



Five Year Strategic Plan

LIVING DOCUMENT
BEGINNING MAY 2019

INTRODUCTION TO
United Lutheran Seminary
Strategic Plan

MAY 2019

The development of this strategic plan occurred in the wake of the consolidation of the Lutheran Theological Seminaries at Gettysburg and Philadelphia. This consolidation was challenging for the many constituencies involved, including students, faculty, staff, administrators, Board of Trustees, Urban Theological Institute, Town and Country Church Institute and alum*. The nature of the consolidation was necessitated by enrollment challenges and financial instability. It was also done very quickly. The context and culture of these two predecessor institutions were quite different. While the strategic planning team recognizes its process was less than ideal because of significant staff transitions and an aggressive schedule, the team worked very hard to present these documents to the United Lutheran Seminary (ULS) community and offers them in a spirit of continued faithful work together.

The first academic year of ULS (2017-2018) was characterized by significant fractures and conflicts involving various constituencies over lightning rod issues especially homophobia and racism. The strategic planning team has been keenly aware of the pain that is still a part of our life together as ULS. We continue to be a community in need of reconciliation and healing, internally and in institutional relationships that intersect with ULS.



With a new sense of stability being realized, under Interim President Green, ULS has engaged in this Strategic Plan in hopes of learning from the struggles of our past and building on the strengths of the two predecessor communities to nurture a Lutheran seminary that teaches and upholds the traditions of Lutheran theology and rigorous biblical study, recognizing that that tradition calls us, as children of a gracious God who loves all that God has been made, to welcoming inclusion and dialogue with all of God's children in all of their diversity, including but not limited to race, ethnicity, gender identity and expression, sexual orientation, class, immigration status, language, heritage, culture, including those of other denominations within Christianity serving in the name of the Triune God, and those of other faiths serving the world.

This Strategic Plan was prepared by a representative body of ULS constituencies: students, faculty, staff, alum, administration, and the Board of Trustees. The group met monthly over the course of the 2018 – 2019 academic year to put this plan together beginning in the Fall of 2018.

The starting point of this strategic planning process was the ULS Mission Statement, which had already been created by a different, but also broadly representative group in the summer of 2018. The Strategic Planning team developed both Vision and Values statements as the beginning and foundation of the planning process. The development of the Vision and Values statements were drafted based on feedback received in a survey sent to each of ULS constituencies as noted above.

The goals and objectives in this plan are aspirational, pointing to where we hope to go. The representatives on the strategic planning committee consulted with their respective constituencies requesting what they considered should be the goals and objectives of ULS. A subcommittee then collated these priorities from each constituency into initial drafts that were reviewed by the committee. A draft of these goals and objectives was sent to ULS constituencies also requesting feedback, which the committee then integrated into the plan.

The plan is intended to look at the next five years with provision for review after three years. The next two years at ULS will include Self-Study reports and visits from both of our accreditation agencies (The Middle States Commission on Higher Education and the Association of Theological Schools). This plan will be instrumental in setting priorities for those processes. Once the plan has been approved by the Board of Trustees, unit teams will draft action plans with specific, measurable, achievable, relevant, and timely steps to help us move together toward our common goals articulated in this plan.



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* The Strategic Planning Committee elected to use the term "alum" rather than the phrase "alumni/alumnae" so that we may acknowledge and affirm all gender identities and expressions which include non-binary and agender people.

** Departed ULS Employ in February 2019

*** Went on disability leave in February 2019, deceased April 2019



United Lutheran Seminary Mission

Unifying, Learning, Serving: United Lutheran Seminary is a welcoming and diverse learning community equipping people to proclaim the living Gospel for a changing church and world.

United Lutheran Seminary Vision

Our vision is to be an innovative and vibrant seminary centered in the gospel of Jesus Christ, forming faithful servant leaders bold in public witness and action in welcoming learning environments that are Lutheran in focus, ecumenical in practice, and led by grace.

