

**EMERGE
GATHER
BELONG**

STRATEGIC PLAN

JULY 1, 2018 - JUNE 30, 2023



Andover Newton Seminary
AT YALE DIVINITY SCHOOL

Andover Newton Strategic Plan: 2018 - 2023

*Adopted by the Andover Newton Board of
Trustees on June 8, 2018*

Refreshed and Reaffirmed June 7, 2021



STRATEGIC PLANNING TEAM

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Administration

Sarah Drummond
Co-Chair
Administration

Ned Parker
Administration
ANS Alum

Judy Swahnberg
Trustee
ANS Alum

Chaz Howard
Trustee
ANS Alum

Jim Dana
Trustee

Martine Bruno
ANS Student

**Peter Kralovec-
Kirchherr**
ANS Student

Laura Kisthardt
ANS Student

Mark Heim
Faculty
ANS Alum

Jennifer Peace
Faculty

Liz Garrigan-Byerly
ANS Alum

STRATEGIC PLANNING REFRESH TEAM

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Co-Chair
Trustee

Sarah Drummond
Co-Chair
Administration

Mark Heim
Faculty

Ned Parker
Administration

Tracy Edwards
Administration

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Student

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MISSION STATEMENT

Deeply rooted in Christian faith
and radically open to
what God is doing now,
Andover Newton Seminary
at Yale Divinity School
educates *inspiring leaders* for
faith communities.

VISION STATEMENT

In 2022 Andover Newton Seminary will be recognized as the preeminent seminary for the education of faith leaders in the (small “c”) congregational traditions. The reach of Andover Newton will be national and even international. Students and trustees will come from across the United States and beyond. Graduates will have dynamic ministries in a wide variety of settings throughout the country (and elsewhere). Andover Newton Seminary will send out not just outstanding graduates but also new knowledge about the nature and needs of ministerial leadership in locally governed faith communities. Virtually every prospective student from our constituent denominations who is able to relocate or who lives within driving distance of the campus will have Andover Newton as his or her first choice of seminary.

Much like the Christian movement itself, Andover Newton has a storied history of **adapting to the world’s needs and putting the Gospel out into the world in ways that provide meaning and inspiration.** The school’s history of adaptation has continued since Andover Newton became embedded in Yale Divinity School and will carry forward as a key dimension of the school’s identity. Andover Newton will continue its auspicious history of innovation in light of the needs of faith communities in changing contexts. In its diploma program and knowledge creation ministries, Andover Newton will offer leading-edge education for Gospel-centered social justice ministerial leadership. It will be known for its attention to leadership development in the curriculum, co-curriculum, and null curriculum (how we do what we do).



Proof Point:

Andover Newton Seminary **adapted** to the COVID-19 pandemic through new forms of community building with students, such as the Upper Zoom small-group ministry program. It **created and transmitted** knowledge, creating the first known Web-based center for churches dealing with quarantine shut-downs.



When searching for a new pastor, congregations associated with our constituent denominations will look for candidates with an Andover Newton credential, knowing they have received exceptional preparation for high-quality, innovative ministry.

Graduates of Andover Newton will have the reputation of being prepared to serve a congregation effectively on day one after graduation. Similarly, congregations, faith leaders, denominational leaders, and thought leaders in religion will look to the new knowledge that Andover Newton creates as the most relevant and leading-edge thinking about ministry in congregations.

More specifically, Andover Newton graduates will be distinguished as ministers of integrity; personal integrity, to be sure, but also as professionals who are able to *integrate* the various dimensions of ministry, including building community and promoting social justice and anti-racist ministries. Such integration enables graduates to become:

- **Ministers** who can retrieve Biblical, theological, practical, ethical, and historical wisdom to interpret contemporary situations, and deliver that interpretation effectively across media
- **Ministers** who can build a sense of community through strong leadership, innovation, and love
- **Ministers** who can weave together clinical and academic studies of how to be of meaningful pastoral support for individuals and groups, in a crisis or amidst routine interactions
- **Ministers** who can work across differences, bring people together, and lead communities in repairing a broken world
- **Ministers** who can create inspiring, creative worship experiences that foster a sense of wonder
- **Ministers** who know how to manage an organization and can reflect theologically on institutions
- **Ministers** who cherish learning and cultivate practices of continuous engagement in it

Tara Humphries
Yale Divinity School MDiv
and Andover Newton
Seminary diploma
recipient 2021





Jathan Martin

Yale Divinity School MDiv
and Andover Newton
Seminary diploma
recipient 2021

Former worship leader
for Andover Newton's
Emmaus Gathering

Proof Point:

Students surveyed indicated that **Andover Newton's hospitality** is the quality that has had the biggest impact on their ministry formation. A recent graduate stated that he uses what he learned about hospitality at Andover Newton to build community in his church.





