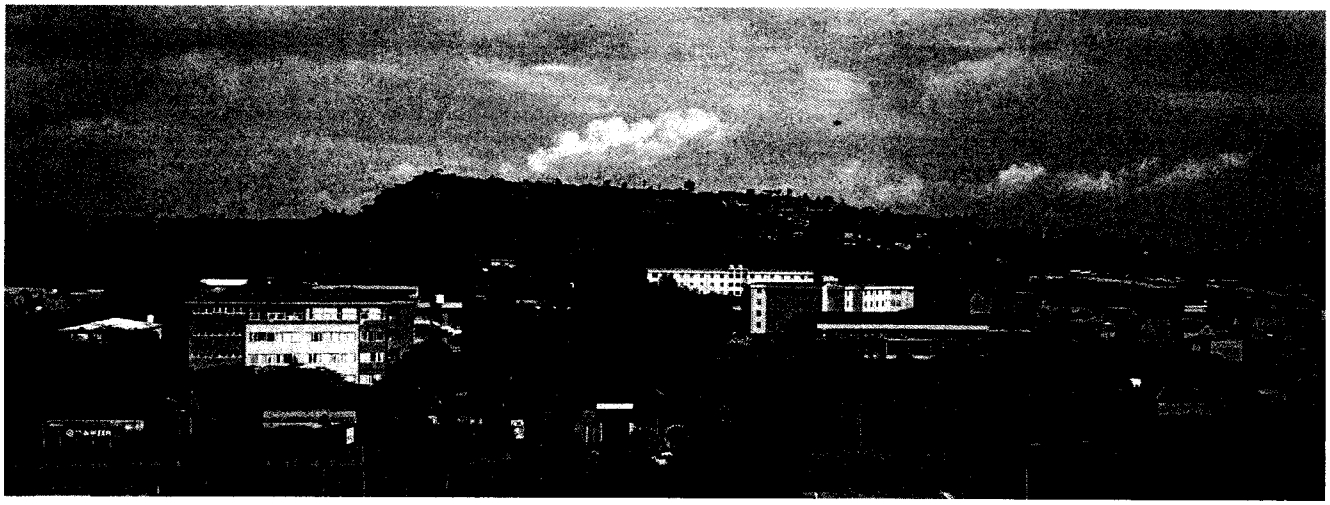
Meserete Kristos Seminary

Center for Holistic Transformation



Strategic plan

2022-2026

January 2022

MESERETE KRISTOS SEMINARY

Preface

The Board of Trustees of the Meserete Kristos Seminary, assigned by the Meserete Kristos Church Executive Committee, has the responsibility of overseeing the ministry of the seminary. The Board of Trustees is also responsible to set a direction for the seminary to meet the demands of the church and the society in which it operates.

We, as MKC leaders, recognize that leaders at different times have a vision for the institution they lead. However, we believe that identifying issues, setting priorities, and generating alternative solutions to address our challenges as a team, is far better than following the lead of one person. We believe in teamwork.

Regardless of the ups and downs it has faced, our seminary has been growing and supporting the ministry of the church. In the past decade, the seminary has been operating without having a strategic plan.

The Board of the Seminary passed a resolution to develop a strategic plan for the seminary at the middle of this year. We sought professionals who would volunteer to help with the preparation of the strategic plan, and God gave us people who helped us. The volunteers worked on this strategic plan for the last five months and delivered to us what we looked for. I would take this opportunity to express my deepest gratitude for the strategic planning team members and those who were involved in the process by providing information, feedback, and constructive comments.

I do believe that this strategic plan will help the seminary to have long-range stability and to achieve its vision, implement the mission, and use resources wisely for the advancement of God's Kingdom.

The board of trustees would like to affirm its commitment to oversee the implementation of this strategic plan, and encourage the seminary leadership to do all that they can to change this five-year dream into a reality. As we labor to implement this strategic plan, we also extend our request for our partners to walk with us and support us to bear fruit, and bring more glory to God.

God bless you.

Pastor Desalegn Abebe Ejo

Chairperson, MK Seminary Board of Trustees

December 2021

Introduction

An effective seminary plays an important role in the process of calling, preparing, and sustaining church leaders. The Meserete Kristos Seminary has made significant progress in this process. A strategic plan, which MK Seminary has not developed for more than a decade, would have improved these results. As a result, developing a strategic plan was one of the leadership's goals for the 2020/2021 fiscal year, as the seminary leadership believes that a strong emphasis on planning is critical for the seminary's success. The seminary has completed the development of a strategic plan that establishes clear goals and objectives for achieving the seminary's vision and mission from 2022 to 2026.

Faculty and staff, the Board of Trustees, students, MK Seminary partners in America and Canada, church leaders and members, college and bible school coordinators, and alumni have all worked together to make this happen.

