MOUNT ST. MARY'S
SEMINARY

STRATEGIC PLAN
2021 – 2026

Ascendite in montem – "Go up to the mountain" (Haggai 1:8)

INTRODUCTION

In St. Luke's Gospel, Our Lord speaks of the demands of discipleship. He uses the images of someone constructing a tower and a king marching into battle. He says that we need to plan well and be prepared for the demands of following him (cf. Luke 14:25-33).

Strategic planning helps us provide for "the long-range stability of the seminary, the effective implementation of its mission, and good stewardship of all associated resources" (*Program of Priestly Formation*, 307). It is a way in which together we can plan well and be prepared for the present and future demands of following Christ in our mission of priestly formation. The goals we set for the next five years (2021 – 2026) will be the main drivers for our ambitions and work at Mount St. Mary's Seminary.

STRATEGIC PLANNING HISTORY

The development of the Strategic Plan involved the entire Seminary community. It was a process of collaborative consultation and effort in which the input of all key stakeholders was valued and received. Some of the major consultative steps included:

MAY 20, 2019: Seminary Board approved partnership with the Center for Catholic School Excellence (CCSE) – Prof. Elizabeth Monahan, Dr. Barbara Marinak, and Dr. Stacey Brown-Hobbs – as consultants for the strategic planning process

AUGUST 15, 2019: Updated the faculty

AUGUST 2019 – FEBRUARY 2020: CCSE carried out data collection and conducted focus groups with the entire Seminary community

SEPTEMBER 8, 2019: Updated the Rector's Council

OCTOBER 1, 2019: Updated the Seminary Board

OCTOBER 28, 2019: Updated the faculty

JANUARY 2020: Established the strategic planning team

FEBRUARY 24, 2020: Updated the Seminary Board

FEBRUARY – JULY 2020: CCSE wrote the Strengths, Needs, and Recommendation Report

MARCH 29, 2020: Updated the Rector's Council

MAY 20, 2020: Updated the Seminary Board

JULY 2020: CCSE submitted the Strengths, Needs, and Recommendation Report to the strategic planning team

AUGUST 3 – 5, 2020: CCSE conducted a Strategic Planning Summit for the strategic planning team in order to review the Strengths, Needs, and Recommendation Report and developed the first draft of the Strategic Plan

AUGUST 13, 2020: Updated the faculty

SEPTEMBER 18, 2020: Updated the Seminary Board and received guidance based on the first draft of the Strategic Plan

SEPTEMBER 22, 2020 – OCTOBER 9, 2020: Surveyed the Seminary community to gather feedback on the first draft of the Strategic Plan

OCTOBER 29, 2020: Conducted meeting with the strategic planning team to consider suggestions from the survey and adjusted strategic plan accordingly

OCTOBER 30, 2020: Conducted meeting with the strategic planning team to consider suggestions from the survey and adjusted Strategic Plan accordingly

JANUARY 25, 2021: Updated the faculty

FEBRUARY 23, 2021: Presented Strategic Plan to the Seminary Board and received final approval

STRATEGIC PLANNING TEAM

With the assistance of and in consultation with the staff of the CCSE (Prof. Elizabeth Monahan, Dr. Barbara Marinak, and Dr. Stacey Brown-Hobbs), the following members of the Mount St. Mary's Seminary community provided valued assistance and collaboration in developing our Strategic Plan. The team members are:

Msgr. Andrew Baker, Rector
Msgr. Anthony Frontiero, Vice Rector and Director of Human Formation
Msgr. McLean Cummings, Director of Spiritual Formation
Mrs. Caroline Purcell, Director of the English as a Second Language program
Rev. Daniel Mindling, Professor and Director of Assessments
Dr. Paige Hochschild, Professor
Dr. John Love, Professor
Dr. John-Mark Miravalle, Professor
Mrs. Paula Smaldone, Executive Assistant to the Rector
Mrs. Susie Nield, Administrative Assistant to the Rector
Mrs. Diane Favret, Director of Seminary Development and Alumni Relations
Mr. Tre Bart, III, 2nd year Pre-theologian
Mr. Michael Pray, 1st Theologian
Mr. Robert Renner, 3rd Theologian
Rev. Jonathan Sawicki, Vocation Director of the Diocese of Harrisburg, and member of the Rector's Council

TERMINOLOGY

VISION The Vision Statement is the aspirational statement describing why the Seminary does what it does.

MISSION A Mission Statement is a purpose statement describing what the Seminary does, who it does it for, and to what end.

STRATEGIC PRIORITIES Strategic priorities are the major features of carrying out the Seminary's mission of priestly formation. Each goal manifests and supports one of these strategic priorities.

GOALS Goals are long-term aims that define the accomplishment of the mission or vision and provides a framework for objectives. Goals are aspirational and require intentional action to be achieved.

OBJECTIVES Objectives are more specific and narrower than goals and describe how a goal is to be achieved. Objectives are SMART, i.e., Specific, Measurable, Achievable, Relevant, and Time-based.

IMMEDIATE Day, weeks, or several months after the beginning of the plan.

