

Pacific School of Religion Proposals from the Commission on Strategic Direction

Seven Goals for PSR

1. Make PSR a more distinctive resource in the world of theological education, with the capacity and reputation for excellence, and a sharper focus than it has had in the past.
2. Broaden PSR's reach—i.e., make its programs relevant, effective, and transformative for more people; make its culture more generous and inclusive toward racial/cultural/generational/sexual/religious diversity.
3. Place PSR as a resource and a partner in global and community movements for justice, well-being, and innovation for the common good.
4. Make PSR accessible and affordable for students.
5. Get to sustainability in our finances (i.e., operation without deficits, a sustainable draw from our endowment), facilities (i.e., no deferred maintenance), and people (i.e., competitive compensation for faculty and staff).
6. Re-align PSR's infrastructure so that its resources are fully focused and fully used to deliver its educational mission; and so that it is able to adapt, innovate, and experiment on a continuing basis.
7. As an organization, model the kind of change we want to see in the world; i.e., to be a visionary, collaborative, just, inclusive, forgiving, and joyful community.

The Ultimate Goal

To send out into the world changemakers who are compelled by their own spiritual formation and practice, who are rooted in a theological tradition, and who have the skills to lead change in institutions, in communities, and in individual lives.

**Seven Decisions we need to make now
so that we can move from *thinking about* change into action in the next year.**

1. Clarify PSR's educational mission. Commit clearly and sharply to the proposition that PSR will be a theological school specifically focused on preparing leaders for social transformation, in faith-based institutions and beyond.
2. Re-invest in the development of a body of scholarship, theology, and experience that connects spiritual practice, the commitment to a progressive Christian tradition, and the work of making change for social justice and the common good.
3. Charge the faculty, in collaboration with staff and external resources, to:
 - a. Design, prototype, and evaluate a portfolio of new programs, with a common set of themes, foundations, and content, for programs designed to draw new participants:
 - New M.A. in leadership for communal, national, and global transformation
 - Revised M.Div
 - New 2-year M.A. for religious leaders who will not require an M.Div
 - Series of short courses and non-degree programs (hybrid, weekend intensives, community and distance audiences)
 - b. Make recommendations to the Board regarding the continuation of existing degree and certificate programs, in light of PSR's evolving mission and available resources.
4. Import and integrate resources for leadership skills and formation. Select a complementary partner organization with expertise in leadership development, or a structure that will bring a diverse group of 'changemakers in residence' to campus, to more fully integrate formation, skills, and spiritually-based practices for leading organizational and community change into the PSR experience.
5. Unlock the value in PSR's real estate assets, so that we can re-deploy their value for the mission of the school. Explore ways, *and make a decision within twelve months*, to effectively capture and leverage the campus' value, including possibilities of sale, lease, and/or equity share. The decision should take into account the importance of a campus in creating and fostering community.
6. Reduce the scale of operations for the next few years. Get smaller—i.e., reduce admissions by 10-25%, and right-size staff and faculty, so that PSR can stabilize around a new model before growing again.
7. Re-design the organization for a new culture.
 - Renew PSR's commitment to being a spiritually-grounded and practicing community.
 - Devise and engage in a sustained, facilitated process that includes all PSR stakeholders, designed to improve trust, communications, mutual regard, and governance principles and practices.

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- Encourage innovation and risk-taking to enhance fulfillment of the school's educational mission.
- Invest in technology, professional development, and pedagogical innovation.
- Collaboratively explore new faculty roles and responsibilities.
- Re-configure staffing roles and relationships to encourage greater collaboration, innovation, and adaptability.
- Refine and renew information systems to allow clearer and more regular assessment (of learning processes and outcomes, finances, etc.).