



Strategic Plan 2023 – 2026

Core Purpose

The Free Lutheran Bible College was founded in 1966 to see God transform young people through the teaching of His Word. It was of primary concern among the founders of the AFLC to establish young Christians in the Word of God before college and help believers be equipped for life and ministry in local congregations and communities.

The Free Lutheran Seminary was founded in 1964 to train men to be servant pastors in the AFLC. The founders of the AFLC wanted pastors trained to handle the infallible and inerrant Word of God with respect and care, and to minister to their congregations with love and attentiveness, understanding the congregation as the right form of the kingdom of God on earth.

Mission

Our mission is to establish students in the eternal and inerrant Word of God for a life of faith in Jesus Christ and faithful service in His Kingdom.

Vision/Institutional Objectives

- Word of God
- Congregation
- Spiritual Maturity
- Great Commission Disciple Making

Core Values

- Equipping for Future Vocation
- Integrity
- Stewardship
- Whole Life Discipleship
- Life Together

Promises

We promise that at Free Lutheran Bible College you will learn from great professors to love Scripture and the Author of it. They will care for you, walk with you, and introduce you to the truth of the Bible. Here you will find a warm, encouraging community of people like you who want to know and follow Jesus more deeply. You will learn in great facilities on a beautiful campus that provides places to study, think, pray, and reflect. Here you will find a sure foundation for your life and be prepared for a lifetime of service in your congregation and calling.

We promise that at Free Lutheran Seminary you will be mentored by professors who will care for you and prepare you to shepherd God's people and preach the Word in the congregation with impact. Here you will be immersed in the Word of God and historic Lutheran doctrine and find fellowship with peers in a community that will pray for you, care for you, walk with you, and encourage you. You will leave here with ministry opportunities, little to no seminary student debt, and the confidence to fulfill God's calling on your life and vocation.

Three Year Strategic Narrative

At graduation 2026, leaders share about the state of the school with parents and financial partners. They report that enrollment has surpassed 160 thanks in part to the new AA and BA in Bible and Ministry. Both have outperformed expectations. They share the good news that for a second year in a row the school has operated with a balanced budget, and they announce that the total endowment of FLBCS has passed \$10 million. Other leaders from the AFLC share stories of how FLBCS students are impacting congregations across the denomination. Student leaders give passionate talks about how the school has prepared them for life and ministry because of its unwavering theological stance and the school culture that is standing firm in the face of increased pressure and hostility from the world. Finally, the presentation concludes by announcing that as a result of its financial strength, vision and unequivocal commitment to its values, donors are giving more, students are enrolling more and AFLC congregations are flourishing.

Strategic Goals

1. By June 2026 FLBCS will be successfully standing against the increased pressures of conformity and compromise.
2. By June 2026 FLBCS will be operating with a balanced budget and have established a \$10M endowment and a 9-month operating reserve.
3. By June 2026 FLBCS will have increased enrollment in the Bible College to 160 while maintaining its theological integrity and campus culture.
4. By June 2026 FLBCS will be offering an AA and BA in Bible and Ministry and will graduate its first BA cohort.
5. By June 2026 FLBCS will be implementing at least three new outreach emphases and practices that are employing the values and skills of its students and graduates to impact the AFLC.

Free Lutheran Bible College and Seminary

Strategic Plan Executive Summaries

GOAL #1

By June 2026 FLBCS will be successfully standing against the increased pressures of conformity and compromise

Exemplifies Core Values

Integrity, Stewardship, Whole Life Discipleship

Aligns with Mission

Establish students in the inerrant word of God

Achieves Institutional Objectives

Demonstrate a comprehensive understanding of Scripture, subscribing to its inspiration, infallibility, and inerrancy without reservation, confessing its authority and demonstrating the ability to accurately interpret it.

