2023 Strategic Plan
Preparing for the 3rd Century

VIRGINIA THEOLOGICAL SEMINARY
Our 200th anniversary celebration is just around the corner. Virginia Theological Seminary has been hard at work forming human lives to go into the world to preach the Gospel. Since 1823, faculty have taught; staff have served; seminarians have arrived; and seminarians have graduated. Our impact on the Episcopal Church and the Anglican Communion has been dramatic. Over a quarter of clergy in the Episcopal Church were trained at Virginia Theological Seminary. Primates and heads of theological colleges around the Communion were trained here. From these well-formed lives, countless congregations have been nurtured, many outreach ministries supported, and the transforming grace of Christ has been shared.

This revised strategic plan is our anniversary manifesto. As we prepare for our third century of service, we are conscious of the work that we need to do. In times past, the Seminary has had to be ready to support the Episcopal Church—through social trauma, such as a civil war and the campaign for civil rights, and through changes in the Church, such as the ordination of women and prayer book revision. Now, in the present, we must stand ready to do this work again. We need to provide the Episcopal Church with the resources to equip ourselves to engage constructively with the forces of secularization, fundamentalism, and social change. We need to treat the cyber world as a mission field, where 3.1 billion users are spending many of their waking hours. We need to engage our local communities as places of creative partnership in mission and ministry so that as Christians and fellow citizens we take part in caring for and strengthening the vulnerable, advocating for justice, and helping to build the common good. And we need to continue to be one of the few institutions in the Episcopal Church that can continue to provide
a rich formation experience in residence. “Class, Chapel, Lunch” – study, worship, and table fellowship—are the ways that God’s Spirit can transform a life into a vehicle of the grace of Christ. To continue to provide this residential formation, we need a campus ready to serve the needs of the future.

This strategic plan is our vision statement. We invite anyone who cares about the future of the Episcopal Church and the Anglican Communion to study the plan. We are searching for partners ready to make this plan a reality. Our moment requires us all to step forward and to do our bit. We are ready to serve; we invite you to join us in this endeavor.

**The Revised Plan**

The Board of Trustees has the responsibility of setting the strategic direction of the Seminary. We are always operating under a strategic plan. This plan was approved in May 2015. Back in 2014, we worked with all our key stakeholders and constituencies. Along with trustees, faculty, staff, and students, we worked with our alumni
organizations, our Roundtables of friends, and invited input through a survey that reached every bishop and most rectors in the Episcopal Church.

The May 2015 plan set a direction. A capital campaign was in our future; the case for that campaign was outlined in the plan. And now three years later, we have greater clarity about the case and the need. This plan has been revised; those aspects that have been finished are removed; those ideas that proved impractical are no longer in the plan; and those initiatives that stakeholders have identified as essential for our future have been added.

**Looking through windows**

The joy of windows is that they are a way of looking at the world, engaging with the world, and transcending our horizons. All good strategic plans should be looking out. Given that we are blessed at Virginia Theological Seminary with extraordinary windows, the theme of windows remains the organizing feature of this plan. We invite you to look through seven windows and see the possibilities that those windows reveal.
The Goal

Our prayer is that this plan makes a difference. It is ambitious. But our goal is ambitious. As we have done in the past, we want to meet the challenges facing the Episcopal Church in the present. We are trusting that in 50 years’ time, this plan will have made a difference. The results will be thriving congregations, innovative ministries, and a self-confident Episcopal Church that knows what she believes and can defend her understanding of the faith against the critics. We want the transforming power of Christ to be ever more widely known.

Dr. David Charlton

Dean Ian Markham
The Board of Trustees took the lead on the Strategic Planning Process by formulating this Vision Statement.

A VISION STATEMENT

for Virginia Theological Seminary

Our center of gravity is Episcopal—we seek to serve the tradition of Anglicanism as expressed in the broad range of the ministry and mission of the Episcopal Church; Residential—we live and learn in community; Global—we celebrate our historic connections in the Anglican Communion; and Graduate—our primary vehicle of service is our accredited Masters and Doctoral programs.

