

INSTITUTIONAL STRATEGIC PLAN –  
ST. MARY’S SEMINARY AND UNIVERSITY

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In order to further achieve our institutional mission of priestly formation and preparation for ministerial effectiveness in the New Evangelization, we have identified the following Goals and Objectives:

- I. To increase student enrollment and recruitment of sponsoring dioceses. (See below, “SCHOOL OF THEOLOGY,” section III.)
- II. To communicate St. Mary’s story more effectively and widely to relevant constituencies.
  - A. Hire and train a Director of Communications responsible for implementing the communications and public relations strategy and plan adopted by the Seminary Board of Trustees. (See below, “INSTITUTIONAL RESOURCES,” section I.)
- III. To further enhance, coordinate, and integrate St. Mary’s Seminary programs in all four dimensions of priestly formation.
  - A. Revise and approve a new St. Mary’s Seminary & University’s Mission Statement to more adequately express the core mission of the institution.
  - B. Review our current policies and handbooks to ensure that they are in accord with *The Program for Priestly Formation*, the *Ratio Fundamentalis*, and other relevant Magisterial documents. Revise policies and handbooks as necessary.
  - C. Continue to deepen the communal spiritual life and individual spiritual formation at the heart of St. Mary’s as a Christian formation community.
  - D. Develop and endow the position of Director of Human Formation, charged with the ongoing monitoring, assessment, and improvement of programs and activities related to the Human Formation dimension of the formation program.
  - E. Explore the feasibility of expanding the S.T.L. program to include a concentration in Missiology and Evangelization.
  - F. Hire and train a Director of Distance Learning charged with developing a curriculum for ongoing education and formation involving the School of Theology and the Center for Continuing Formation, with enhanced synergy between the two divisions.

- G. Ensure that staffing and financial decision are informed by the institution's primary formation mission and demonstrably contribute to it.
  - H. Revise and implement an institutional assessment plan.
- IV. To further develop, coordinate, and integrate St. Mary's other divisions and programs, so that they may better support priestly formation, and achieve their own unique purposes. (See the relevant sections below for the development of the Ecumenical Institute and the Center for Continuing Formation.)

## SCHOOL OF THEOLOGY

### Goals with Objectives:

- I. To enhance the formation program across all four dimensions, with due attention to ongoing assessment.
  - A. Guided by the new Mission Statement, relevant ecclesial documents, and in light of the four dimensions of priestly formation, review, revise, and align program formation goals & specify intended outcomes.
  - B. Continue to develop appropriate instruments and means to provide concrete evidence of students' achieving program goals and intended outcomes.
  - C. Review, evaluate, and revise assessment processes.
    - 1. Take stock of current processes to collect evaluative data.
    - 2. Review and revise processes to analyze data.
    - 3. Review and revise, as need be, process of documenting findings.
    - 4. Identify recipients of findings for appropriate follow-up action.
- II. To continue to enhance the mentor-mentee relationship, as well as the quality of evaluation reports to vocation directors and bishops.
  - A. Develop a mentor-mentee template of specific areas to be addressed in mentoring and develop an instrument and process to assess its effectiveness.
  - B. Review the student evaluation process and develop an assessment process to ensure its continued desired outcomes.
  - C. Follow-up with vocation directors and bishops, then further refinements of template, evaluative process, and evaluations.
- III. To implement a five year seminarian recruitment plan with specific enrollment targets.
  - A. Continue to identify prospective new or returning dioceses for intensive recruitment efforts.

- B. Schedule recruitment visits to Bishops and Vocation Directors of identified dioceses by President-Rector and/or other faculty recruiters.
  - C. Schedule alumni luncheons/dinners in dioceses with significant numbers of SMSU priest alumni to promote SMSU in their dioceses and with their Bishops.
  - D. Continue to sponsor receptions at National Conference of Diocesan Vocation Directors (NCDVD) annual meetings.
- IV. To develop and implement a comprehensive student support services assessment plan.
- A. Review and assess all aspects of current student support services in order to identify strengths, weaknesses, and lacunae.
  - B. Develop a five year Student Services Plan.
  - C. Include mechanisms by which student concerns and needs can be brought to the attention of the Administration.

## ST. MARY'S ECUMENICAL INSTITUTE

### Goals with Objectives:

- I. To increase our preferred status with prospects and partners.<sup>1</sup>
  - A. Develop and implement a comprehensive marketing and communications plan.
  - B. Implement, in partnership with the School of Theology and the Department of Evangelization of the Archdiocese of Baltimore, the revised curricular program for the Pastoral Associate Formation Program.
  - C. Stabilize, in partnership with the Episcopal Diocese of Maryland, the MicroProgram for Vocational Deacons.<sup>2</sup>
- II. To develop excellent, ecumenical, engaged programs of study
  - A. Implement an accredited, sustainable Doctor of Ministry degree.

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<sup>1</sup> **Prospects** include theologically engaged or ministry-focused Christians. **Partners** include judicatories, parishes and congregations, religious organizations, nonprofit ministries, and area colleges and universities.

