

TURNER THEOLOGICAL SEMINARY

Strategic Plan

2025-2030

PRESIDENT
AMMIE L. DAVIS, PH.D.

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PREPARED IN COLLABORATION WITH
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Reverend Dr. Christopher Campbell
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Reverend Dr. Jarrett Washington



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Introduction

Turner Theological Seminary (TTS) has embarked upon the extraordinary task of seeking accreditation by the Transnational Association of Christian Schools (TRACS). With aspirations of becoming accredited and approved to operate Title IV programming, Turner Theological Seminary hopes more theological learners will join our educational institution. By offering a Master of Divinity program and a Master of Arts program, our service provides immediate benefits to the community of prospective and current clergy and laity. We will continue to request the support of the 6th 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. Presently, TTS offers options for students to pursue their education in residence or a hybrid online format, allowing students to study and share with us from across the globe. Continuing this course delivery model will aid in broadening the bandwidth of lifelong learners and scholars to contribute to the Turner community's commitment to preparing men and women for every aspect of Christian Education.

Turner Theological Seminary is poised to provide our students with quality, holistic educational and practical experiences, regardless of one's denominational affiliation. The contact with students will not be relegated to only graduates or denominational leaders. Ecumenical personalities will 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 our students' theological, spiritual, social, and moral resources through our gifted administrators, faculty, and staff will press Turner closer "towards the mark of the high calling of God in Jesus Christ." In Fall 2024, we will seek additional accreditation for our degree programs through the Association of Theological Schools (ATS). As a fully approved Title IV school with support from the income streams, we can provide full scholarships for 25% of our student population who qualify academically and denominationally.



Our Vision

Turner Theological Seminary (TTS) is to be the seminary of choice for people who desire to pursue excellence through theological perspectives with an emphasis on social justice as a transformational seminary in the world.

Our Mission

Turner Theological Seminary (TTS) is African Methodist Episcopal in origin and affiliation and multi-denominational in spirit. TTS prepares men and women for ecclesial leadership in the African American tradition of theological reflection, liberation, evangelism, justice, and reconciliation and transforms a diverse community of learners into future global leaders who impact the church and the world.

Faith Statement

Turner Theological Seminary (TTS) hereby affirms its historical affiliation with the African Methodist Episcopal Church (AME). In fulfillment of its mission as an institution of higher education, steeped in the foundational beliefs of The AME Church; Turner Theological Seminary is committed to the motto of “God Our Father, Christ Our Redeemer, the Holy Spirit Our Comforter, Humankind Our Family.”



Institutional Goals

Inherited from the work in the Interdenominational Theological Center consortium, these institutional goals reflect Turner's commitment to excellence and innovation in Theological Education. TTS' Institutional Goals are the responsibility of the Board of Trustees and are part of its strategic plan development. They are the following:

1. Educate men and women for leadership in Christ's Church and the world.
2. Demonstrate academic excellence in teaching and research.
3. Attract, support, and retain qualified students capable of fulfilling the mission of the institution, who will foster and advocate diversity; promote integrity and competence in Christian leadership; and encourage justice, reconciliation, liberation, and peace.
4. Provide a critique, informed by the perspectives of African American and other global interpretations of Western, male-dominated theological education.
5. Encourage scholarly research and publications related to African and the Diaspora African religious experience, the African American Church, and the church universal.
6. Attract, develop, and retain competent faculty, staff, and administrators.
7. Ensure that the learning, working, and living environment is healthy, safe, and secure through strong administrative practices.
8. Develop and sustain partnerships that enhance the education of students, provide opportunities for community service, and foster interreligious dialogue.
9. Maintain fiscal stability and to strengthen the financial vitality of Turner Theological Seminary.



STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 1 : Achieve and Sustain Robust Student Enrollment.

Turner Theological Seminary aims to increase enrollment to 75 students by Fall 2028 through three key strategies: enhancing brand visibility, expanding financial aid, and strengthening community connections. This goal aligns with recent trends in graduate education, where enrollment has been growing faster than undergraduate enrollment in recent years. By focusing on these strategies, the Seminary seeks to ensure its long-term viability and sustainability.

