

# JACKSON THEOLOGICAL SEMINARY

*Strategic Plan*

**2020-2025**



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## INTRODUCTION

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Jackson is positioned to achieve its precandidate status by 2020 by the Transnational Association of Christian Schools (TRACS). As a fully approved Title IV school in that year, more candidates to join our institution will be made possible due to the additional financial support. This would make Jackson the only seminary in the state of Arkansas. By offering a Bachelor of Arts completion program, and a Master of Divinity program, the service we provide gives immediate benefits to the community of prospective and current clergy. We will continue to request the support of the 12<sup>th</sup> Episcopal District of the African Methodist Episcopal Church as we build our donor base and create revenue producing events, thereby augmenting the tuition and fees that support the institution's budget to advance its vision and mission. (See page 2) With options to pursue their education in-residence or in a hybrid online format, Jackson students will be able to study and share with us from across the planet. This will broaden the bandwidth of lifelong learners and scholars to contribute to the Jackson community's commitment to provide Christian ministries that serve, transform and liberate people from a biblical foundation. Our Community Outreach Programs will not only serve those identified as oppressed or marginalized in the world but establish a public presence that shows the impact of a Jackson education and draw more students to our global academy.

In the Fall of 2025, Jackson's graduates from 2021 and beyond that have shown excellence in their academic work and practical ministry, will comprise a Ministry Practicum Advisory Board (MPAB). The MPAB will give student seminars, faculty, administrators and community partners meeting space that review the current curriculum as it pertains to the real-time needs in various fields of Christian service. Furthermore, the contact with students will not be relegated to only graduates, or denominational leaders but ecumenical personalities to serve as guest speakers, seminar leaders and destinations for internships that will aid students in their studies and ministry endeavors. To attract more qualified students and develop excellence in delivering education, we will conduct periodic, but ongoing observations and assessments of the teaching experiences. Each instructor will have at least two teaching experiences recorded for professional development. An assessment tool will be used to report the instructor's use of our educational standards. Our student body, both now and in the future, will maintain and develop new levels of excellence through appropriate academic rigor, and constantly fine-tuning the curriculum to meet their requirements for ministry and advance the Kingdom of God. Our work to strengthen the theological, spiritual, social and moral resources of our students, through our gifted administrators, faculty and staff will press Jackson closer "towards the mark of the high calling of God in Jesus Christ."

In the Spring of 2024, we will begin seeking additional accreditation of our degree programs through TRACS. As a fully approved Title IV school and with support from the aforementioned streams of income, we will be able to provide full scholarships for 20% of our student population who qualify academically and/or denominationally.

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## THE VISION

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Jackson's aspirations over the next five years can be summarized in the following **Vision Statement: a global academy, providing biblical foundations for Christian ministries that serve, transform and liberate communities.** To achieve this the goals, objectives, strategies, actions and necessary resources are drafted here to align the institution towards that vision. The pathway to becoming a global academy of this caliber will require a particular mission.

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## THE MISSION STATEMENT

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Our **Mission Statement: Jackson Theological Seminary is an educational community preparing people for service to the local church and the broader community through transformative teaching and training. The faculty, administration and staff are committed to preparing students for effective Christian leadership in pastoral and ministerial service.** The operative words in this mission statement focus our efforts on *preparing, teaching* and *training* of individuals to *lead* as they *serve*.

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## SWOT ANALYSIS

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**Strengths:** Our current size allows us to make quick decisions regarding all matters beneficial to the maintenance or improvement of all administrative and academic matters; the school is supported in heart and hand by the denomination; the institution sits geographically near churches and schools that have potential students that may need theological training.

**Weaknesses:** The school is currently tuition driven with no current financial aid opportunities, which hinders potential registrants; budget limitations minimize the initial advertising footprint.

**Opportunities:** Becoming the only accredited seminary in the state will offer a unique academic position; leveraging our relationship with Shorter College's library has great potential for our students and will provide ample space to store our textual resources temporarily.

**Threats:** Low student population, particularly full-time students; an inadequate number of staff.

## STRATEGIC GOALS AND OBJECTIVES

### GOAL 1: RECRUITMENT – admit 45 students by 2024

Strategies/ Objectives	Fiscal Resources	Office or Division Responsible	Assessment Data, Research Support & Rationale	Projected Completion Dated	Status	Notes & Updates	Income & Expense
Engage marketing and advertising firms and tools to help develop a phased marketing plan.	Marketing Firm & Tools: Click Funnels, infousa.com and Deluxe to create recreate website and market the school	CEO	The approximate cost per 100 new prospects is \$60.00	August 2021	Established Facebook, Twitter, Instagram and Pinterest accounts; website is operational; radio spot was done	This amount is approximated and has not been confirmed by any marketing agency	<b>Income:</b> 8 additional students <b>\$47000</b>  <b>Expense:</b> Initial & annual upkeep <b>(\$6000)</b>
Establish business partners, academic institutions and other local entities for recruitment .	Travel/food:	CEO	Philander Smith College, Arkansas Baptist College, UAPB and Shorter College and potential local corporations and individual citizens	May 2022	Utilizing local denomination and ecumenical relationships, speak at church meetings, schools and inviting businesses	N/A	<b>Income:</b> <b>\$0</b>  <b>Expense:</b> <b>(\$3000)</b>
Become a Title IV school	TBD	DAR	By meeting the requirements for Candidacy through TRACS, Title IV requirements will also be met	August 2021	Complete TRACS accreditation process, fulfill and maintain Title IV requirements	N/A	<b>Income:</b> based on 10 qualified through FAFSA - <b>\$57000</b>  <b>Expense:</b> <b>(\$0)</b>