Omena McCoy

3rd year YDS MDiv and
ANS diploma Student

Andover Newton
Research Assistant in
Ministry and Social
Justice

By the end of the 2022-23 academic year, Andover Newton Seminary will have five years' experience in fully drawing upon the resources of Yale Divinity School and the wider University for the benefit of our students. It will be fully settled into its campus spaces: N201, N101, and the North Cottage. At the

same time, Andover Newton will continue to embody **a distinct entity with a unique mission** within the wider YDS community. Andover Newton will have **a well-established reputation** as a good institutional citizen within YDS; respectful of the Divinity School and University's policies and attentive to how it can offer the most helpful contributions to the whole. Andover Newton will be **a beacon of warmth, hospitality, student-centeredness, and love** for community that has a guiding influence upon the whole of YDS.

The student body of Andover Newton Seminary will include approximately 50-55 diploma program students (**more than a fourth of the M.Div. student population**) as well as numerous opportunities for all of the YDS community to receive its ministry. Students will graduate without seminary debt. If not immediately after graduation, then shortly thereafter, a majority of our students will assume positions of particular impact and significance in the life of faith communities and religious leadership in locally governed traditions. Graduates and new knowledge that emanate from Andover Newton Seminary at YDS will enhance the reputation of the school in ways that bring us to the attention of prospective students, scholars, and donors.



The Rev. Abner Cotto-Bonilla

YDS MDiv '19, STM '20;
current Andover Newton Trustee

Pastor of *Misión Bautista Hispana de
Westchester* in White Plains



Founding Dean Sarah B. Drummond
with **JaQuan Beachem**, YDS MDiv
and ANS diploma recipient '21 &
Director of Community Development
& Spiritual Formation



VALUES

Andover Newton Seminary
will continue to uphold the
values that shaped our
community in Newton, MA.

On our new terrain as an embedded institution, values might be experienced differently, but their relevance remains. Those Core Values adopted by the school in 2007 include:

Faithfulness

Innovation

Joy

Sacred Hospitality

Stewardship

Justice

Andover Newton is a “School of the Church.” We will strive to uphold the church, celebrate the church not-uncritically but with abundant hope, and confront any who might suggest God has given up on the church. God never will, and neither will Andover Newton. Andover Newton’s choices related to physical plant have embodied the value of Stewardship, as the school has downsized and found a more sustainable footprint. Andover Newton will, in the time period leading up to January, 2023, place special emphasis on Innovation and Justice based on the demands of the times.

Among the core values that guide the school’s choices, innovation and justice will receive specific attention in the years leading to 2023. The school adapted to institutional circumstances that necessitated a new business and educational model by its choice to become an embedded entity. It adapted again to Covid-19, carrying out its ministry in new forms through the use of technology. As the world reels from both a global pandemic and injustice laid bare by the same, Andover Newton must adapt again and continue forward its innovation legacy.

FOUR STRATEGIC ELEMENTS

- *Institutional*
- *Educational*
- *Relational*
- *Reputational*



The Rev. Dr. Jeffrey Haggray

YDS MDiv '88; current ANS Trustee

Executive Director of American
Baptist Home Mission Societies and
The Judson Press

The creators of this Strategic Plan have organized their ideas into four elements that overlap, intersect, and provide foci for leaders' attention: **(1) the institution we build, (2) The education we provide, (3) the relationships we cultivate, and (4) the reputation by which we are known. Each element carries distinctive goals through 2022.**

