

2023 Strategic Plan 3.0 Successfully Completed

Value #1: Commitment to the Global Church

Goal 1: Church Planting and Networking **COMPLETED**

- Under the leadership of Winfield Bevins (hired in 2014) we will surpass our goal of training 1,000 church planters by the year 2023. This has been accomplished primarily through our Church Planting Institutes, but also through our MAIS-CP (Master of Arts Intercultural Studies-Church Planting) degree launched in 2014, MDiv with concentration in church planting in 2014, and our DMin in Church Planting launched in 2015.
- Launched our first Global Church Planting Summit in 2017
- Our church planting network is thriving. It known as Asbury Connect and the number of church planting networks continues to grow each month.
- Since our last meeting we have secured an additional \$1 million in scholarships to assist church planting, as well as \$1.5 million to support the planting of new churches out of our network (1/2 million for post UMC “WCA” churches and \$1 million for other members of the network).

Goal 2: Global Partnerships **COMPLETED**

- Asbury has 20 thriving partnerships all over the world! This is one of the great “success” stories of Asbury because it not only gives Asbury a “global” footprint, but it is the bridge across which Asbury will be able to extend a truly global impact in networking the entire Wesleyan tribe around the world.
- Langham Scholars Partnership brings dozens of international scholars onto our campus.
- Visiting Scholars Program not only brings international leaders to our campuses, but it also provides a great service to the global church through the training and equipping of indigenous leaders.
- Global Teaching. Our own resident faculty are growing in their understanding of global Christianity by teaching in institutions all across the world.
- Asbury is an affiliate member and vibrant participant in ICETE (International Council of Evangelical Theological Education).

Goal 3: Church Revitalization **COMPLETED**

- On January 6, 2012 we launched our Seedbed initiative which now includes Seedbed publishing house, New Room Conference, New Room networking and a wide range of renewal and revitalization initiatives (including such free online resources as Seven Minute Seminary and Daily Texts).
- Launched a multi-year study of global church revitalization which brought faculty (and myself) all over the world studying examples of global renewal and revitalization and seeking to learn more about what God is doing in the world. We did studies in places as diverse as N. America, London, Brazil, India, S. Korea, Philippines, and Kenya.
- Established deep commitment to “banding” both through New Room and our DNA

(Discipleship, Networking and Accountability) groups across all systems of the seminary. This is the first year where the full range of our formational work is being offered across all systems and sites. We have our first on-line chaplain, and Donna Covington has made enormous progress in creating a true connectional system of formation at Asbury that promotes long term revitalization and renewal.

- Our Church Planting Institute has been very successful in offering local church “health” diagnostics and coaching pastors and leaders in renewal.
- Our Institutes, under the leadership of Bryan Sims, are completely dedicated to church revitalization.
- Resourcing and coaching for “remissioning” churches

Value #2: Training in Graduate Level Theological Education

Goal 4: Wesleyan Theology COMPLETED

- Asbury remains the global “flagship” institution in the Wesleyan world
- Several key theology hires for School of Theology and Formation
- Asbury is currently engaged in faculty searches for 2 new professors of theology to further strengthen our standing in the Wesleyan world.
- Launched the Wesleyan Studies Summer Seminary under the leadership of Ken Collins which brings seasoned and new Wesleyan scholars to Wilmore for an extended time of academic and professional mentoring.
- Founded the Wesleyan Holiness Pentecostal Center to broaden the “footprint” of our self-understanding of the Wesleyan stream
- Hosted the Wesleyan Theological Society on campus and will do so again in 2023.
- Hosted the Charles Wesley Society on our campus for the dedication of the Charles Wesley statue.

Goal 5: Post-Traditional Delivery COMPLETED

- Significant curriculum and scheduling transformation to accommodate post-traditional delivery. Dozens of “post-traditional” classes are taught in Wilmore and Orlando. In fact, Orlando delivers their entire teaching load in a post traditional format.
- Asbury Global is being launched to further extend this.
- Significant changes to our systems to reflect student needs and perspectives.
- Started new Asbury “sites” in Memphis, Tulsa and Colorado Springs
- Full launch of “Asbury Global” which took place on July 1, 2022. We have now also re-located to two new facilities in Florida (LifeSong in Orlando, Salvation Army Headquarters in Tampa).

Goal 6: Founding Mission COMPLETED

- In 2010 we instituted an annual signing of our statement of faith and ethos statement for all faculty and Trustees.
- In 2012 we extended this to all “director” level positions and above.
- In 2016, we updated and clarified the Ethos statement

- Improved recruitment and training at all levels (trustees, faculty and staff) to assure that we are clear on our founding mission and purpose.
- We clarified our theological dispute process in our handbooks
- I dedicated ten convocation messages over ten years to a proclamation and exposition of every phrase of our founding mission statement. New faculty are asked to read those addresses.

Value #3: Embodying Personal and Community Formation

Goal 7: Formational Holiness COMPLETED

- Established and implemented across all systems annual formational goals and themes that connect us to our holiness heritage.
- Provide every student the opportunity to be prayed for to receive the Holy Spirit

Goal 8: Community Formation COMPLETED

- Banding and DNA groups across all our networks
- Significant investment in family, marriage and children ministries at Asbury
- Counseling Center established
- Significant work developing a formative, theology of worship in all chapels

Goal 9: Residential Renaissance COMPLETED

- Built Kalas and Gallaway Village, reestablishing our residential student base. Kalas Village phase one was opened May, 2011; Kalas Village phase two opened Summer, 2013; Gallaway Village opened in 2012; and Stamps Community House opened in 2014.
- This represented five years of constant construction and over \$40 million in investments (all donor raised and paid for at opening).