In 2023, Virginia Theological Seminary will be a dynamic seminary community cherishing a biblical, historical, and theological heritage as part of God’s mission in the world. Like a wise scribe, we will bring out what is old and what is new; we will cherish the ancient truths as we embrace new truths. We will be a porous community—welcoming the guest and reaching out to the community. We will seek to be flexible, adaptable, and ready to meet the challenges of our time. Our curriculum will be imaginative and Christ-centered; our conversation within the Church will be faithful and rich; our commitment to a changing world unwavering; and our support of our graduates ongoing as they are transformed by the call of Christ.
To deliver this vision, the Seminary will:

• Continue our commitment to our residential three-year M.Div. program;

• Supplement the core graduate residential experiences with on-line and part-time options;

• Commit to facilitating within the Episcopal Church a conversation which includes key stakeholders in respect to the raising up of vocations that provide congregational leadership;

• Commit to an imaginative curriculum which enhances our core disciplines with rich cross-disciplinary conversations and partnerships;

• Offer programs to give our students the appropriate skills to engage with a diverse world;

• Offer our graduates comprehensive educational and support programs over their journey of service in the church.
The graduates from the Seminary will:

- Be hopeful, spirit-filled, and joyous disciples of Christ;
- Know God and be ready to make God known and have a passion for the Gospel, lived and shared;
- Have a depth of knowledge in the core disciplines and the ability to communicate that knowledge effectively, coupled with a well-developed understanding of power dynamics in society; be astute in understanding complex relationships; be technologically literate; be confident in addressing crises; and be capable of reading congregations;
- Be able to build up a community of faith through the full participation of the laity;
- Be aware of their call to serve Christ through a lifetime of learning and serving.
Seven windows provide the framework to accomplish the vision for VTS in 2023:

WINDOW ONE
Seeing a Church where educating God’s people is a priority

WINDOW TWO
Seeing exciting non-degree programming that feeds the people of God

WINDOW THREE
Seeing the Seminary connected with the community and congregations

WINDOW FOUR
Seeing Worship as central

WINDOW FIVE
Seeing the church through infrastructure

WINDOW SIX
Seeing a beautiful campus

WINDOW SEVEN
Seeing a Third Century Capital Campaign and our 200th Birthday Celebration in 2023
WINDOW ONE

Seeing a Church where educating God’s people is a priority

The M.Div. degree will offer students an opportunity to focus on chaplaincy, spirituality, and theologies of mission and congregational spirituality; the Doctoral Program will be expanded to include a Doctor of Educational Ministry degree both at VTS and through Ming Hua Theological College, Hong Kong. Our commitment to diversity and a more globally and culturally aware student body continues. Our faculty will continue to lead the Church and the academy in world-wide Anglicanism in the 21st century; the library will be an intellectual center meeting the current and future needs of VTS and the wider Anglican Communion.

Objective 1.1 A Flexible M.Div. Degree

AIM: A traditional three-year residential M.Div. that accommodates students with varying academic backgrounds, needs, and focuses.

Outcomes

1.1.1 New M.Div Tracks:
- Chaplaincy—Military, Hospital, and Education—with an interfaith component.
- Spirituality.

1.1.2 A Community Engagement Fellowship program for students committed to service to the wider community both during and after seminary.

1.1.3 Increased number of students from historically disadvantaged communities (e.g. Native Americans, Sudanese, etc.) including those without a Bachelor’s degree.

1.1.4 Additional scholarships for students of color, second career students, and international students.
Objective 1.2 A Broader Masters Level Program

AIM: An M.Div. curriculum that engages students in the arts of ministry, imaginative and flexible two-year M.A. degree programs, and robust one-year diploma programs.

Outcomes
1.2.1 Electives that focus on the basics of parish administration, stewardship and finance, congregational studies, and organizational leadership.
1.2.2 Lifetime Theological Education offerings available as for-credit options for degree students.
1.2.3 A guided Reading Program that prepares postulants for the General Ordination Examinations.
1.2.4 A new M.A. concentration in specialized ministry.
1.2.5 A robust Anglican Studies diploma that enhances the ordained ministry of the Episcopal Church.

