A Strategic Plan for the Office of Graduate Studies and Continuing Education
February 14, 2012

Mission
Recognizing that meeting the ministry needs of WELS educators and staff ministers goes beyond preparation for entry into ministry, the mission of Martin Luther College's office of Graduate Studies and Continuing Education is to empower every WELS principal, early childhood director, teacher, and staff minister for a lifetime of faithful service by providing a continuum of support and professional development for educators and staff ministers that spans their entire ministry, including induction and professional stages.

Vision
The office of Graduate Studies and Continuing Education will be the chief agency through which the Wisconsin Evangelical Synod reaches its Long Range Plans (2011 BORAM pp. 59 – 63) for lifelong professional development of WELS called educators and staff ministers. The specific WELS Long Range Plans and Strategies that apply follow:

Ministerial Education
- In collaboration with the COP and Congregation and Ministry Support Group (CMSG), have in place for **all ministerial schools self-supporting continuing education courses in a wide variety of formats for called workers**, with a strong component of equipping the saints for the strengthening of local congregations.

Congregation and District Ministry
- **Strengthen** the overall quality of education, **specifically instruction and leadership**, in our early childhood centers, Lutheran elementary schools (LES), area Lutheran high schools, and other children's ministries, so that **they demonstrate excellence** in both nurture and outreach.
- **Support formal and informal programs** for the spiritual, personal, professional growth of called workers.

WELS Strategies to Reach Long Range Plans
Ministerial Education
- MLC expands its efforts in **the training of principals, early childhood directors**, and early childhood workers.
- The ministerial education **schools expand their efforts in continuing education of called workers**, education of international students for service in their ethnic groups of origin, and education of laity for service in the congregation.

Congregation and District Ministry
- **Work with** WLS**, MLC**, and the CMSG to **foster spiritual, personal and professional growth for all called workers through flexible programs of continuing education and mentoring**, in order to equip, empower, and encourage lay members in their vocations and in volunteer service for their congregations.

Therefore, the department will work collaboratively with synod stakeholders, such as the Commission on Lutheran Schools, the faculty of Martin Luther College, and teachers within the schools to coordinate

the professional development of WELS teachers, principals, early childhood directors and staff ministers, and to both provide and develop areas for professional growth and advanced degrees that reflect stakeholder input, current research, and time-honored practice. As a result of the department of Continuing Education's actions, Martin Luther College will be seen as the primary means by which the WELS supports, encourages, and assists teachers, principals, early childhood directors, and staff ministers to grow in their abilities by providing degree programs, certificates, workshops, webinars, and other forms of professional development designed to address ministry demands.

Additionally, the office of Graduate Studies and Continuing Education will meet the following MLC initiates related to Goal 1 of its Strategic Plan:

Goal 1) *Christ's love compels us to speak about the blessings of the Great Commission.*
Initiatives

1.3 Partner with the WELS Commission on Lutheran Schools to call a ~~director for an expanded *Forward with Lutheran Schools* effort~~ *full-time continuing education professors to carry out the synod directives regarding teacher continuing education.* (Italics is suggested change).
1.4 Expand available course offerings through the Continuing Education Office (certificate programs, continuing education unit programs, community offerings, Jesus Cares, etc.)
1.5 Develop training for principals that leads to a master's degree.
1.6 Develop additional master's degrees, with licensure where appropriate.

Goals

In an effort to assist MLC and the WELS to reach their goals and initiatives, the office of Graduate Studies and Continuing Education proposes the following goals, strategies, and timetables:

1) *Partner with the WELS Commission on Lutheran Schools to carry out the teacher Continuing Education expectations of the synod.*
2) *Expand available course offerings through the Continuing Education office.*
3) *Increase the strength, viability, and coordination of MLC's program of continuing education.*
4) *Develop training for principals that leads to a master's degree.*
5) *Develop additional master's degrees, with licensure where appropriate.*

