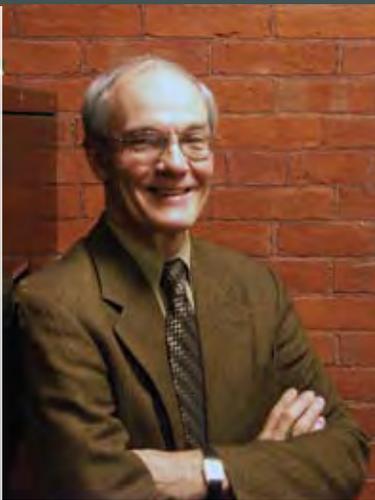


GETTYSBURG SEMINARY'S REPORT TO THE CHURCH 2008



Sustaining an excellent Gettysburg Seminary

Welcome to Gettysburg Seminary's Report to the Church. As Dean Robin Steinke reminded us in her compelling academic convocation address last fall (parts of which are printed here), from time to time we liken the study of theology to an artful dance. We get better as we work at it, and when we relax and find a rhythm to it, we can sense the pulse of the Gospel. We believe that this metaphor helps us give you a glimpse of what theological education is all about, and we think that everyone in this church can learn to dance to this divine tune.

In our report to the church and to people across the nation, we share highlights of our educational program, the most important features of our stewardship, and a summary of how we receive and spend funds entrusted to us by many generous stewards. Throughout this report, you will find that in order to sustain our fine seminary, we will need to ever increase our excellence, our efficiency, and support for this educational mission. Thank you for being a part of it.

Michael L. Cooper-White, Seminary President

SEMINARY'S REPORT TO THE CHURCH 2008

JULY 1, 2007 - JUNE 30, 2008

Come and dance: Embodying life and faith in a learning community

Dancing was long the custom at Israelite feasts and a form of praise to YHWH (God). We know that processional dance was a normal mode in worship. W.O. E. Oesterley notes in his *Sacred Dance in the Ancient World* that there is a midrash which reads "God himself will lead the dance of the righteous in the world to come."

I Wonder: Clues to learning the dance that God leads

What if genuine curiosity about God, the world and classmates is part of our way of learning the dance this year? The curiosity of questions like, "I wonder...", help me understand" manifest an attentive listening-to-learn pattern that, applied to our fellow colleague's stories, could enhance our way of learning this year.

Becoming a lifelong student of your discipline

There is a phrase at the University of Oxford, at the college of Christ Church, which is written in the inside cover of many books authored by a faculty member. It reads, "so and so, student of Christ Church. What this meant to convey is that when someone reaches the rank of a college teaching officer, they have finally earned the privilege to be referred to as a student of their discipline. Part of learning the dance, is learning to be a life-long student of the various disciplines you encounter here.

To be a student of your discipline may seem hard at times, particularly if you feel you already know more than you will ever "use" in your ministry. Perhaps part of the discipline of learning the dance this year is to practice humility. It really is not all about you.

Learning the dance, challenges us to give up the idolatry of certainty that we have it all figured out and to open ourselves to the wisdom of the text, the tradition, and others.

Daniel Aleshire, the Executive Director of the Association of Theological Schools, in his new book, *Earthen Vessels: Hopeful Reflections on the Work and Future of Theological Schools*, writes about the nature of teaching and learning in seminaries. "Teaching the lessons that form human lives involves discomfort, and when that discomfort is tended properly, it leads to wholeness and integrity. Learning, serious learning about faith and life, requires burning bridges, and theological faculty, at least the best of them, force students to light fires to false assumptions and inadequate understanding, and stand by them as they struggle with life on the knowing side of the charred bridge." (p. 62)

Dance is a shared experience

One of my doctoral professors, David Ford, shared his newest book, *Shaping Theology: Engagements in a Religious and Secular World*, when I was in England last February for the memorial service of my Doctor Father, Professor Daniel Hardy. Ford suggests that one challenge he sees at the University is to sustain and reinvent collegiality. He celebrates the gifts and possibilities in a learning community that seeks to work on difficult issues together.