The M.Div. degree will offer students an opportunity to focus on chaplaincy, spirituality, and theologies of mission and congregational spirituality, and will be more open to students from historically disadvantaged communities.
**Objective 1.3 Excellent Doctoral Degrees**

AIM: Doctoral Degrees that attract and graduate the finest Christian leaders and reflective practitioners.

**Outcomes**

1.3.1 A D.Min. program that is one of the strongest in the U.S. in terms of quality, affordability, and visibility.

1.3.2 An expanded D.Min. program in terms of enrollment, instruction, and impact through new educational and institutional partnerships.

1.3.3 D.Min. online and hybrid curricula that are showcase courses for distance learning.

1.3.4 A Doctor of Educational Ministry (D.Ed.Min.) for highly qualified professionals in Christian ministry and leadership in varied educational settings.

1.3.5 A D.Ed.Min. program at Ming Hua Theological College.

The Doctoral Program will be expanded to include a Doctor of Educational Ministry degree both at VTS and through Ming Hua Theological College, Hong Kong.
Objective 1.4 Strong candidates for all degree programs

AIM: Provide capable graduates for the Church.

Outcomes

1.4.1 Transformed discernment processes, determined in consultations with dioceses (see also Outcome 2.4.1).

1.4.2 College graduates participating in an intern program of short, residential experiences to explore vocation.

1.4.3 Recruitment, Admissions, and Financial Aid that support candidates the Church needs.

1.4.4 A streamlined application process that highlights the seminary’s commitment to diversity.

Objective 1.5 Opening up the Classroom Experience in All Degree Programs

AIM: A Seminary experience more widely available to students, prospective students, and guests.

Outcomes

1.5.1 More guests attending a class while on the campus, and parishes sending guests for a “taste of seminary” experience.

1.5.2 Some academic content made available in digital forms.

1.5.3 Several courses offered online as well as on Friday evenings and Saturdays.
Objective 1.6 A Global Educational Experience

AIM: A more globally and culturally aware student body

Outcomes

1.6.1 Continued development of Cross-Cultural Educational Programs (CCEP)—both national and international—Study Tours, Immersions, World Mission and Multicultural Domestic Mission Internships and exchange programs with international institutions.

1.6.2 Increased Spanish language and cross-cultural electives, CCEPs and Field Ed experiences.

1.6.3 A strengthened International Students program.

1.6.4 An educational partnership with Ming Hua Theological College in Hong Kong, expanding our D.Ed.Min. program into the Pacific Rim (see also Outcome 1.3.5).

1.6.5 Courses and teaching resources that reflect the breadth and diversity of the Anglican Communion.
Objective 1.7 Utilizing all of the gifts of God’s people
AIM: Reach out and cultivate the gifts and talents of persons of color.

Outcomes
1.7.1 Increased number of students of color in our community.
1.7.2 Highlight the stories of persons of color.
1.7.3 The creation of a statement on diversity that speaks to the Seminary’s aim to promote diversity and inclusion and to foster an institutional environment in which all persons are valued.

Objective 1.8 A Faculty of Excellence for the 21st Century
AIM: A Faculty that continues to lead the Church and the academy in research, experience and practice of worldwide Anglicanism in the 21st century.

Outcomes
1.8.1 New appointments that link Faculty, campus, programming in the various centers, and teaching excellence.
1.8.2 New curriculum areas with world-class Faculty.

