

# INSTITUTIONS



## GATEWAY SEMINARY

*Biblical • Missional • Global*

3210 E. Guasti Rd., Ontario, California 91761

**C. KEITH GOEKING, Chairman**

**JEFF IORG, President**

As we complete our fourth year as Gateway Seminary in new locations, our focus is on the future and the opportunities before us. Our enrollment continues to grow, our financial position remains strong, our morale is good, and our mission is clear. We have been and will continue to shape leaders who expand God's kingdom around the world.

Despite the progress we have made, we are not satisfied with current results or locked into present methods. We have specific challenges we must face as we move forward. We must significantly increase enrollment at the Bay Area Campus; find new ways to integrate our regional campuses, online, and video access delivery modes; create long-term student housing solutions in Southern California; discover ways to help students pay for seminary and lessen their dependence on scholarships; determine the form and function of library services in the future; and continue to build enrollment while Southern Baptist churches are diminished in their ability to reach and retain young adult members. While these are formidable challenges, our team is resolute in working toward solutions.

Here is a report on our progress in the past year as well as a summary report on the accomplishment of our strategic goals for the past five years.

### **Enrollment Growth**

For Fall 2019, overall student headcount was up 9.4% over Fall 2018. Enrolled hours have increased by 10.3% in Fall 2019 (up a strong 19% at the Ontario Campus). For Spring 2020, overall student headcount increased 6.9% over Spring 2019. All these percentages exclude the DMin and Advance programs which are not semester-based enrollment programs. The strongest enrollment growth for 2019-20 was at the Ontario Campus and Online program.

### **Personnel Changes**

Dr. John Shouse retired from the faculty after 34 years of service. He has been replaced by Dr. David Rathel as Associate Professor of Theology. Dr. Rick Durst relocated from the Bay Area to Ontario Campus as Professor of Theology. Dr. Max Stabenow is now the Director of the Bay Area Campus.

Dr. Leroy Gainey will retire from the faculty after 33 years of service on July 31, 2020. Dr. Gainey was the first trustee-elected African-American professor in the Southern Baptist Convention. Dr. Phil Connor will also retire from the faculty on July 31, 2020.

### **Brea Location Sale**

When Gateway moved its primary campus to Southern California, it decided to close the Brea Campus and sell the property. This has been a lengthy process that involved resolving sewer rights and many other development issues. The property is under contract for sale with a close date later in 2020.

### **Student Housing**

Gateway currently owns 58 housing units in Southern California and they are fully occupied. We are considering purchasing another apartment complex, while also exploring other creative housing solutions to place seminary students in secular community housing.

### **75<sup>th</sup> Anniversary Events**

We are in the midst of celebrating the 75<sup>th</sup> anniversary of Gateway Seminary. We started the celebration with an all-day prayer event in March 2019. This commemorated the prayer meeting which catalyzed the seminary's beginning. We followed that event with a celebratory dinner at the Board meeting in May 2019. After that, we also recognized the seminary's legal birthday in July 2019 with an all-employee ice cream party.

We have celebrated our 75<sup>th</sup> anniversary with two major events – both in conjunction with our Board of Trustees' meetings. The first event was on October 15, 2019 in Fremont, California. It was a banquet celebration focused on our heritage as Golden Gate Seminary in the Bay Area. The second event was the 75<sup>th</sup> anniversary gala on April 28, 2020. It featured a banquet, musical presentations by our partners at California Baptist University, the debut of a commemorative history book telling the Gateway story, the announcement of major financial gifts to support Gateway projects, and other commemorative activities.

The final 75<sup>th</sup> anniversary event will be the Alumni and Friends luncheon at the SBC Annual Meeting in Orlando on June 10, 2020.

### **Paul Chitwood Visit**

Dr. Paul Chitwood, the new president of the International Mission Board, was our special guest on the Ontario Campus on September 4-5, 2019. We hosted a luncheon for Gateway faculty, staff, and students with about 150 in attendance as well as a pastor's briefing for 80 local leaders. Dr. Chitwood then spoke in chapel at Gateway.

### **Diamond Plan Report**

In 2010, the Board of Trustees adopted a strategic document to guide the seminary through 2020. It was called The Diamond Plan. The Board adopted an initial set of strategic goals for 2010-2015. Those goals were fulfilled and the details reported to the Board annually, with a final report in 2015. The Board then adopted a new set of goals for 2015-2020. Those goals provided the administrative framework through which significant progress has been made over the past five years. Here is a summary of the accomplishments over the past five years related to each goal.

#### **1. We will establish a new identity as Gateway Seminary with a primary campus in Southern California supporting other delivery locations and methods.**

This goal has been accomplished. The primary campus in Ontario is fully operational. The Bay Area Campus is also fully operational. All other regional campuses remain operational. The online campus continues to grow, as does the video access option for accessing live classroom presentations. The seminary has completed all legal requirements related to changing its name to Gateway Seminary.