This strategic plan was submitted to MK Seminary's Board of Trustees and the board approved it on 21/01/2022. Our seminary community is excited that the strategic plan will provide a sense of direction that will lead to the growth of the seminary's programs and services to address the needs of the church and the society.

God bless,

Gishu Jabecha,

Principal, MK Seminary

December 2021

1. Strategic Objective Analysis

1.1. Mission, Vision, and Core Values

Mission

The MK Seminary exists to equip men and women for the holistic transformation of the church and society.

Vision

The MK Seminary envisions becoming a preferred higher educational institution offering programs for the transformation of churches and communities in Ethiopia and East Africa.

Core Values

MK Seminary is committed to nurturing on its campus, in its programs, and among its faculty, staff, and students these key values:

1. ***Christ-centered life and ministry***. Putting Christ at the heart of our individual and collective life as well as the ministry that we deliver to our customers. We follow the teachings of the Bible in all aspects of our life and ministry.
2. ***Community life.*** Experiencing a community of disciples bound together by devotion to Christ, love and mutual respect, unconditional love for those outside the faith, and the practice of justice and fairness in all our relationships.
3. ***Excellence.*** Honoring the Lord by striving for excellence in all our endeavors.
4. ***Stewardship.*** We believe that all that we are and all that we have belongs to God. We strive to manage resources that God entrusted to us with responsibility and accountability.

MESERETE KIRSTOS SEMINARY
Bishoftu

1.2. Strategic Goals

Strategic Goal #1: To offer a distinctive theological education program in the Anabaptist tradition with appropriate contextualization

The main purpose of the seminary is to serve the church and the society by training leaders and ministers who provide holistic services effectively with Christ's love. As a theological institution of the church, the seminary must work diligently to produce leaders and ministers by providing Bible-based education through regular programs and short-term training. To accomplish this, the seminary chooses to implement the following objectives.

Specific objectives:

- Revise/upgrade the curriculum of the Degree Program to make it more relevant and contextual
- Open graduate program(s) that will address the current theological needs of the church and the society
- Organize and develop the existing/new majors (emphases) into departments
- Establish centers of learning and research in fields of studies that are uniquely Anabaptist and contextually relevant
- Establish an ongoing process of monitoring and evaluation for seminary degree programs

Academic Programs

S/N	Description of Items	Indicators	Year
1	English Degree program – Bishoftu Main campus	• BA in Bible and Theology • BA in Mission and Intercultural Studies • BA in Peace and Development • BA in Leadership and Management	2022
	Organize emphasis into departments	1. Department of Bible and Theological Studies • Bible/Theology • Mission and Intercultural Studies	2022
		2. Department of Christian Ministries • Peace and Development • Leadership and Management	2022
2	Masters program – Bishoftu main campus		•
	Fields of study	• Masters of Divinity (English)	August 2022
		• MA in Theology (Amharic)	January 2023
		• MA in Theology (Afaan Oromoo)	August

			2023
		• MA in Peace and Development (English)	January 2023
3	Establish centers	• Research and publication	2022

I. Undergraduate Programs

BA in Bible and Theology

This program teaches biblical and theological courses to help students know and defend biblical doctrines, methods, and resources, and to help students understand the whole Bible better and engage in various Christian ministries in the church.

BA in Mission and Intercultural Studies

This program focuses on preparing students for missions and Christian services in any culture or subculture. The courses are interdisciplinary to prepare students to analyze the core elements of and work in any culture within the country or in other countries. Students in this program are required to learn the major languages in East African countries.

BA in Peace and Development

The Peace and Development Degree Program offers interdisciplinary courses to enable students to acquire relevant and scientific knowledge and skills in peace building and community development in order to work as peace builders and community development workers. The seminary seeks accreditation for this program from the Ethiopian Ministry of Education.

BA in Leadership and Management

This program prepares students to translate various leadership and management theories and approaches into practice by customizing them to their specific context. The courses enable students to gain adequate knowledge and skills to work in churches, non-profit organizations, and business companies. The seminary seeks accreditation for this program from the Ethiopian Ministry of Education.

II. Graduate Program

Masters of Divinity (MDiv)

The Masters of Divinity Program enables students to cultivate deep roots in biblical and theological traditions of Christianity, engage in critical reflections in the application of Bible and Christian theology in diverse cultural contexts, and serve in various Christian ministries effectively.

MA in Peace and Development

The Masters in Peace and Development Program equips students with the knowledge and skills of analyzing and responding to conflicts in a development context. The seminary seeks accreditation for this program from the Ethiopian Ministry of Education.

III. Graduate Program in Local Languages

Many students have received their undergraduate degrees in Amharic and Oromo languages at the MK Theological Seminary and other theological colleges. Many of these graduates have the desire and ability to continue their theological studies but have not been able to pursue graduate studies due to their inability to speak English. To date, there is no recognized theological institution in the country that offers a master's degree in theology using local languages as a medium of instruction. Suggestions have been made that it is important for these ministers, who are serving in the church, to get the opportunity to pursue their graduate studies in theology.