1.8.3 Strengthen and support pedagogical innovation—both curricular and co-curricular.

1.8.4 Additional support for faculty research and writing.

**Objective 1.9 A Library for the Future**

**AIM:** A library that is an intellectual center for VTS and the Anglican Communion.

**Outcomes**

1.9.1 A 21st-century library that is fit for purpose and is functional and appropriate for the Seminary’s needs

1.9.2 Expanded electronic options.

1.9.3 Increased awareness and ease of access to library services.

1.9.4 A Digital Content Management System that meets current and future needs.
WINDOW TWO

Seeing exciting non-degree programming that feeds the people of God

Non-degree programming will train lay people in evangelism and community engagement, providing them with tools and opportunities to build vocations of meaning and purpose. Clergy will have access to courses and training in leading in a multicultural and ethnically diverse context, church planting and missional ministries, and enhanced preaching. A new Center for Theological and Congregational Studies will enable us to work with the House of Bishops and other leadership groups to strengthen the church and its leaders. The Center for the Ministry of Teaching will be instrumental in curating content and developing resources for the non-English public.

Objective 2.1 Enhanced short non-credit courses for the laity in our church

AIM: First-rate Continuing Education for lay leaders and the congregations and institutions they serve.

Outcomes

2.1.1 Biblical and theological courses that empower lay leaders as Christian apologists.

2.1.2 A practicum or intensive courses with a multicultural emphasis that cultivates interfaith sensitivity and facilitates deep ecumenical connections to other Christians.

2.1.3 Short non-credit (in residence and on-line) courses and training for increased effective lay leadership.

2.1.4 An initiative to implement the Baptized for Life: An Episcopal Discipleship to build lay vocations of meaning and purpose through mentoring congregational ministry initiatives.

2.1.5 Training courses and programs in evangelism, community engagement, and public faith to strengthen laity in their witness to the Gospel.
Non-credit courses for lay leaders and the congregations and institutions they serve will focus on Bible and Theology while recognizing the multicultural nature of our church and society.

**Objective 2.2 Short non-credit courses that feed and train the clergy**

**AIM:** Provide continuing education of clergy who share ministry and mission with all of the baptized.

**Outcomes**

2.2.1 A clergy better able to handle the pressures of:
- changing and challenging congregational deployment (e.g., bi-vocational, part-time, and yoked roles; clergy couples; redevelopment or new mission; direct rectorship as first placement; difficult congregations);
- congregational and organizational dynamics and cultures;
- new challenges and opportunities that arise in different stages and settings of ordained ministry; and
- honing their practice of the craft of priesthood.

2.2.2 A clergy better able to work with, develop, and empower lay volunteers.

2.2.3 A clergy able to access educational offerings in a variety of ways.

2.2.4 Programs and networks dedicated to developing clergy as church planters, missioners and leaders of multicultural and ethnically diverse congregations, and chaplains and missioners in varied settings.

2.2.5 An emerging culture of clergy dedicated to continuous development as ministers and leaders.
Objective 2.3 Supporting Alumni/ae in Ministry
AIM: Resource our alumni/ae for more effective service.

Outcomes
2.3.1 Stronger Chapters with alumni/ae and non-alumni/ae membership.
2.3.2 A strong placement service for new graduates and veterans in ministry.
2.3.3 AAEC, alumni chapters, and class stewards linked into an effective unit.
2.3.4 Exciting multicultural travel opportunities for alumni/ae.

Objective 2.4 Supporting the Leadership of the Church
AIM: By practicing intentionally the convening influence of Virginia Theological Seminary, we will work with the House of Bishops and other leadership groups to strengthen the leadership of the Church.

Outcomes
2.4.1 A Summit on Vocational Discernment to support the processes of selection of vocations in the Episcopal Church (see Outcome 1.4.1).
2.4.2 Workshops and discussions with Rectors and senior clergy for Seminarians.
2.4.3 Continuing education opportunities for Bishops (and other groups e.g. Chancellors, Diocesan committees, and Diocesan staff).
2.4.4 The Center for Theological and Congregational Studies.
Objective 2.5 An enhanced Center for the Ministry of Teaching

AIM: A Center for the Ministry of Teaching (CMT) leading the transition from Christian formation focused on programs and static resources to dynamic networks and content curation.