Annual Performance Metrics		Responsible	Date
2024-1	Identify sources of potential compromise and conformity	IED	August 2023
2024-2	Audit current policies and practices and identify areas of risk	Policy Sub-Committee	March 2024
2024-3	Present Areas of Risk for consideration to the BOT	Board of Trustees	August 2024
2025-1	Adjust policies and practices to mitigate risks	President/SLT	December 2024
2025-2	Create a mechanism for ongoing evaluation of potential pressures for conformity and compromise	President/SLT	July 2025

Free Lutheran Bible College and Seminary

Strategic Plan Executive Summaries

GOAL #2

By June 2026 FLBCS will be operating with a balanced budget and have established a \$10M endowment and a 9-month operating reserve

Exemplifies Core Values

Stewardship, Integrity

Aligns with Mission

All of it

Achieves Institutional Objectives

Having a strong financial foundation will allow FLBCS to achieve Program outcomes and to continue serving our Congregations.

Annual Performance Metrics		Responsible	Date
2024-1	Determine expense priorities (Program, Compensation, Capital Projects) necessary for a balanced budget	CFO	August 2023
2024-2	Identify all revenue streams (Fees, General Gifts, Capital Campaigns, Facility) necessary for a balanced budget	CFO/DDR	August 2023
2024-3	Design and launch a comprehensive development program to include a planned giving campaign	DDR	August 2023
2024-4	Write a Board Reserve Policy	Board Chair/Finance Committee	June 2023

Free Lutheran Bible College and Seminary *Strategic Plan Executive Summaries*

GOAL #3

By June 2026 FLBCS will have increased enrollment in the Bible College to 160 while maintaining its theological integrity and campus culture

Exemplifies Core Values

Equipping for future vocation; Whole life discipleship; Life together

Aligns with Mission

Establishing students in the eternal and inerrant Word of God

Achieves Institutional Objectives

All, but especially IO 1 (scripture)

Annual Performance Metrics		Responsible	Date
2024-1	Analyze current recruiting practices, staff performance, funnel metrics, resource allocation, & succession planning, ensuring maximized conversion of 'accepted to enrolled'	Dir of Recruiting & Communications (DRC)	February 1, 2023
2024-2	Acquire/plan necessary tools and/or personnel to respond to findings in 2024-1 (e. g. data entry help or new software)	DRC	May 1, 2023
2024-3	Develop a marketing plan to accurately represent and recruit students for the start of the BA program fall of 2024	DRC	November 1, 2023
2024-4	Increase top of funnel inquiries to 220% of current (700 instead of 334) without resorting to low value leads (yields 70 enrolled students)	DRC	July 31, 2024
2025-1	Re-evaluate enrollment growth strategy, staffing, and software needs	DRC	September, 2024

Free Lutheran Bible College and Seminary *Strategic Plan Executive Summaries*

GOAL #4

By June 2026 FLBCS will be offering an AA and BA in Bible and Ministry and will graduate its first BA cohort.

Exemplifies Core Values

Stewardship; equipping for future vocation; integrity

Aligns with Mission

All of it (establishing in the Word of God; training to live in God's kingdom)

Achieves Institutional Objectives

All, but #4 (Great Commission Disciple-making through the congregation) will be particularly cultivated.

Annual Performance Metrics		Responsible	Date
2024-1	Develop AA and BA programs	FLBC Dean	June 2023
2024-2	Identify necessary support (faculty, staff, finances, admissions policies through senior leadership)	President	June 2023
2024-3	Accreditation approval for this substantive change	CAO	October 2023
2024-4	Marketing and recruiting of first cohort	DRC	March 2024
2025-1	Implement program to host first cohort for BA in Bible and Ministry (through senior leadership)	President	Fall 2024
2025-2	First year evaluation, necessary course corrections	IED	Spring 2025

Free Lutheran Bible College and Seminary *Strategic Plan Executive Summaries*

GOAL #5

By June 2026 FLBCS will be implementing at least three new outreach emphases and practices that are employing the values and skills of its students and graduates to impact the AFLC

Exemplifies Core Values

Equipping for Future Vocation, Whole Life Discipleship, Stewardship

Aligns with Mission

Faithful service in the kingdom

Achieves Institutional Objectives

Participation in disciple-making

Annual Performance Metrics		Responsible	Date
2024-1	Identify/Determine opportunities for outreach and research necessary components for implementation	FLBC Dean	Aug 2023
2024-2	Evaluate personnel and resources necessary for implementation and proposal for BOT	President	Dec 2023
2025-1	Execute and implement first new outreach opportunity	TBD based on the outreach	Aug 2024
2026-1	Execute and implement remaining two opportunities	TBD based on the outreach	Aug 2025