United Lutheran Seminary Values

United Lutheran Seminary bears witness to the love of God in seeking to be a Unifying, Learning, and Serving faith community. This Christian calling leads us to affirm the following values:

Love and Justice:

The seminary shall live in God's love for all through advocacy, compassion, forgiveness, reconciliation, humility, dignity, respect, and openness.

Worship and Grace:

The seminary shall be a place of radical hospitality: welcoming, affirming, and open to all who study, worship, work, and visit at our Seminary, as well as to the community at large.



Diversity and Inclusivity:

The seminary affirms its biblical, liturgical, and Lutheran confessional heritage, welcoming and thriving on the diversity of traditions that engage with the community, including the cultural diversity represented within the communities surrounding the Seminary and the world. This includes, but is not limited to, all races, ethnicities, national origins, languages of origins, immigration statuses, mental illnesses, physical attributes or abilities, ages, family structures, gender identities, gender expressions, sexual orientations, cultural backgrounds, former incarcerations, recovery statuses, religious affiliations, and socio-economic status.

Transparency and Trust:

The seminary seeks to maintain integrity through ethical leadership, openness in decision making, and policy setting processes, while keeping confidentiality as necessitated by law, human rights, and respect for people.

Integrity and Inquiry:

The seminary recognizes the importance of high academic standards grounded in integrity to equip students to be competent, curious, creative thinkers open to sustained civil academic discourse and engagement in public ministry in the church and world. It also affirms the importance of lifelong learning for all people.

Community and Wholeness:

The seminary seeks to advance and protect the health and wholeness for all members of the community by practicing discipleship, stewardship, peace-making, and flexibility. It does not tolerate physical, verbal, sexual, emotional harassment or abuse. We reject these intersecting oppressions and seek their transformation.

Partnership and Accountability:

The seminary fosters cooperation with other institutions of the Church such as the ELCA, ELCA Seminaries, synods, and congregations as well as the judicatories, seminaries, and congregations of various traditions with which we collaborate. We hold ourselves accountable to our academic accreditors, to the Church, our partners, the community, and the world.

United Lutheran Seminary Goals, Objectives, Strategies

MISSION	GOALS
UNIFYING	1. To teach and exemplify tradition-specific and ecumenical faith and praxis
LEARNING	2. To educate contextually-adaptable and resilient leaders of faith for mission in the church and God's world
SERVING	3. To support teaching and learning of faith and praxis for service in the church and world through a stable, sustainable educational institution



MISSION	GOALS	OBJECTIVES
UNIFYING	To teach and exemplify tradition-specific and ecumenical faith and praxis	1A: To teach and exemplify tradition-specific theology and praxis, for the Evangelical Lutheran Church in America (ELCA) and other traditions, in an ecumenical, broadly dialogical, and rigorous academic environment
		1B: To critically confront and dismantle bigotry, racism, sexism, heterosexism, gender identity and gender expression bias discrimination, classism, and the structures that perpetuate economic injustice in seminary, church and society as contrary to the gospel of Jesus Christ
		1C: Strengthen ULS partnerships with other seminaries, colleges and universities to enable ULS to produce contextually-adaptable and resilient leaders for mission in the Church and God’s world
LEARNING	To educate contextually-adaptable and resilient leaders of faith for the church and God’s world	2A: To teach and exemplify Lutheran Learning and Formation within its ecumenical commitments
		2B: To support and empower Context-Crossing Education and Formation for adaptive and resilient church leadership in God’s world
		2C: To foster excellence in technology-assisted learning and teaching
SERVING	To support teaching and learning of faith and praxis for service in the church and world through a stable, sustainable educational institution	3A: To define and promote institutional stability, sustainability and reliability
		3B: Increase responsibility, accountability and ownership of all concerned for the institution through shared governance
		3C: Equip, empower and maintain a core ULS faculty that meets the needs of the degree programs to establish consistency in all Objectives and Goals, to stabilize costs over the long term, maintain a presence of ULS in all its networked expressions and to grow ULS education in changing learning modalities
		3D: Equip, empower and maintain a Core ULS Staff that meets the needs of the degree programs to establish consistency in all Objectives and Goals, to stabilize costs over the long term, to maintain consistency in ELCA Candidacy process and supporting Synodical relationships
		3E: Invest in Infrastructure and Operations for ULS



