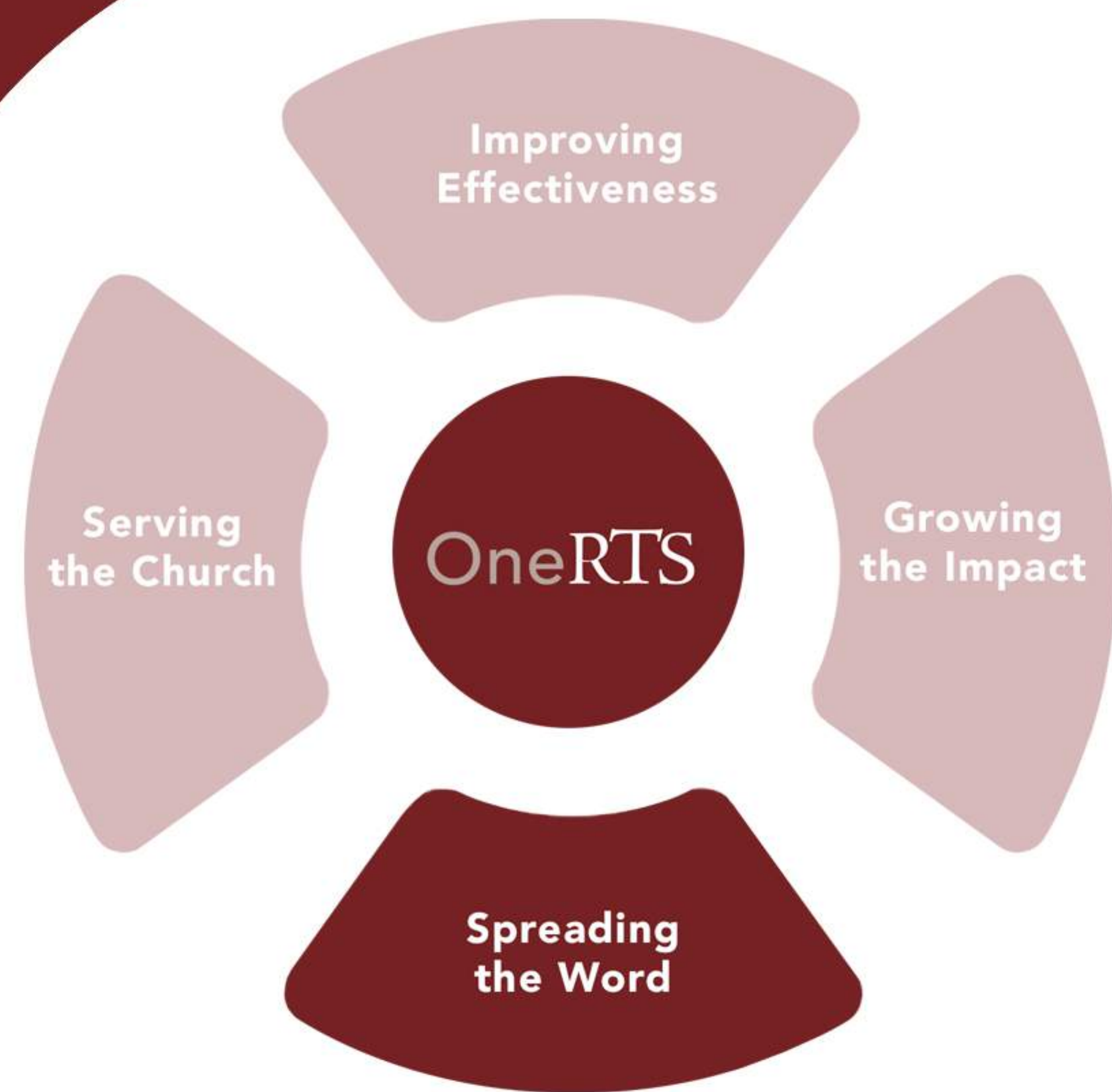
Principle

	Think This...	Not That...
<p>1 Student Access and Achievement Must Drive Technology Investments</p> <p>Cloud technology consolidation results in lower start-up costs, enhanced data security, improved accessibility and scalability</p> <p>Video is king * Flipped/Blended Classroom * Hybrid Model * Team Based Approach * Synchronous Learning Across the RTS System</p>	<p>RTS should invest in quality infrastructure to accelerate the quality of instruction and resources available to students.</p>	<p>Online education is a waste of money and further causes students to resist in person classroom instruction.</p>
<p>2 RTS Faculty at the Helm of RTS Global</p> <p>RTS online curriculum is robust, rigorous, and maintains RTS quality of residential courses</p> <p>Courses are taught by RTS residential faculty</p> <p>Five Layers of Support for every RTS Global student – including access to Faculty and Teaching Assistants</p>	<p>Each RTS Global course is a quality experience for every student from an entire team committed to their success.</p>	<p>Online education is an impersonal and isolating experience that does not serve students well.</p>
<p>3 Quality Online Courses Are An Asset to RTS</p> <p>Certification</p> <p>Church Partnerships</p> <p>Growth in Educational Opportunities Internationally</p>	<p>Interest and retention in RTS online courses is an area of growth and outreach for the seminary.</p>	<p>RTS Global will not help RTS grow.</p>

Spreading the Word



The quality of RTS' professors is recognized internationally. **New processes will amplify, clarify, and unify the messaging across the institution.** Talking points, branding, and RTS platforms will be unified. Increased efforts to establish a marketing and communications regimen across the RTS enterprise will centralize some efforts and equip campuses for professional, disciplined, nimble communication on the local level.



The crowded spaces of audio and video productions require a unique capacity to cut through the noise with messages of clarity that provide help and hope for the Church of the Lord Jesus Christ. The RTS faculty performs their work in a sacred trust in service to the Church, and nationally recognized communications platforms house their public outreach.

The RTS Faculty are numbered among some of the leading writing theologians in the world. Their expertise is recognized and appreciated by scholars and pastors; Elders and members.

RTS Communications

Ministry and Leadership Magazine - the flagship publication of RTS specializing in features that highlight the work and ministry of RTS.

Mind and Heart Podcast - the Official podcast of Reformed Theological Seminary featuring RTS faculty as they address critical issues of the day as well as interviews with Christian leaders from around the world.

RTS Booknotes - Chancellor Ligon Duncan offers recommendations for helpful books that will serve the Church.

Wisdom Wednesday - Short video interviews with RTS faculty answering questions or explaining difficult concepts that provide clarity and encouragement to the Church.