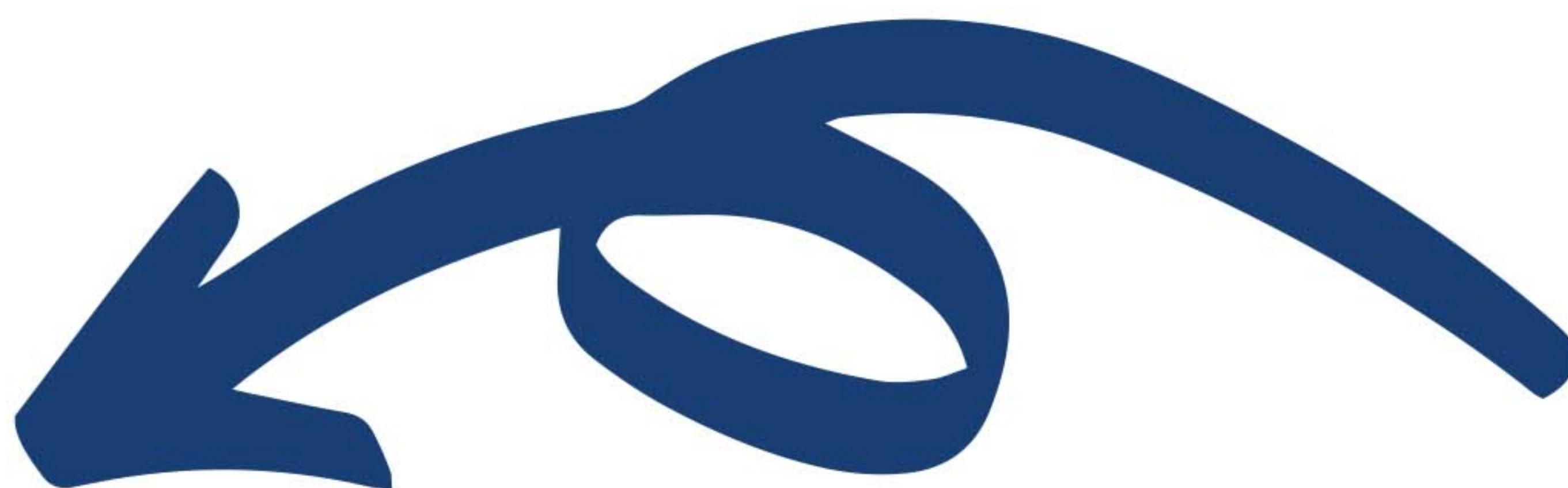
1 Institution

Those who build Andover Newton Seminary as a now-embedded school will do so using the strong, stable scaffolding of a sustainable institution, distinctive from yet integrated into Yale Divinity School. Andover Newton will raise funds to ensure that graduates enter ministry with minimal educational debt, so that Andover Newton's programs are strong, and so that Andover Newton partners in ensuring the sustainability of YDS for the future. Andover Newton now has a facility to offer hospitality, enhance partnerships, and strengthen programs; its pledge to YDS's Living Village embodies its commitment to the environment and to its partnership with the partner in which it is embedded.

Andover Newton faculty members will be fully integrated into the YDS faculty but will also embrace and embody distinctive pedagogies that uphold the values of a School of the Church. Andover Newton will communicate its mission, activities, and achievements to stakeholders through a variety of media in order to strengthen bonds and encourage supporters. Andover Newton will continue to strengthen its presence in the faculty through funding the one faculty line not currently supported by an endowment.

The seminary will live out its values as it counters our nation's history of structural racism by designing its second chair to be dedicated to the study of Christianity among underrepresented groups, most notably African American churches. Affiliated faculty from YDS and the wider university will gather regularly to capture and clarify the educational practices they will employ as they uphold Andover Newton's values in the classroom.