To boost brand awareness, the Seminary will refine its web presence and implement targeted marketing campaigns. This strategy is crucial, as HBCUs saw a 7% enrollment increase between 2020 and 2023, underscoring the importance of strong branding and outreach in the current educational landscape. Effective marketing will help differentiate Turner Theological Seminary from competitors and attract prospective students who are looking for a supportive and culturally relevant academic environment.

Expanding financial support options is a critical component of the plan. According to the National Center for Education Statistics, over 80% of students enrolled in undergraduate programs receive financial aid. For graduate students, financial aid often includes a mix of loans, scholarships, fellowships, and work opportunities. The Seminary plans to increase scholarship opportunities and pursue Title IV participation, which would allow students access to federal aid programs such as Federal Direct Unsubsidized Loans, Federal Graduate PLUS Loans, and Federal Work-Study. These federal aid options are crucial, as the average aid per full-time equivalent graduate student was \$28,300 in 2022-23, according to the College Board.

Strengthening community connections forms the third pillar of the enrollment strategy. The Seminary will develop consistent recruitment strategies through local event participation and strategic partnerships with community leaders and organizations. This approach is particularly relevant as some institutions have seen enrollment surges through proactive community engagement, even amidst a general decline in seminary enrollments nationwide. By implementing these strategies, Turner Theological Seminary aims to capitalize on the growing interest in HBCUs and position itself as a leading institution for theological education, ensuring its long-term sustainability and educational quality.

The Seminary extends its commitment to achieving the following objectives:

Objectives

1. Increase student enrollment to 75 students by FY2028 - 2029 with innovative recruitment strategies to attract diverse and sustainable student body
2. Increase student retention and persistence rates by 50% by 2028 with enhanced marketing strategies for retention and enrollment starting FY2025 - 2026
3. Enhance the overall student experience to improve satisfaction and word-of-mouth recruitment by 25% by FY2026 - 2027
4. Develop and implement a data-driven enrollment management strategy by FY2025 - 2026



STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 2 : Deliver academic excellence through high-quality programs, rich learning opportunities, and effective student support mechanisms.

The Seminary should continue to employ effective faculty, as they are essential for maintaining academic excellence and the quality of learning services. To achieve this, the Seminary is committed to attracting and retaining qualified faculty by improving compensation and benefit structures, establishing a tenure-track system, and providing professional development opportunities. These initiatives will enhance faculty knowledge and skills in andragogy (adult learning practices), ensuring that the faculty remains engaged and capable of delivering high-quality education to students.

To further support faculty retention and development, the Seminary will implement a comprehensive strategy that addresses multiple aspects of faculty life. This includes creating a supportive and inclusive work environment, offering mentorship programs for new faculty, providing opportunities for research and scholarly activities, and ensuring a reasonable workload balance. Additionally, the Seminary will invest in state-of-the-art teaching resources and technologies to facilitate innovative pedagogical approaches. By fostering a culture of academic excellence and professional growth, the Seminary aims to not only attract top talent but also to cultivate a sense of belonging and long-term commitment among its faculty members, ultimately benefiting the entire academic community.

The Seminary extends its commitment to achieving the following objectives:

Objectives

1. Develop and launch a doctorate-level program in ministry and research by 2027, with phased implementation beginning FY2025 - 2026
2. Enhance faculty expertise through strategic hiring starting FY2026 - 2027
3. Establish partnerships with religious institutions for student internships by 2027 starting FY2025 - 2026



STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 3 : Secure accreditation and recognition with reputable accrediting agencies.

