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2023-2028

# *Strategic Plan*





***Until Every Church Healthy:  
Midwestern Seminary  
Strategic Priorities 2023-2028***

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WITH THE APPROVAL OF THE BOARD  
OF TRUSTEES AND THE OVERSIGHT OF  
THE PRESIDENT

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## Institutional Strategy #1: *Missional Faithfulness*

### **Why**

The first priority of a Southern Baptist seminary is to be faithful to the Bible as the Word of God. A seminary with doctrinal confusion or compromise has already failed, regardless of other apparent successes. If our convictions and mission are wrong, it doesn't matter what else is right.

### **What**

Mission faithfulness is evidenced by whole-hearted affirmation and advocacy of our four confessional statements (the *Baptist Faith and Message 2000*, the *Chicago Statement on Biblical Inerrancy*, the *Danvers Statement on Biblical Manhood and Womanhood*, and the *Nashville Statement on Biblical Sexuality*), a relentless commitment to exist *for the church* and *for the kingdom*, and an ongoing intentionality to serve our primary constituency, Southern Baptist churches.

### **How**

We will maintain mission faithfulness by strategic hiring, consistently emphasizing and celebrating our confessional commitments, continuing annual faculty doctrinal confirmations, cultivating relationships with key pastors and churches, and by engendering goodwill across the SBC. We also prioritize institutional agility, understanding that the needs of our churches can change quickly, and we must adapt to meet those needs.

### **Owners**

President (primary), Academic Administration (secondary)

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## Institutional Strategy #2: *Student Success*

### **Why**

We exist for students and the churches that send them. Our Southern Baptist Ministry Assignment charges us to train pastors, ministers, and missionaries for SBC churches. Unfilled ministry positions, national demographics, and needy churches add urgency to this responsibility. Moreover, the complexity of our cultural moment and the neediness of our churches means the seminary must emphasize spiritual development, preparing the whole person for a lifetime of faithful ministry.

### **What**

We endeavor to produce a sufficient number of graduates to meet the ministry needs of the churches we serve. Yet quality of graduates equals quantity of graduates in importance. And in order to have graduates of the highest quality, we must seek to train the whole person, preparing students for a lifetime of faithful, gospel service. We prioritize a growing enrollment because of the growing needs of our churches, the significance of our task, and our capacity to train God-called men and women for the church. Spurgeon College is integral to a flourishing campus community, thus we aspire to be the premier Christian college in the Kansas City region.

### **How**

We will seek to grow our enrollment by selectively adding new degree programs and through strategically broadening our recruiting venues. We will seek to strengthen the student experience by striving to hold tuition flat, expanding scholarship support, enhancing cohort opportunities, and prioritizing personal advising that leads to higher retention rates. We will seek to ensure persistence in ministry by shaping the heart, even as we fill the mind and equip the hand. This training will include biblical truth and best practices in areas like personal integrity and sex abuse prevention.

### **Owners**

Institutional Relations (primary), Academic Administration (secondary)

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## **Institutional Strategy #3: Faculty Strength**

### **Why**

An institution of higher learning rises no higher than its faculty. We believe God has assembled a world-class faculty, and it is an ongoing reminder of his kind providence on Midwestern Seminary and Spurgeon College. But our world-class faculty is not just an institutional advantage to enjoy, it is an institutional stewardship to exercise. We desire to build upon this strength, selectively adding to their number, and strategically supporting them in their respective teaching, writing, and local church ministries.

### **What**

The key components of a first-class faculty are straightforward: theological integrity, scholarly accomplishment, student devotedness, local-church focus, and Great Commission commitment.

### **How**

We will expand our faculty strength by enlisting only faculty who embody these priorities, even as we continue to cultivate and celebrate these distinctives in our current faculty. We will resource our faculty to perform at a high level by managing their teaching load and freeing them from unnecessary administrative burdens to enable them to focus on students and serve local churches. We will enhance their professional development, encouraging and incentivizing publication, and by honoring them as essential institutional stakeholders.

### **Owners**

Academic Administration (primary), President (secondary)

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## **Institutional Strategy #4: *Flourishing Campus Community***

### ***Why***

Midwestern Seminary and Spurgeon College are joined together in community, believing God has drawn us together for spiritual growth, service, and life together. We are not a loose association of contract employees who provide instruction and services. Rather, we are a unified, connected community of Christian ministry and service. We believe all members of the campus community—including all students and employees—are made in the image of God, divinely appointed by Him to be at Midwestern Seminary and Spurgeon College, and are best positioned to flourish when the entire community flourishes.

### ***What***

We aspire to be a campus community comprised of faculty, administration, staff, and students, who enjoy the fullness of institutional life. This goal encompasses structural, cultural, formal, and informal aspects. We aim for first-class facilities, beautiful grounds, and accessible as well as enjoyable amenities for employees and students. At the structural level, we aspire to give honor to whom honor is due by compensating accordingly and by blessing faculty and staff in appropriate ways. At the cultural level, we aspire to be a redemptive community that is marked by cheerfulness, humility, interpersonal kindness, and high integrity.

### ***How***

We will care for our campus community through student events, employee compensation structures, cohorts, meeting amenity needs, an updated campus plan, abuse prevention, chapel, and institutional core values.

### ***Owners***

Institutional Relations (primary), Academic Administration (secondary), Institutional Administration (secondary)

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# Institutional Strategy #5: *Intergenerational Stewardship*

**Why** As a Southern Baptist institution, Midwestern Seminary and Spurgeon College’s greatest stewardship is to God and to Southern Baptist churches, past, present, and future. We have been called by God and charged by our churches to make our work an enduring one, serving Christ and His church until He returns. And so we strive to be found faithful as stewards, conveying this institution to the future with ample resources to carry on our work for the glory of God and the good of the Church until Christ returns.

**What** We prioritize a robust business model that emphasizes building financial strength so that, though we remain a people of faith who are cheerfully dependent on God’s provision, the institution is decreasingly tuition- and donor-dependent.

**How** We aim to contribute to the growth of our endowment annually by maintaining a healthy operating margin, avoiding unnecessary financial commitments, eschewing long-term debt, and actively pursuing endowed gifts.

**Owners** Institutional Administration (primary), Institutional Relations (secondary)