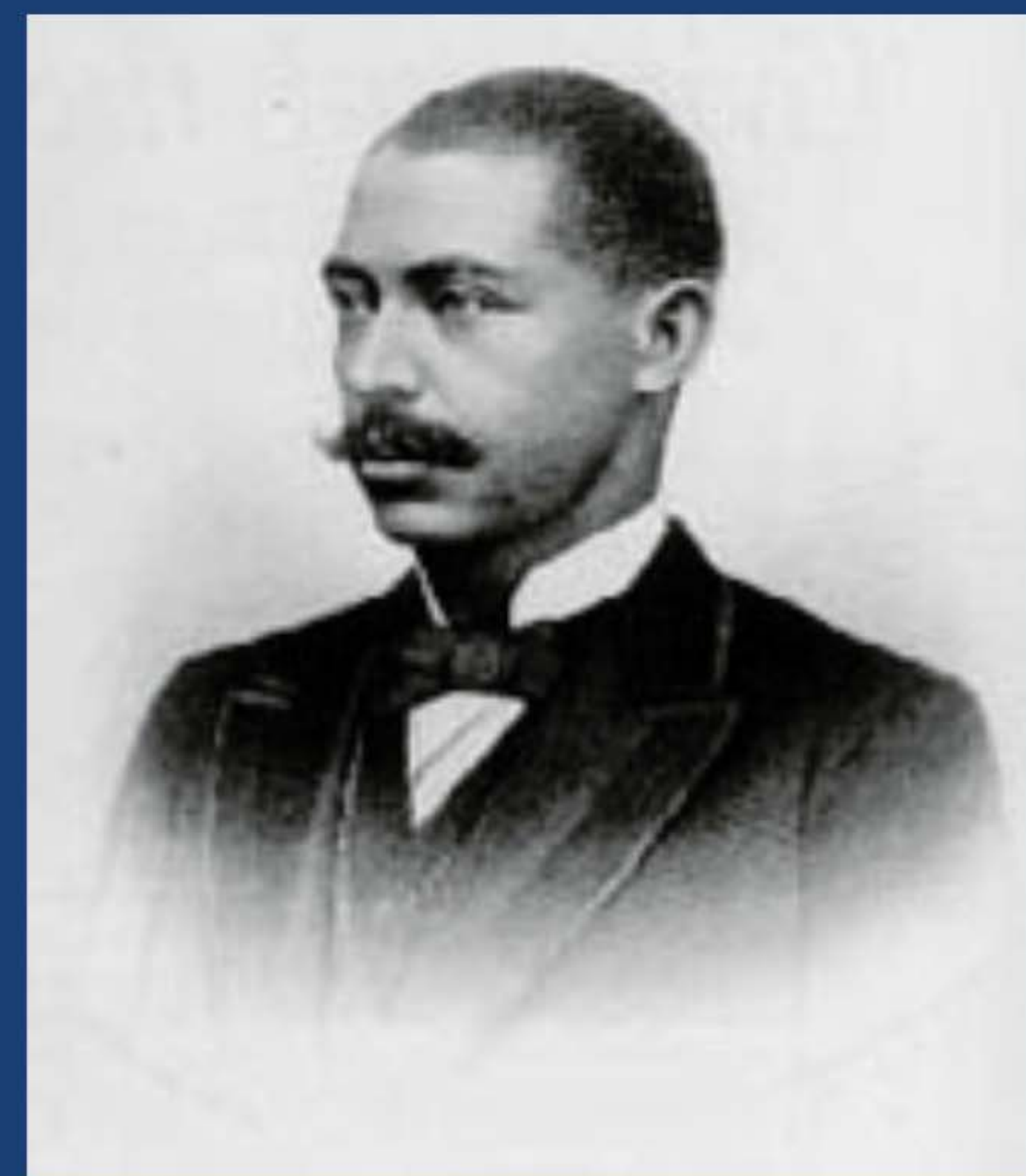
Action Item:



Andover Newton will launch an initiative to fund the second of its two faculty chairs in the name of Newton's first African American graduate:

George Washington Williams

Newton's First African American Graduate



2 Education

Andover Newton Seminary will produce outstandingly well-educated graduates, prepared for ministerial leadership in congregations, for institutions, and through emerging forms of faith communities.

Our graduates will have an integrated understanding of theology, ministry, human nature, and life's meaning. They will have knowledge, skills, and instincts for building and strengthening communities. They will demonstrate compassion for individuals and a heart for justice in the communities they serve as well as the wider world. Graduates will be able leaders and managers, poised to learn and improve in their leadership over the course of their careers.

We will achieve these goals through an educational program plan that includes both integrative experiences and content-based classes that take place within the context of the YDS Master of Divinity. Program elements include five colloquia, two of which are compulsory, and three from which students choose preferred options.

THE DIPLOMA PROGRAM

The program requires courses on denominational polity, Clinical Pastoral Education and a related preparatory seminar, Supervised Ministry in a congregation, courses at the Yale School of Management. Spanning across all dimensions of the program will be attention to social justice, leadership development, and innovation, especially as they relate to the local congregation. Students will apply to Andover Newton's program in conjunction with their application to YDS. The diploma program will overlay upon the YDS Master of Divinity degree, although several of Andover Newton's courses are open to those in other programs.