Ford further notes that there is an "inseparability of knowledge from questions of meaning, value, ethics, collegiality, and trans-generational responsibility. There is a term for that sort of

understanding that attempts to think through such matters together, with a view to the better shaping of life. It is wisdom... It is classically the most comprehensive ideal of education, beyond information, knowledge, practice, skills. The goal is to unite knowledge and understanding with imagination, good judgment and decision making in life and work." (p. 110) I think this is what it could mean for us to share the dance and not to engage in artificial bifurcations between "scholarship and ministry."

This means that we share in this dance together. This journey of learning and practicing the dance is done together.

When the dance is difficult, God may improvise

When we learn, practice and share the dance we may well encounter ideas, even colleagues or classmates that we might just as soon ignore. Perhaps we also need to be reminded to persevere in the dance. Perseverance in prayer and seeking the courage for engaging ideas that challenge; invite us to avoid "tap dancing," that is, the failure to deal directly with difficult issues, people, personal crises. There may be the temptation when facing difficult issues or people to "tap dance" around the hard questions. There may be the temptation, when confronted with theologies that unsettle you, to simply put on your skis and glide over the top. Learning communities discover how to deal forthrightly with the hard questions and issues.

You may be wondering if this notion of dance is simply a dean's plea with a list of hopes, and perhaps some "shoulds" and "oughts." My point is to recognize imaginatively the way we live into the improvisation of God's leading us, dance-like, in new and joyful ways.

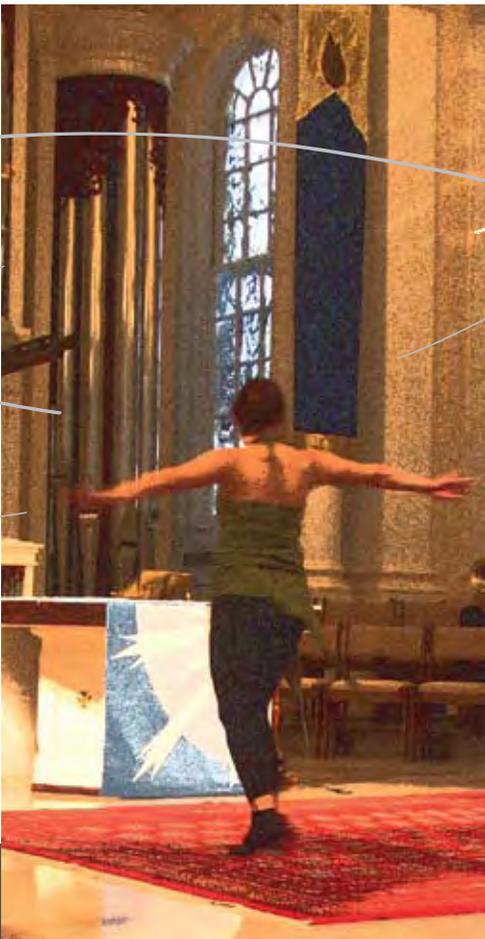
No time to sit one out

When I was a student at Trinity Lutheran Seminary in Columbus, OH, Prof. Mark Allen Powell commented on several occasions that if Søren Kierkegaard could do it all over again, he'd come back as a country western singer. In my conversations with Dr. Stevens about the interesting Hebrew words I have mentioned, she pointed to the lyrics of two country songs in circulation. One of those songs, by Leann Womack, called "I Hope You Dance" (available on "Youtube") goes like this: "I hope you never lose your sense of wonder, you get your fill to eat, but always keep that hunger. May you never take one single breath for granted, God forbid love ever leave you empty handed. I hope you still feel small, when you stand by the ocean...and when you get the choice to sit it out or dance, I hope you dance, I hope you dance."



