



CLAREMONT
SCHOOL *of* THEOLOGY

For such a time as this.

Claremont School of Theology

10-Year Business Plan Summary (2025–2035)

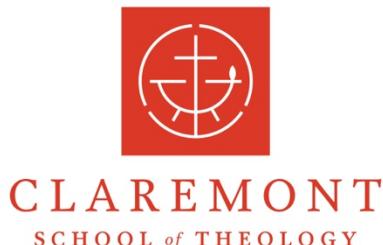
Claremont School of Theology (CST), operating under the Southern California School of Theology (SCST) corporation, is entering its next decade with a renewed sense of clarity, stability, and possibility. After years of property disputes, leadership transitions, and financial challenges, CST is now positioned to grow in strength, deepen its mission, and expand its reach.

A central component of this plan is the creation of Claremont International University (CIU) alongside CST. While CST will continue its mission of contextual, intercultural theological education, CIU will expand into Education as a broad, integrative field that encompasses human development, leadership formation, and social transformation across diverse sectors of society. Education will provide the unifying framework for all proposed programs, enabling a parallel institutional structure that diversifies revenue, broadens student markets, and preserves CST's theological core. Accreditation for these new programs will be sought exclusively through the WASC Senior College and University Commission (WSCUC).

Financial sustainability is at the heart of the plan. Key targets include completing a \$20M fundraising campaign by 2035, growing the endowment from \$15.36M in 2025 to \$35M by 2035, achieving balanced budgets by FY2027, and reaching 3–5% positive operating margins by 2030. CST/CIU will reduce and ultimately retire existing debt by 2030. Enrollment is projected to grow from approximately 200 students in 2024 to more than 700 by 2035, driven by new academic programs, expanded global partnerships, and improved retention strategies.

The plan also ensures leadership and governance stability, with a Transitional Executive Leadership Team (2025–2027) preparing for a permanent governance model by 2027 and integrated CST/CIU governance by 2030. Risk management strategies emphasize diversifying enrollment markets, broadening the donor base, and maintaining full compliance with both ATS (for CST) and WSCUC (for CST and CIU) accreditation standards.

By 2035, CST/CIU will be a financially sustainable, globally connected institution with a strong endowment, diversified enrollment, and a distinctive identity as both a leader in theological education and an innovator in professional, interdisciplinary programs. This 10-year plan charts a deliberate course from recovery to flourishing, ensuring that CST/CIU will serve future generations with excellence, resilience, and faithfulness to its mission.



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Claremont School of Theology

10-Year Business Plan (2025–2035)

1. Executive Summary

Claremont School of Theology (CST), operating under the Southern California School of Theology (SCST) corporation, enters the next decade with renewed clarity, stability, and opportunity. After navigating years of property disputes, leadership transitions, and financial challenges, CST is now positioned for growth and transformation. Key developments include:

- Deepened commitment to our signature values of compassion, justice, and belonging—ensuring the full inclusion of Black, Indigenous, Latinx, Asian, Multiracial, and LGBTQIA+ communities across leadership, faculty, and staff.
- A Transitional Executive Leadership Team (2025–2027) to stabilize operations and focus on advancement.
- A new Office of Institutional Research and Planning (IRP) to align mission with measurement.
- Growing enrollment fueled by new academic programs and global partnerships.
- An improving financial position, with debt reduction, cash flow gains, and increased fundraising momentum.
- A bold proposal to launch Claremont International University (CIU) alongside CST, expanding into non-theological disciplines while preserving CST's mission.

The business plan sets a strategic roadmap for the next decade to achieve financial sustainability, enrollment growth, and institutional diversification.

2. Mission & Vision

- **Mission:** To provide intercultural, global, and contextually grounded theological and professional educational programs that prepare leaders for service in ministry, academia, and society.
- **Vision 2035:** By 2035, CST/CIU will be a financially sustainable, globally connected institution with 700+ students, \$35M+ in endowment, and a reputation as a leader in graduate contextual theological and interdisciplinary educational programs.
- **Vision 2035 (Aspirational Statement)**
By 2035, CST and CIU will embody a thriving, globally networked learning community rooted in justice, compassion, and contextual wisdom. We will be known for advancing

transformative theological and interdisciplinary education that empowers leaders across cultures and professions. Sustained by a resilient financial foundation and a growing endowment, we will cultivate accessible, innovative programs that serve diverse global publics and shape a more equitable, spiritually grounded future.