Goal 10: Global Alumni Center COMPLETED

- Re-established position and hired an alumni director
- Established Alumni Center on ground flood of administration building
- Approved plan for Alumni Hall of Fame for entire area
- SPO renovation completely funded and on schedule.

Goal 11: Spiritual Formation COMPLETED

- Relocated Advanced Research Programs to restore ground floor of McPheeters as a “healing center” as per the original donor intention.
- Established office of Community Formation that is distinct from Office of Chapel
- Hired Nicole Sims to oversee a range of new “spiritual formation” work with students, families and children.
- Raised funds and renovated and dedicated Fletcher Chapel

Goal 12: Creation Care COMPLETED

- In 2013 we established a community garden with annual updates and expansions

- Recycling established across all campuses
- Teaching about creation care integrated into curriculum
- President Tennent and Richard Mauw (President of Fuller at the time) co-wrote and sponsored the Seminary Stewardship Alliance which has now been adopted by schools and institutions across the country.
- Established greater awareness of “first use” issues related to creation care and changed the 2023 Strategic Plan to reflect that.

Value #4: Embracing a Diverse, Missionally Oriented Student Body

Goal 13: Student Body COMPLETED

- Major software purchases and data driven analysis which has transformed our understanding of our students
- Several new degrees implemented to better serve the church
- Creating degree pathways for all degree students
- Established a much clearer idea of the “Asbury student” we are seeking to recruit
- Established a systems wide approach to student retention

Goal 14: Strategic Enrollment Management Plan (SEMP) COMPLETED

- Set into place a “SEMP” process to completely renovate our enrollment process and reverse years of consecutive decline. This involved work from nine separate teams over two years.
- Established a tuition “discounting” system
- Established an “advanced standing” system
- Merged Academic Affairs and Enrollment Management into one team
- Started hybrid education and “post-traditional” academic planning.
- Launched six new hybrid MA degrees
- Launched three 48 hour degrees
- Established a multi-year growth in our student enrollment with record Fall Enrollments
- In Fall 2020 hit our 2023 “goal” of the triple crown: new students, overall students and hours sold. Asbury is likely the largest evangelical seminary in the country.

Value #5: Engaged in Discipleship and Lifelong Learning

Goal 15: Beeson Center, Seedbed and Networking COMPLETED

- Founded Seedbed in 2012
- Founded New Room in 2015
- Launched Institutes through the Beeson Center in 2018
- Merged Beeson Center with School of Practical Theology to give academic “weight” to the Beeson Center and added clout for Faculty because of the Beeson Center
- Received and implemented multiple million-dollar Lily grants focused on Thriving in Ministry.
- Received and completed several multi-year Kern grants related to Thriving in Ministry

Value #6: Commitment to Lay Mobilization

Goal 16: Lay Mobilization COMPLETED

- Launched Lay Mobilization Institute in 2011
- Other institutes launched which support lay education and empowerment for ministry
- Seedbed is also an important arm for lay education

Value #7: Equipping Pastors for Missional Engagement

Goal 17: Missional Student Body COMPLETED

- Established a required missions course for all MDiv students
- Established required competencies in global Christianity and world religions
- Many sermons, blogs and “talk back” sessions with students helping them to re-orient to a post-Christian cultural reality.

Goal 18: Florida Dunnam Campus Facilities COMPLETED

- Sell land adjacent to campus
- Launch Asbury Global
- Sign contract with a site in Orlando and Tampa Florida or Atlanta site
- Trustee motion to Sell land and building in our transition to Asbury Global

Value #8: Serving Emerging Churches

Goal 19: Hispanic Initiative COMPLETED

- Established the Justo-Gonzalez Center
- Started the Asbury Latino Center (En Clave)
- Recast the Latino/Latina Studies Program into more ministerial training and renamed Latino Ministry Formation Program (LMFP)
- Applied and received full accreditation for LMFP through AETH
- Invest resources to capture LMFP courses for online delivery (hired Mark Abbott)
- Establish scholarships for Latino/a (Latinx) students
- Launched the Bilingual Graduate Certificate
- Launched bilingual DMin tracks
- Successfully applied for and received Piper grants to support the ALC

Goal 20: Innovative Training (ethnic, post-traditional, underserved) COMPLETED

- Launched Hybrid education for Post-Traditional Students
- Launched Preaching Initiative for African American students
- Launched Preaching Institute for Hispanic students
- Established Institutes with African American constituents (e.g. COGIC)
- Increase diversity on Board, Faculty and Staff
- Implement an approved “roadmap” for addressing racial inequities at Asbury

Value #9: Developing New Constituencies

Goal 21: New Constituencies COMPLETED

- Expanded family of denominations served by Asbury via enrollment process
- Established global partnership program
- Raise over \$35 million in scholarships to nurture a wider range of constituent groups.
- Launched the Asbury Latino Center
- Launched campus sites in Memphis, Orlando and Colorado Springs

Value #10: Strengthening our Economic Model and Governance

Goal 22: Viable Economic Model. COMPLETED

- Conducted feasibility study to launch Comprehensive Campaign
- Launched Campaign and raised in excess of \$100 million dollars
- Launched Box 2 initiatives which addressed every area of economic unviability
- Paid off all net deficit assets (long standing internal borrowing)
- Implemented SEMP goals to address long-standing inefficiencies in course and degree offerings as well as faculty deployment

Goal 23: Board of Trustees COMPLETED

- September 2016 Bishop Gwinn established task force for addressing Goal #23
- Produced Strategic Gap in in Board Membership Analysis
- Implemented Board self-evaluation forms and “continuous improvement” culture
- Established new process for Board recruitment, vetting, interviewing and selection
- Established new process for Board training and mentoring
- Established annual Board signing of statement of faith and ethos statement
- Created “roadmap” for 2023 Board of Trustees succession
- New Board of Trustees Handbook and Bylaws revision