SHORT TERM Several months to year 3 of the plan.

LONG TERM Years 4 – 5 of the plan.

LEAD The person or group that has the primary responsibility to achieve the objective, requesting the support and resources as needed.

METRIC Concrete evidence that an objective is being accomplished or has been accomplished.

VISION STATEMENT

To invite men to "go up to the mountain" (Haggai 1:8), so that we might send down holy, self-sacrificial shepherds for the people of God, to light a fire on the earth for the salvation of souls.

MISSION STATEMENT

Mount St. Mary's Seminary prepares men for the Catholic ministerial priesthood in the Third Millennium: men who *love* with the heart of the Church, *think* with the mind of the Church, and are *formed* to have an integrated core of human, intellectual, spiritual, and pastoral virtues modeled by Jesus Christ, our High Priest.

STRATEGIC PRIORITIES, GOALS, AND OBJECTIVES

Six (6) strategic priorities, fourteen (14) goals, and fifty-seven (57) objectives are at the heart of the plan. The strategic priorities are the important main aspects of the organization of the Seminary that are addressed by goals. The "branches" of the plan are the goals. These are the aims toward which we strive that are organically connected to the mission as branches are connected to a trunk. These goals are ultimately an expression of the mission rooted in our vision. These goals become fruitful in the objectives just as branches produce leaves. The objectives are concrete actions that show the accomplishment of the goals.

This document presents the strategic priorities, goals, and objectives. A more detailed document provides a time designation (immediate, short term, or long term) and a time frame (e.g., 2021-2022, 2022-2024, etc.) for each objective. A lead person or group has been assigned to each objective and metrics have been provided in order to measure whether a particular objective is being accomplished or has been accomplished. We will continually evaluate our progress by way of a "green" (on track for completion without difficulties), "amber" (on track for completion with difficulties), and "red" (risk of not being completed), tracking system as we move through the time covered by the plan (2021 – 2026).

A formal assessment will be made of the plan at least once during the 5 years of the plan. Regular reporting on the progress of completing the plan using the more detailed document will be made by the Rector to the various constituents of the Seminary community.

STRATEGIC PRIORITY #1 – Dimensions of Priestly Formation

GOAL 1: Implement the 6th Edition of the Program of Priestly Formation (PPF6) in the Seminary's formation program.

Objective 1.1 Establish a team to create the PPF6 implementation process.

Objective 1.2 Communicate PPF6 implementation to all stakeholders.

Objective 1.3 Review evidence of the implementation of PPF6.

Objective 1.4 Address the requirements for the propaedeutic stage found in PPF6.

GOAL 2: Foster a community where seminarians can consistently and effectively articulate a proper understanding and application of the integration of the four dimensions of formation.

Objective 2.1 Continue formation integration of the four dimensions by establishing a relationship between the purpose of the dimensions and Christ's ministry.

Objective 2.2 Require men to read "I Will Give you Shepherds" during their first year at the Mount.

Objective 2.3 Incorporate integrative model into individual seminarian goals.

GOAL 3: Achieve a more effective and consistent formation advising and spiritual formation program.

Objective 3.1 Develop a set of common expectations and requirements for formation advising of seminarians at various stages.

Objective 3.2 Engage formation advisors in training on the requirements for advising.

Objective 3.3 Engage spiritual directors in training on the requirements for spiritual direction.

Objective 3.4 Include in Orientation agenda time for seminarians to participate in group discussions to help them understand the expectations of formation advising.

Objective 3.5 Ensure that all formators and seminarians have a clear understanding of the differing roles and responsibilities between spiritual directors and formation advisors.

STRATEGIC PRIORITY #2 – Relationship Building

GOAL 4: Provide further formation in competency for future pastors (e.g., administration, human resources, development, leadership, and evangelization).

Objective 4.1 Review and expand the Pastors and Stewards (P&S) program.

Objective 4.2 Integrate P&S module learning with PFE.

Objective 4.3 Review and improve current evangelization programs to ensure the seminarians have the necessary skills to evangelize and be able to adapt within different contexts.

Objective 4.4 Develop specific guidelines and venues for marketing P&S modules.

Objective 4.5 Seek grants for further formation in competency as a pastor.

GOAL 5: Optimize fundraising by engaging in continued effective long-range planning.

Objective 5.1 Continue cultivation of alumni, friends, parents, and family members of Seminary alumni.

Objective 5.2 Highlight faculty, alumni, and current seminarian achievements in collaboration with Office of University Marketing & Communications.

Objective 5.3 Engage the Rector's Council and Seminary Board to identify and cultivate large capacity donors.

Objective 5.4 Seek new donors and sources of revenue for facility upgrades.

Objective 5.5 Establish a Seminary Facilities Planning Committee.

STRATEGIC PRIORITY #3 – Curriculum

GOAL 6: Augment the theological, pastoral, and philosophical understanding of cultural competence.

Objective 6.1 Provide professional development program for seminary faculty in creating a shared vision of cultural competence based on USCCB modules for Building Intercultural Competence (or its equivalent).