3. Strategic Goals (2025–2035)

Goal 1: Strengthen Financial Sustainability

- **Fundraising:** Complete \$20M campaign by 2035; grow annual giving to \$5M+.
- **Endowment growth:** Increase from \$15.36M (2025) to \$35M (2035).
- **Operating margin:** Achieve balanced budgets by FY2027; 3–5% positive margins by FY2030.
- **Debt reduction:** Retire \$5M Yalong settlement through program revenue by 2030.

Goal 2: Grow and Diversify Enrollment

- **Enrollment targets:** Increase headcount from ~200 (2024) to 600+ (2030) and 700+ (2035).
- **Retention:** Maintain retention rates above 92%.
- **New programs:** Expand Global Ph.D. into Africa, Latin America, Pacific Islands; launch CIU programs in Education, Leadership, Comparative Philosophy, Social Entrepreneurship, Nonprofit Administration, Public Policy, and Psychology.
- **Tuition model:** Reduce discount rate from ~60% to 48% by FY2030, with blended merit- and need-based awards.

Goal 3: Expand Institutional Identity and Structure

- **Launch CIU** (approval targeted for 2026–2027) alongside CST.
- **Dual brand strategy:** Retain theological focus under CST while positioning CIU for broader professional educational programs.
- **Accreditation:** Secure WSCUC approvals (and ATS for CST) for expanded academic offerings.

Goal 4: Enhance Advancement and External Relations

- **Campaign Phases:**
 - Stage 1: Quiet Phase (through early 2026) – secure early leadership gifts (already \$1M raised).
 - Stage 2: Public Phase I (2026–2027) – raise \$5M.
 - Stage 3: Public Phase II (2027–2035) – raise \$15M, finalize campaign at \$20M.
- **Global partnerships:** Deepen ties with Korean, Taiwanese, Latin American, African, and Pacific Island institutions.
- **Community trust:** Rebuild alumni and donor engagement through transparency and impact reporting.

4. Operational Plan

Leadership & Governance

- **2025–2027:** Transitional Executive Leadership Team stabilizes operations and proposes new governance model.
- **2027–2030:** Board transitions to new permanent leadership structure; succession plan for retiring executives.
- **2030–2035:** Fully integrated governance for CST + CIU.

Academic Development

- **2025–2027:** Strengthen CST's new doctoral and master's programs; propose licensure track in Spiritually Integrated Psychotherapy.
- **2027–2030:** Launch first CIU master's programs (Education, Leadership, Public Policy).
- **2030–2035:** Add professional doctorates in applied fields (e.g., Ed.D., Psy.D., D. Leadership).

Infrastructure & Technology

- Invest in hybrid and online education platforms.
- Expand digital library partnerships.
- Ensure compliance with global education policies (esp. China, Korea, Latin America).

5. Financial Projections (Illustrative)

Category	2025	2030 Target	2035 Target
Enrollment (headcount)	200	600	700
Tuition Revenue	\$5M	\$12M	\$18M
Fundraising (annual)	\$2.7M	\$4M	\$5M+
Endowment	\$15.36M	\$25M	\$35M
Operating Margin	-2%	Break-even	+5%
Debt Outstanding	\$7.3M	\$2M	\$0

6. Risk Management

- **Enrollment volatility:** Mitigated by diversifying programs and geographic markets.
- **Donor concentration:** Addressed by broadening base beyond Korean/Korean American communities.
- **Regulatory hurdles:** Proactive engagement with ATS/WSCUC, compliance team within IRP.
- **Leadership transition:** Succession plan finalized by 2027.

7. Milestones Timeline

- **2025–2026:** Launch CIU proposal; initiate campaign quiet phase; implement tuition aid model.
- **2026–2027:** WSCUC approvals; \$5M campaign milestone; new licensure track and other global PhD programs launched.
- **2027:** End of transitional leadership period; new governance structure implemented.
- **2028–2030:** Enrollment 600; tuition discount reduced to 48%; campaign reaches \$10M+; debt repayment accelerates.
- **2032:** \$20M campaign completed; endowment \$25M.
- **2035:** Enrollment 700; endowment \$35M; fully sustainable margins and diversified program portfolio.

8. Conclusion

CST has entered a new season of stability, vision, and growth. Grounded in our core values and guided by prudent financial management, intentional enrollment strategies, and the bold expansion into CIU, we are charting a sustainable future. This 10-year business plan provides the framework to move us from recovery to flourishing, ensuring that CST/CIU continues to be a leader in theological and intercultural education for generations to come.