The main challenge to the teaching of theology in the local languages is the lack of textbooks suitable for this level. This challenge can be addressed by investing a lot in developing tailored course materials for the Masters of Divinity Program. Some individuals and groups have begun to open unaccredited graduate programs, taking advantage of the many full-time ministers who have a first degree in theology. If our program opens, there will be a lot of students who will be interested in enrolling in the program.

Strategic Goal #2: To provide effective supervision and support for regional Bible colleges and schools

Since its inception, graduates of the Meserete Kristos Seminary have opened Bible schools in response to the growing demand for theological teaching in their communities. As a result, many people have the opportunity to study the Bible in a formal program. The Meserete Kristos Church has given the responsibility of licensing, supervising, and controlling the regional Bible colleges and schools to MK Seminary. Therefore, the MK Seminary is expected to provide supervision and support to regional Bible colleges and schools so that they will provide quality theological education to the learners. MK Seminary sets the following objectives to realize this responsibility.

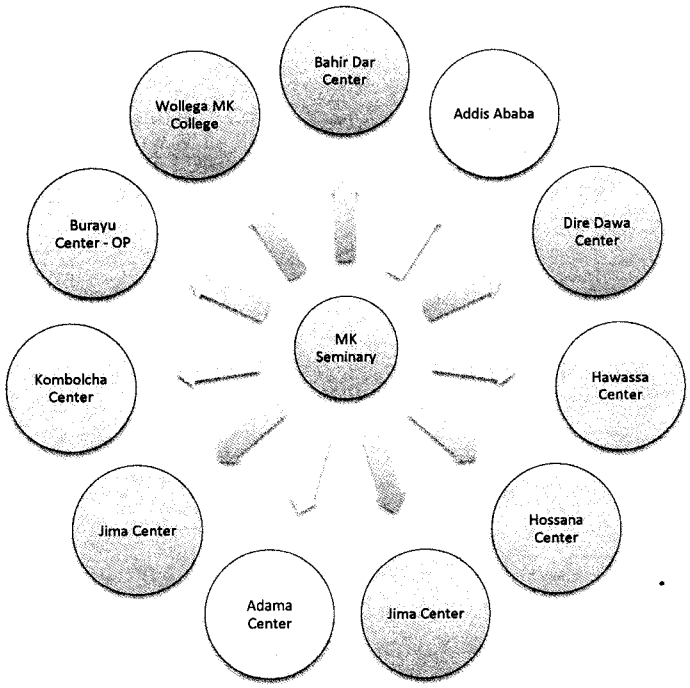
Specific objectives:

- Establish/strengthen Theological Education by Extension (TEE) department at the seminary
    - Identify potential students to be reached by distance learning
    - Select satellite centers where tutorial services are given to the students
    - Assign distance learning regional coordinators

- Revise/update/prepare course modules (individual study materials) for students
- Develop guidelines that provide instructions on opening, licensure, supervision, and management of regional Bible colleges and schools
- Develop a strategy for delivering online learning

S/N	Description of specific objectives	Indicators	Year
1	Provide Degree program in Amharic	• Addis Ababa • Bahir Dar Center • Dire Dawa Center • Hosana Center • Adama Center • Hawassa Center • Jima Center • Asela • Doyogena	• 2022 • 2022 • 2022 • 2022 • 2023 • 2023 • 2022 • 2022
2	Provide Degree program in Afaan Oromoo	• Adama Center • Finfinnee Center – Burayu area •	• 2022 • 2023
3	Mentor Bible schools to grow to Bible colleges and mature	• Wollega MK College	• 2022
4	Monitor and supervise Bible schools at the local churches	•	•

The seminary needs to prepare guidelines that outline the responsibilities of the Regional Office or Ketena Office and the Seminary in opening and operating a TEE program at a given center. The seminary is mostly responsible for the educational aspect and the Regional Office or Ketena Office is responsible to provide space (classrooms) for the students for tutorial services, library, and an office for the regional TEE coordinator. The RO or KO is responsible to pay half of the salary of the TEE regional coordinator. The details will be stated in the TEE Operational Guideline to be developed by the seminary.



Basically, the request to open a TEE/distance learning program center comes from the Regional Office or Ketena Office. If the request to open a Ketena, regional, or local church Bible school is approved by the appropriate body of the seminary, the Bible school can enroll students in accordance with the seminary's admission criteria. When permission is granted to open a Bible school, the applicant [KO, RO or LC) pays an annual fee for the seminary. A memorandum of understanding (MoU) will be signed between the seminary and the requesting body. All student information must be sent to and entered in the seminary registrar's database. Details of the teachers who teach at the Bible school must be submitted and approved by the seminary each semester. All Ketena, regional, or local church Bible schools are required to follow the seminary curriculum, class schedule, and tuition fees. Details will be described in guidelines prepared by the seminary in the future.