Accreditation plays a crucial role in establishing the credibility and quality of higher education institutions. Turner Theological Seminary's pursuit of state recognition through the Georgia Nonpublic Postsecondary Education Commission (GNPEC) and accreditation by the Transnational Association of Christian Colleges and Schools (TRACS) are important first steps. GNPEC authorization ensures compliance with state standards, while TRACS accreditation, recognized by the U.S. Department of Education, affirms the institution's adherence to rigorous academic and operational standards. Building on these foundations, achieving accreditation from the Association of Theological Schools (ATS) would further enhance the Seminary's standing. ATS accreditation is particularly significant for theological schools, as it affirms academic quality, ensures adherence to specialized standards for theological education, and can impact students' ability to receive federal financial aid or transfer credits. Collectively, these accreditations would significantly strengthen Turner Theological Seminary's position in the theological education community and appeal to potential students seeking a high-quality, recognized program.

Recent data underscores the importance of these efforts. Since 2021, the federal government has infused a historic \$5.8 billion into HBCUs, with \$2.7 billion specifically allocated through the Higher Education Emergency Relief Fund. Additionally, 45% of seminaries accredited by the Association of Theological Schools reported increased enrollment in fall 2023, despite overall declining trends in theological education. Accreditation not only enhances an institution's credibility but also plays a critical role in securing funding and partnerships. Accredited institutions are more likely to receive federal and state financial aid, attract corporate sponsorships, and secure grants from foundations. By achieving GNPEC, TRACS, and ATS accreditations, Turner Theological Seminary will bolster its financial stability and visibility, ensuring long-term sustainability and growth while providing high-quality theological education.

The Seminary extends its commitment to achieving the following objectives:

Objectives

1. Acquire full candidacy recognition with the Georgia Nonpublic Postsecondary Education Commission within the FY2024 - 2025.
2. Acquire candidacy status with TRACS in FY2024 - 2025
3. Acquire candidacy status with ATS within FY2026 - 2027, starting FY2025 - 2026.



STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 4: Secure and sustain funding sources to fulfill the vision and mission of the Seminary.

Securing annual fundraising sources is essential for keeping higher education institutions open and staffed to fulfill their vision and mission. Turner Theological Seminary recognizes the necessity of embracing fundraising strategies specifically designed to support the improvement of academic programs and campus facilities. Expanding partnerships is a critical factor in increasing non-tuition-generated revenue and enhancing community awareness. By acquiring partnerships, the Seminary can bolster its financial stability and visibility, ensuring long-term sustainability and growth.

Turner Theological Seminary will explore multiple avenues to secure non-tuition generated revenue. This includes developing a robust alumnus giving program, seeking corporate sponsorships, pursuing grant opportunities, and creating revenue-generating continuing education programs. For context, HBCUs create an annual economic impact of \$15 billion, demonstrating the potential for significant financial growth through strategic partnerships and diversified funding sources. The Seminary will also investigate leveraging its facilities for community events during off-peak times, creating an additional income stream. These diversified approaches to revenue generation will help reduce reliance on tuition and create a more stable financial foundation for the institution.

The Seminary extends its commitment to achieving the following objectives:

Objective

1. Hire a full or part-time institutional fundraising resource to lead TTS's efforts by FY2025 - 2026.
2. Develop and approve an institutional fundraising strategic plan in FY2026 - 2027 that targets a 5-year goal of \$5 million dollars.
3. Implement the institutional fundraising strategic plan by 2030, resulting in a minimum 50% year-to-year increase in revenue beginning FY2027 - 2028 during the plan.



STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 5: Implement Human Resource Management Policies, Procedures and Best Practices.

Effective human resources management is essential for creating high-quality employee performance in any business setting. HR management bridges the gap between employees' performance and the organization's strategic objectives, providing a competitive advantage. To remain a competitive employer, Turner Theological Seminary must focus on acquiring new talent and retaining existing personnel by offering competitive wages, sound onboarding procedures, and comprehensive employee benefits. According to recent HR statistics, flexible work options are valued by 79% of employees, and access to mental health resources is a priority for 62% of job seekers, highlighting the importance of a supportive work environment.