#### **2. We will continually assess educational effectiveness and adjust academic programs and seminary operations to maximize accomplishment of our mission.**

This goal has been accomplished. We preserved all academic functions through the relocation, revised the MDiv curriculum, implemented new competency-based academic evaluation procedures, added six new faculty members, completed a very successful re-accreditation process with WSCUC, secured and used an ATS Educational Innovation grant, upgraded all academic software, secured accreditation approval for all masters

degrees to be offered online, and received accreditation approval to offer the DMin in a distance format.

**3. We will require each degree program and delivery system/location to meet enrollment goals commensurate with sustaining the seminary's overall academic program.**

This goal has been accomplished in some areas, with others still needing work. We have experienced growth at the Ontario Campus and the Online program. We are maintaining enrollment at the regional campuses outside California. We have stable or growing enrollment in most degree programs. The KEB program is now stabilized and the CEB program, after a slow start, has started to increase its enrollment. Video access classrooms are now available at all campuses.

**4. We will implement a new faculty organizational plan and performance standards.**

This goal has been accomplished. We have implemented a thorough faculty review process which includes input from students, faculty peers, and administration. These are reported to the Board and they make final decisions about faculty promotions. The faculty compensation strategy implemented in 2014 has been sustained and has made a positive difference on recruiting quality faculty members. Faculty organization and administrative processes are functioning well. The administration has clarified and increased the expectations of faculty members who are granted sabbaticals. Internal faculty governance and supervision of academic programs function well.

**5. We will implement a new staff organizational plan and performance standards.**

This goal has been accomplished. The initial staffing plan for Gateway Seminary was largely successful, but has been adjusted as needed and is working well. Since the move to Southern California, our workforce has remained more stable than we expected. We have also been able to attract high-quality applicants for staff positions – both professional and support positions. We have standardized the annual review process for director-level employees. We have a solid organizational plan, competitive compensation based on market realities in Southern California, and consistency in staff compensation throughout the organization.

**6. We will intensify efforts on training and supporting pastors.**

This goal has been accomplished in some ways, but we continue to work toward fulfilling it. We have adjusted the MDiv curriculum to better address contemporary issues in pastoral leadership. We initiated a Pastor's Study program at the Ontario Library to provide a study center and research assistance to local pastors. We are making chapel messages available to pastors and other leaders as a source of inspiration and encouragement. We launched the Women's Mentoring Network to support pastors' wives. The *Lead On!* podcast by Dr. Jeff Iorg is often directed toward pastors. We have hosted multiple training events for pastors and other church leaders.

**7. We will create a more integrated information management, communication, and education technology system.**

This goal has been accomplished. We now have the hardware and software in place to accomplish this goal. We now have enough Information Technology staff to support both the hardware and software we own, including providing service and training to use it effectively. We have developed significant expertise in using educational software to integrate our delivery modalities (recognized as a strength by our accreditors). We revised our user interface and continue to develop new ways to use technology to accomplish

our mission. We still need to improve our overall user-experience with administrative technology and our internal databases.

**8. We will have a total endowment of \$100 million by 2020.**

Endowment has grown significantly since the Diamond Plan was adopted in 2010. Counting all funds and investments, our endowment on July 31, 2019 was \$59.5 million. The total endowment on July 31, 2010 was \$13.3 million. We have done a good job building endowment through property sales and capital asset management. We need to continue building endowment through major gifts and planned gifts.

**9. We will receive \$500,000 in annual gifts by 2020.**

Annual fund giving continues to grow. We received \$300,309 in 2017-18 and \$344,988 in 2018-19. We continue to have a loyal giving base that provides generous support. We have made some progress in developing new giving channels and new donors.

### **Gateway Imperative Adoption**

In October 2017, the Board of Trustees directed the creation of a new strategic plan to guide Gateway Seminary toward 2030. In response, President Iorg appointed the following to a Strategic Planning Task Force: Dallas Bivins, Michael Brito, Anne Dent, Rick Durst, Kristen Ferguson, Adam Groza, Tom Hixson, Lisa Hoff, Jeff Jones, Michael Martin, John Taylor, and Jim Wilson.

The task force worked for 18 months on a study of the seminary divided into two parts – internal data/constituents and external data/constituents. In the first part of the study, the task force focused on future student demographics, future trends in graduate education, status and future projections about Southern Baptist churches in the western United States, and input from ministry partners and critics. In the second part of the study, the task force focused on gathering input from students, staff, faculty, trustees, donors, and from the 2019 WSCUC re-accreditation documents.

The task force vetted their report summaries and draft recommendations with seminary constituents by various media and in multiple meetings – particularly with staff, faculty, and trustees. The faculty endorsed the final document in August 2019 and it was adopted by the Board of Trustees in October 2019. It is now the strategic planning document guiding Gateway Seminary.

### **Appreciation and Gratitude**

As we have celebrated 75 years of effective ministry in the West and around the world, our profound appreciation for Southern Baptists has deepened. We were adopted by our larger Southern Baptist family in 1950 – more than 70 years of faithful support! Our inclusion in the SBC solidified the dream of developing a school in the West and gave us the resource base – prayers, finances, and students – to become one of the largest seminaries in the United States. It's doubtful that would have happened if we had remained an independent school.

