

## LST Draft Strategic Plan – June 2018

### Thankful for the past, looking to the future

For the generosity of God and the faithfulness of those who have gone before us we gratefully celebrate 75 years of serving the Church of Jesus Christ throughout the world.

Through the voices of our founders we continue to hear God's call to provide a residential college 'adequately staffed by well-qualified teachers, and conducted in accordance with the best educational standards, ... [equivalent to any] British University'. We, therefore, continue to aspire to be a **world-class** educational institution, worthy of comparison with the best theological Schools in the world.

The dream of Gilbert Kirby, our second principal, was: 'We dare to believe that in the years to come some of the outstanding Christian leaders in Asia, in Africa, in Latin America, and in many other areas of the world will in fact be men and women who took their training at London Bible College', now London School of Theology.

We are moved and thankful that this is being fulfilled with over 7,000 graduates serving Jesus Christ in all corners of the globe. We continue to be enriched by a **worldwide** perspective increasingly enriched by engagement with leaders from around the world. We want those anywhere in the world thinking about theological education to consider LST. And we want to go on training our graduates to serve the Church of Jesus Christ anywhere in the world, from London to Lisbon and from Lagos to Lameroo.

Placing our next 75 years in God's hands we hear his call to grow in **educating individuals**. As those individuals are increasingly diverse in age, ethnicity, life and Christian experience, and more wishing to study part time and remain in their contexts, our programmes will be more flexible, broader in their offerings, and available in different modes of delivery: on campus, online, distance and in intensives, and for cohorts large and small. Whether on campus or in another part of the world our students will receive gold-standard transformational education to develop the whole person for wherever they serve.

As a servant **equipping local Churches** LST will not only continue training pastors, youth workers, children's workers, counsellors, worship leaders and para-church workers, but also those who want to serve Christ in the market place in business, education, charities, chaplaincy and other professions that most directly shape our communities. We will also be increasingly generous in offering resources for local churches, para-church organisations and other expressions of the Church as partners in making disciples of all nations. Our commitment to serving the Church of Jesus Christ will continue through **engaging in leading research** at the highest level. Attracting influential faculty members, we will go on supervising the best students from diverse backgrounds and undertaking research that shapes the academy, resources the Church and enriches our teaching.

As we look to the future, above all else we hear God's call to be more like Jesus. As individuals and as a community, therefore, we are committed to allowing the Holy Spirit to shape **our characters** so that our community and organizational management fruitfully enables all that God is calling us to be and achieve.

Hearing God's call in these ways gives rise to this Strategic Plan.

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**LST ‘PLAN ON A PAGE’**

<b>EVERYTHING WE DO IS FOR THE GLORY OF GOD</b>	
<p><b>Research, teaching and learning</b></p> <p><i>LST is unavoidable for people thinking of theological education.</i></p> <ul style="list-style-type: none"> <li>▪ LST delivers a highly flexible suite of degree programmes that are relevant to the Church.</li> <li>▪ LST is recognised for the excellence of its teaching.</li> <li>▪ LST is a community with the capacity to deliver transformational thinking and create greatest impact on the church, academy and market-place.</li> <li>▪ LST accepts and supervises the best research students to completion and publication.</li> </ul>	<p><b>Organisational excellence</b></p> <p><i>LST has more than adequate resources and is a place in which everything works beautifully without any effort whatsoever.</i></p> <ul style="list-style-type: none"> <li>▪ LST is financially sustainable.</li> <li>▪ LST’s estate and IT infrastructure are valued enablers of the Strategic Plan.</li> <li>▪ LST is an employer of choice and a great place to work.</li> <li>▪ LST relies on robust policies and processes that are clearly defined and universally followed.</li> </ul>
<p><b>Student and staff experience</b></p> <p><i>LST is a community that is successful in its mission.</i></p> <ul style="list-style-type: none"> <li>▪ LST is a sustainable and diverse, global community.</li> <li>▪ LST is a Christian community.</li> <li>▪ LST is recognised through the formation and service of its graduates.</li> <li>▪ LST is valued by the quality of its student experience.</li> </ul>	<p><b>Relationships, reach and reputation</b></p> <p><i>LST has a global reach and reputation with clearly communicated values.</i></p> <ul style="list-style-type: none"> <li>▪ LST has well-defined global marketing and communications tools.</li> <li>▪ LST effectively equips global churches.</li> <li>▪ LST effectively equips local churches.</li> <li>▪ LST develops strong and strategic Alumni relations.</li> </ul>
<b>IN THE IMAGE OF CHRIST</b>	
<i>Compassion and forgiveness</i>	<i>Excellence and integrity</i>
<i>Gentleness and humility</i>	<i>Hospitality and Service</i>
	<i>Hope and joy</i>