To further support faculty retention and development, the Seminary will implement a comprehensive strategy addressing multiple aspects of faculty life. This includes creating a supportive and inclusive work environment, offering mentorship programs for new faculty, providing opportunities for research and scholarly activities, and ensuring a reasonable workload balance. Additionally, the Seminary will invest in state-of-the-art teaching resources and technologies to facilitate innovative pedagogical approaches. By fostering a culture of academic excellence and professional growth, the Seminary aims to attract top talent and cultivate long-term commitment among its faculty members, ultimately benefiting the entire academic community.

The Seminary extends its commitment to achieving the following objectives:

Objectives:

1. Improve on-boarding procedures for all new employees in FY2024 - 2025
2. Strengthen employee benefits that meet the needs of the entire workforce beginning FY2025 - 2026
3. Create an engaging, inclusive, supportive work environment that promotes employee well-being, productivity and satisfaction starting FY2024 - 2025



Strategic Planning Process

The planning process at Turner Theological Seminary is mission-driven and applies to all organizational functions and programs. The comprehensive nature of the planning and evaluation processes encompasses a wide variety of institutional participation. Furthermore, the approach is data-driven, based on internal and external factors, and includes goals that include all aspects of the institution. Moreover, the Strategic Planning process ensures the plan's alignment with the Seminary's human, physical, and fiscal resources. The Seminary's comprehensive strategic planning and evaluation process is depicted in Figure 1: Strategic Planning Process and further described and outlined below.

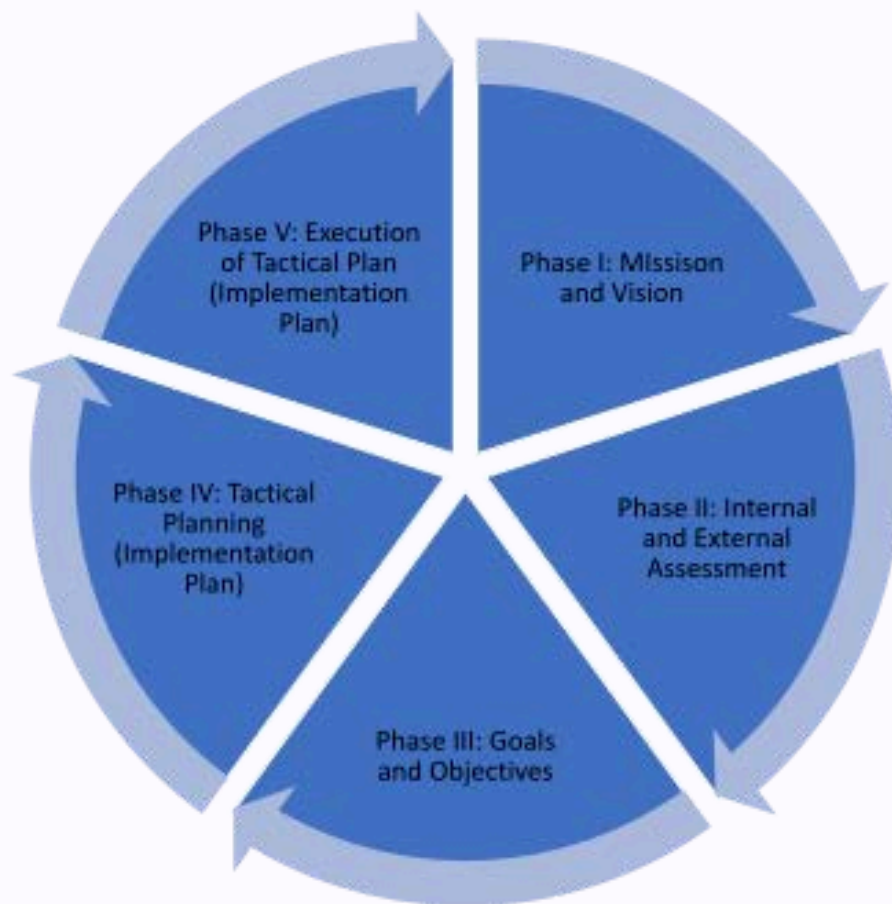


Figure 1 TTS Strategic Planning Process



Phase I: Mission and Vision

- 1.The Strategic Planning Committee collectively reviews the Vision and Mission of the Seminary to ensure its relevance.
- 2.All discussions are recorded, and proposed changes are documented.