Outcomes

2.5.1 Programs for people of all ages and for diverse cultures.

2.5.2 Increased academic and professional publications on Christian formation aimed at both the academy and the church.

2.5.3 Increased generated income for VTS.

2.5.4 A dedicated lab space, work stations, and a consultancy service.

2.5.5 Expanded Christian formation certification initiatives.

2.5.6 Digital distribution networks for content on key areas of faith.

2.5.7 Global engagement and VTS friend-building initiatives.

2.5.8 On-line, distance, and short residence stays with a particular focus on development of resources in languages other than English.
Objective 2.6 Programs to revitalize the church's preaching

AIM: VTS will become a national leader in offering programs that inspire and rejuvenate preachers.

Outcomes

2.6.1 A synthesis of VTS’s preaching curriculum and continuing education programs to create a lifelong program for the development of preachers at all stages of their ministry.

2.6.2 A preaching program united around four themes: cultivating the preaching imagination; supporting the preaching life; engaging the voices and bodies of preachers; and forming communities of preachers.

2.6.3 A commitment to sustaining Deep Calls to Deep in the long term.

2.6.4 Strengthening partnerships with other preaching programs.
WINDOW THREE

Seeing the Seminary connected with the community and congregations

The Center for Church and Community Engagement will continue to develop and implement partnerships that expand VTS credit and non-credit opportunities for development of students, clergy, and laity in effective public faith and witness, community engagement and development, social transformation, and environmental care. VTS will be a meeting ground and convener of conversations and collaboration between faith leaders and social, civic, and business leaders in the northern Virginia region of the metropolitan Washington, D.C., area.

Objective 3.1 Celebrating the life of the mind

AIM: A seminary culture enriched by the finest theological, religious, pastoral, and interdisciplinary minds offering additional options for clergy interested in scholarship.

Outcomes

3.1.1 Renowned leading scholars on campus for a semester.
3.1.2 A sabbatical-type refresher program for guests, clergy, and academics.
3.1.3 Overseas guests on campus to enhance our community life.
Objective 3.2 Enhancing the Seminary’s engagement with the surrounding community

AIM: Enhance the wider church and the Seminary curriculum through advocacy for social justice and revitalizing worshipping communities and congregations

Outcomes
3.2.1 Field education and credit-awarding opportunities to participate in launching new Christian communities, planting new congregations, and re-launching mission-ready congregations.

3.2.2 VTS engaged regularly in the surrounding communities of Alexandria, northern Virginia, and Washington D.C., working for greater social care and justice in these communities.

3.2.3 Partnerships with local social care and advocacy groups for education and training, mutual learning, and social and civic impact.

3.2.4 Educational partnerships that expand VTS credit and non-credit opportunities for development of students, clergy, and laity in effective public faith and witness, community engagement and development, social transformation, and environmental care.

We will work to bring the community to campus for lectures, performances, consultations and musical offerings that celebrate the diversity of our church and the world.
3.2.5 Recognition as a meeting ground and convener of conversations and collaboration between faith leaders and social, civic, and business leaders in the northern Virginia region of the metropolitan Washington D.C. area, through regular events and offerings on the VTS campus or cosponsored by VTS.

3.2.6 A lively section of the website that chronicles opportunities to serve in outreach and justice-orientated ways.

**Objective 3.3 Diverse cultural offerings that highlight the gifts and talents of God’s people**

AIM: Provide opportunities for the local community to experience the Seminary.

Outcomes

3.3.1 Lectures, performances, consultations, and musical offerings that celebrate the diversity of our church and the world.

3.3.2 A Theater Festival that generates interest, participation, and excitement.

3.3.3 Regular exhibition spaces and exhibitions around the campus.
WINDOW FOUR
Seeing Worship as central

Worship continues to be the wellspring of our life in community. We will introduce the community to the breadth of worship in the Episcopal Church and the Anglican Communion, including ecumenical and interfaith worship. Worship will respond to the wider culture, to local issues, and to the contexts of VTS.

Objective 4.1 Supporting the centrality of worship
AIM: A deepened commitment to worship as the wellspring of our life in community.