Initiatives

Goal 1) *Partner with the WELS Commission on Lutheran Schools to carry out the teacher Continuing Education expectations of the synod.*				
Initiatives			Responsibility	Timeline
1.1 Call a full-time continuing education professor (1) to coordinate a synod-wide program of New Teacher Induction and (2) to provide new opportunities of continuing education services to WELS schools and teachers.			Director of GSCE	2012-13
Action Plans	Responsibility	Timeline	Resources	Assessment
1.1a Create Job Description	Bauer / Meyer	January 2012	None	Approval by VP Academics
1.1b NTI Program Development	Meyer / Schmill /	Feb. 2012 – June 2012	None	Approval by VP Academics

	Henrickson			
1.1c Budget	Meyer / Schmill / Hulke	June 2012 – August 2012	None	Approval by VP Academics
1.1d Administrative Council Approval	Meyer / Wendler	August 2012	None	Approval by AC
1.1e MLC Governing Board Approval	Wendler	September 2012	None	Approval by GB
1.1f Call for position	Governing Board	November 2012	Call List	Call placed
1.1g CE Professor Begins	Meyer	July 2013	$100,000 annually	
Initiatives			Responsibility	Timeline
1.2 Call a second full-time continuing education professor (1) to coordinate veteran teacher development (Ministry Development Plans), (2) to coordinate Leadership development, and (3) provide new opportunities for continuing education services to WELS schools and teachers.			Director of GSCE	2013 - 2015
Action Plans	Responsibility	Timeline	Resources	Assessment
1.2a Create Job Description	Meyer / Schmill	August 2013	None	Approval by VP Academics
1.2b Budget	Meyer / Schmill / Hulke	September 2013 – June 2014	None	Approval by VP Academics
1.2c Administrative Council Approval	Meyer / Wendler	August 2014	None	Approval by AC
1.2d MLC Governing Board Approval	Wendler	September 2014	None	Approval by GB
1.2e Call for position	Governing Board	November 2014	None	Call placed and accepted
1.2f CE Professor Begins	Meyer	July 2015	$100.000 Annually	
Goal 2) *Expand available course offerings through the Continuing Education office.*				
Initiatives			Responsibility	Timeline
2.1 Identify topic areas and delivery modes preferred by WELS teachers.			Dir. of GSCE	2012 - 2013
Action Plans	Responsibility	Timeline	Resources	Assessment
2.1a Review PD trends, research, and literature	Meyer	January 2012 – June 2012	Time / research / literature	
2.1b Create a Survey instrument for WELS teachers/leaders	Meyer / Bauer / Tess	February – June 2012	Time	
2.1c Administer survey at WELS national school leadership conference	Meyer	June 2012	Paper cost / time	
2.1d Analyze and	Meyer / Tess	July 2012 –	Time	Report to VP

interpret survey data		September 2012		Academics
Initiatives			Responsibility	Timeline
2.2 Create new programs of Instruction for CE.			GSCE Director	2012 - 2015
Action Plans	Responsibility	Timeline	Resources	Assessment
2.2a Review all currently available courses / programs	Meyer	August 2012	Listing of courses	
2.2b Ask all divisions to review the courses they are offering and make suggestions.	Department (Division) chairs	September 2012 – November 2012	Time on Division agendas	
2.2c Review division recommendations, and school leader survey results (NSLC),	Meyer	December 2012	Division and survey results	
2.2d Create a plan for Continuing Education programs and course offerings	Meyer	January 2013-March 2013		Approval by VP Academics
Goal 3) *Increase the strength, viability, and coordination of MLC's program of continuing education.*				
Initiatives			Responsibility	Timeline
3.1 Create a continuing education division consisting of all directors/coordinators that offer off-campus, online, or summer programs, courses, or workshops.			GSCE Director / VP Academics	2012 - 2015
Action Plans	Responsibility	Timeline	Resources	Assessment
3.1a Seek approval and direction from VP Academics.	Meyer	October 2012		
3.1b Meet with directors / coordinators individually to learn concerns and issues.	Meyer	November 2012 – February 2013	Time	
3.1c Schedule joint meetings to discuss mutual concerns	Meyer	March 2013	Time	
3.1d Address concerns and bring recommendation to Administrative Council	Meyer	April 2013 – July 2013	Time	AC approval
Initiatives			Responsibility	Timeline
3.2 Develop and gain approval for a plan to ensure a financially stable and self-sustaining program.			Meyer	2012 - 2015
Action Plans	Responsibility	Timeline	Resources	Assessment
3.2a Review and monitor all program	Meyer	July 2012 – June 2013	Monthly budget review	