This an excerpt from the featured address by Dean Robin J. Steinke, delivered at Gettysburg Seminary's Academic Convocation at the opening of a new school year, September 3, 2008. Steinke explored the metaphor of dance as a way of understanding of studying theology and learning to lead. Her exploration offers insight into what it means to be a part of a learning environment and how learning develops new and open attentiveness.

The full address text is available at www.gettysburgseminary.org/faculty/rsteinke/



SEMINARY'S REPORT TO THE CHURCH 2008

JULY 1, 2007 - JUNE 30, 2008

The year in review

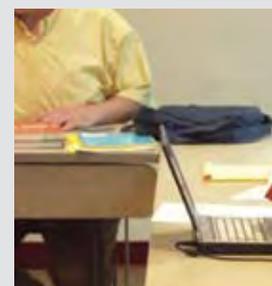


The Seminary's educational offerings expand

In response to changing needs in the church, the Seminary added a third concentration to its curriculum, this one in Youth and Young Adult Ministry. During the year, the Seminary expanded its course offerings, and added a program called Certificate in Theological Studies, for those preparing for ordained ministry by pathways other than the standard M.Div. Curriculum (TEEM). Published books, articles, and web resources emanated from faculty desks during the course of the past year. A flurry of publishing activity was particularly centered among the Seminary's church historians. Encouragement of and support for faculty scholarship has been a marker of leadership by Dean Robin Steinke, who was enthusiastically reelected for a second 5-year term during 2008. The Seminary marked the tenure of Mark Vitalis Hoffman late in the year.



The Music, Gettysburg! concert photo (above) is courtesy of Andy Jurcak.



Students younger, more diverse than ever

With the incoming 2008 class, the student body became younger, and perhaps the most diverse in the Seminary's history. Continuing to be richly blessed by "second career" persons preparing for ministry, the Seminary has also embraced many who now begin studies in their 20's. The student body is also more diverse than ever, with nearly 10% persons of color and many from areas more sparsely represented in earlier student generations. Students continue to come from everywhere to study at Gettys-



Seminary Ridge road gets major makeover

From the first week of the fall semester, Robert Kinsley construction crews supervised by the National Park Service (NPS) were on, beside, and sometimes under the campus' main street as it got a once in a century "makeover." What was originally expected to be a resurfacing job, blossomed out of necessity into a replacement of a century-old water main, new grading for better drainage, new curb and sidewalks with marked crosswalks up to ADA codes. Major trenches, piles of gravel, and road closed signs gave way to new grading and by

October, the installation of conventional curbs. Final paving followed in November. Students and staff, Music Gettysburg! audiences, Luther Colloquy, Board of Directors, and wedding parties and other visitors all made their way without complaints and injuries as the project evolved. Cost of the roadway improvement, owned by the federal government since 1895, was paid for by the NPS. Perhaps for the first time since it was first installed, the original 1905 "telford base" (style of laying large blocks of stone placed as foundation to the roadway) was exposed along major sections. President Cooper-White conveyed the Seminary's gratitude to the NPS and to the Kinsley company for their excellent work.



Sustainability = stewardship over the long haul

In a severe recession, the Seminary was grateful for good stewardship policies and practices established in recent years by our directors and foundation trustees, noting in the downturn endowment losses that were less severe than national averages. The endowment value, annual fund income and other factors are being monitored closely as the Seminary continues to pursue balanced budgets. As it surpassed its original Crossroads Campaign Goals, the Seminary renewed its effort to sustain its current and future strengths by doubling the goal to \$25M. It has begun to plan for green options that will eventually replace a century old steam system with geothermal HVAC, to significantly lower energy usage.

burg, and they are called to serve in church and society across the nation and around the world. Sixty percent of new students come from outside the Mid-Atlantic region.



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Seminary leaders say stewardship in all areas is key to sustainability.



