



Strategic Plan 2024 – 2027

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 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 teachers 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 2027, leaders of the Free Lutheran Bible College and Seminary 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 and more focused recruiting efforts. The seminary trains a student body of 25 students each year, many of whom are robustly prepared for seminary studies through the BA program.

They share the good news that for a third year in a row the school has ended the fiscal year with a positive net operational gain, and that the total of all endowments has exceeded \$5 million. The mortgage on the Student Life Center has been refinanced with no more than \$2 million remaining. Additionally, FLBCS is executing plans for affordable on or near campus housing for students and staff.

Other leaders from the AFLC share stories of how FLBCS students are influencing congregations across the Association. Student leaders share how the school has prepared them for life and ministry because of its unwavering theological stance and focus on its mission and core values. The President concludes the presentation by stating that as a result of its financial strength, vision, and unequivocal commitment to its values, donors are giving more, and students are enrolling, then contributing to the life of congregations.

Strategic Goals

By July 31, 2027...

1. ...FLBCS will implement a process of risk management for the ongoing identification, assessment, and treatment of potential internal and external risks.
2. ... while operating with a balanced budget, FLBCS will have a positive net change for operational income for the previous three fiscal years, have established an endowment of \$5M, a 3-month operating reserve, and reduced overall facility debt to under \$2M. Additionally, FLBCS will have a plan in place to provide some affordable Campus Housing options for students and staff.
3. ... FLBCS will have increased enrollment in the Bible College to 160 while maintaining its theological integrity and campus culture.
4. ... FLBCS will graduate its third cohort of students from the AA and BA in Bible and Ministry programs.

Free Lutheran Bible College and Seminary

Strategic Plan Executive Summaries

GOAL #1

By July 2027 FLBCS will implement a process of risk management for the ongoing identification, assessment, and treatment of potential internal and external risks.

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
2025-1	Audit current Policies and Procedures in view of areas of risk; present to BOT.	IED	October 2024
2025-2	Present to BOT list of potential risks for management	CFO	December 2024
2025-3	Present to BOT a risk management dashboard.	President/IED	March 2025
2025-4	Annualize risk management approach with BOT.	President/IED	June 2025

Key Assumptions		Critical Indicators to Monitor	Responsible
1	There will be continued and increased societal pressure.	Research and publications, from ABHE, TRACS, ADF and other external sources	President/Board
2	Such pressure will be incremental rather than catastrophic.	Research and publications, from ABHE, TRACS, ADF and other external sources	President/Board

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GOAL #2

By July 31, 2027, while operating with a balanced budget, FLBCS will have a positive net change for operational income for the previous three fiscal years, have established an endowment of \$5M, a 3-month operating reserve, and reduced overall facility debt to under \$2M. Additionally, FLBCS will have a plan in place to provide affordable Campus Housing options for students and staff.

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
2025-1	Identify all revenue streams (Fees, Gifts, Capital Campaigns, etc.) and determine expense priorities (Program, Compensation, Capital Projects, operating reserve) necessary for a balanced budget	CFO	August 2024
2025-2	Complete the first year of a comprehensive development program to include a planned giving campaign	DDR	Dec. 2024
2025-3	Determine how much merit based and financial aid scholarships are needed annually.	CFO/DDR	January 2025
2025-4	Evaluate and determine Campus housing needs and costs.	CFO/BOT Chair	March 2025
2026-1	Start a capital campaign (if indicated elsewhere) in the context of continuing annual campaigns.	DDR	Fall 2025

Key Assumptions		Critical Indicators to Monitor	Responsible
1	Continued improvement of working relationship with AFLC President's Office	Relationship with AFLC leadership	Board Chair
2	Relative economic stability	Stock market, sector specific CPI, etc.	CFO

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GOAL #3

By July 31, 2027 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
2025-1	Implementation schedule for recommendations from Fuller and Associates	DRC	June 1, 2024
2025-2	Complete database migration to Element	DRC	July 31, 2024
2025-3	Start fall 2024 with 65/48/18 (131 total)	DRC	August 2024
2025-4	Analyze recruiting and retention practices	DRC	Sept 2024
2025-5	Implement recommended changes	DRC	Nov 2024
2026-1	Start fall 2025 with 70/52/15/5 (142 total)	DRC	August 2025
2027-1	Start fall 2026 with 75/57/15/10 (157 total)	DRC	August 2026

Key Assumptions		Critical Indicators to Monitor	Responsible
1	Consistent, but not growing, conversion (>10%) and retention (+/- 80% fall/fall) rates	Conversion and retention % in existing reports	DRC
2	Adopt SG4, AA/BA program w/>15% retention	Success of SG4	DRC
3	Demographic challenges will be manageable (conversion/retention overcomes decrease)	AFLC Confirmation class survey, ABHE/NACCAP/etc., annual demographics	DRC
4	State of MN/Pell actions won't pull away a significant % of potential students	Monthly recruiting/retention reports	DRC

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

GOAL #4

By July 31, 2027, FLBCS will graduate its third cohort of students from the AA and BA in Bible and Ministry programs.

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
2025-1	Implement program to host first cohort for BA in Bible and Ministry	CAO	Fall 2024
2025-2	Work with President and FLBC Dean to develop additional emphases (if desired)	CAO	Sept 2024
2025-3	First year evaluation, necessary course corrections	IED	June 2025
2025-4	Graduate first cohort	CAO	May 2025
2026-1	Begin second year of program	CAO	Fall 2025

Key Assumptions		Critical Indicators to Monitor	Responsible
1	Able to navigate the tension between integrity/quality and mission stewardship	Student outcomes, quality of transfer/PSEO credits, graduate success	IED
2	Minnesota Office of Higher Education responds to and approves our application for offering a BA	Correspondence between IED and OHE	IED