Outcomes
4.1.1 Increased attendance at daily worship.
4.1.2 Develop a communal Rule of Life.
4.1.3 Ensure regularity and consistency in Seminary worship.
4.1.4 Create more opportunities for silence and contemplative worship.

Objective 4.2 Increase the range and diversity of worship
AIM: A range of types and styles of worship that introduces the community to the breadth of worship in the Episcopal Church and the Anglican Communion and includes ecumenical and interfaith worship, which is sensitive to our shared communal ethos.

Outcomes
4.2.1 Increased cultural diversity in worship.
4.2.2 Increased opportunities for innovative worship.
4.2.3 Worship that uses the chapel spaces in a range of ways.
4.2.4 Increased use of inclusive/expansive language in worship.
4.2.5 Worship that engages with the Anglican Communion.
4.2.6 Ecumenical and interfaith worship.
Worship will be enhanced by increased incorporation of the full range of musical traditions of the Episcopal and Anglican traditions.

The VTS community will continue to value personal prayer and devotions through formation and advising groups that foster spiritual growth and a spiritual direction program.

**Objective 4.3 Student and faculty participation in worship planning**

**AIM:** Systems for worship planning that provide rich opportunities for learning and reflection, and lead to regularity as well as innovation in VTS’s liturgical rhythms.

**Outcomes**

4.3.1 A worship planning system that maximizes student learning and uses faculty gifts in the most effective way.

4.3.2 A worship planning system that creates worship with regularity and consistency, with space for innovation.

4.3.3 More opportunities to reflect on experiences of worship planning.
Objective 4.4 Enhanced training for liturgical leadership

AIM: Worship leaders are well-trained and prepared, leading worship with confidence and vocal and physical freedom.

Outcomes
4.4.1 Enhanced training for student worship leaders.
4.4.2 More structured support for student preachers.
4.4.3 Broaden opportunities to learn the work of sacristans.

A Lilly funded program, Deep Calls to Deep, will enhance the effectiveness of Episcopal clergy through intensive training in the art of preaching, and peer groups that nurture and support thoughtful and able preaching.

Objective 4.5 Worship that is sensitive to current issues and contexts

AIM: Worship that responds to the wider culture, to local issues, and to the contexts of VTS.

Outcomes
4.5.1 Worship that responds and speaks to current issues.
4.5.2 Worship that welcomes the wider Alexandria community.

A wide range of liturgical practices, making use of all liturgical resources approved by General Convention, will allow for liturgical renewal in celebrating and participating in the full range of the Church Year and seasons.
WINDOW FIVE

Seeing the church through infrastructure

Healthy shared governance at all levels of the institution will continue to be a priority as we continue to seek opportunities for interface and dialogue between various constituencies. An ongoing commitment to continuing education and professional development will engender a culture of employee excellence and commitment to the Seminary’s mission and vision. We will safeguard the impact and future of the Seminary through ongoing careful stewardship of our financial resources and infrastructure.

Objective 5.1 Effective governance in action

AIM: Nimble and engaged board and consultative groups that support and enhance the Seminary’s mission.

Outcomes

5.1.1 A board that reflects a diversity of voices and experiences.

5.1.2 Trustees with an understanding of and vision for supporting and enhancing the changing needs of the church.

5.1.3 Healthy shared governance at all levels of the institution.

5.1.4 A Bishops’ Consultation that represents the broad range of the Episcopal church.

5.1.5 A board that models effective governance for theological education.
Objective 5.2 Strong communication to support our shared life

AIM: Current, accurate communication to inform the local and broader community of the work of the Seminary.

Outcomes

5.2.1 A Seminary and broader community abreast of the details for programs, worship, and other offerings.

5.2.2 Appropriate course and event offerings communicated to the local neighborhood.

5.2.3 Brand the Seminary in preparation of the 2023 Celebration.

5.2.4 Real-time information that is easily available, using electronic platforms such as the Student Information System and PayCom.

5.2.5 Programs and opportunities effectively promoted through a pioneering digital marketing service.

Objective 5.3 Ongoing commitment to employee development

AIM: A developed and sustainable culture of employee excellence and wellness.