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**LST | World Class–Worldwide: To serve the Church of Jesus Christ by educating individuals, equipping local Churches and engaging in leading research**

### **DEFINING TERMS**

- **World class:** Worthy of comparison with the best theological institutions in the world.
- **Worldwide:** An institution with a global reach in its recruitment and reputation preparing students to serve in the global Church, academy and market-place.
- **Educating individuals:** A gold-standard, transformational educational experience to develop the whole person for a vocation of service.
- **Equipping local Churches:** A generous School that offers resources for local Churches, para-Church organisations and other expressions of the Church to make disciples of all nations.
- **Leading research:** Engaged internationally at the highest level with research that enriches teaching and serves the Church.

### 1. **OUR CHARACTER**

London School of Theology exists to serve the Church of Jesus Christ throughout the world. To achieve this end, it is imperative that LST does not simply seek to *serve* the Church but that it also seeks to be *part of* the Church. Our ways of working must be marked by faithfulness to God, commitment to the way of Christ and ongoing transformation by the Spirit.

Therefore, the Strategic Plan which follows is an outworking of a deeper set of virtues by which its implementation is to be measured. Shaped by our understanding of what it means to be a community of disciples, we seek to embody virtues which reflect the Christ who calls us to follow him and the Spirit who empowers our work. In turn, we not only want to train our students to think theologically about their area of service but also to be godly leaders in their world of work.

Our conviction is that these virtues are to infuse our community and that for all who work or study at LST they will be deeply experienced, internalised and expressed.

Gentleness (Galatians 5:22) and Humility (Romans 12:3)

Compassion (Galatians 5:22) and Forgiveness (Ephesians 4:32)

Excellence (Philippians 4:8) and Integrity (John 8:32)

Hospitality (Hebrews 13:1-2) and Service (Matthew 22:37-39)

Hope (Romans 4:3-4) and Joy (Galatians 5:22)

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These virtues emerge for us from a number of New Testament pictures of discipleship. Key among them are Paul’s description of the Fruit of the Spirit in Galatians 5:22 and, principally, Jesus’ declaration in Mark 8:34–36:

“If any want to become my followers, let them deny themselves and take up their cross and follow me. For those who want to save their life will lose it, and those who lose their life for my sake, and for the sake of the gospel, will save it. For what will it profit them to gain the whole world and forfeit their life?”

Therefore, our prayer for the LST community:

God of love we commit to your safekeeping and care, the LST community.  
We ask for your blessing on faculty, staff, trustees and particularly students.  
We ask for your guiding hand in our lives - that we will be people of integrity  
and that all we do will be in service of you.

#### **Lord in your mercy, hear our prayer.**

God of growth we ask that you grant to each one of us opportunities to  
develop gifts of compassion, forgiveness and gentleness.  
We ask that you open our hearts to be humble and trusting with each other.

God of wonder we ask you to infuse our community with joy and hope.  
Grant to us the gift of hospitality and set our minds on achieving all that is excellent  
and pleasing in your sight.

#### **Lord in your mercy, hear our prayer.**

God of grace and power, help us to apply the lessons we learn in this place  
to every aspect and corner of our life.

**We ask all of this in the name of your beloved Son, Jesus Christ, our Lord. Amen.**

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only Review (R) Action (A)
<b>2. <u>RESEARCH, TEACHING AND LEARNING – LST is unavoidable for people thinking of theological education</u></b>								
<b>Goal 2.1: LST delivers a highly flexible suite of programmes that are relevant to the Church</b>								
Within two years all programmes will be flexible and accessible as defined by the following criteria: <ul style="list-style-type: none"> <li>▪ All on-line UG modules available every semester.</li> <li>▪ All Level seven modules available at least once a year.</li> <li>▪ All Life Long Learning modules on-line modules continuously available.</li> <li>▪ Campus increasingly used for teaching throughout the calendar year.</li> </ul> Within two years, the following new modules will be delivered: <ul style="list-style-type: none"> <li>▪ Youth work</li> <li>▪ Chaplaincy for a variety of theatres of service.</li> <li>▪ Children’s work</li> <li>▪ Worship production</li> <li>▪ Management and Administration</li> <li>▪ A L6 option for each major theological discipline</li> </ul>	2.1.1	Consider / plan how LST’s programmes can be delivered more frequently, flexibly and accessibly.	X				GT	R: 0.50 Academic Developer for twelve months. £18k.
	2.1.2	Research (including market research and consultation) the viability of the proposed new modules and programmes and appoint work groups to design.	X				GT	
	2.1.3	Appoint work groups to plan and gain accreditation and approval for each of the new modules and programmes.	X				GT	
	2.1.4	Design budgets, policies and processes to facilitate the delivery of new programmes and support faculty, staff and students.	X				GT	
	2.1.5	Commence recruitment for new programme	X				KD	