UNIFYING

GOAL 1: TO TEACH AND EXEMPLIFY TRADITION-SPECIFIC AND ECUMENICAL FAITH AND PRAXIS

OBJECTIVE 1A: To teach and exemplify tradition-specific theology and praxis, for the Evangelical Lutheran Church in America (ELCA) and other traditions, in an ecumenical, broadly dialogical, and rigorous academic environment

STRAT 1A.1: Lutheran Learning and Formation offered for both United Lutheran Seminary (ULS) students and ELCA Affiliates, as well as denominational polity, where needed, and formation appropriate to prepare students of other denominations for their ministries

STRAT 1A.2: To hold liturgical worship on a regular basis, with openness to sharing worship times and spaces with ecumenical traditions that reflect the breadth of ULS participation, which changes over time; and to equip learners to curate worship that is dynamically faithful in various current contexts, building upon the attached welcome statement from the Deans of the Chapels (attachment 1)

STRAT 1A.3: To be a site or sites for deliberation and learning by people of Lutheran Confessional commitments, including libraries and archives that support inquiry into ELCA predecessor bodies in North America and the Lutheran tradition, in respectful conversation with ecumenical and dialogue partners

STRAT 1A.4: Develop strategic partnerships with ELCA Synods and ecumenical judicatories, congregations and ministry organizations, to create and finance pathways for students to serve critical mission needs



OBJECTIVE 1B: To critically confront and dismantle bigotry, racism, sexism, heterosexism, gender identity and gender expression bias discrimination, classism, and the structures that perpetuate economic injustice in seminary, church and society as contrary to the gospel of Jesus Christ

STRAT 1B.1: Build upon and activate the ULS Welcome and Equity Statement (attachment 2)

STRAT 1B.2: Communicate relationship of the welcoming goals of ULS to the educational enterprise of the seminary and the varieties of missional contexts that graduates engage

STRAT 1B.3: Teaching and learning across contexts complemented by the ecumenism and social engagement of the ELCA, the Lutheran World Federation, and the World Council of Churches

OBJECTIVE 1C: Strengthen ULS partnerships with other seminaries, colleges, and universities to enable ULS to produce contextually-adaptable and resilient leaders for mission in the Church and God's world

STRAT 1C.1: Emphasize options for ULS students to study in the Washington Theological Consortium

STRAT 1C.2: Create working partnerships with undergraduate institutions to encourage enrollment in seminary and coordinate curricula

STRAT 1C.3: Continue to develop partnership with Pittsburgh Theological Seminary (PTS) for ULS service in Western Pennsylvania and beyond, according to the objectives of the Memorandum of Understanding signed with PTS in Fall 2018 (attachment 3)



LEARNING

GOAL 2: TO EDUCATE CONTEXTUALLY-ADAPTABLE AND RESILIENT LEADERS OF FAITH FOR MISSION IN THE CHURCH AND GOD'S WORLD

OBJECTIVE 2A: To teach and exemplify Lutheran Learning and Formation within its ecumenical commitments

STRAT 2A.1: Develop and strengthen Lutheran competencies and field learning suitable for ELCA students and ELCA Affiliates in ULS to meet ELCA requirements for ordination and consecration

STRAT 2A.2: Develop and strengthen the ongoing interaction with the programs and courses of the Urban Theological Institute as a vital aspect of ULS

OBJECTIVE 2B: To support and empower Context-Crossing Education and Formation for adaptive and resilient church leadership in God's world

STRAT 2B.1: Increase accessibility to domestic and international learning trips rooted in long-term relationships, partnerships and mission needs