Outcomes

5.3.1 Competitive salary and benefits for employees at all levels.

5.3.2 Full-time teaching faculty and adjuncts capable of using educational technology to enhance teaching.
5.3.3 Employees committed to serving the mission of the Seminary.

5.3.4 Employees who are adequately trained and understand expectations in order to achieve excellence, effectiveness, and efficiency in the workplace.

5.3.5 Employees who understand the complexities of workplace dynamics.

**Objective 5.4 Electronic computing and storage that is cutting edge and meets the needs of the Seminary**

AIM: Our technological needs are met.

Outcomes

5.4.1 Use and experimentation with the best and most effective educational and informational technology available.

5.4.2 Data sharing and collaborative work that is more effective and efficient.

**Objective 5.5 Effective budgeting and financial planning**

AIM: Safeguard the future of the Seminary by being careful stewards of our resources in the present.

Outcomes

5.5.1 Comprehensive systems and personnel review that creates an effective service for the Seminary.

5.5.2 Allocate resources to increase the impact of the Seminary.

5.5.3 Link the financial processes of the Seminary with the implementation of the SIS.
We will focus on ensuring that the campus is safe, secure, well-lit, and well-maintained and on developing sustainable living initiatives, including a tree replacement policy, a water management system, pilots in solar power generation, and seminary-wide energy efficiency, moving toward becoming a net-zero campus. Campus renovations will ensure that hospitality spaces are welcoming, elegant, effective, and facilitate good dining; Addison Academic Center will support 21st-century teaching and learning; and Key Hall will be refurbished to serve as an aesthetic learning and exhibition space for the Assyrian Reliefs.

Objective 6.1 Enter into a third century as a landmark of formation for the Episcopal Church and the Anglican Communion

AIM: A campus fit for purpose providing the best setting for formation and service.

Outcomes

6.1.1 Safe, secure well-maintained and well-lit campus, with particular attention to our historic residences.

6.1.2 A 21st-century Academic Center, which includes an open learning area for innovative technologies and services.

6.1.3 Key hospitality spaces that are welcoming, elegant, effective, and facilitate good dining.

6.1.4 Sustainable living initiatives including a tree replacement policy, water management system, pilots in solar power generation, and seminary-wide energy efficiency, moving toward becoming a net-zero campus.
Key Hall will be refurbished to serve as an aesthetic learning and exhibition space for the Assyrian Reliefs.

6.1.5 An arrival experience that captures the mission of Virginia Theological Seminary.

6.1.6 A deanery that is easily accessible and provides a welcoming and hospitable space for all guests and visitors.

**Objective 6.2 Showcase the Assyrian Reliefs**

**AIM:** Create an aesthetic learning and exhibition space.

**Outcomes**

6.2.1 Refurbish Key Hall and install the Assyrian Reliefs.

6.2.2 Provide opportunities to teach about and research the Reliefs.

6.2.3 Equip Key Hall with the resources for outstanding teaching in homiletics and liturgy.
WINDOW SEVEN

Seeing a Third Century Capital Campaign and our 200th Birthday Celebration in 2023

As we look toward our 200th anniversary and the continued and growing impact that VTS will have in the next 200 years, we will embark on a third century capital campaign to increase financial support. Annual Giving will continue to be the foundation of support in strengthening the ministry of the Church and its witness to the world, both now and in the future.

Objective: Support the Strategic Plan vision and our historic anniversary.
AIM: Continued and growing impact in the next 200 years.

Outcomes
7.1.1 Engagement and financial support from key stakeholders.
7.1.2 Implement the Bicentennial campaign.
7.1.3 Use funds for additional initiatives for outreach, innovation, and service for the kingdom.
7.1.4 Organize a Bicentennial celebration.

The vision for VTS as conveyed through the previous windows can only become a reality through increased financial support.

Annual Giving will continue to be the foundation of support in strengthening the ministry of the Church and its witness to the world, both now and in the future.