**GOAL 2: ENROLLMENT** – full accreditation by 2025 to attract desired student compliment and national recognition

Strategies/ Objectives	Fiscal Resources	Office or Division Responsible	Assessment Data, Research Support & Rationale	Projected Completion Dated	Status	Notes & Updates	Income and Expenses
TRACS candidacy	Application; Travel and hosting TRACS officials	CAO, Full Time Graduate Instructor  (Dir. & Asst Dir. for accreditation)	Necessary to complete accreditation process	October 2020	Application was filed April 2019  Virtual Self Study submitted May 2020	Self-Study Visit scheduled for July 28-31, 2020	<b>Income: \$0</b>  <b>Expenses:</b> <b>(\$16000)</b>
TRACS accreditation	Travel to TRACS Annual Conference for approval ; Annual accreditation fees	Board of Trustees; Administration	Potentially helpful for increasing enrollment	Spring 2021	November 2020 Chairperson, CEO and CFO before the TRACS committee	N/A	Income: <b>\$0</b>  Expenses: <b>(\$15000)</b>
TRACS reaffirmation	Travel to TRACS Annual Conference for approval ; Annual accreditation fees	CEO, CAO	Long lasting establishment as an accredited school to continue student population increase	May 2022	Application will be filed in 2022	N/A	Income: <b>\$0</b>  Expenses: <b>(\$7725)</b>

**GOAL 3: ACADEMICS** – success defined at a high level to expose Jackson on a regional and national level

Strategies/Objectives	Fiscal Resources	Division(s) Responsible	Assessment Data, Research Support & Rationale	Projected Completion Dated	Status	Notes & Updates	Income & Expenses
Establish relationship with Shorter for library resources	Dedicated librarian;  Textbooks	Library Liaisons (Current Full Time Grad & Undergrad Instructors)	Research materials both general and specific to theology will be necessary for student success	August 2020	MOU signed by Jackson and Shorter May 2020; relationship established with Barnes & Noble to purchase books	Jackson will pay 20% of librarian salary; Shorter will provide in-kind donation for said salary	<b>Income: \$12500</b>  <b>Expenses: (\$14842)</b>
Graduation Rate of 80%	N/A	CAO, Faculty	With these rates other potential students will be encouraged about our programs	May 2021	N/A	N/A	
Add personnel to faculty	2 graduate faculty(1 full-time, 1 part-time), & 2 undergraduate faculty (1 full-time, 1 part-time); an increase in current salaries <sup>1</sup>  \$105,800	CEO, CAO, CFO	Increase in salaries due to increase in volume of academic responsibilities	August 2024	Currently salaries reflect the tuition-based income and will be adjusted as needed.	N/A	<b>Income: \$0</b>  <b>Expense: (\$105,800)</b>

<sup>1</sup> CEO \$17,300; CFO \$17,300; CAO \$16,300; DAR \$13,400; Admin. Asst/Recruiter \$12,000; Full-time graduate instructor \$15,000; Full-time undergraduate instructor \$14,000; part-time faculty \$7500 (grad); part-time faculty \$7000 (undergrad)

**GOAL 4: ADVANCEMENT** - raise at least 20% (\$60,000)<sup>2</sup> of the tuition-based funds (based on 45 full time students) to establish major revenue streams that are non-tuition based to support scholarships and the beginnings of an endowment

Strategies/Objectives	Fiscal Resources	Division(s) Responsible	Assessment Data, Research Support & Rationale	Projected Completion Dated	Status	Notes & Updates	Income & Expenses
Three fundraising events	James Cone Symposium: \$25,000  Fall Convocation: \$25,000  Spring Convocation: \$25,000	CAO	Creating new sources of income sources	December 2022	James Cone Event is being planned for Summer 2021		<b>Income: \$75000</b>  <b>Expenses: (\$15000)</b>
Establish “friend-raiser” model events to recruit new donors	18-month program: \$10000	CEO, CAO, Admin/Recruiter	Developing long-lasting donor relationships	MAY 2021	N/A		N/A
Title III	N/A	CEO, DAR	N/A	N/A	N/A		N/A

**GOAL 5: OPERATIONS** – improved infrastructure for the administration

Strategies/Objectives	Fiscal Resources	Division(s) Responsible	Assessment Data, Research Support & Rationale	Projected Completion Dated	Status	Notes & Updates	Income & Expenses
Retention strategy development	N/A	CAO, CEO, CFO	Organizational hiring and employee development matrix will create	January 2021	Employee files hold verification of orientation	N/A	<b>Income: \$0</b>  <b>Expenses: (\$0)</b>
Add personnel to bolster administrative infrastructure	Add Admin. Assistant/ Recruiter current positions <sup>3</sup>	BOARD OF TRUSTEES, CEO, CFO	Competitive salaries for excellent faculty administrators and staff	January 2021	Current salaries reflect tuition-based income.	N/A	Included in Goal 3  <b>(\$10000)</b>

<sup>2</sup> \$263 per credit hour per semester (average tuition of graduate and undergraduate degree programs)

6 credit hours (full time status) x \$263 = \$1578. Average annual tuition cost per student = \$6312

\$6312 x 45 full time students = \$284040. \$60,000 represents ~20% of full-time tuition.

<sup>3</sup> CFO \$35,000; CAO \$34,000; CFO \$34,000; Fin. Aid Dir \$33,000; HR Dir. \$33,000; Admin. Asst. \$25,000