STRAT 2B.2: Maintain availability of collaborative teaching and learning through institutes, concentrations/specializations and areas of study

STRAT 2B.3: Continue studies and institutes/programs focused on under-served and challenging settings, including urban, rural, and environmental challenges

STRAT 2B.4: Utilize technology to integrate ULS learning with the World Council of Churches, Lutheran World Federation and other networks globally as well as domestically



STRAT 2B.5: Continue to offer Lifelong Learning and Continuing Education that is responsive to mission needs and ongoing development of leaders

STRAT 2B.6: Continue to offer advanced degrees Master of Sacred Theology (STM) and Doctor of Ministry (DMin) and restart the Doctor of Philosophy (PhD) in a broad choice of focus areas. Strengthen and deepen the faculty and excellent adjuncts to teach in these programs. Continue to explore and support specific programs such as the Black Church DMin and a Rural Church DMin. Find new ways for graduate students to provide leadership in the life of the Seminary through teaching assistantships and participation in cross-listed courses. Strengthen financial support for advanced degree students

OBJECTIVE 2C: To foster excellence in technology-assisted learning and teaching

STRAT 2C.1: Provide frequent authentic activities geared towards collaboration, which parallels the type of behavior expected in and beyond learner careers

STRAT 2C.2: Integrate functional, meaningful cross-platform technologies, which allow for easy access to the community, and the creation of media-rich artifacts available to an audience beyond ULS

STRAT 2C.3: Collect dynamic, formative assessment data, measured systematically, such as ePortfolios and screencasts

STRAT 2C.4: Focus on inquiry and project-based learning, where learners are creators instead of consumers and develop their own meaningful driving questions



SERVING

GOAL 3: TO SUPPORT TEACHING AND LEARNING OF FAITH AND PRAXIS FOR SERVICE IN THE CHURCH AND WORLD THROUGH A STABLE, SUSTAINABLE EDUCATIONAL INSTITUTION

OBJECTIVE 3A: To define and promote institutional stability, sustainability and reliability

STRAT 3A.1: Effectively communicate, report and promote theological teaching and learning taking place through ULS

STRAT 3A.2: Be effective financial stewards through a balanced budget, in consultation with personnel responsible for program areas, and corrected deficit spending, conduct year-end assessments of the budget against accomplishments and changes faced in teaching and learning, assess and evaluate expenses of physical campuses and resources invested in partnerships and networked activities

STRAT 3A.3: Advance a culture of gratitude and faithful philanthropy at and through ULS by encouraging annual unrestricted gifts from individuals, congregations, churches, synods and foundations, building a highly effective Major Gifts operation focused on discovery, cultivation, solicitation and stewardship with the aforementioned groups, implementing a robust Planned Giving program and continue to grow and steward the ULS Endowment

STRAT 3A.4: Effective and engaged Board of Trustees (BoT) that is committed to the mission of ULS in collaborative engagement with faculty, staff and students, serves as connection to share information between the seminary and the larger community, contribute to the Annual fund, assist in fund raising through introductions and accompaniment, engage in ongoing strategic planning, help identify new trustees, engage in continuing education concerning the needs of the church and evaluates themselves on a continuing basis



STRAT 3A.5: Continue to engage and equip alum for their work in the church and God's world through alum events and lifelong learning, share information about the mission and ministry of the seminary, lift-up future seminary students and ongoing support of the mission of ULS

OBJECTIVE 3B: Increase responsibility, accountability and ownership of all concerned for the institution through shared governance

STRAT 3B.1: Foster an institutional culture of service to church and world, directly linked to student vocations in learning and emerging roles of service. Confront and dismantle "consumer services" orientation

STRAT 3B.2: Trustees, administrators, faculty, and staff strive for servant-leadership posture and honor the voices and insight of teachers and learners who are current participants in degrees and learning programs of ULS, recent graduates, all alum, and mission leaders in the field, including those of supporting ELCA synods and other current supporters