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only
							Review (R)	Action (A)
<p>Within two years, the following new programmes will be delivered:</p> <ul style="list-style-type: none"> <li>▪ MA Theology &amp; Counselling.</li> <li>▪ MA Theology on-campus.</li> <li>▪ MA Theology &amp; Worship and MA Theology, Music &amp; Worship.</li> <li>▪ BA Theological Studies (revised and re-launched).</li> <li>▪ Ordination preparation programme recognised by independent Churches.</li> <li>▪ A Ministry Track within the BATH programme for those expecting to serve the church in traditional forms of ministry</li> </ul> <p>Within five years, the following new modules will be delivered:</p> <ul style="list-style-type: none"> <li>▪ Business</li> <li>▪ Social Justice</li> <li>▪ Education</li> </ul> <p>Within five years the following new programme will be delivered:</p> <ul style="list-style-type: none"> <li>▪ MBA</li> </ul>	2.1.6	Commence delivery of new programmes.	X ← → X				<b>GT</b>	A: VLs for MA T&C / MA T on-campus 1 FTE T&W lecturer 0.6 FTE BA Theology 1 FTE Ministry Track Total £100k p.a.

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<p>Within 5 years, a PG option will be available for every UG programme and the following new programmes will be delivered:</p> <ul style="list-style-type: none"> <li>▪ BA Theology &amp; Education.</li> <li>▪ BA Theology &amp; Business.</li> </ul>									
<b>Goal 2.2: LST is recognised for the excellence of its teaching</b>									
<ul style="list-style-type: none"> <li>▪ TEF Award – Silver (2020) and Gold (2025).</li> <li>▪ Regulatory approval to award Taught Degrees.</li> <li>▪ 90% student attendance, retention, continuation and progression.</li> <li>▪ Parity of outcomes achieved for all students on all programmes, regardless of age, gender and ethnicity.</li> </ul>	2.2.1	Quarterly reports to be submitted to Executive Team on TEF matters.	X					<b>KD</b>	
	2.2.2	Join TEF in 2019-2020 and ensure compliance with requirements.	X					<b>GT</b>	
	2.2.3	Undertake a risk analysis for seeking and being awarded TDAP.	X					<b>CTS</b>	R: 0.50 Academic Developer for 12 months. As above.

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only Review (R) Action (A)
	2.2.4	Pending favourable results of above, staffing to be made available to oversee the process, preparation and maintenance of TDAP.	X				CTS	A: As above additional £18k.
	2.2.5	Maintain and report appropriate attendance, retention, continuation and progression statistics and implement a cycle of continuous improvement.	X				KD	A: New SIS being implemented Autumn 2018 – see below
	2.2.6	Learn from recent mistakes in online delivery, develop an online programme that is as valued and respected and improve the quality of what we offer.	X				GT	A: New Director of Online Education covered in existing budget
	2.2.7	Identify the thought leaders of online education and engage with and learn from them.	X				GT	
<b>Goal 2.3: LST is a community with the capacity to deliver transformational thinking and create greatest impact on the Church, the academy and the market-place</b>								
<ul style="list-style-type: none"> <li>▪ Student to faculty ratio of not more than fifteen-to-one:               <ul style="list-style-type: none"> <li>○ UG students -v- faculty ratio to be agreed.</li> <li>○ PG students -v- faculty ratio to be agreed.</li> </ul> </li> </ul>	2.3.1	Maintain student -v- faculty ratio records and report to Executive team, Academic Affairs Committee and Academic Board (through the Academic Dean). Information to be shown having an impact on hiring.	X				KD	