Phase II: Internal and External Assessment and Evaluation

- 1.Perform SWOT.
- 2.Review Internal Assessment and Evaluation Data.
- 3.Enrollment Trends
- 4.Retention Rates
- 5.Graduation and Placement Rates
- 6.Fiscal soundness and stability
- 7.Student Learning Attainment and GPAs
- 8.Student Satisfaction Survey Results (all aspects of the Seminary)
- 9.Facilities Survey Results

Phase III: Strategic Goals and Objectives

- 1.Review Current Strategic Goals and Objectives:
- 2.Update existing goals/objectives that are aligned with the Vision and Mission of the Seminary, as necessary.
- 3.Create new goals/objectives that are aligned with the Vision and Mission of the Seminary, as necessary.

Phase IV: Implementation and Action Plan

- 1.Review current implementation plan.
- 2.Create new strategies, as needed.
- 3.Align human resources, timeline, and fiscal resources (budget).

Phase V: Execution of Tactical Plan (Implementation Plan)

- 1.Complete assigned strategies.



INTERNAL AND EXTERNAL ASSESSMENT AND EVALUATION

Turner Theological Seminary's SWOT analysis highlights its strengths in team building, quality theological education, innovation, long-term relationships, and inclusivity. However, it faces weaknesses such as communication challenges, financial constraints, limited funding, small size, insufficient training, and security gaps. Opportunities for TTS include expanding impact through initiatives like Prison Ministry, mental health support, collaborating with local churches, and utilizing online and hybrid education. Threats involve financial constraints, competition, audit deadlines, regulatory issues, limited resources, and the rise of online education platforms.



IMPLEMENTATION AND ACTION PLAN – STRATEGIC GOAL 1

STRATEGIC GOAL 1: Achieve and Sustain Robust Student Enrollment.

Objective A

- Increase student enrollment to 75 students by 2028 with innovative recruitment strategies to attract a diverse and sustainable student body

Implementation Plan

- Admissions Director, Enrollment Manager, Marketing Team, IT Department, Student Services Director (new hire), Academic Advisor, Provost, and Faculty Committee will strengthen recruitment, community engagement and enhance digital presence starting FY2025 – 2026 with an annual budget of \$55,000.

Action Plan

1. Develop Strategic Partnerships: Create a "Vanguard Church Partners" program, partner with churches and organizations, and host workshops for diverse prospective students.
2. Enhance Digital Outreach: Launch virtual campus tours, hold quarterly online "Fireside Chats", and optimize social media presence.
3. Organize Community Engagement Events: Coordinate outreach activities, host an annual Ministry Conference, and conduct regular fundraising initiatives.

Objective B

- Increase student retention and persistence rates by 50% by 2028 with enhanced marketing strategies for retention and enrollment to begin FY 2025 – 2026

Implementation Plan

- Student Services Director, Academic Advisor, Provost, Office of Institutional Effectiveness, and Faculty Committee will enhance student support services and conduct continuous assessment and improvement of academic programs. Regular assessment and adaptation of these initiatives will be crucial for achieving the enrollment and retention goals by 2028 with an annual budget of \$30,000.

Actions Plan

1. Implement Retention Program: Develop mentorships, and support groups, and provide academic/career advising.
2. Enhance Student Engagement: Organize regular activities and maintain a digital events calendar.
3. Improve Academic Programs: Review programs, analyze feedback, update curriculum, and offer faculty development.