Objective 6.2 Participate in completing the USCCB modules for Building Intercultural Competence (or its equivalent) with particular emphasis on African American, Hispanic and Asian cultures.

Objective 6.3 Deepen understanding of African American, Hispanic, and Asian cultures.

Objective 6.4 Review expectations for Hispanic Ministry and certification.

GOAL 7: Review the curriculum content and student academic skills to align them with the new Program of Priestly Formation (PPF6) and 2020 standards of the Association of Theological Schools (ATS).

Objective 7.1 Engage in curriculum mapping.

Objective 7.2 Administer key assessments in alignment to updates on curriculum map.

Objective 7.3 Review academic skills that must be developed to meet expectations of curriculum and assessments (e.g., research skills).

GOAL 8: Develop a comprehensive assessment system.

Objective 8.1 Examine 5-year Dimensions assessment data and make decision to continue use of system.

Objective 8.2 Engage in professional tasks of rubric development.

Objective 8.3 Explore option of using an electronic assessment platform for the purpose of housing data and ensuring assessment consistency.

Objective 8.4 Survey Mount alumni priests to see how well prepared they regard themselves in certain areas of priestly ministry.

Objective 8.5 Survey partner bishops to ask how well prepared they think Mount priest alumni are in certain areas of ministry.

STRATEGIC PRIORITY #4 – Technology

GOAL 9: Explore best practices in use of technology to enhance the design and delivery of instruction.

Objective 9.1 Conduct professional development on pedagogical practices using technology tools.

Objective 9.2 Hold discussions where faculty share effective practices (i.e., Brown Bag lunches).

Objective 9.3 Establish expectations for all Seminary faculty to use Canvas, Portal and Jenzabar 1.

Objective 9.4 Ensure that all faculty are in compliance with FERPA and ADA with regard to the use of LMS (Canvas) and CRM (Jenzabar).

GOAL 10: Explore a set of benchmarks for fundamental technology competencies required of a seminarian and a parish priest.

Objective 10.1 Review curriculum to examine technology competencies needed to support learning and practice.

Objective 10.2 Survey alumni, parish priests, and bishops to discern tools needed to support the priestly vocation.

Objective 10.3 Identify issues and solutions for use of technology by the seminarians.

STRATEGIC PRIORITY #5 – Governance

GOAL 11: Establish and orient clearly defined roles and responsibilities for the Seminary Board and its committees.

Objective 11.1 Establish clearly defined roles and responsibilities for the Executive Committee of the Seminary Board.

Objective 11.2 Establish clearly defined roles and responsibilities for the Advancement Committee of the Seminary Board.

Objective 11.3 Establish clearly defined roles and responsibilities for the Finance Committee of the Seminary Board.

Objective 11.4 Create a self-evaluation tool.

GOAL 12: Increase collaboration and consultation between Seminary governance and the Seminary community.

Objective 12.1 Rename "Executive Committee" to "Rector's Cabinet."

Objective 12.2 Create guidelines to codify responsibility of Rector's Cabinet including an Extended Cabinet.

Objective 12.3 Convene a monthly Extended Rector's Cabinet for the purpose of consultation and collaboration consisting of 3 representatives (1 SGA member, 1 faculty member, and 1 non-faculty employee) who are free to submit agenda items.

Objective 12.4 Dedicate a portion of one Seminary Board meeting per year to discuss initiatives, goals, etc., with Seminary community members.

STRATEGIC PRIORITY #6 – Finance

GOAL 13: Collaborate with Office of University Business and Finance to codify processes that result in greater budgetary transparency between the Seminary and the University.

Objective 13.1 Provide the Rector with access to Workday (and associated training) for the purpose of generating required reporting.

Objective 13.2 Collaborate with the Seminary to provide access and necessary training for the purpose of generating differentiated reports based on the needs of key stakeholders.

Objective 13.3 Facilitate discussion with the University Controller for the purpose of providing business support for the Seminary.

Objective 13.4 Collaborate and explore with the University the creation of a

subject matter expert dedicated to the mission and work of the Seminary who will act as a liaison between the Seminary and pertinent University offices (e.g. Business and Finance, Advancement, etc.).

Objective 13.5 Collaborate with the University on the construction of a shared services and use agreement.

GOAL 14: Collaborate with Business and Finance to codify processes that result in a Seminary stewardship report and financial report.

Objective 14.1 Provide the Seminary with access to Workday (and associated training) for the purpose of generating financial reports which includes operating income/expenses and gift balances and activity.

Objective 14.2 Collaborate with the Seminary to provide access and necessary training for the purpose of generating reports accessible to donors.

Objective 14.3 Facilitate a conversation between the Seminary, Advancement, and Business and Finance for the purpose of evaluating business processes and reporting related to operating income/expenses and gift balances and activity.

CONCLUSION

The Seminary Board approved this Strategic Plan in their meeting on February 23, 2021. Now we begin as a Seminary community the work of implementation with confidence in the Lord's help and the conviction that our efforts will serve our mission of priestly formation at Mount St. Mary's Seminary.

MOUNT
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