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<ul style="list-style-type: none"> <li>○ PGR full-time students – faculty members supervising not more than six students from proposal to publication.</li> <li>▪ Two full-time faculty members for each major theological discipline.</li> <li>▪ Sufficient faculty to be able to focus more of their work on research, teaching or leadership according to their vocation.</li> <li>▪ 75% of faculty members research active.</li> <li>▪ 40% of faculty members publishing for the informed lay person.</li> <li>▪ 30% of faculty members producing research at REF level.</li> <li>▪ 20% of faculty presenting annually at international conferences.</li> <li>▪ Faculty members regularly appointed as External Examiners.</li> <li>▪ Faculty members of such quality and esteem that they are sought by and seconded to other HE providers.</li> <li>▪ External research income of £50k per annum by 2020 and £100k per annum by 2025.</li> </ul>									
	2.3.2	Maintain an ongoing plan for the development of faculty members.	X				GT		
	2.3.3	Implement an agreed workload tool, robust faculty appraisals and faculty contracts that recognize and encourage all faculty members to work to their strengths and vocations.	X				GT KD		
	2.3.4	Maintain a budget that enables faculty members (a) to take up research or professional development leave; (b) to present at conferences and (c) to purchase books.	X	←	→	X	GT	A: £1k per faculty member per annum (pro-rata for part-time faculty). £15k pa.	
	2.3.5	Celebrate the wide variety of research undertaken at LST.	X				GT		
	2.3.6	Host training sessions to enable faculty members to succeed in gaining research funding.		X			GT		

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<ul style="list-style-type: none"> <li>Within 5-10 years 100% of faculty members benefitting from research or professional development leave over a four-year cycle.</li> </ul>	2.3.7	Explore and recommend to the Executive Team proposals for implementing REF equivalent exercises.		X			GT		
	2.3.8	Raise expectations of faculty delivering conference papers.	X				GT		
	2.3.9	Add External Examiner recognition as one of the external esteem factors which inform the faculty promotion matrix.	X				GT		
	2.3.10	Articulate and agree: (a) LST’s research-student capacity; (b) the measures for determining the number of research students assigned to a faculty member; (c) the entry requirements for research students.	X				GT		
<b>Goal 2.4: LST accepts and supervises the best research students to completion and publication</b>									
<ul style="list-style-type: none"> <li>By 2020 a 50% acceptance rate and by 2025 a 25% acceptance rate of MPhil/PhD applications.</li> </ul>	2.4.1	Provide budget resources to develop a UK and global advertising campaign to achieve a dramatic and then sustained increase in PG student recruitment.	X				JM	A: £7,500 to be taken from the existing Communications Budget.	

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<ul style="list-style-type: none"> <li>▪ Annually increase the proportion of full-time research students from its present level until it reaches 75%.</li> <li>▪ 50% of research students from outside the UK.</li> <li>▪ All research students from the global south fully funded.</li> <li>▪ Completion rates comparable with the best in the UK (currently 86%).</li> <li>▪ Within 10 years, 50% of PhD theses published within 5 years of graduation.</li> </ul>	2.4.2	Establish admission requirements that are equivalent to the best in the UK and give preference to applicants for full-time study.		<b>X</b>			<b>GT</b>		
	2.4.3	Enhance completion rates by (a) strict adherence to policies (b) through training events train faculty in best practices in supervision; (c) training students in research and life skills that enhance success; and (d) close attention to providing adequate library resources.	<b>X</b>				<b>GT</b>	A: possible training costs £5k.	
	2.4.4	Through grants and fundraising provide funds for full scholarships for global-south students: 2 scholarships in the second year, 6 by the fifth year and 10 the tenth year.				<b>X</b>	<b>JM</b>		
	2.4.5	Train faculty members in (a) supervising with a view to publication and (b) helping a student from graduation to publication.	<b>X</b>				<b>GT</b>		

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
	2.4.6	Within a month of each intake of new research students, the Executive Team will be provided with a statistical report of the student body.	X				KD		
Total costs in Sct 2 for actions in years 0-2:								R: £18k A: £23k one off A: £115k p.a.	
<b>3. ORGANISATIONAL EXCELLENCE - LST has more than adequate resources and is a place in which everything works beautifully without any effort whatsoever</b>									
<b>Goal 3.1: LST is financially sustainable</b>									
<ul style="list-style-type: none"> <li>▪ Minimum annual surplus of 5% on operating budget with sufficient funds to maintain and develop estates regularly.</li> <li>▪ Endowment of £12m within 2 years increasing to a target of £50m.</li> <li>▪ Alumni giving of £250K per annum.</li> <li>▪ Sufficient resources to take part in TEF, Office for Students and New DLHE.</li> <li>▪ Conference income of £250k per annum within 5 years.</li> </ul>	3.1.1	Achieve an operating surplus of 5% annually.		X			CTS JM		
	3.1.2	Implement a bottom up budget process to help departmental leads take ownership of their finances and the overall financial wellbeing of LST.	X				JM		
	3.1.3	Renew focus on marketing and increase fundraising.	X				CTS KD	A: Bryan Johnston to assist 2 days per month £5k p.a.	
	3.1.4	Renew focus on marketing and growing student numbers.	X				CTS KD	A: New marketing manager. £32k p.a.	