All distance learning programs are offered in the local languages. The Regional Office or the Ketena Office chooses the language of instruction.

MK Seminary distance learning program offers undergraduate degrees in Bible and theology. The program is open to all potential students from MKC local churches and other evangelical denominations. Offering a standard program with appropriate course modules, quality tutorial services by qualified teachers, and affordable tuition fees can attract students from all evangelical denominations.

Regional Offices or Ketena Offices can upgrade the distance learning centers into a full-fledged theological college step by step. When distance learning centers become theological colleges, they will be affiliated with the seminary, but operate independently.

The seminary can teach a large number of students in a variety of centers through a decentralized approach – distance learning. Instead of trying to find many students for the main campus alone, the seminary can use the opportunity to get as many students as

possible through opening distance learning centers based on prior experience and feasibility assessment. Since many theological institutions are going to where they can get students rather than waiting for them to come to one national campus, it is worthwhile to open centers in strategic places so that potential students get more access. Taking the seminary to where the churches operate enables pastors and church leaders to attend theological education without going away from their families and ministries.

Opening programs in the center has many benefits for the seminary. Since the centers are primarily administered by a Ketena or Regional Office, the church structure in that area can own, monitor, and closely control it. It increases a sense of ownership by the Ketena or Regional Office. The seminary also receives a percentage of the income of the center. Above all, it can provide students with a consistent quality theological education.

Although the seminary may provide financial and material support to the centers at the initial stage, it provides mainly technical support. The seminary prepares educational modules and provides them to centers, organizes and strengthens centers to have good libraries, provides training on the administration of the theological institution to the leaders of the center, and supports the center with technological inputs and skills. The seminary performs monitoring activities in person and in a variety of ways. The seminary provides scholarships to selected students from the centers in accordance with the criteria.

Strategic Goal #3: To offer short-term professional training for church leaders, ministers, and community representatives on issues that matter to all

Providing tailored short-term training is part of the mission of MK Seminary. The seminary aims to provide short-term seminars on various topics for church leaders and ministers as well as community leaders. The seminary can reach out to those who do not have access to regular educational programs through these short trainings. This program not only provides more knowledge/skills for the participants on selected topics but also contributes to increasing grassroots-level support for the seminary. It gives the seminary the opportunity to introduce itself to the training participants in a meaningful way.

Therefore, over the next five years, the seminary will try to provide need-based trainings for selected church leaders, ministers, and community leaders. In terms of contents, the seminary aligns its short-term professional training with its five ministry pillars: evangelism and mission, discipleship making (pastoral ministry), equipping ministers for effective ministry, peace and justice, and holistic ministry.

Specific objectives:

- Identify thematic areas on which the seminary will provide short-term training
- Develop tailored training modules for the thematic areas
- Mobilize resources to cover part of the training expenses

Professional training program

S/N	Specific objectives	Indicators	Year
1	Peacebuilding training (trauma healing, restorative justice,)	• # of leaders trained	•
2	Pastoral Ministry	•	•
	Encouraging the use of the gifts of the Spirit	• # of leaders trained	•
	Children and youth ministry	• # of children and youth ministry workers trained	•
	Preaching the Bible	• # of pastors/preachers trained	•
3	Leadership and management	•	•
	Church and politics: A biblical perspective	• # of leaders trained	•
4	Project design and management	• # of leaders trained	•
5	Strategic evangelism and mission	•	•
	The basics of urban church planting	• # of church planters and leaders trained	•
	The basics of rural church planting	• # of church planters and leaders trained	•
	Contextual evangelism – strategies to reach special population groups	• # of local missionaries trained	•

Strategic Goal #4: To have capable, dedicated, and Anabaptist-oriented educators and staff who will undertake and sustain the mission of the seminary.

Human resource development and proper management play an important role in the success of the goals of the seminary. Creating a well-trained, dedicated, and motivated workforce should be well planned and implemented. To do this, it is important to ensure that the people in charge of Human Resource Development and Management have a good understanding of the goals of the seminary and have the appropriate educational preparation and experience in human resource development.