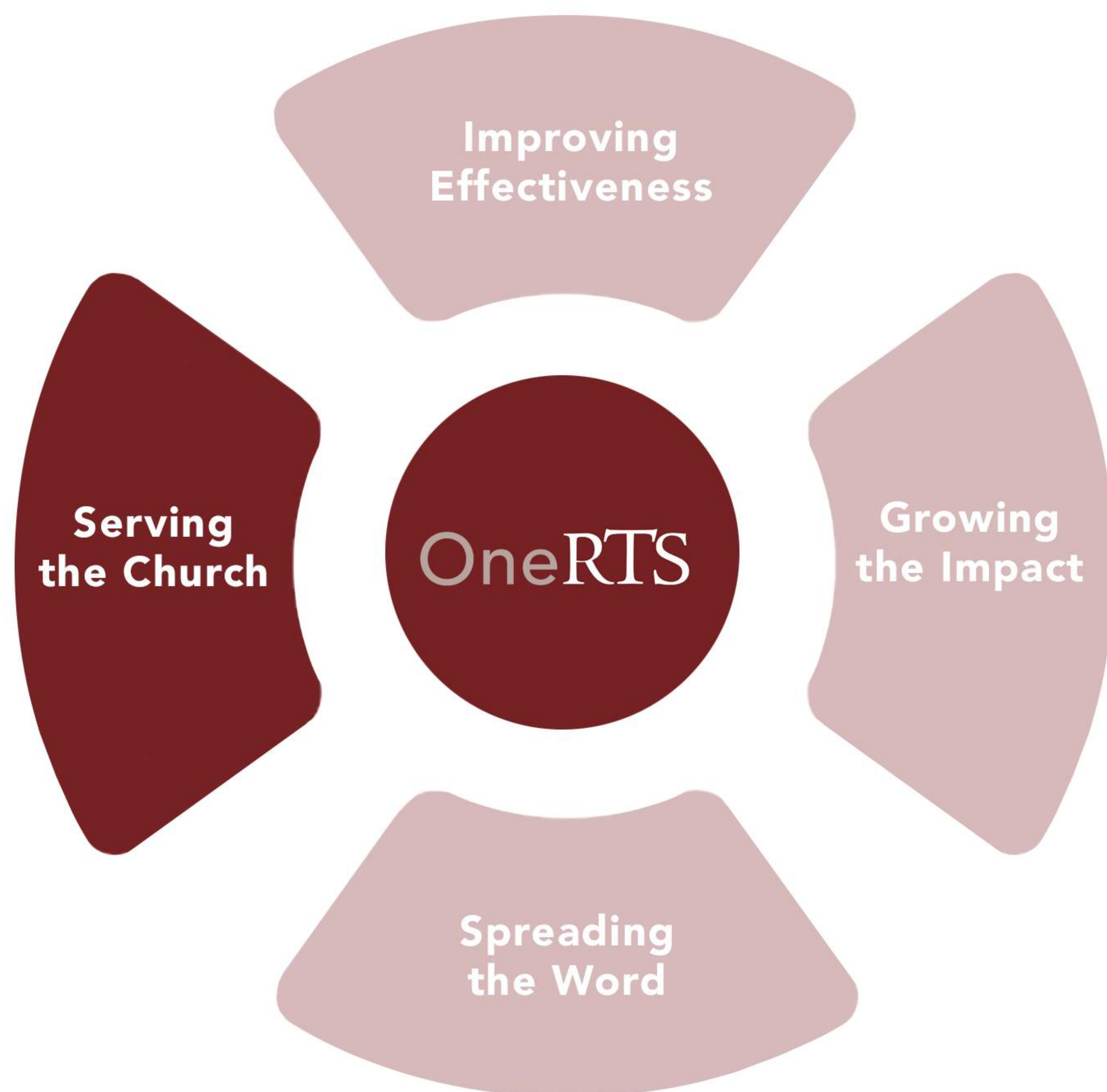
RTS Growth Engine

RTS has embarked on a multi-year technology interfacing initiative that accelerates the Seminary's growth capacities by aligning and enabling a seamless path for students to inquire, apply, and begin study at RTS. From a visit to the RTS website to a full inquiry or admission or financial aid, RTS's Growth Engine maximizes the growth potential throughout the entire RTS System.

Key Recommendations

- Re-engineer and launch the RTS Growth Engine
- Grow the audience of RTS Flagship media programs – Wisdom Wednesday, Mind and Heart Podcast
- Establish curriculum guides as a tool for expanding church partnerships
- Grow church partnerships so that RTS is positioned as a trusted resource for Christian education and leadership