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only
								Review (R)    Action (A)
	3.1.5	Create an endowment fund with a short-term target of £25m to be achieved by 2025.	X			X	CTS	A: Recruit New Head of Engagement and Marketing Manager (to replace Matt Adcock) to work with Bryan.
	3.1.6	Plan to increase conference income from £60k per annum to £250k per annum.		X			JM	A: Being driven by new Facilities Manager
<b>Goal 3.2: LST's estate and IT infrastructure are valued enablers of the Strategic Plan</b>								
<ul style="list-style-type: none"> <li>▪ 100% of students who need it are supported to secure accommodation either on-site or locally.</li> <li>▪ 100% compliance with the Estates Condition &amp; Compliance Survey.</li> <li>▪ Completed projects that make the best of what LST already has (3.2.6).</li> <li>▪ Completed estate projects that have improved space utilisation (3.2.7).</li> <li>▪ Student Information System implemented and fully functioning in compliance with regulatory requirements.</li> <li>▪ 90% employee satisfaction with IT infrastructure and service as measured through the annual employee survey.</li> <li>▪ 90% of IT tickets resolved within 24 hours.</li> </ul>	3.2.1	Develop the off-site accommodation scheme through active engagement with the local community and church networks.		X			JM	A: Being driven by new Facilities Manager
	3.2.2	As LST finances deliver year-on-year surpluses resources will be made available to continue with the refurbishment of the site including the reception and chapel.		X			JM	
	3.2.3	As LST finances deliver year-on-year surpluses resources will be made available to prioritise the upgrade of the library and enhance the physical learning environment.		X			JM	

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)    Action (A)
	3.2.4	Invest in IT and implement a range of IT projects to deliver first-class IT facilities that will enable LST to deliver its academic objectives and the measures identified in this Strategic Plan. The will include the implementation of a new Student Information System.	X				<b>JM</b>	A: Procurement of Student Information System and other IT facilities, hopefully to be partially offset by grants and collaborative arrangements with other colleges. Implemented Autumn 2018 ongoing license fees £50k p.a.
	3.2.5	Make progression, retention and achievement data available for all faculty and Professional Service employees through Tableau (or similar).	X				<b>KD</b>	
	3.2.6	Implement a rolling plan of repairs and maintenance to include key projects: <b>Near-term:</b> <ul style="list-style-type: none"> <li>▪ The Quad.</li> <li>▪ The gardens.</li> <li>▪ Signage.</li> <li>▪ STUD.</li> <li>▪ All the entrances.</li> <li>▪ Toilets in the Reception Area.</li> <li>▪ The dining room.</li> <li>▪ The staff room.</li> </ul>	X				<b>JM</b>	A: Maintenance / enhancement activities only, £50k.

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
		<ul style="list-style-type: none"> <li>▪ The laundry.</li> <li>▪ Painting outside including the main entrance.</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>▪ Car park resurfacing.</li> <li>▪ Increase the space in the library.</li> </ul>		X					
	3.2.7	<p>Undertake a range of projects to improve space utilisation to include:</p> <p><b>Near-term:</b></p> <ul style="list-style-type: none"> <li>▪ Ladies toilet on the first floor to release space for offices.</li> <li>▪ The box room (Laing residential corridor) to create more bedrooms.</li> <li>▪ Outside spaces and gardens.</li> </ul> <p><b>Mid-term</b></p> <ul style="list-style-type: none"> <li>▪ Cupboard in the Registry corridor.</li> <li>▪ Pete’s office.</li> <li>▪ Garages.</li> <li>▪ Attic spaces in Guthrie and the STUD.</li> <li>▪ Guthrie Centre – SM’s old office.</li> <li>▪ The prayer room.</li> </ul>	X				JM	A: Plans and costings to be obtained to assess financial viability – circa £100k+.	
<b>Goal 3.3: LST is an employer of choice and a great place to work</b>									
<ul style="list-style-type: none"> <li>▪ 90% employee satisfaction measured through an annual staff satisfaction survey.</li> </ul>	3.3.1	Work with an external consultant to design and deliver a range of interventions that will enable employees	X				KD	A: Circa £10k.	