expenses.				
3.2b Review all costs	Meyer	July 2014	Monthly budget review	
3.3c Develop fiscal targets to ensure program goals	CE Division (see above) / Hulke	August 2014 – September 2014	Time	Approved VP Academics
3.3d Present recommendations for 2015 -2017 budget	Meyer / Wendler	October 2014		Approved AC
Initiatives			Responsibility	Timeline
3.3 Develop a marketing plan			Meyer	2013 - 2015
Action Plans	Responsibility	Timeline	Resources	Assessment
3.3a Survey school leaders regarding format and cost (see initiative 2.1)	Meyer	March – July 2012		
3.3b Create plan for additional market research	Meyer / OMA	July 2013		Approval by VP Academics
3.3c Carry out market research	Meyer / OMA	September 2013 – March 2014	$20,000 (from continuing ed budget)	
3.3d Create market analysis report	Meyer / OMA	April 2014 – May 2014		Report to OMA and AC
3.3e Use report to create market plan	Meyer / OMA	May 2014 – November 2014		Approval by AC
Goal 4) *Develop training for principals that leads to a master's degree.*				
Initiatives			Responsibility	Timeline
4.1 *Partner with CLS, StEM, CECW, and LES Task Force to establish a program of Leadership development that meets the expected level of training and competencies for WELS principals that leads to a master's degree in administration and avenues for state licensure.*			Meyer	2012 - 2014
Action Plans	Responsibility	Timeline	Resources	Assessment
4.1a Develop principal standards	Meyer / Klindworth / StEM	February –April 2012		Standards approved by StEM
4.1b Develop plan for needs analysis of stakeholders	GFC / CLS	March 2012 – May 2012		GFC Approval
4.1c Conduct Needs analysis (survey, focus groups)	Meyer / CLS	June 2012 – August 2012	National School Leadership Conference & others	
4.1d Report on Needs	Meyer / GFC	September 2012 –		Approval by VP

analysis		December 2012		Academics and other stakeholders
4.1e If warranted, develop program of courses to meet those standards	Meyer / GFC	January 2013 – May 2013		Approval GFC / Stakeholders / Governing Board
4.1f Create Course Descriptions, Syllabi	GFC	June 2013 – November 2013		Approval GFC
4.1g Secure Instructors	Meyer	November 2013 – February 2014	WELS Membership	Approval GFC
4.1h HLC approval	GFC	March 2014 – September 2014		Approval HLC
4.1i establish course schedule	Meyer	October 2014		Approval GFC
4.1j Advertise	Meyer / Schroeder	October 2014 – January 2015	Teachers conference and emails	
4.1k First courses offered	Meyer / Schroeder	June 2015		Program viability
Goal 5) *Develop additional master's degrees, with licensure where appropriate.*				
Initiatives			Responsibility	Timeline
4.2 Partner with CLS, StEM, CECW, and MLC Early Childhood faculty to establish a program of development that meets the expected competencies for WELS early childhood teachers and directors and leads to a WELS Early Childhood Director Certification, an early childhood emphasis in the current MS Ed program, a master's degree in Early Childhood Administration, and/or avenues for state licensure.			Meyer	2012 - 2014
Action Plans	Responsibility	Timeline	Resources	Assessment
5.1a Develop director standards	Meyer / Holman / Loomis & Haar	February –April 2012		Standards approved by StEM
5.1b Develop plan for needs analysis of stakeholders	Meyer / Loomis & Haar / CLS	March 2012 – May 2012		GFC Approval
5.1c Conduct Needs analysis (survey, focus groups)	Meyer / CLS	June 2012 – August 2012	National School Leadership Conference & others	
5.1d Report on Needs analysis	Meyer / GFC	September 2012 – December 2012		Approval by VP Academics and other stakeholders
5.1e If warranted, develop program of courses to meet those	Meyer / Loomis & Haar / Holman	January 2013 – May 2013		Approval GFC / Stakeholders / Governing Board

