



Goals – Strategic Plan

Adopted: Sept 2008
Modified: November 2014

Ends Policy 1.2A Formation for Leadership

Increase our commitment to educating and forming ministry-bound students for transformative leadership, while continuing to support existing research-oriented programs

Ends Policy 1.2B Excellence in Teaching

Inspire excellence in teaching and learning for God's people, and share that learning in multiple venues

Ends Policy 1.2C Strengthened Church Relationships

Cultivate our relationships with denominations that currently support us and continue ecumenical expansion, locally and internationally

Ends Policy 1.2D Enhancing IT

Increase our capacity to use information technologies for teaching, and research and programmatic outreach with diverse external publics

Ends Policy 1.2E Strengthened Community Relationships

Build the VST reputation and nurture a greater community of relationships, e.g., with Indigenous peoples, other religious traditions, UBC, neighbourhood theological colleges

Ends Policy 1.2F 'First Choice' for Students

Strengthen our recruitment of 'first-choice' applicants from Canada, the Pacific North West and draw students from diverse backgrounds

Ends Policy 1.2G Strengthened Financial Stewardship

Create long-term financial strength, stability and confidence in the school with responsible stewardship

Ends Policy 1.2H 'First Choice' for Faculty

Enhance full-time faculty through deliberate recruitment and retention, to complement our current faculty

Ends Policy 1.2I A Unifying Vision

Sustain and develop a staff, faculty and board who enthusiastically support the vision and mission of the school

Strategic Plan - Draft

April 2011, for approval Board of Governors May 2011

A. - LEARNING - Provide a stimulating theological learning environment with exceptional opportunities for the formation of the whole people of God.

Goals:		Accountability Person:	Completion Date:
1.	Continue to expand and support extension learning through the adaptation of NMP degree courses; support for annual course offerings in extension sites in Calgary, Victoria, Kelowna; select on-line course offerings; classroom technologies such as Skype	Richard Topping and FC	Ongoing
2.	Continue to use audio capture and Moodle as support for classroom learning and explore expanded use for distance offerings	FC and Principal	Ongoing
3.	Continue to refine program offerings for new MA and ThM in Indigenous and Inter-Religious Studies	FC; Directors IP; NMP	Spring 2012
4.	ATS Self-Study: BEGUN SPRING 2011: Principal and Dean of Studies attend ATS Self-Study Workshop, September 2011; COMPLETION MARCH 2013	Dean of Studies; Principal	March 2013 submit self-study; visit October 2013
5.	Clarify and implement a refined structure for two year program planning cycles	Faculty Council	Completed Fall 2011
6.	Develop an intentional vision for how spirituality can be integrated into our degree programs.	Dean of Studies	Fall 2013
7.	Complete development of MAPPL degree proposal.	Dean of Studies	Completed Spring 2011

B. - SCHOLARSHIP - Inspire scholarly excellence in the disciplines of theological studies.

Goals:		Accountability Person:	Completion Date:
1.	Complete on-line journal publication of faculty collection of essays on theology of place	Dr. Betcher and Dr. Maier (FA)	Spring 2012
2.	Support regular cycle of faculty sabbaticals with grants from the MacMillan Fund	Principal	Ongoing
3.	Provide continuing education for faculty in IT/Educational Technologies through group professional development	Principal/FA	Academic Year 2010-2011
4.	Complete intellectual copyright policy for Board ratification	Director Information Management with Faculty Association	Completed Spring 2011
5.	Develop resources to support an Aboriginal Scholar in Residence	NMP Director	Completed Fall 2011
6.	Develop a plan for deposit of faculty papers and administrative academic papers to VST archives	Director HR and IM	Fall, 2011

C. - PEOPLE - Inspire and sustain an outstanding community of students, faculty and staff.

Goals:		Accountability Person:	Completion Date:
1.	Plan one further event by Welcoming Spaces, UBC	Sampson and Daum	Fall 2011
2.	Continue to generate new funds to support the Work Study Program at VST	Principal; Director of Development	Completed Fall 2011
3.	Develop a 2-year plan for 'Friends of VST'	Chancellor; Friends Advisory	Completed Spring 2011