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<ul style="list-style-type: none"> <li>Competitive and transparent job grading and salary scale implemented.</li> </ul>		to infuse the ten virtues in the LST community so that they may be deeply internalised, expressed and experienced.							
	3.3.2	Review / improve the current employee engagement mechanisms to ensure that employees are actively engaged, that a close sense of community is being developed and that the Executive Team is able to quickly respond to any concerns.	X				KD		
	3.3.3	Implement a job grading system and a transparent salary scale together with revised HR policies and procedures.		X			KD		
	3.3.4	Monitor, report and benchmark equality and diversity data.	X				KD		
	3.3.5	Implement an annual employee satisfaction survey.	X				KD	A: Circa £10k to take part in a higher education employee survey.	
	3.3.6	Review the appraisal process and implement an effective staff performance system.	X				KD		

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<b>Goal 3.4: LST relies on robust policies and processes that are clearly defined and universally followed</b>									
<ul style="list-style-type: none"> <li>▪ The administration of the institution is effortless as measured through the employee satisfaction survey.</li> <li>▪ 100% compliance has been achieved with the requirements of the regulatory bodies.</li> <li>▪ The Executive Team feels reassured that LST has a robust compliance culture.</li> </ul>	3.4.1	A thorough policy and process review will be undertaken across the institution; all policies and processes will be documented and shared.	X					KD	
	3.4.2	Review dates will be set for policies and processes; change control processes will be implemented.	X					KD	
	3.4.3	Policies and processes will be centrally stored on an improved staff and student sharing platform.	X					JM	
	3.4.4	Compliance reviews will be undertaken to ensure compliance with policies and processes.	X ← → X					KD	

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			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only Review (R) Action (A)
Total costs in Sct 3 for actions in years 0-2:								A: £160k one off A: £87k p.a.
<b>4. <u>STUDENT AND STAFF EXPERIENCE – LST is a community that is successful in its mission</u></b>								
<b>Goal 4.1: LST is a sustainable and diverse, global community</b>								
<ul style="list-style-type: none"> <li>▪ Annual recruitment target of 150 FTE students (across UG, PGT and PGR) achieved.</li> <li>▪ 500 FTE on campus students with a good mix of UG, PGT and PGR.</li> <li>▪ A 25% annual increase, year-on-year, of students studying online until the target of 1,000 has been achieved.</li> <li>▪ The student body comprises 15% international students.</li> <li>▪ 50% of research students from outside the UK.</li> </ul>	4.1.1	Set up an Engagement Team to devise, manage and implement automated and robust recruitment and admissions processes and to lead on recruitment and stakeholder engagement in pursuit of achieving fundraising targets (link to organisational excellence and stability). The Engagement Team will also provide a centralised Help Desk and resources for students through face-to-face and online channels.	X				KD	A: mainly done with exception of recruiting a new Head of Engagement to oversee all engagement and comms activities – additional £32k p.a. cost as shown above.

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only
								Review (R)    Action (A)
<ul style="list-style-type: none"> <li>All research students from the global south fully funded.</li> </ul>	4.1.2	Devise a Beyond 2020 Marketing Strategy (grounded in robust market research) to achieve recruitment and fundraising targets. This will involve identifying LST differentiators, learning from competitors, re-articulating the LST brand, building bridges to existing markets and identifying new markets. Formal consideration should be also given to joining UCAS.	X				KD	R: New Head of Engagement.  R: Joining UCAS may cost £10k.
	4.1.3	Assess the impact and effectiveness of the Beyond 2020 Marketing Strategy and make adjustments as necessary.		X			KD	
	4.1.4	Undertake a right-sizing project to determine the level of income needed to provide the resources to deliver the Strategic Plan and to determine the optimum number of students that the LST infrastructure can safely accommodate to be considered world-class.		X			JM	

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements Years 0-2 only	
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
	4.1.5	Reflect on and articulate our ambitions to become an intentionally <i>sustainable and diverse global community</i> and the benefits of this community to achieving the Strategic Plan.		X			CTS		
<b>Goal 4.2: LST is a Christian community</b>									
<ul style="list-style-type: none"> <li>▪ Each employee and student demonstrates personal engagement in the worship and prayer life of the School.</li> <li>▪ 90% employee and student satisfaction measured through an annual survey.</li> </ul>	4.2.1	Engage all employees and students in determining how the ten virtues will infuse the LST community and be deeply internalized, expressed and experienced.		X			CTS KD		
	4.2.2	Consider how to build trust and to break down the barriers that exist within the organisation.	X				CTS KD		
	4.2.3	Implement an annual satisfaction survey to assess progress in developing a Christian culture within the institution.		X			KD	As above at 3.3.5.	
	4.2.4	Collaborate with employees and students to identify the conditions needed so that the entire LST		X			CTS KD		