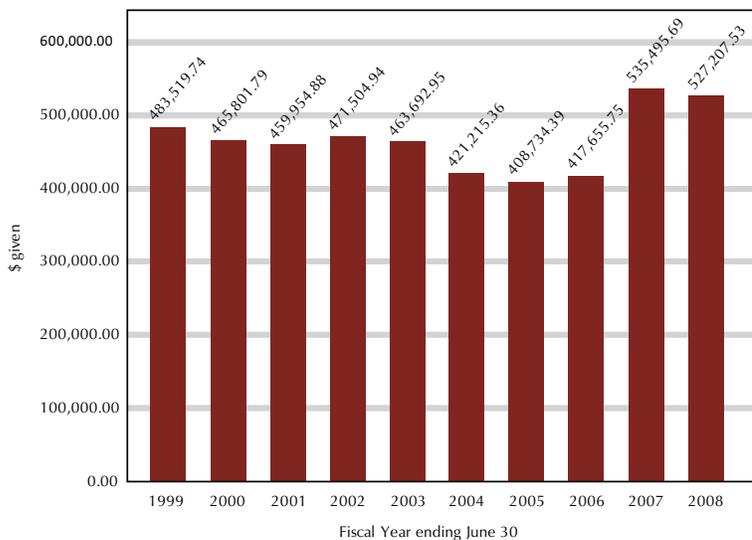
SEMINARY'S REPORT TO THE CHURCH 2008

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Annual giving and the future of theological education

Almost every week at least one check made out to the Seminary will arrive in a plain envelope wrapped in a slip of paper with some variation of this simple directive: "Use where most needed!" Gifts like these are placed in the Gettysburg Seminary Fund – our "annual fund" – along with the many contributions that come to us in direct response to our formal appeals and other unrestricted income. The current state of the economy may seem to press that phrase, "...most needed," into higher relief. Yet, back in the summer of 2007, at the beginning of the fiscal year reflected in this Report to the Church, we grounded our annual fund appeal in the words of challenge found in 1 Peter 3:15 regarding readiness to give "an account of the hope that is in you." It is this Seminary's constant conviction that hope rooted in the Good News of Jesus Christ remains, year in and year out, is "most needed." To this end we partner with you to prepare public servants of that Good News – and through regular, growing annual giving, the hope of the Gospel truly does abound!

1. Annual giving to Gettysburg Seminary from 1999 to 2008



Totals do not include unrestricted bequests, one-time gifts exceeding \$100,000, synodical support, or churchwide contributions.

Most Needed: Light for the world and the classroom

Many essential expenses of the Seminary, like light bulbs or cleaning and office supplies, may never attract designated gifts. Even those expenses that do attract major gift designations, such as facility upgrades and library improvements, cannot be fully paid from the gifts designated for those purposes. Therefore, regular, unrestricted giving, year after year from individuals and congregations is crucial. Importantly, "annual" giving does not mean just one gift every year; rather, it means *at least* one gift each year. Many loyal Seminary donors respond to each appeal that we make. Most annual givers to the Seminary simply send checks in the return envelopes provided in our appeals, but increasingly, donors opt for the convenience of giving by credit card or monthly direct electronic payments from a bank account.

Most needed: Growing leaders

Growth in annual giving makes growth in enrollment possible, sustains the excellence of our learning environment, fights the inevitable inflationary drag, and ensures a future-minded

stance. For the last two fiscal years, Gettysburg Seminary has been blessed with substantially increased levels of annual giving, as shown in Figure 1, reversing a decade of decline. With significant increases in FY 2007 (19%) and FY 2008 (17%) over the previous eight year average, annual giving has cleared the half million dollar mark and appears to have established a new level of support on which we will continue to build. It is vitally important that annual giving continue to grow in the coming years. As reported last year, we project that Gettysburg Seminary's annual budget will grow by about 10% annually, roughly tripling to \$18,000,000 by 2026. Annual giving provides 9% of the Seminary's current budget of about \$5.8 million. To continue this level of contribution, annual giving will also have to triple by 2026 to about \$1.4 million.