Six ministerial competencies provide the framework for the program.

Integration

Community-building

Compassion and justice

Perspicacity

Leadership

Spirituality

Students from an array of racial and ethnic identities, those who identify as male or female or at different points along the gender spectrum, and those with different life stories will be recruited and invited to take part, bringing their whole selves.

The YDS faculty approved an educational program plan for Andover Newton on May 8, 2018. Since the educational program has been conceived, it has been refined and updated. The social justice educational expectations have evolved dramatically and, by 2022's end, will include a new colloquium at least and a new certificate program as an ambitious possibility. "Border-Crossing," once the centerpiece of social justice education, will be renamed and will serve a new function: to provide community-building and connect Andover Newton with national and global partners in the forms of travel seminars and exchanges.

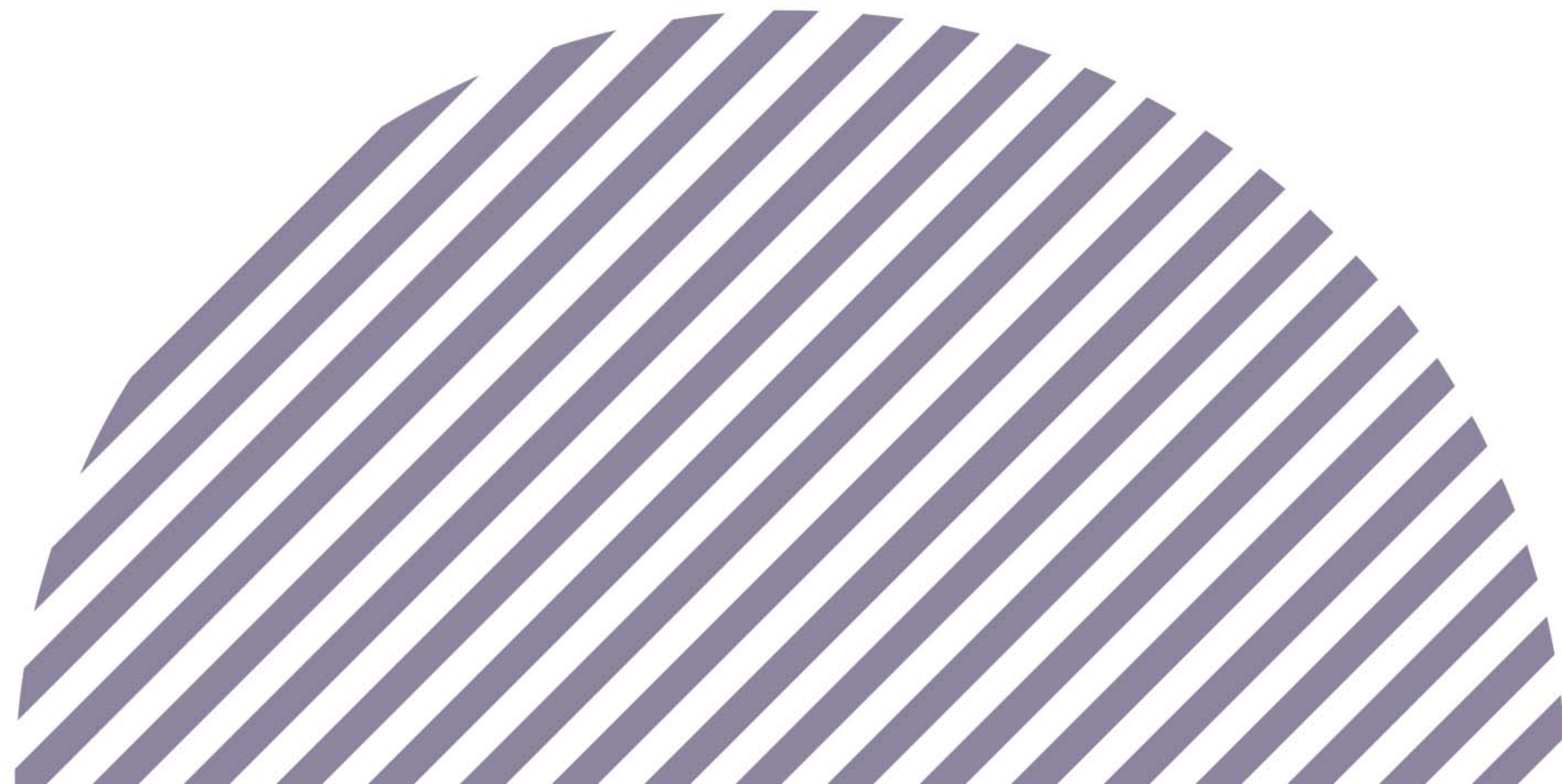


Andover Newton Seminary students on a student-led retreat



**Andover Newton
2020-2021**

**Student Steering
Committee**



Additional action items:



"Border Crossing" will be reframed into a travel exchange that builds community within and beyond Andover Newton.