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only Review (R) Action (A)
		community can be fully engaged in the worship and prayer life of the School.						
<b>Goal 4.3: LST is recognised through the formation and service of its graduates</b>								
<ul style="list-style-type: none"> <li>▪ 100% of LST graduates with a deepened and transformed love of Jesus Christ evidenced through character development, 'plans to serve' and ultimate ministry.</li> <li>▪ Highest DLHE ranked UK theological college for graduate employment outcomes.</li> <li>▪ HESA benchmark for graduate employment outcomes exceeded.</li> <li>▪ 100% of graduates in employment.</li> <li>▪ 80% of graduates in graduate level employment.</li> <li>▪ Parity of employment outcomes for all students regardless of gender, age, ethnicity and mode of study.</li> </ul>	4.3.1	Determine how best to support students to develop different aspects of themselves: character, knowledge, experience, skills and spirit. Find tools of measuring the learning gain from the point of registration to graduation, e.g. adapting the concept of 'careers registration'.	X				GT	A: increase Vocational Services staffing £16k p.a.
	4.3.2	As required by Middlesex University, identify distinct LST graduate attributes and incorporate in Middlesex Graduate Framework for implementation in 2018-2019.	X				GT	
	4.3.3	Broaden the Training Unit's activities to become Vocational Services and the focus of careers and mission activities within LST. This will include delivering work experience opportunities for every student, implementing a 'planning to serve model' through levels 4, 5 and 6,	X				GT	A: £16k additional staffing costs as above.

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements Years 0-2 only	
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
		providing employment advice and workshops to level 5 and 6 students and leading on the formation piece above.							
<b>Goal 4.4: LST is valued by the quality of its student experience</b>									
<ul style="list-style-type: none"> <li>▪ Highest ranked UK theological college in all recognised league tables.</li> <li>▪ Highest ranked UK theological college for student satisfaction (NSS).</li> <li>▪ 100% overall student satisfaction rating.</li> </ul>	4.4.1	Annually analyse NSS Results at programme level and create action plans to address weaknesses. Implement an annual improvement cycle that includes programme level focus groups and makes use of progression, retention and achievement data.	X				GT		
	4.4.2	Review student engagement mechanisms including participation in formal deliberative structures as well as feedback mechanisms. Adapt the Middlesex University Student Voice arrangements for implementation in 2018-2019 and consider the implementation of a Staff, Student, Consultative Committee (a student-dominated body).		X			CTS GT KD		

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements Years 0-2 only	
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
	4.4.3	Design and implement programme and institution level Student Satisfaction Surveys for levels 4, 5, 7 and 8.		X			KD		
	4.4.4	Design and implement a peer-to-peer support programme to support student learning and development.		X			KD		
Total costs in Sct 4 for actions in years 0-2:								R: £10k one off A: £16k p.a.	
<b>5. <u>RELATIONSHIPS, REACH AND REPUTATION - LST has a global reach and reputation with clearly communicated values</u></b>									
<b>Goal 5.1: LST has well-defined global marketing and communications tools</b>									
<ul style="list-style-type: none"> <li>Clear routes to global markets (for potential students and faculty) established.</li> </ul>	5.1.1	Review and revise Marketing and Communications Strategy.	X				KD	A: New Head of Engagement / Marketing Manager as shown earlier.	

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements Years 0-2 only	
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<ul style="list-style-type: none"> <li>LST's name recognition improved among Christians in the UK from 25% to 75%.</li> <li>Marketing Strategy is fully aligned with Student Recruitment Strategy.</li> </ul>	5.1.2	Develop a better understanding of where our students come from and why they choose LST.	X				KD		
<b>Goal 5.2: LST effectively equips global churches</b>									
<ul style="list-style-type: none"> <li>Relationships established with 50 global partners with whom to deliver Life-Long-Learning.</li> <li>LST graduates placed in the influential academies around the world, particularly in Africa, the Caribbean and South America, South Asia, and China.</li> <li>80% of LST graduates equipping churches, fuelling the academy and making transformational contributions to the market-place.</li> <li>LST is the theological institution of choice for students from the two-thirds world.</li> </ul>	5.2.1	Identify and develop a suite of Life-Long-Learning programmes and modules that can be delivered in a range of global contexts.				X	GT		
	5.2.2	Enable and encourage faculty to deliver intensive teaching overseas in partnership with churches and theological institutions.			X		GT		
	5.2.3	Recognise that LST's reputation will be built on the quality of its graduates and develop measures of institutional success which place high value on our capacity to produce graduates who are prepared to serve in challenging global contexts.			X		GT		