STRAT 3B.3: Develop and strengthen effective ways of communication and conflict resolution between all ULS constituents, allowing and encouraging all to work together toward ULS Goals and strategies

OBJECTIVE 3C: Equip, empower and maintain a core ULS faculty that meets the needs of the degree programs to establish consistency in all Objectives and Goals, to stabilize costs over the long term, maintain a presence of ULS in all its networked expressions and to grow ULS education in changing learning modalities

STRAT 3C.1: Identify needed core faculty. Develop a plan for hiring new faculty in a timely manner and work to faculty retention

STRAT 3C.2: To serve in roles defined in the ELCA in areas of Candidacy, including final approval of candidates for ordination and consecration, and service on candidacy committees in the supporting synods and maintaining Synodical and Churchwide relationships



OBJECTIVE 3D: Equip, empower and maintain a Core ULS Staff that meets the needs of the degree programs to establish consistency in all Objectives and Goals, to stabilize costs over the long term, to maintain consistency in ELCA Candidacy process and supporting Synodical relationships

STRAT 3D.1: Build on staff engagement through clearly defined job descriptions, an organizational chart that covers all the seminaries staffing needs in an efficient and clear way, hold regular staff meetings, strengthen communication and value the work of ULS staff

OBJECTIVE 3E: Invest in Infrastructure and Operations for ULS

STRAT 3E.1: Partner with local nonprofits, real estate developers, and government agencies to develop or sell our non-core real estate assets for maximum benefit to the Seminary

STRAT 3E.2: Develop realistic budgets for operations and deferred maintenance of core properties

STRAT 3E.3: Develop comprehensive processes for facilities maintenance and housekeeping that allow us to budget realistically; target institutional needs to support strategic goals; and evaluate and report on our performance relative to these goals

STRAT 3E.4: Develop policies for hospitality and facilities use by outside organizations that account for the importance of our community relationships, while taking into account realistic revenue projections and accurate assessments of costs

STRAT 3E.5: Develop processes to follow IT industry and higher education best practices in information security

STRAT 3E.6: Provide consistent upgrade schedules for supported computer software and hardware products taking into account vendor product lifecycles and the impact of technology on employee productivity

Welcome Statement from the Deans of the Chapels

Our common life as United Lutheran Seminary is both discovered and expressed as we regularly gather on both campuses in our two chapels to celebrate the Word and sacraments. Our worship life is foundational to all that we are and do.

As the Lord Jesus opened his arms to all, so we invite each and every member of this seminary community into our weekly chapel life, giving thanks to God for the rich variety of talents, backgrounds and perspectives represented here. Our beautiful chapels are sacred spaces providing safe spaces where each of us will find a welcome, regardless of who we are; and where all of us together will offer radical hospitality to one another and the world.

Further, in keeping with Lutheran practice, we value ecumenical partnerships and relationships with Christians of many denominations and traditions. Together we can learn from one another and take delight in our shared life in Christ. When students, faculty, staff, and alum from traditions other than Lutheran are called upon to offer their gifts of leadership in our chapels, they are encouraged to bring elements and worship styles of their own faith traditions, thereby enhancing our common worship experience to the glory of God.



United Lutheran Seminary

UNIFYING, LEARNING, SERVING

Mission of ULS:

Unifying, Learning, Serving: United Lutheran Seminary is a welcoming and diverse learning community equipping people to proclaim the living gospel for a changing church and world.

ULS Welcome and Equity Statement

As a community of saved and forgiven people of God, United Lutheran Seminary is called to minister with and affirm all people, knowing that the world is often a place of alienation and brokenness. Indeed, the Church and even this institution have participated in and perpetuated harm to many marginalized persons. We lament the painful alienation that many have experienced from the church and institutions of the church, including ULS and its predecessor institutions, because of what we have done and left undone. However, we firmly believe that Christ calls us to repentance, reconciliation, and wholeness. We are challenged by the Gospel to be agents of healing within our society.