Objective C

- Develop and implement a data-driven enrollment management strategy by the end of FY2024 – 2025

Implementation Plan

- The student Life Coordinator, Academic Affairs, Facilities Manager, and IT Department will create a vibrant on-campus and off-campus community Improve Campus Facilities and Technology



Actions:

1. Foster Student Community: Develop diverse student-focused events, create student-led organizations, and implement peer mentoring programs.
2. Upgrade Campus Facilities: Assess and improve facilities, upgrade classroom technology for hybrid learning, and create modern study spaces.
3. Enhance Digital Infrastructure: Implement a user-friendly campus app for easy access to resources and information.

Objective D

- Develop and implement a data-driven enrollment management strategy by the conclusion of FY2025 - 2026.

Implementation Plan

- Enrollment Manager and IT Department will establish an Enrollment Management Data System and Utilize Predictive Analytics for Targeted Recruitment and Retention by 2025 with an annual budget of \$35,000 to improve the overall student experience and implementing data-driven decision-making in enrollment management.

Action Plan

1. Implement Data-Driven Systems: Deploy a comprehensive CRM system and predictive analytics software for enrollment management.
2. Develop Performance Metrics: Establish KPIs for enrollment and retention and create models to identify at-risk students.
3. Optimize Recruitment and Retention: Create targeted campaigns based on data insights and continuously refine predictive models.

IMPLEMENTATION AND ACTION PLAN – STRATEGIC GOAL 2

STRATEGIC GOAL 2: Deliver academic excellence through high-quality programs, rich learning opportunities, and effective student support mechanisms.

Objectives A

- Develop and launch a doctorate-level program in ministry and research by 2027, with phased implementation set to begin during FY2025 - 2026 .

Implementation Plan

- The Curriculum Development Team will design curriculum, align with accreditation standards, and submit for approval during FY2025 - 2026 with a budget of \$25,000.

Action Plan

1. Design curriculum aligned with TRACS and ATS standards for Doctor of Ministry programs.
2. Develop a research-focused component to meet "ministry and research" criteria.
3. Prepare and submit accreditation documentation to TRACS and ATS



Objectives C

- Establish partnerships with religious institutions for student internships by the end of FY2026 - 2027

Implementation Plan

- The Director of Admissions will develop marketing materials, launch campaign, and establish admissions criteria and processes to begin FY2025 - 2026 with a budget of \$5,000

Action Plan

- Develop Marketing Materials: Create brochures, digital content, and video testimonials; design a dedicated website section; develop social media campaigns; and produce an internship handbook.
- Establish Admissions Criteria: Define GPA and prerequisites, establish the application process, create an evaluation rubric, set up interviews, and determine internship duration and credit requirements.
- Forge Partnerships: Identify potential institutions, develop partnership proposals, schedule meetings, sign MOUs, and establish regular communication with partners.

IMPLEMENTATION AND ACTION PLAN – STRATEGIC GOAL 3

STRATEGIC GOAL 3: Secure accreditation and recognition with reputable accrediting agencies

Objectives A

- Acquire renewal with the Georgia Nonpublic Postsecondary Education Commission

Implementation Plan

- The Accreditation Coordinator and Provost will complete the GNPEC renewal process during FY2024 - 2025 with a budget of \$1,500.

Action Plan

1. Compile and submit all required documentation and reports.
2. Ensure compliance with GNPEC standards and guidelines.
3. Schedule and prepare for any necessary site visits or evaluations.

Objectives B

- Acquire candidacy status with TRACS by October 2025

Implementation Plan

- The Accreditation Coordinator, Provost and President will begin the TRACS self-study preparation in October 2024 with a budget of \$20,000.

Action Plan

1. Form a self-study committee to evaluate current practices and identify areas for improvement.
2. Prepare and submit the self-study report to TRACS.
3. Organize and prepare for the TRACS evaluation team visit.
4. Address any recommendations or requirements from the TRACS evaluation.



Objectives C

- Acquire candidacy status with ATS within the year 2027.

Implementation Plan

- Develop and submit the self-study report for ATS accreditation. Ongoing maintenance of accreditation standards will be the responsibility of the accreditation Coordinator and all staff, starting in FY2025 - 2026 with an annual budget of \$25,000.