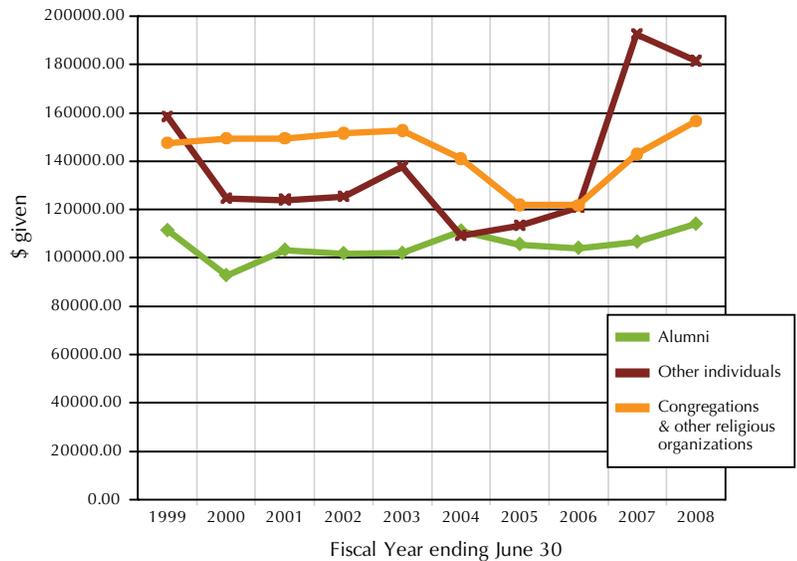
Figure 2 shows giving trends from three important categories of annual donors – alumni, other individuals, and congregations. In 2008, 22% of total annual giving came from 450 of the

Seminary's approximately 1,960 active alumni. Alumni of the Seminary are separately tracked because of their special relationship to and significant level of support for the Seminary. However, because of the small numbers of Seminary alumni, a traditional support group for any academic institution, the Seminary's future depends on broadening its base of support among individual supporters.

Gettysburg Seminary has been blessed with substantial recent increases in annual giving by "other individuals," and this trend must continue if the Seminary is to achieve its goal of long term financial sustainability. The growth in 2007 and 2008 in this giving category results from concerted efforts to inform more people about the unique and essential role of theological education in the Lutheran tradition.

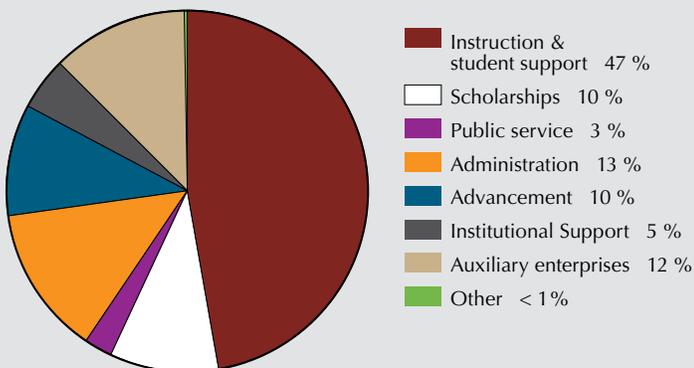
In 2008, 197 congregations in Region 8 gave \$143,000 in annual gifts to Gettysburg Seminary. There are a total of 1,151 congregations in the eight synods of Region 8 which are assigned to Gettysburg Seminary in an arrangement of mutual ministry and support. With only about 17% of the congregations of its Region providing unrestricted annual support, increased annual giving from this important constituency is another great opportunity for Gettysburg Seminary. A new program known as Friends of Gettysburg Seminarians (FrOGS) will debut in 2009 to build congregational awareness and support. You can help too! Does your congregation make benevolence support for Gettysburg Seminary a line item in its annual budget? When it receives special gifts or legacies, does it consider a tithe to Gettysburg Seminary (and other Lutheran institutions)? Please encourage your congregation to pray about what is "most needed" and become an annual-giving partner with Gettysburg Seminary.