We affirm the apostle Paul when he states, "There is no longer Jew or Greek, there is no longer slave or free, there is no longer male and female; for all of you are one in Christ Jesus" (Galatians 3:28 NRSV). Christ has made us one. We acknowledge Christ's reconciliation extends to people of all races, ethnicities, national origins, languages of origin, immigration statuses, mental illnesses, physical attributes or abilities, ages, family structures, gender identities, gender expressions, sexual orientations, cultural backgrounds, former incarcerations, recovery statuses, religious affiliations, and socio-economic statuses.

ATTACHMENT 2

All too often, society scorns, and the Church alienates, lesbian, gay, bisexual, transgender, queer, and non-binary persons. Therefore, we are called to action and to concretely show our support, inclusion, care, solidarity, and concern. It is for this purpose that we affirm that people of all gender identities, gender expressions, and sexual orientations are of sacred worth as unique and genuine individuals created by God and are full participants, beloved members of our community.

Moreover, society, the church, and other institutions marginalize and discriminate against persons of color. Therefore, we are called to action and to concretely show our support, inclusion, caring, solidarity, and concern. It is for this purpose that we affirm that people of all racial and ethnic groups are of sacred worth as unique and genuine individuals created by God and are full participants, beloved members of our community.

Our seminary community commits to the acceptance and affirmation of all persons. While not everyone in our community is like-minded in the theological and cultural understandings included in this statement, we commit to speaking in love and agreeing to treat our siblings in faith equitably and with affirmation and welcome.

The United Lutheran Seminary community commits to changing the world through the transformative grace of God, inclusive hospitality, and radical welcome. We commit ourselves to making this place open, welcoming, accepting, and affirming to all of God's children. We pledge to provide a place of comfort and safety. We promise to teach that the Gospel of Christ is for everyone equally. We will strive to advocate for systemic change within the policies and practices of church and society. We will work to alleviate not only the painful symptoms of oppression and exclusion, but also to eliminate their root causes.

As a community embodying these values, we will do our utmost to translate our convictions into transformative action in all aspects of our life together. We commit to the important work of repentance, forgiveness, and reconciliation within our community life.

MEMORANDUM of UNDERSTANDING: United Lutheran Seminary & Pittsburgh Theological Seminary

PURPOSE & GOALS

- **To foster and develop teaching and learning supportive to joint ELCA-PCUSA calls**
 - Bishop Kurt Kusserow and General Minister Sheldon Sorge constructed a joint call for a recent PTS graduate in ELCA & PCUSA congregations (PTS *Panorama* pp 19-20).
 - candidates entering joint calls in existing churches need background in the “other traditions,” but also methods for contextual and personal discernment of mission.
 - At present, the SWPA Synod and ELCA do not have enough candidates for available congregations. Therefore, to equip PCUSA candidates for service in Lutheran settings would meet a mission need.
- **To develop and establish Lutheran Learning and Formation (LLF) at PTS**
 - The ELCA Candidacy Manual (2017) allows for “approved Lutheran learning opportunities offered at non-ELCA seminaries” (p 47, Section 4.5.3). A document entitled “Lutheran Learning and Formation at ELCA Seminaries: Expectations for Affiliated Students,” authored by ELCA deans in August 2017, stated: “The expectations and outcomes established for Lutheran Learning and Formation occur not only in the classroom but also through the total teaching/learning experience at an ELCA seminary (or at another seminary program approved by an ELCA seminary).”
 - ULS has responsibilities for affiliate students assigned to it by the ELCA Candidacy Manual. It would help ULS and synod candidacy committees to have a reliable partnership and consistent program at PTS.