Action Plan

- Establish an ATS accreditation task force to oversee the process.
- Conduct a thorough self-assessment to align with ATS standards.
- Prepare and submit the self-study report to ATS.
- Host the ATS site visit and address any feedback or recommendations.
- Implement any necessary changes to meet ATS accreditation standards.

IMPLEMENTATION AND ACTION PLAN – STRATEGIC GOAL 4

STRATEGIC GOAL 4: Secure and sustain funding sources to fulfill the mission and vision of the Seminary.

Objective A

- Hire a full- or part-time institutional fundraising resource to lead TTS's efforts by the start of FY2025 - 2026

Implementation Plan

- The Office of the President and Human Resource Manager will develop a detailed job description of AVP of Advancement, Philanthropic & Growth outlining the role and responsibilities with a budget of \$90,000 by January 2025

Action Plans

1. Execute the hiring process for the AVP of Advancement, Philanthropic & Growth by January 2025.
2. Screen and shortlist candidates based on qualifications and experience required by March 2025.
3. Allocate the budget and resources for the new hire and ensure alignment with TTS's mission and vision by April 2025.

Objective B

- Develop and approve an institutional fundraising strategic plan by 2026 that targets a 5-year goal of \$5 million dollars.

Implementation Plan

- New AVP will assess the current funding needs, and potential funding sources, analyze market trends and identify potential donors and partners with a budget of \$30,000 beginning FY2026 - 2027

Action Plans

1. Assess Current Funding Needs: Review financial status and funding gaps, identify key funding areas, and develop a detailed report on funding needs and priorities by December 2024.
2. Identify Potential Donors and Partners: Compile a list of potential donors, analyze their interests, and align them with TTS's mission and funding needs by June 2025
3. Analyze Market Trends and Develop Strategic Plan: Conduct market analysis, develop a 5-year fundraising strategic plan with goals and metrics, and present it to the Board of Trustees for approval by December 2025.

Objective C

- Implement the institutional fundraising strategic plan by 2030, resulting in a minimum 50% year-to-year increase in revenue during the plan.

Implementation Plan

- The Institution Advancement, Philanthropic & Growth team will execute initial fundraising campaigns targeting key donor segments, organize fundraising events and outreach activities to build donor relationships by the end of FY2026 – 2027. Revenue monitoring to start FY2027.

Action Plan

1. Execute Fundraising Campaigns: Launch targeted fundraising campaigns to key donor segments by 2027 to achieve a 50% year-to-year revenue increase.
2. Organize Fundraising Events: Plan and host fundraising events to engage donors and build relationships by 2027, enhancing donor contributions.
3. Conduct Outreach Activities: Implement outreach activities to expand the donor base and foster community support by 2027, diversifying funding sources.

IMPLEMENTATION AND ACTION PLAN – STRATEGIC GOAL 5

STRATEGIC GOAL 5: Implement Human Resource Management Policies, Procedures and Best Practices

Objectives A

- Improve onboarding procedures for all new employees beginning FY2024 – FY2025

Implementation

- The HR Director will develop a comprehensive onboarding plan program, starting immediately with a budget of \$15,000.

Action Plan

1. Develop Onboarding Plan: The HR Director will create a comprehensive onboarding plan by September 2024.
2. Implement Training Programs: Launch training sessions for new employees to introduce TTS's policies, culture, and job expectations by July 2024.
3. Evaluate and Improve Onboarding: Regularly assess the onboarding process through employee feedback and make necessary improvements by December 2024.

Objectives B

- Strengthen employee benefits that meet the needs of the entire workforce.

Implementation

- The HR Director and Finance Director will review and enhance the employee benefits package, beginning in January 2025 with an annual budget of \$50,000.

Action Plan

1. Review Current Benefits Package: The HR Director and Finance Director will review the current employee benefits package.
2. Enhance Employee Benefits: Develop and implement an enhanced benefits package that meets the diverse needs of the workforce by June 2025 for FY2025 – 2026 roll-out.
3. Evaluate Benefits Effectiveness: Regularly assess the effectiveness of the new benefits package through employee feedback and make necessary adjustments starting from July 2025.