A new and innovative **social justice colloquium** will be designed.



A certificate in congregation-based justice ministries will be explored.



Another way in which the program has evolved is that it has, beginning in the spring of 2021, a built-in assessment protocol. Andover Newton's "Fellows," who are **ministry professionals thriving in the field**, will provide input on the curriculum's relevance as times change. The Program and Life Committee of the Andover Newton Board will assess the program's effectiveness vis-à-vis its stated goals. Both forms of evaluation will take place every year to ensure that the program does not stagnate.

*Andover Newton's commitment to **adaptation and innovation** is evidenced by its dedication to ongoing evaluation of educational effectiveness.*

Andover Newton students will graduate with no seminary debt. They will have received scholarships that covered their tuitions and part of their living expenses, and they will have had access to meaningful, experience-enhancing, paid work to manage the remainder of expenses.

*Andover Newton will continue to place raising **scholarship funds** as its first fundraising priority.*



3 Relationships

In keeping with its history of relationality and partnership, Andover Newton Seminary will create and cultivate lively connections within Yale University and in the wider church, theological academy, and emerging religious movements. Congregations in Andover Newton's key-partner traditions, the **American Baptist Churches (USA) and the United Church of Christ**, trust that an Andover Newton diploma in conjunction with a YDS MDiv signals excellence, and they seek candidates with these marks of readiness. In addition to UCC and ABC ties, Andover Newton will cultivate friendly relations with likeminded denominations and will adapt its diploma program as needed to help students from other traditions to meet ordination expectations.

Denominational leaders and clergy will look to Andover Newton for continuing education opportunities and thought leadership on the religious issues of our time.

Andover Newton will become understood as the school at the forefront of studying faith community leadership in the 21st Century: where is it going, and what will graduates need? **Those who have questions** will look to Andover Newton for the most up-to-date possibilities and perspectives. Social justice, leadership development, and innovation for the world of ministry will receive special attention in continuing education and knowledge-creation. **Donors** will feel ever more confident, secure, and joyful giving to an institution in whose mission they wish to share. They will understand what makes Andover Newton's diploma program distinctive and special. **Prospective students** will choose YDS over any other seminary or divinity school because Andover Newton offers something they cannot find elsewhere: the nurture of a faith-tradition-specific seminary and the rigor of a world-class university's divinity school. **Alumni/ae** will see continuity of mission between the Newton and New

Haven iterations of their school. They will feel engaged and connected to this new community, as though Andover Newton alums all graduated from the same school, irrespective of the city where they earned their diplomas. New Haven diploma graduates will name Andover Newton in the same breath as YDS when describing the seminary from which they graduated.

Andover Newton will cultivate partnerships with those who can provide those meaningful experiences in ministry for students.

~ ~ ~

Andover Newton will be a model citizen of YDS and Yale University while also creating bridges to resources off the YDS Quad that prevent insularity and enrich student experiences.

~ ~ ~

Andover Newton will not assume or expect that all graduates are preparing to lead churches, as only God knows the setting to which a minister-in-formation might be called. Students will be expected to train as generalists in Christian, religious, ministerial leadership, ready to pivot into different settings, and ready to help all varieties of institutions to pivot, too.

~ ~ ~

Andover Newton will, at every opportunity, express unabashed love for congregations. Imperfect as they are – not unlike families and schools – Andover Newton loves the church, unapologetically, although not uncritically. Church relationships will be rooted in a sense of common mission.