standards				
5.1f Create Course Descriptions, Syllabi	GFC	June 2013 – November 2013		Approval GFC
5.1g Secure Instructors	Meyer	November 2013 – February 2014	WELS Membership	Approval GFC
5.1h HLC approval	GFC	March 2014 – September 2014		Approval HLC
5.1i establish course schedule	Meyer	October 2014		Approval GFC
5.1j Advertise	Meyer / Schroeder	October 2014 – January 2015	Teachers conference and emails	
5.1k First courses offered	Meyer / Schroeder	June 2015		Program viability
Initiatives			Responsibility	Timeline
5.2 Increase Special Education opportunities by offering state licensure within the current special education emphasis of the MS Ed.			Meyer	January 2012 – June 2015
Action Plans	Responsibility	Timeline	Resources	Assessment
5.2a Compare current course offerings to MN state licensure standards	Spurgin / Whaley	January 2012	Course syllabi and standards	
5.2b Determine which, if any, licensure standards we already meet	Spurgin / Whaley	February 2012	Course syllabi and standards	
5.2c Determine what, if any, additional coursework will need to be developed	Spurgin / Whaley / Meyer	March 2012		
5.2d develop course descriptions/syllabus	Spurgin / Meyer	April – May 2012		
5.2e Course approval	Meyer	August 2012		Approval GFC
5.2f Secure instructors	Meyer	October 2012		Approval GFC
5.2g Submit application (RIPA) to state	Meyer / Whaley	December 2012		Approval by State
Initiatives			Responsibility	Timeline
5.3 *Increase Special Education opportunities by offering a MS in Special Education.*				
Action Plans	Responsibility	Timeline	Resources	Assessment
5.3a Develop standards	Meyer / Spurgin	February –April 2013		Approved GFC
5.3b Develop plan for needs analysis of	Meyer / Spurgin	March 2013 – May 2013		GFC Approval

stakeholders				
5.3c Conduct Needs analysis (survey, focus groups)	Meyer / GFC	June 2013 – August 2013		
5.3d Report on Needs analysis	Meyer / GFC	September 2013 – December 2013		Approval by VP Academics and Academic Council
5.3e If warranted, develop program of courses to meet those standards	Meyer / Spurgin / GFC	January 2014 – May 2014		Approval GFC / Stakeholders / Governing Board
5.3f Create Course Descriptions, Syllabi	GFC	June 2014 – November 2014		Approval GFC
5.3g Secure Instructors	Meyer	November 2014 – February 2015	WELS Membership	Approval GFC
5.3h HLC approval	GFC	March 2015 – September 2015		Approval HLC
5.3i establish course schedule	Meyer	October 2015		Approval GFC
5.3j Advertise	Meyer / Schroeder	October 2015 – January 2016	Teachers conference and emails	
5.3k First courses offered	Meyer / Schroeder	June 2016		Program viability
Initiatives			Responsibility	Timeline
5.4 *Evaluate the interest in and need for additional master's degrees, and master's degree emphases.*			Meyer	2012-2013
Action Plans	Responsibility	Timeline	Resources	Assessment
5.4a Develop plan for needs analysis of stakeholders	Meyer / GFC	March 2013 – May 2013		GFC Approval
5.4b Conduct Needs analysis (survey, focus groups)	Meyer / GFC	June 2013 – August 2013	NSLC	
5.4c Report on Needs analysis	Meyer / GFC	September 2013 – December 2013		Approval GFC
5.4d Use results to determine which, if any, additional plans for degrees should be pursued.	Meyer / GFC	January 2014 – May 2014		Approval GFC