Objectives C

- Create an engaging, inclusive, supportive work environment that promotes employee well-being, productivity and satisfaction.

Implementation

- Employee satisfaction surveys will be implemented by the HR Director, during FY2024 - 2025 with an annual budget of \$5,000.

Action Plan

- **Implement Employee Satisfaction Surveys:** The HR Director will implement employee satisfaction surveys starting in August 2024
- **Analyze Survey Results:** Analyze survey results to identify key areas for improvement in employee well-being, productivity, and satisfaction starting from September 2024.
- **Develop and Implement Improvement Initiatives:** Develop and implement initiatives based on survey feedback to create an engaging, inclusive, and supportive work environment starting from October 2024.



FINANCIAL RESOURCES TO MEET STRATEGIC GOAL

TURNER THEOLOGICAL SEMINARY TUITION AND FEES

Tuition per Semester (9 Credit Hours)	\$5,850.00
Application Fee	\$85.00
New Student Fee	\$100.00
Administrative Fee	\$100.00
Technology Fee	\$200.00
Thesis Fee	\$200.00
Late Registration Fee	\$150.00
Transcript Fee	\$20.00
Graduation Fee	\$450.00
Student Senate Fee	\$50.00
Certificate Program Fee (Per Course)	\$225

Figure 2 – Tuition and Fees

YEAR	FISCAL YEAR	REVENUE	EXPENDITURES
YEAR 1	2024-2025	\$2,238,804.00	\$1,446,816.00
YEAR 2	2025-2026	\$2,559,304.00	\$2,061,876.00
YEAR 3	2026-2027	\$2,640,804.00	\$2,061,876.00
YEAR 4	2027-2028	\$2,722,304.00	\$2,061,876.00
YEAR 5	2028-2029	\$2,803,804.00	\$2,061,876.00

Figure 3 – Five Year Financial Resources



SUMMARY OF FINANCIAL RESOURCES TO MEET STRATEGIC GOALS

Turner Theological Seminary (TTS) aims to secure and sustain funding sources to fulfill its mission and vision. The financial strategy includes a detailed tuition and fees structure and a multi-year financial projection to ensure long-term sustainability. The tuition per semester for 9 credit hours is \$5,850, with additional fees for application, new students, administration, technology, thesis, late registration, transcripts, graduation, and student senate activities. The projected revenue and expenditures from 2024 to 2029 show a steady increase in revenue, ensuring financial stability. The Seminary's financial resources to meet strategic goal is depicted in Figure 2 and Figure 3.

Planning and Budgeting

Refining its budgetary needs will allow TTS to accommodate growth and ensure financial stability, thereby achieving its strategic goals. TTS will implement a comprehensive financial planning and budgeting process. This includes aligning human resources, timelines, and fiscal resources to ensure effective execution of the strategic plan. The institution will also explore additional revenue streams, such as grants, corporate sponsorships, facility rentals, philanthropic contributions, and community partnerships, to supplement its budget and support growth initiatives.

Leveraging Support from the AME Church

TTS will capitalize on the financial support from the Connectional AME Church and the Sixth Episcopal District of the AME Church, totaling \$556,866. This funding will be allocated towards key initiatives, such as enhancing academic programs, improving campus facilities, and expanding community outreach efforts. By strategically utilizing these resources, TTS aims to strengthen its financial foundation and achieve its long-term objectives.

Targeting Enrollment Growth

A key component of TTS's financial strategy is to increase student enrollment to 150 students by 2029. This growth target will be supported by marketing and recruitment efforts, as well as the development of new academic programs and student support services. By attracting more students, TTS will enhance its revenue base and ensure the sustainability of its educational mission.





Turner Theological Seminary

702 Martin Luther King Jr Drive SW, Atlanta, Georgia 30314
(404) 527 - 0080 | www.turnerseminary.org