ATTACHMENT 3

- **To extend rural ministry education and Appalachian ministry education from Town & Country Church Institute (TCCI) of ULS to PTS**
 - PTS & ULS both serve the northern/north-central Appalachian region
 - PCUSA, ELCA and ecumenical partners have many small rural and “rust belt” churches in Appalachia
 - **Overall:** 48% of PCUSA and 47.5% of ELCA churches are in rural open country to towns of <10,000 population. Similarly: 47% of UCC and 37% of EC. Across all denominations, 44% of all congregations are in open country to towns <10,000. 71% of all churches in USA have <100 weekly.
 - **A local example:** West Virginia Presbytery, PCUSA, which is entirely inside the Appalachian region, has 127 churches of which the median Average Worship Attendance is 27. In the next five years, the presbytery will also face retirement of 40% of the clergy in the presbytery.
 - Town and Country Church Institute (TCCI) mission is to provide teaching, learning, research and service for rural and Appalachian ministries.
 - PTS hosted “Rural & Small Church Ministry” from TCCI in 2017. Planned again for 2019.
 - The two schools belong to the Appalachian Ministries Educational Resource Center (AMERC). A shared immersion course “Environment & Religion in Northern Appalachia/ would be eligible for grant funding by AMERC.

IMPLEMENTATION

2018-2019

1. Research & design teaching and learning to support joint ELCA-PCUSA calls and Lutheran learning & Formation (LLF) at PTS

- investigate standing offerings of PTS that would meet LLF expectations, and offerings helpful to joint ELCA-PCUSA calls

ATTACHMENT 3

- develop Lutheran offerings to augment PTS offerings as needed, under auspices of PTS dean's office and oversight of PTS curriculum
- foster Lutheran presence at PTS by SWPA Synod and neighboring synods
- coordinate LLF@PTS with ULS engagement for ELCA affiliate students
- Gain necessary approvals of ULS, PTS and associated synods
- Explore cross-registration agreement¹ professorial exchange, and/or other arrangements to enhance ULS-PTS partnership

2. Extend TCCI to PTS

- "Rural & Small Church Ministry" course at PTS already planned for Spring 2019
- Appalachian ministry education
 - apply for AMERC grant (up to \$15,000) for an Appalachian immersion course co-sponsored by PTS & ULS
 - Design immersion course to fit PTS cross-contextual requirement

2019–2020

1. LLF@PTS Advisory Committee appointed by Bishop Kusserow & President Esterline, including ULS faculty representative from the Joint Candidacy Committee of SWPA & WV-WMD Synods

- Advisory committee would foster ongoing engagement of the Lutheran synods with PTS and advise PTS regarding LLF on an ongoing basis.

2. LLF@PTS and teaching and learning for joint calls would operate through PTS offices (placement, registrar, dean)

3. TCCI: potential to have "Rural & Small Church Ministry" at PTS and/or Appalachian Ministry immersion sponsored by AMERC pending normal procedures at PTS and ULS

ATTACHMENT 3

PERSONNEL

- Dr. Gilson Waldkoenig, Paulssen-Hale-Maurer Professor of Church in Society and Director of Town & Country Church Institute, will lead the implementation outlined in the timeline, above, since much of it corresponds to TCCI mission.
- Relevant officers from PTS: Director of Vocation & Placement; Dean or dean's representative(s); others as needed
- Relevant officers from ULS in addition to GW: Liaison to Affiliate Students, Dean or dean's representative(s), others as needed
- ELCA Candidacy Manager for Regions 7 & 8, Dr. Paul Baglyos
- Bishop Kusserow and Dr. Sorge or their representatives

RESOURCES

1. ULS to provide the service of GW as a function of the TCCI Director role in 2018-2019 and 2019-2020. One course offset normally applies annually for TCCI Director, and the work outlined, above, would fall under that.
2. Pittsburgh Seminary to host meetings and incur expenses of those traveling to participate if not covered by other sources
 - a. For example, ELCA Candidacy Manager travels under ELCA funding, but GW expenses for travel to PTS would not normally be covered by ULS
3. PTS to cover adjunct instruction by visiting Lutheran professors, under auspices of PTS dean's office and normal procedures
4. AMERC grant for an Appalachian ministry course could include instruction and expenses



DR. RICHARD GREEN



PRESIDENT ESTERLINE



DR. WALDKOENIG