Specific objectives

- Develop and implement short-term and long-term human resource development plans by studying the seminary's human power needs.
- Plan and organize on-the-job capacity building training to enable the seminary's staff to be effective in their assigned jobs;
- Facilitate capacity building training to help the seminary leadership gain proper and up-to-date leadership knowledge and skills;
- Develop and implement a value-based, capacity-focused, and service-oriented up-to-date personnel management policy;
- Create attractive and comfortable workplaces and premises
- Develop and update a fair salary scale for faculty and staff

Faculty Professional staff development

S/N	Description of items	Indicators	Year
1	Allocate resources for faculty development in relevant fields of study	• support 2 faculty to finish their PhD studies in Bible/theology • support 1 faculty member to finish his Doctor of Ministry study • send 2 faculty for PhD in peace, development studies • send 2 faculty for PhD in missions/intercultural studies • send 1 faculty for MA in Christian education	•
2	Recruit new talented teaching staff	• # of new faculty hired for the seminary	•
3	Support the faculty to engage in scientific research, publication	• # of faculty supported to conduct research and publish articles in academic journals • # of faculty supported to publish relevant books/textbooks in local languages	•
4	Facilitate faculty exchange program to enrich intercultural experience of the faculty	• # of the faculty taught in foreign theological colleges for a term/semester • # of faculty attended international workshops/ seminars/ training	•

Leadership Capacity building (Seminary leaders, board of trustees and staff)

S/N	Description of items	Indicators	Year
1	Short-term training (abroad)		•
2	Short-term training (in country)		•
	Roles and responsibilities of board members of non-profit organizations	# of leaders trained	•
	Skills for board management		•
	Fundraising strategies		•
	Change management		•
	Ethical leadership		•
	Corporate communication		•
	Living as an anabaptist in the 21st century		•
3	On-job training		•
	Human resource planning		•
	Information technology for record management		•
	Property administration		•
	Work ethics		•
	Teambuilding		•
4	Experience sharing visits		

Strategic Goal #5: Modernize the registrar and admission services of the seminary

The registrar's office is one of the essential parts of the seminary that provides a variety of services to the seminary: prospective and current students, faculty, and staff. MK Seminary registrar's office needs to improve and modernize its services to satisfy its customers.

Specific objectives:

- Modernize the registrar service delivery approach using appropriate software
- Provide effective and efficient services to the students and faculty
- Increase enrollment to the seminary

Increase the enrollment rate of students to the Seminary to utilize its maximum capacity

The MK Seminary usually gets students from the local churches of the Meserete Kristos Church. A few years ago, most of the students who came to the seminary were full-time ministers, but now many of the students are high school graduates. Most of these young people want to study in a field that will help them find a job elsewhere.

The MK Seminary Campus in Bishoftu can accommodate up to 400 students. The campus currently accommodates only 239 students.

In order for the campus to accommodate as many students as possible, a large number of students must join the seminary. Much work needs to be done in order to motivate MKC local churches and other evangelical church denominations in the surrounding areas to send their ministers and church leaders to the seminary.

Bishoftu campus is highly valued for its wide range of services to students. Therefore, it is important to promote and attract students.

S/N	Description of items	Indicators	Year
1	Promote and recruit new students	• % of increase of enrollment	2022
2	Start online application	• Online application started	2022
3	Modernize registration and academic records	• Registrar database in place	2022
4	Publish course catalogue	• New course catalogue published	2022
5	Manage the academic records of satellite campuses/ regional centers	• All students' data entered into the system	2022
6	Conduct data analysis	Students/ data analysis report	2022
7	Schedule classes and examinations at the beginning of the year	Class and exam schedules prepared on time	2022

To start online learning, it is important to set up a standard seminary website. It is suggested that it is better if the website is managed by an IT network specialist of the seminary in the local network. If the website is prepared well and on time, new students can apply online, and current students can register and view their academic results online.

The seminary follows a semester-based approach. It has two semesters per year. A semester lasts for 16 weeks (112 days). There is a one-month break between the first semester and the second semester. This one month and the rainy season breaks give more time for the seminary to provide short-term training. The students also get more time to stay with their families and engage in the ministry of the local churches. Therefore, to complete 128 credits in 8 semesters, the curriculum and the class schedules need to be revised. Students should take an average of 15-18 credit hours per semester so that they engage in deep learning.

The seminary provides intensive English courses for those who fail the English test during the admission process. New students' applications are done in April of each year and admission is completed by May of each year. Intensive English courses are given in June, July, and up to mid-August. Those who pass the English test after the Intensive Program will be admitted to the seminary. Intensive English courses are not part of the regular seminary program. To improve their English language skills, the seminary prepares some extra-curricular activities every semester. The seminary may establish an English language workshop at the Bishoftu campus.

The registrar's office at the Bishoftu campus is the main registrar and has the head registrar, database clerk, and record officer. The regional centers (College/Bible schools) will have

assistant registrars or contact persons who perform the job of a registrar at each of the centers. The regional centers' assistant registrars execute their jobs in consultation with the main registrar's office of the seminary.

Strategic Goal #6 Upgrade the volumes and improve the quality of the library to provide effective high-tech library service to the seminary

MK Seminary needs a good library to enhance the teaching-learning experience and to provide students and teachers with the materials and services they need. Basically, the library serves two purposes: to support the curriculum of the seminary and to assist the research conducted by the students and the faculty.