D. - SPIRITUAL LIFE - Continue to open ourselves to the presence of the Spirit in all aspects of the life of the School.

Goals:		Accountability Person:	Completion Date:
1.	Plan for regular assessment of community worship and denominational worship	Spirituality Task Force (Sampson)	Fall 2012
2.	Tend the visual aesthetic through art work in VST spaces	Spirituality Task Force (Sampson)	Spring 2012
3.	Continue to offer regular retreat programming as part of the school's degree and continuing education programs	Dean of Studies and Principal	Ongoing
4.	Continue spiritual direction offered for staff and students	Principal	Ongoing
5.	Continue the Principal's community lunch program; discontinue school subsidized coffee service	Principal	Completed Fall 2011

E. - PARTNERSHIPS - Strengthen the School's relationships with its supporting denominations and churches, theological institutions and aboriginal peoples, with specific attention to the Pacific Rim.

Goals:		Accountability Person:	Completion Date:
1.	Pursue an institutional partnership with Sheon Dong University China	Director IP	Spring, 2012
2.	To continue development of partnerships in the DTES as learning sites for PPL formation of VST students and site locations for Vancouver campus course offerings	Dean of Studies	Ongoing
3.	Initiate conversation with University of Victoria CSR	Director IP	Fall, 2012
5.	Develop stronger alumnae/I relationships through specific attention in school Development Plan	Director of Development	Ongoing
6.	Continue to collaborate with Yu-Hadaax and NMC in development of the ISC	Director NMP (Sampson)	Ongoing

F. - INSTITUTIONAL SUSTAINABILITY - Practice and teach responsible stewardship, including sound financial management, in all facets of the School's life.

Goals:		Accountability Person:	Completion Date:
1.	Continue to tend an ethic of ecological responsibility in our institution practices.	ASG (Paula; Elaine)	Ongoing-report progress, May Planning
2.	Pursue new options for marketing and recruitment communication through development of a professional marketing plan; hiring new communications staff	Principal	Completed Spring 2011
3.	Implement the approved 3 year Development Plan for VST	Principal and Director of Development	Ongoing
4.	Develop and implement a records storage and management plan currently being developed by the Inter-Pares Project	Director HR and IM	Completed Fall 2011
5.	Develop guidelines for expanding Islamic Studies Collections for VST library	Dean of Studies	Spring 2012
6.	Refine VST budget so that expenses sit within a manageable level (goal 3.3 million)	Principal	Budget May 2012
7.	Maximize revenue potential from property rentals	Director of Housing	Ongoing
8.	Expand development activities including donor care and planned giving with particular attention to major gifts	Development	Ongoing
9.	Complete year-end and audit process for 2011 budget year	Director of Finance	Completed Fall 2011
10.	Complete effective installation of integrated database system. *ALMOST DONE	ASG	Completed Fall 2011
11.	Expand grant writing and planning	Development	
12.	Install professional grade dishwasher Level 3 and Room 527	Director of Housing	Completed Fall 2011
13.	Develop a plan for furniture replacement	Director of Housing	Spring 2012
14.	Purchase and install additional compact shelving for VST in the archives	Director HR and IM	Completed Spring 2011

Index of Terminology:

ASG	Administrative Staff Group
ASQ	Alumni Student Questionnaire
ATS	Association of Theological Schools
CIS	Center for Indian Scholars
CNRS	Classical Near Eastern & Religious Studies
CRS	Center for Religious Studies, University of Victoria
DCC	Degree Curriculum Committee
DDF's	Director of Denominational Formation
Director HA & IM	Director of Human Resources and Information Management
Director IP	Director of Iona Pacific
ESQ	Entering Student Questionnaire
FC	Faculty Council
Frog File	Environmentally friendly stationery products
Global Cities	Program committee of Faculty Council
GTU	Graduate Theological Union, Berkeley
HR	Human Resources
Iona Pacific	VST's Inter-Religious Centre
NMC	Native Ministries Consortium
NMPC	Native Ministries Program Committee
TEW	Theological Education Weeks
UCC	United Church of Canada
UHill	University Hill Congregation
WWN	Wilp Wilxo'oskwahl Nisga'a University in the Nass
Wabash	Center for teaching, learning, strengthening education in N. America (Established by the Lily Endowment)
Yu-Hadaax	Partnerships of VST, NMC, CIS & WWN ("The Rudder")