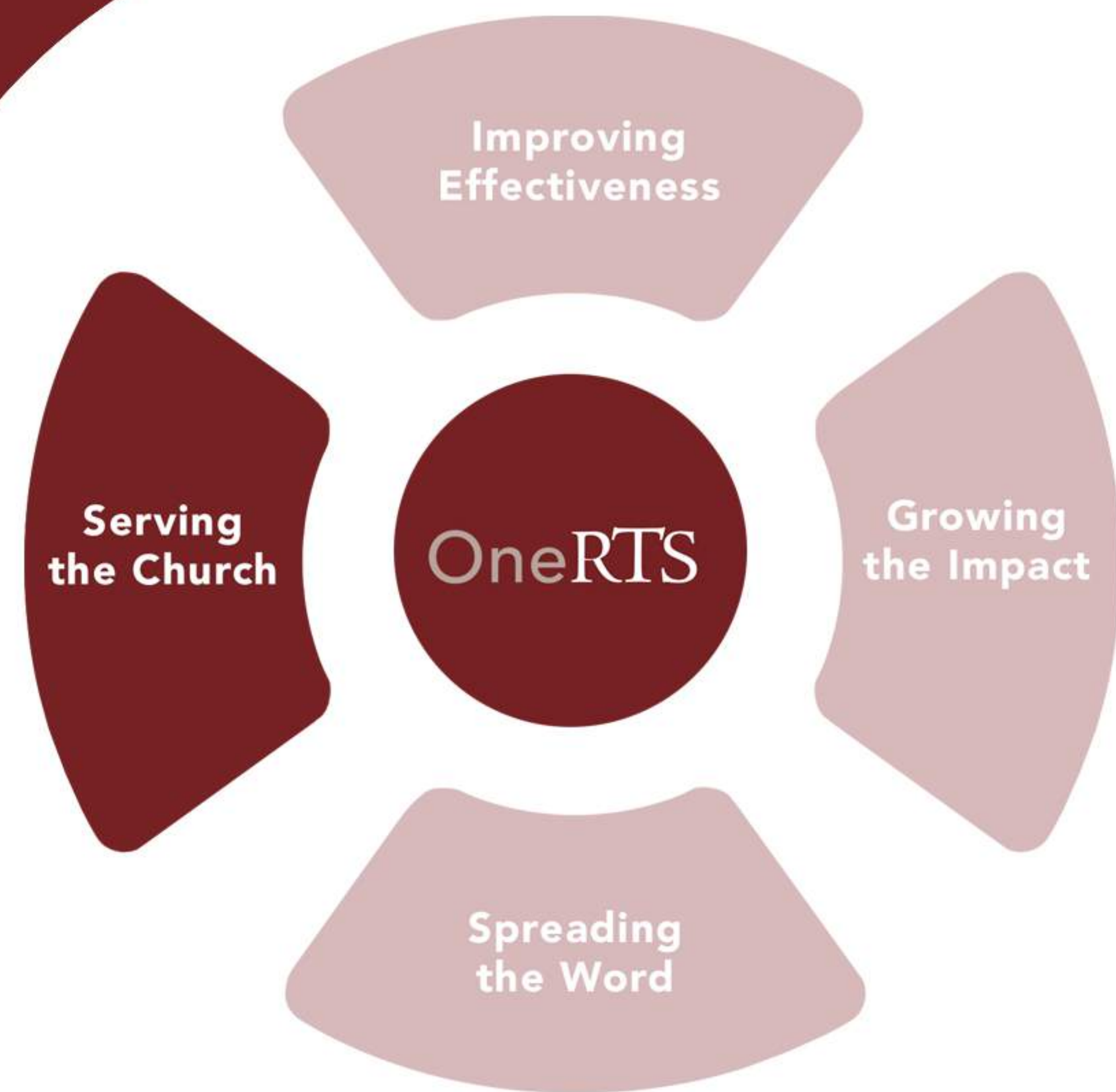
Serving the Church



Reformed Theological Seminary exists to serve the church of the Lord Jesus Christ. The institution is founded on Holy Scripture, guided by the Westminster Standards, and remains true to the Reformed faith in holiness and humility. In an age of doctrinal slippage, speculation, and ecumenical downgrade, RTS desires to reaffirm its commitment to Reformed theology and use its every resource to teach the truth of Holy Scripture. Its campuses are a resource for the church as well as a destination for students from across the world.

RTS will pursue its strategic planning initiative in a posture of prayer – trusting the Holy Spirit will lead the work in ways that will strengthen the foundation of the seminary’s mission, renew its commitment to the authority of Holy Scripture, its focus on Jesus Christ as the Lord of history, its commitment to the church of Jesus Christ, and, realize its end in “the conversion, consolation, and instruction of creaturely wayfarers in the knowledge and love of the triune God until that knowledge and love is consummated in the beatific vision.”¹

1. Michael Allen and Scott R. Swain, *Studies in Dogmatics: Series Preface* (New York: Zondervan, 2018), 11.



Reformed Theological seminary provides quality preparation by a world-class faculty for servants of the Church of the Lord Jesus Christ. The RTS faculty represents academic research and scholarship at the highest levels of thought and execution dedicated to serving the Church by preparing church leaders for twenty-first century challenges. The RTS program of study is designed to train graduates to rightly understand and apply doctrinally precise methods and answers to modern issues.

The RTS educational experience is both personalized and communal; contemporary and historical; innovative and traditional.

Key Recommendations

- Continue to provide world-class theological education to train Ministers of the Word of God