Thanks to past generations of Southern Baptists, we are part of the family. Thanks to today's partners, we enjoy the benefits of the Cooperative Program and the spiritual support of millions of fellow believers. We are grateful for all that God has done for us through Southern Baptists and appreciate your steadfast support as we shape leaders who expand God's kingdom around the world.

### **Enrollment Report**

Gateway Seminary operates five fully accredited campuses in Ontario, California; Fremont, California; Phoenix, Arizona; Denver, Colorado; and Vancouver, Washington – as well as an extensive distance learning program (online and video access).

In addition, Gateway Seminary supports 48 ADVANCE contextualized leadership development centers in partnership with Southern Baptist churches, associations and state conventions. The centers offer courses in English, Spanish, Burmese, China, Korean, Thai, Lao, Khmer, Karen, Main, Nepalese, French, Haitian Creole, Russian, Hmong and Mongolian.

The most recent revision of the SBC Seminary Funding Formula has significantly changed how Gateway reports its enrollment. For that reason, this current report needs to be in a different form than past reports. The incongruity with past reporting patterns makes comparisons to past years difficult without understanding the intricacies of the formula. For that reason, we are reporting our enrollment in a new format and will create a new comparison chart over the next few years.

#### **Enrollment Report by Campus or Program – 2018-19**

<u>Campus</u>	<u>Total Enrollment</u>	<u>Total FTE</u>
Ontario	653	267
Arizona	95	32
Bay Area	71	21
Pacific Northwest	41	13
Rocky Mountain	62	14
Advance Ministry Training	605	97
Online Program	279	111
Video Access Program	20	23
Totals	1,826	578

#### **Enrollment Report by Degree Program – 2018-19**

<u>Prebaccalaureate</u>	
Diplomas	260
Diplomas – Advance	427
Special Status	131
<u>Basic Degrees</u>	
Master of Divinity	354
Master of Arts	306
Special Status	124
<u>Advance Degrees</u>	
Master of Theology	8
Doctor of Ministry	198
Doctor of Philosophy	18
Totals	1,826

#### **Enrollment Report Summary – 2018-19**

Total Enrollment	1,826
Total FTE Generated	578
SBC Fundable FTE	338
SBC Formula FTE	400
New Students	421
Total Graduates	215

### *Matter Referred by the Convention*

During the Annual Meeting of the Southern Baptist Convention in Birmingham, Alabama, June 11–12, 2019, the Convention referred the following item to Gateway Seminary of the Southern Baptist Convention for consideration, action, and report.

**1. SBC Referral: To request each SBC entity to provide an update on addressing abuse (Items 15 and 60, Proceedings of the Southern Baptist Convention, June 11-12, 2019, SBC Annual, p. 57, 63)**

**Motion:** Phillip Bethancourt, Tennessee

“That the Southern Baptist Convention request each of the entities of the Southern Baptist Convention provide an update related to their efforts to address abuse and report back to the 2020 Southern Baptist Convention meeting in Orlando, Florida, covering three subjects: what is their entity doing to foster effective abuse awareness, prevention, and care; what additional steps has their entity taken to address abuse since the 2018 SBC annual meeting in Dallas, Texas; and how is their entity partnering with the efforts of the Sexual Abuse Advisory Group to address abuse?”

**Response:** Preventing sexual harassment, gender discrimination, and abuse are important issues at Gateway Seminary – both in our organization and as we train future leaders of other ministry entities.

Gateway has fully-formed and well-established policies and practices on these matters related to internal operations. We continue to monitor and enforce those policies to maintain our institutional integrity. We also train employees on these issues through a required program which both meets our needs and satisfies our legal responsibilities under California law and the other Western states where we have campuses/employees.

We also address these issues in multiple classes in our curriculum and with co-curricular activities like conferences, training seminars, chapel speakers, and at partnership events with state conventions and associations. Gateway also performs background checks on new students, offers counseling services to students who have experienced abuse or harassment in other settings, and provides extensive training on these issues through a partnership with MinistrySafe.

Since 2018, Gateway has initiated an annual conference to train church leaders in various legal, ethical, and moral dimensions of contemporary ministry leadership. This conference is co-sponsored by law firms and insurance companies that support our mission. Through this partnership, we have been able to bring national leaders to the Ontario Campus to address these issues.

We have also devoted our annual Intersect Conference in 2019 to the theme: Working Together. This conference addressed the specific issue of how men and women can work together appropriately and effectively in ministry organizations. It addressed preventing abuse and harassment, as well as proactive steps ministry leaders must take to ensure a wholesome work environment for everyone.

Gateway has continued to offer legally-mandated and seminary-required training to employees on harassment, abuse, and related issues. We have been doing this for years and will continue to do so in the future. We have also received an independent assessment of our policies and procedures on these issues from our insurance provider. We are implementing suggested improvements.

Gateway is fully supportive of the work of the Sexual Abuse Advisory Group. We have embraced their report to the SBC and are applying it as needed within our organization. We have also advised faculty members who teach about these issues to use the report as a resource to shape both the content and perspective of their instruction. Gateway also sponsored and promoted the national ERLC conference on Caring Well in Dallas, Texas in 2019 and has accepted the Caring Well challenge.