To improve the volume of resources and the quality of services, such as purchasing printed books/materials, subscribing to relevant electronic databases, consolidating relevant information, cataloging, circulating and providing references, as well as training students on how to use the library and guiding researchers, the library should be staffed with adequately trained and well experienced professional librarians. Having professional librarians with a theological background would be an asset for the seminary.

Specific objectives:

- Modernize the library with technology, systems, and equipment [put in place a digital content management system]
- Increase the volumes of the library with basic, relevant, and diversified resources
- Prepare library policy
- Equip the library with adequate human resources
- Expand the library to make it suitable for graduate studies to be started in the near future
- Avail electronic options for the faculty and students
- Choose the right books, order and pay for books and magazines from outside the country

S/N	Description of items	Indicators	Year
1	Purchase of books for undergraduate and graduate programs	# of new books purchased	2022
2	Subscribe to known electronic libraries (e.g. WorldCat,)	# of subscriptions	2022
3	Develop a library policy	Library policy developed	2022
4	Train/upgrade the skills of staff working in the library	# of training given to the library staff	2022
5	Add digital resources to the library	Avail digital resources to the seminary	2023
6	Open a separate graduate library	Availability of a graduate library	2022
7	Put in place an automated circulation and control system	Automated circulation and control	2023

Strategic Goal #7: To ensure sustainable financial, material, and technological resources to support the mission of the seminary

The seminary will be largely self-sustaining with users' fees and local income-generating activities. However, there will always need to be a strong donor support base for scholarships and for capital investments. Develop a sustainable funding base. A wide range of activities need to be done to make the seminary self-reliant, especially in covering its operating funds.

Specific objectives

- Develop and regularly update cost estimates for all the services the seminary provides for its customers (Example: meals, accommodations, conference rooms, transportation, etc.);
- Develop a scholarship guideline/policy and provide scholarships for students who meet the criteria instead of giving bulk scholarships, and establish a system to assist students who need financial support while in the seminary;
- Prepare scholarship categories and mobilize resources to secure long-term scholarship funds;
- Generate income locally by engaging in selected profitable income generating activities to cover the seminary's operating budget;
- Secure funds for the seminary's major construction and expansion projects;
- Update the financial manual of the seminary

Tuition fees from students

S/N	Action items	Indicators	Year
	Increase students enrolled to the seminary each year	• # of students enrolled • # tuition collected	• 2022

Students' enrollment projection

Program	Average in the past five years	2022	2023	2024	2025	2026
English Degree	45	56	70	87	109	136
Amharic Degree	250	312	390	487	609	761
Afaan Oromoo Degree	120	150	187	234	292	365
Total	415	518	647	808	1,010	1,262

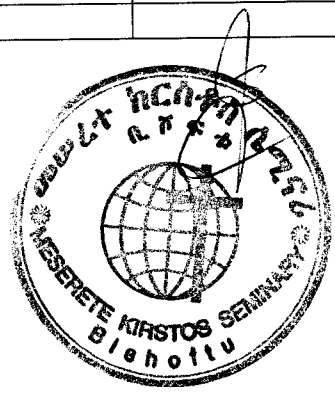


Resource mobilization

S/N	Action items	Indicators	Year
1	Make continuous communication with alumni (who are currently church leaders) to do fundraising in their constituencies	• # of fundraising events conducted by alumni • Amount of funds obtained	
2	Undertake local fundraising activities in the local churches	• # of fundraising events conducted at local churches • Amount of funds obtained	•
3	Conduct international fundraising activities	•	•
4	Develop new partners who fund the seminary's programs	• # of new partners developed • Amount of funds obtained	•
5	Develop a package for legacy giving	• Availability of the package • # of legacy giving secured • Amount of funds obtained	

Secure scholarship funds

S/N	Action items	Indicators	Year
1	Establish local scholarship funds (e.g. using names of prominent MKC leaders)	• # of local scholarship foundations • Amount of funds obtained	•
2	Encourage local churches, regional offices, Ketena Offices, and Head Office to provide human resource and financial support to MK Seminary	• Local churches promised and contributed 1% of their annual income to the seminary	•
3	Prepare and distribute a gift catalogue to individuals who are interested to support MKS initiatives, programs or scholarships	• Gift catalogue prepared • # of gift catalogues distributed • Amount of funds obtained	•