- Establish new partnerships with local Congregations across the nation and the world
- Establish key leadership programs where RTS trains pastors and church leaders in Christian leadership training

78% of all RTS students receive scholarship assistance.



Largest M.Div. granting seminary among Reformed seminaries



One of the largest seminary faculties in the nation

Strategic Alignment

While many of RTS' core educational systems continue to serve students well, new challenges and methods of teaching students have grown in ways that improve specific functions and institutional processes. **The Strategic Planning Initiative (SPI) has been designed to align all aspects of the seminary experience in a student's lifecycle.** OneRTS is committed to the students of the Church, and every effort is made to enhance, support, and advance the formation of servants of the Word of God.

In the classroom, learning management systems and engagement technologies support quality teaching; in enrollment and institutional development, customer relationship management (CRM) tools optimize the processes for recruiting and outreach; in the world of student success and achievement, personalized advising and mentorship are designed to promote student advancement in their degree program. Mobile apps and media outreaches expand the influence of RTS and smart technologies enhance the campus experience. The SPI will also build dashboards and analytics suites to promote operational efficiencies along with digital document management software for compliance purposes at every level.

When faced with the challenges of improving access for students, sustaining the work of the seminary for future generations, and growing the institution's endowment, strategic alignment across the campuses is critical.

OneRTS is the path toward a renewed focus on Serving the Church to the Glory of God.



REFORMED
THEOLOGICAL SEMINARY