2. Annual giving from individuals and congregations

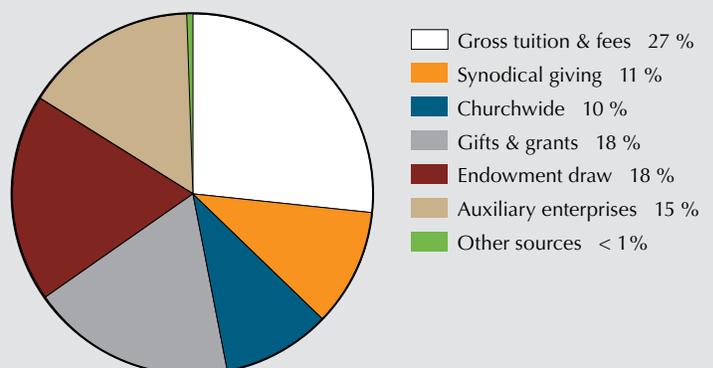


Totals do not include unrestricted bequests, one-time gifts exceeding \$100,000, synodical support, or churchwide contributions.

Expenses 2008



Sources of current income 2008



SEMINARY'S REPORT TO THE CHURCH 2008

JULY 1, 2007 - JUNE 30, 2008

Gettysburg Seminary by the numbers

I. Unrestricted Revenue

	2007-08	%	2006-07	%
Net tuition & fees ¹	971,505	18.4	1,016,591	16.8
ELCA	568,684	10.8	539,542	8.9
Synods	639,371	12.1	613,893	10.2
Gifts & grants ²	1,006,404	19.1	1,014,482	16.8
Endowment & other investment income ³	209,253	4.0	321,670	5.3
Gains on investments	(387,430)	(7.4)	596,784	9.9
Auxiliary enterprises ⁴	905,619	17.2	844,085	14.0
Other sources	81,051	1.5	45,930	0.8
Assets released from restriction	1,271,901	24.2	1,053,741	17.4
Total	5,266,358	100.0	6,046,718	100.0

II. Unrestricted Expenses

	2007-08	%	2006-07	%
Instruction, academic & student services	2,916,506	51.5	2,917,626	53.9
Institutional support and administration	1,764,834	31.2	1,518,798	28.1
Auxiliary enterprises	772,817	13.7	830,582	15.4
Special programs & other expenses ⁵	204,375	3.6	142,372	2.6
Total	5,658,532	100.0	5,409,378	100.0

III. Net increase (decrease) in unrestricted assets

	2007-08	2006-07
Net increase in unrestricted assets	(392,174)	637,340

IV. Assets and liabilities

	2007-08	2006-07
Property, plant, and equipment	7,980,852	8,155,391
Investments	28,013,181	30,116,634
Other assets	1,863,438	2,367,679
Liabilities	1,227,339	1,101,173
Net Assets	39,084,810	41,740,877

V. Investments

	2007-08	2006-07
Seminary Endowment	22,050,487	23,506,077
Funds Held in Trust by Others ⁶	5,782,772	6,398,690
Other investments	179,922	211,867
Total Investments	28,013,181	30,116,634

¹ Tuition and fees received less Seminary scholarships totaling \$613,594 in 2007-08 and \$528,010 in 2006-07

² Includes cash gifts, grants and unconditional promises to give in excess of \$5,000

³ Endowment income in excess of endowment draw included in "assets released from restriction"

⁴ Includes student housing, food service, and bookstore operations

⁵ Includes expenses for public service programs (e.g. Town & Country Church Institute, Larson Stewardship, special events, Music, Gettysburg!)

⁶ Does not include deferred promises to give