Budget projections of the seminary

S/N	Sources of income	Average in the past five years	2022	2023	2024	2025	2026
1	Donations						
1.1	Local donations						
	MKC local churches' contributions	20,000.00	30,000.00	40,000.00	50,000.00	60,000.00	70,000.00
1.2	International						
	General	932,127.50	1,118,533	1,342,243	1,610,692	1,932,830	2,319,396
	Projects	6,041,765.90	6,645,942	7,310,536	8,041,589	8,845,748	9,730,323
	Scholarship funds	6,963,159.24	7,659,475	8,425,423	9,267,965	10,194,762	11,214,238
2	Income generating activities						
	Poultry	746,937.70	821,631.07	971,018.21	1,068,120	1,174,932	1,292,425.20
	Dairy/ milk sales	267,639.75	294,403.72	323,844.10	356,228.50	391,851.35	431,036.48
	Guesthouse	300,000.00	330,000.00	363,000.00	399,000.00	438,900.00	482,790.00
	Facility rent, meals & accommodation	1,045,500	1,150,050	1,265,055	1,391,560.50	1,530,716.55	1,683,788.20
3	Tuition fees	1,800,000	1,980,000	2,178,000	2,395,800	2,635,380	2,898,918.00
4	Regional Bible schools service fees	N/A	75,000.00	95,000.00	115,000.00	135,000.00	155,000.00
	Total		20,105,035	22,314,119	24,695,955	27,340,120	30,277,915

Procurement

The seminary purchases goods and services from various suppliers. One of the issues that needs to be addressed is the procurement system. Here are some of the key activities that the procurement department needs to do in order to provide efficient services to the seminary:

- Prepare its annual procurement plan following the approval of the annual operating plan of the seminary
- Execute purchases according to the plan
- Keep a list and specifications of items frequently purchased by the seminary
- Assist in planning the various departments of the seminary by providing a list of items, their specifications and current prices,
- Review and revise procurement policy of the seminary
- Keep a list of good suppliers
- Partially automate the procurement process (requesting, approving, purchasing and storing goods)

Store management

The seminary needs to improve its store management system in order to ensure proper supply of materials to the various departments of the seminary. This proper store management includes safe handling of materials, preventing damages, delivering the materials to the right users, and executing the jobs according to the policy of the seminary. Some of the major activities to be done include: -

- Develop a store management manual/ guideline
- Allocate appropriate room(s) for warehouse space
- Organize warehouse space properly

- Prepare and implement an appropriate property disposal policy in order to avoid storing unused materials and occupying spaces that can be used for other purposes
- Semi-automate a warehouse management system

Strategic goal #8: Upgrade the seminary's facilities and equipment to improve operational effectiveness, accessibility and safety.

The seminary owns a big campus with many facilities. The facility management (General Service) department is mainly responsible for the maintenance, services, and security of the facilities of the seminary. This department focuses on the following major objectives:

Specific objectives:

- Ensure the seminary buildings are more accessible to all users (make the seminary buildings user-friendly)
- Upgrade the classrooms with modern technology
- Maintain, enhance, and redesign conference rooms for greater accessibility and convenience to use for various small groups and conferences
- Redesign/make convenient partitions to use current office rooms for many staff
- Develop and implement guidelines for the proper management of seminary material resources
- Provide timely and appropriate maintenance of buildings, furniture, and other resources

S/N	Action items	Indicators	Year
1	Make the seminary facilities disability friendly	Having disability friendly facilities – install elevators for academic building, girls' dormitory and men's dormitory	2022/23
2	Install LCD projectors in the classrooms, conference rooms, and main auditorium	Rooms equipped with LCD and other necessary equipment	2023
3	Redesign/partition some of the classrooms for conferences	Having conducive conference rooms	2023
4	Beautifying the compound with proper landscaping	Having beautiful and attractive campus	2022
5	Replace most of the trees in the compound with fruit trees	Fruit trees that have multiple functions planted in the compound	2022
6	Provide timely and proper maintenance of the facilities	Facilities properly repaired/ renovated	2022
7	Provide security training for the security guards	Having trained security guards	2022
8	Build faculty residence	Faculty residence built	2023

Accommodation and meal services

Living on campus promotes students' personal growth and academic achievement. The seminary at its main campus in Bishoftu provides accommodation (dormitory) and cafeteria services for students.

Dormitory service

The seminary has two separate dormitory buildings for male and female students. Some actions recommended include:

- Enforce rules and regulations in the students' handbook to take care of the property of the seminary in and around the dorms
- Monitor and take appropriate disciplinary actions on students who misbehave in and around the dorms
- Put a wire fence around the female students' dormitory building
- Provide tailored training for male and female dormitory proctors
- Recruit, train, and assign student proctors on each floor

Faculty residence

Build a faculty residential building on the Bishoftu campus so that faculty stay on campus to nurture the students by engaging in extracurricular activities with the students. The seminary will develop specific guidelines on this issue in the future.