Andover Newton
Teaching Team
member **Mark Miller**
leads worship during
Andover Newton
Alumni/ae
Convocation 2019

4 Reputation

Andover Newton Seminary will be known throughout the ecclesial and theological education world as the school best-suited to candidates exploring a call to ministry who are seeking integration between outstanding ministerial and academic preparation. **Denominational leaders who meet a promising future member of the clergy will think immediately of Andover Newton Seminary at YDS.** The seminary will be known to be among the most diverse UCC or ABC(USA) seminaries in the country, with students coming from different backgrounds and poised to serve in a wide variety of faith communities. Graduates will be 15-20 per year, and those who graduate will have a broad impact. They will serve flourishing congregations, and as effective religious leaders across settings, and will **cast a vision for the next generation of religious leaders in the congregational way of being church.**

***Proof Point:** Andover Newton's yield – proportion of admitted students who matriculate – among Master of Divinity applicants to YDS expressing interest in Andover Newton has been between 80-90%, as compared with YDS's overall yield of 50-60%.*

Andover Newton will play a key role in YDS's ability to recruit top candidates for ministerial leadership in the historically congregational churches. Although enrollment will by no means be limited to ABC and UCC students – so many students come to seminary not sure of their denominations and unfamiliar with our key partner denominations – **the distinct focus will be ministry in “small-c” congregational settings such as the UCC, ABC, the Christian Church – Disciples of Christ, and Unitarian Universalism.** This framing will be particularly important at first, so that in a time of regrouping no hollow promises will mislead students.

Action item: *To dedicate more attention to informing prospective students about all Andover Newton has to offer, the seminary has appointed a student worker to focus on admissions.*

Andover Newton will create leading edge knowledge on the church and its ministry; it will ensure that this knowledge is transmitted and preserved. Denominations such as the UCC and the ABC(USA) will understand Andover Newton at Yale to be its key partner for formation of a new generation of learned clergy. Religious leaders will have the expectation that Andover Newton's events and publications are outstanding, both thoughtful and relevant. They will also trust the knowledge that emerges from Andover Newton Seminary as leading-edge and worthy of their attention. The wider community will be attracted to Andover Newton's offerings on innovation and adaptation in ministry, and furthermore they will be inspired by the seminary's capacity to innovate.

Proof Point: *Andover Newton's knowledge-creation ministry flourished during the pandemic by moving numerous opportunities onto Zoom, and then integrating Web-based education for the wider community into its ongoing program planning based on learnings.*



Leadership:

An ecosystem of partners that have different stakes and roles



This mission will be carried out by an ecosystem of partners that have different stakes and roles. All care about Andover Newton and the church whose leadership Andover Newton supports.

- **Board of Trustees:** the Board is the guardian and guide for the School's mission
- **Dean:** the head of the seminary, accountable to the Board and to the Dean of YDS, is the link between the mission and its implementation
- **Associate Dean for Institutional Advancement:** responsible for knowledge-creation and communications, fundraising, and alumni/ae relations
- **Seminary Administrator:** responsible for the operations of Andover Newton in partnership with the YDS administration
- **Postgraduate Associate for Community Spirituality:** a recent graduate, on a two-year appointment, will be responsible for worship, pastoral care, and spiritual community
- **Instructional Team:** occasional and ongoing educators, such as pre-CPE seminar leader; selected by the Academic Officer and YDS's academic dean
- **Fellows:** Professionals in the wider religious world that provide models for flourishing in ministry
- **Named Chairs:** Faculty members funded by and immediately accountable to carrying out Andover Newton's educational mission
- **Affiliate Faculty:** Faculty friends of Andover Newton's mission at Yale
- **Student Steering Committee:** Student leaders providing guidance to Andover Newton's program and representing Andover Newton at Yale and in the public sphere

Conclusion

Bubbling up under this strategic plan is tremendous excitement about Andover Newton's future. The match between YDS and Andover Newton is strong, and the chemistry between these two historically linked settings is creating some promising compounds.

Each partner stands to benefit from the other, and the benefits go beyond the Andover Newton-YDS boundary into the whole of the university and ecclesial worlds.

In other words, YDS and Andover Newton are already becoming something more than the sum of their parts. Our strategy will carry forward this positive momentum in a healthy direction, and we go forward with the help of the God who imagined all involved parties into being and imagines a future that we can but glimpse from where we stand.





Founding **Dean Sarah B. Drummond** introduces Pulitzer Prize-winning author Marilynne Robinson at the opening of Andover Newton's 2020 Simpson-Hewett Lecture



Andover Newton Seminary

AT YALE DIVINITY SCHOOL