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements Years 0-2 only	
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
	5.2.4	Invest in our PhD and Masters programmes and aim to recruit majority world students. This links to action 2.4.4 above.			X		GT		
	5.2.5	Investigate the feasibility of training in-country rather than bringing students to the UK.	X ←	→		X	GT		
	5.2.6	Offer scholarships to majority world students who are training for the academy in their sending countries.			X		JM		
	5.2.7	Identify global partners whose commitments match our own.			X		CTS		
<b>Goal 5.3: LST effectively equips local churches</b>									
<ul style="list-style-type: none"> <li>▪ 250 church members of the Church Partnership Programme.</li> <li>▪ At least three denominational or large network of churches in partnerships for 'ordination training'.</li> </ul>	5.3.1	Develop a Stakeholder Engagement Strategy, which takes into consideration our ambitions for Church Partnerships.		X			CTS		
	5.3.2	Develop a ministry pathway through the BA Theology programme in partnership		X			CTS GT		

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements Years 0-2 only	
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
<ul style="list-style-type: none"> <li>▪ Improved support for students into ministry – across all denominations.</li> <li>▪ 90% of students and staff serving the community through LST Mission Outreach Teams.</li> <li>▪ 100% of students participating in mission activities in partnership with Churches in London and nationally.</li> </ul>		with key Church leaders including BAME majority congregations.							
	5.3.3	Identify and nurture links with local Churches established by the Vocational Services and fundraising activities.		X			CTS		
	5.3.4	Develop <i>LST On Tour</i> teams of students to visit congregations regularly.		X			CTS KD		
	5.3.5	Continue the work begun in 2017 in creating LST Mission Outreach Teams.		X			GT		
	5.3.6	Seek external funding of the LST Mission Outreach programme.		X			GT		
	5.3.7	Create culture of expectation among students and staff that Mission Outreach is part of who we are and what we do.		X			CTS		
	5.3.8	Explore ways of closing the School for up to 2 weeks per year so that the whole community can go off on mission.	X				CTS		
	5.3.9	Review and improve TWR once the pilot programme concludes.		X			GT		

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements Years 0-2 only	
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Review (R)	Action (A)
	5.3.10	Seek additional Church partners who might value offering TWR.		X			GT		
	5.3.11	Assess the risk and value of sharing the TWR brand.		X			GT		
	5.3.12	Assess how TWR might be delivered globally. The <i>Alpha Course</i> is one potential model.		X			GT		
<b>Goal 5.4: LST develops strong and strategic Alumni relations</b>									
<ul style="list-style-type: none"> <li>▪ 5,000 alumni in active relationship with the institution.</li> </ul>	5.4.1	Develop a clearer definition of what active relationship with the institution means. This might include: in regular email contact, attends at least one event per year, responsive to prayer request.		X			CTS		
	5.4.2	Develop our current <i>LST Traditions</i> work so that current and future students have		X			CTS		

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Key performance indicators	No.	Actions to achieve	Timeframe				Lead	Resource requirements
			0-2 Recover	2-5 Invest	5-10 Sustain	10+ Expand		Years 0-2 only
								Review (R)    Action (A)
		a clearer understanding of our expectations of them as alumni.						
<ul style="list-style-type: none"> <li>▪ 500 alumni supporters providing work placements, live projects, mentoring and employment opportunities as well as direct input into the development of modules and programmes.</li> </ul>	5.4.3	Assess whether <i>LST Traditions</i> can become a vehicle for recruiting alumni supporters?		X			CTS	
	5.4.4	Work with Vocational Services and Engagement Team to identify ways in which we would like to have alumni engaging in the ongoing life of the School.		X			CTS	
	5.4.5	Articulate how student mentoring meshes with our ambitions for tutorials and student character formation.					CTS	
Total costs in Sct 5 for actions in years 0-2:								Nil
Total costs all sections for actions identified in years 0-2:								R: £28k one off A: £183k one off A: £218k p.a.