<sup>2</sup> A new curricular path toward a MACM with a Roman Catholic Pastoral Associate concentration was negotiated in June 2020. It requires PAFP students to take 5 courses taught for seminarians in the School of Theology.

- B. Implement a faculty development process focusing on developing standards of excellence for ecumenical and engaged theological education.
  - C. Revise program assessment for the Master of Arts in Theology in light of reformulated degree goals, revising curriculum as warranted by assessment.
  - D. Revise program assessment for the Master of Arts in Christian Ministries in light of reformulated degree goals, revising curriculum as warranted by assessment.
  - E. Assess certificates in light of standards of excellence (objective B), revising certificate curricula as needed.
  - F. Implement remote instructional access to existing courses and curriculum.<sup>3</sup>
- III. To align identity statements with our current goals and practice.
- A. Rewrite the mission statement to achieve alignment with current vision, goals, and practice.
  - B. Rewrite the history and “about us” statements to achieve alignment with current realities and goals.

## CENTER FOR CONTINUING FORMATION

### Goal with Objectives

- I. To reinvigorate the Center for Continuing Formation, creating a full-service ongoing education and formation Center that includes traditional on-site continuing education and formation programs; and a state-of-the-art Distance Learning Center that produces targeted and convenient ongoing education and formation programs utilizing online and digital formats.
  - A. Develop and implement a pilot program of distance learning for continuing education and formation involving market research, assessment of needed technology, assessment of market potential, and production of sample distance learning programs.
  - B. Assuming a successful pilot program, hire a permanent Administrative Director of the Center for Continuing Formation to oversee, market,

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<sup>3</sup> In light of the Board vote on Oct.14, both accreditors have been petitioned and Maryland Higher Education Commission has been notified that the Ecumenical Institute intends to offer online access to its onsite classes after the pandemic. Implementing this is a strategic initiative that belongs on our list of objectives.

and administer all continuing education and formation programs, including those of the Distance Learning Center.

- C. Identify and hire a Director of Ongoing Education and Formation Programs to develop program content for all Center for Continuing Formation programs, including those of the Distance Learning Center.
- D. Assess the need for additional administrative support staff and add a position or positions as indicated.
- E. Ensure that Center programs and activities align closely with the core formation mission of St. Mary's Seminary and University.
- F. Identify and collaborate more effectively with organizations that share the mission and goals of the Center.

## INSTITUTIONAL RESOURCES

- I. To significantly develop and enhance St. Mary's communication's reach and interactions with the full array of its publics and constituencies.
  - A. Develop a communication plan and strategy that focuses on raising our institutional profile.
  - B. Revise institutional website to include updated mobile functionality.
  - C. With the hire of a new Director of Communications, establish and develop collaboration with consultants, the Advancement Office, and all Divisions to maximize communication efforts, and coordinate specific responsibilities for public relations, communications, website, and social media management.
- II. To ensure the continued strength of the governance, administration, and leadership of St. Mary's Seminary and University.
  - A. Commit to a specific recruitment plan that identifies by November 2022 the number of trustees needed in key areas over the next three years.
  - B. Work with the Society of St. Sulpice to identify qualified members of the Society to assume faculty and senior administrative leadership roles at St. Mary's.
  - C. Revise the institutional assessment plan and oversight of all assessment needs in order to be fully in compliance with accreditors and to be prepared for the evaluation team visits in December, 2021 and January, 2022.
- III. To do a comprehensive assessment of the future needs for faculty and staff by February 2022.
  - A. Create and implement a five year budget and personnel plan for meeting faculty needs.

- B. Create and implement a five year budget and personnel plan for staffing needs in all departments.
  - C. Review compensation to determine any recommended changes in faculty levels of compensation.
  - D. Assess faculty office space to ensure all faculty have an office on the 2<sup>nd</sup> floor, the condition of office space, furniture, and fixtures, and develop a plan for modifications as appropriate.
- IV. To sustain and strengthen the overall financial stability of the institution.
- A. Continue to operate with an annual balanced budget.
  - B. Continue major capital campaign over the next two years.
  - C. Address the annual fund goal, which is currently negatively affected by the pandemic and the capital campaign. At the conclusion of the campaign, incorporate new campaign donors into the annual giving in order to increase and offset the annual decrease in alumni giving.
- V. To oversee, assess, and plan for all aspects of the institution's building & grounds.
- A. Identify and complete next projects in the facility audit with a five year plan of priorities.
  - B. Implement overall preventative maintenance schedule for equipment and systems in the entire facility.
  - C. Ensure appropriate staff expertise and depth in all key areas of maintenance.
- VI. To ensure that St. Mary's technology systems support its business objectives and strategies and provide for appropriate data security and privacy.
- VII. Form a Technology Committee to lead, plan, and coordinate St. Mary's technology needs to include systems, telecommunication, security, and technology in general.
- VIII. To certify full compliance with federal and state regulations, as well as accrediting agencies.
- A. Review all policies and handbooks applicable to these regulations.
  - B. Ensure that compliance reviews are included in the revised institutional assessment plan.