Cafeteria service

The seminary needs to work hard to improve the quality of foods served at the seminary's cafeteria. Some of the actions to be taken include:

- Hire a professional cook who plans, prepares meals, and supervises other assistant cooks
- Upgrade the skills of the kitchen staff (cooks) if possible, otherwise, change the whole crew
- Update the residential meal plan (economical, nutritious, multicultural)
- Prepare various levels (Grade 1, 2, and 3) catering services for customers
- Invite students who need financial assistance to work in the kitchen [by providing them training] to earn money to pay their tuition and personal needs

Coffee shop

The seminary coffee shop has been outsourced to an external service provider, but the seminary community is not satisfied with the services. Therefore, the following suggestions can be considered to improve the services of the coffee shop:

- Outsource the service to a service provider that can provide quality services with reasonable service charges

- Organize the low-paid employees to form an association and provide the services and earn additional income. The seminary can subsidize by covering utility costs (electric, water)
- Hire people who can run the coffee shop effectively which enables the seminary to earn additional income

Business center

The seminary business center provides basic items which students and the seminary community need frequently while on campus. The seminary establishes a business center that provides the following services with reasonable price:

- Stationery materials (pens, pencils, notebooks, erasers, writing pads, etc.)
- Printing, photocopying, binding, laminating,
- Tissue papers, napkins, soap, sanitary materials
- Textbooks, reference books
- Mobile airtime

Strategic Goal #9: To increase the seminary's image through strategic collaboration and partnership with partners

To maintain good relationships with its partners, MK Seminary has to give regular, up-to-the-standard reports of MK seminary and its work to its partners. It is important to include in the reports updated financial reports, reports on student activities, and reports on how well its graduates are doing in their leadership roles in the churches of the Meserete Kristos Church.

Specific Objectives

- Develop strategic alliances with likeminded theological institutions in and outside of the country in order to achieve mutual interests
- Offer awareness training to local communities on critical and current issues
- Connect students to local churches around the seminary to serve and to be served
- Engage faculty, current students, and alumni to promote MK Seminary in MKC local churches and other church denominations in Ethiopia, and Mennonite Churches in East African countries.

S/N	Action items	Indicators	Year
1	Put in place effective communication systems with MKC local churches	• Communication systems put in place	2022
2	Modernize MKS websites, social media pages	• Improve social media pages of the seminary	2022
3	Formalize relationship with Mennonite theological institutions	• MoU signed	• 2023
4	Sign agreement with MKC regional office overseeing MKC local churches in Bishoftu	• MoU signed	2022

	area		
5	Arrange faculty speaking events with MKC congregations	# of speaking engagements of the faculty per month	2022
6	Hold annual MKS alumni meetings – alumni week	• Alumni week – July 2nd week	2022
7	Invite East Africa Mennonite Church leaders to visit MK Seminary and MKC	# of visits made	2023
8	Engage in evangelistic activities in collaboration with local churches	# of evangelistic engagements	2022

Strategic Goal #10: To improve the spiritual life, relationships, and team spirit of the seminary community to work effectively towards the common goal

The seminary strives to offer a variety of activities to foster the spiritual transformation of students, faculty, and the staff of the seminary. It attempts to create an environment where everyone is welcomed and loved, grows in his/her spiritual life, and is prepared to serve God.

Chapel service

- Assign advisors/mentors for students starting from the first year where one teacher mentors a group of students throughout their stay in the seminary. This works for the Bishoftu campus, while all other students enrolled in the seminary program through the regional centers need to have an advisor/mentor who walks with them during their studies.
- Conduct three days (Monday, Tuesday and Thursday) of chapel services per week for all students, faculty, and staff. All of the seminary community needs to attend chapel services. The chapel services will be from 10:20-10:50 on those days. Take regular attendance and keep it at the student dean's office.
    - Tuesday – chapel service in English- worship and preaching in English
    - Monday and Thursday – local languages will be used with songs in various languages
    - Monthly prayer day – the last Friday of each month (7:00 a.m-12:30 pm)
    - Tailor the chapel services to the needs of the seminary community
- Create and strengthen small discipleship groups where students are randomly assigned to a group where they pray and read the Scriptures together. These small groups meet every Wednesday from 10:20-10:50.

Counseling service

- Provide free on-campus confidential counseling services to students – by a trained counselor

Renewal programs

- Conduct a two-day spiritual conference for the whole seminary community at the beginning of each semester where guest speakers speak on selected need-based topics. Students, faculty, staff and their families participate in these conferences
- Facilitate an annual retreat program for faculty and staff

Strategic Goal #11: To improve the use of information technology to modernize the services of the seminary.

The information technology (IT) department of the seminary provides professional assistance to faculty, staff, and students to use information technology to execute their jobs effectively. It also assists to address the IT problems/requests presented by the seminary community.

Major action items:

- Manage and update the seminary website effectively
- Assist the seminary by developing tailored apps in collaboration with other IT service providers
    - School management system (full stack development)
    - Library management system
    - Android/IOS application
    - Database system
    - Networking (Internet system)
- Help the seminary in automating some of its services
- Provide basic orientation to faculty, staff and students on how to use computers and the internet effectively and safely
- Raise awareness about the importance of information security while on the internet
- The IT Service Desk provides assistance to faculty, staff, and students as per the requests. The IT department prepares forms to be submitted online to request for IT assistance

