

Updated January 30, 2016

**Missionary Priests for the New Evangelization:
A Strategic Plan for Excellence**

Put out into the deep. (Luke 5:4)

Introduction

Notre Dame Seminary was established on September 18, 1923 by Archbishop John W. Shaw to form and provide priests for the Church who would be capable of carrying out the mission of the Church in their dioceses and religious communities. The board of trustees, administration, faculty, and staff of Notre Dame Seminary are committed to providing seminarians the resources and programming required in preparing future priests who are competent, effective, joyful, and loving ministers of the Gospel of Jesus Christ. Notre Dame Seminary follows the governing documents on priestly formation namely, norms established by the *Code of Canon Law*, *Pastores Dabo Vobis*, and the *Program of Priestly Formation*.

Mission

From its establishment as a free-standing seminary in 1923 by the Archdiocese of New Orleans, Notre Dame Seminary has as its primary mission the preparation of men for the ministerial priesthood in the Roman Catholic Church. The seminary, through an integrated and balanced program of priestly formation, seeks to prepare competent pastors for the Church in the Spirit of Jesus Christ, the Good Shepherd. Additionally, in order to foster a broader outreach in service to the needs of the local Church, the seminary offers educational and formational opportunities to other applicants.

As a graduate school of theology, the seminary offers those preparing for the priesthood a Master of Divinity degree program of study. A pre-theology program is also offered to prepare seminarians for entry into this graduate theology program. Additional degree programs are offered to applicants seeking to deepen their understanding of the Catholic intellectual tradition for leadership in the Church.

While primarily preparing men to serve as priests in the southern region of the United States, Notre Dame Seminary participates in the missionary activity of the Church by promoting a spirit of mission among its candidates for priesthood and by assisting certain missionary dioceses in other areas of the world.

Community

Like any community, Notre Dame Seminary understands the organic nature of community life and therefore reviews on a regular basis all aspects of community life to determine the viability and credibility of all programs and resources employed to administer the priestly formation program. The Chancellor of Notre Dame Seminary, who is the Archbishop of New Orleans, the board of trustees, the rector/president, and the faculty all discharge their duties and responsibilities accordingly to support the mission of

Notre Dame Seminary. This strategic plan reflects the collaborative efforts of the board of trustees, administration, and faculty of the seminary community who serve the seminarians and other students by providing a formation program of the highest caliber.

Notre Dame Seminary houses the School of Theology and the Pre-Theology Program for seminarians discerning and preparing for priestly ministry. The seminary also houses a Master of Arts Degree in Theology Program, Master of Arts in Pastoral Theology, and the Institute for Lay Ecclesial Ministry (ILEM) to prepare lay people and those in consecrated life for leadership in the Church. Academic formation is also provided for those discerning and preparing for the permanent diaconate.

The Planning Horizon

During Summer 2012, the rector conducted a consultation with all bishops and vocation directors to learn what the strengths and needs are of the seminary. During the Fall 2012, the rector met individually with every seminarian to hear of his needs and concerns. The rector invited every staff and faculty member to also meet with him. The Seminarian Association was also invited to offer their insights.

The rector proposed to the faculty in Fall 2013 a draft strategic plan that reflected what he had heard. The faculty offered their recommendations. The seminary community also had the opportunity to respond to the draft and offer their recommendations.

The rector shared the proposal with the board of trustees in Fall 2013 for their consultation. The academic and priestly formation committees of the board reviewed and recommended the plan be forwarded to the full board for approval during committee meetings in Summer 2014. The board reviewed and voted on the strategic plan on October 16, 2014.

This plan identifies strategic goals, institutional and organizational objectives, timelines, milestones, and measurements applicable to the period of Fall 2014 through Spring 2018.

Strategic Goals:

- 1. Strategic Goal:** Considering the pontificates of Pope Saint John Paul II, Pope Benedict XVI and Pope Francis, and the impact of their pontificates on the ecclesial nature of priestly formation, Notre Dame Seminary will structure the four pillars of priestly formation around the formational vision *Disciples of the Lord: Forming Missionary Priests for the New Evangelization*. Sound pedagogical principles will assure that seminarians have the resources needed for a proper and effective formation experience.
- 2. Strategic Goal:** Notre Dame Seminary will create and sustain a formation curriculum for each class level of seminarians that integrates the four pillars of formation, considering the three priestly promises, thus providing the seminarians a clear direction in their formation, inspired by the new evangelization, considering the social and cultural realities that impact today's seminarian.

3. **Strategic Goal:** Notre Dame Seminary will review all existing handbooks offering recommendations and amendments to reflect current practices and will publish these handbooks for the duration of the current planning horizon.
4. **Strategic Goal:** In order to sustain the spirit of excellence among the faculty and their role as formators of seminarians, Notre Dame Seminary will provide ongoing development opportunities on a regular basis that highlights the competence of the faculty, enables faculty to share their gifts with each other, and confirms their proper role both inside and outside of the classroom as formators of seminarians.
5. **Strategic Goal:** The administration will identify and develop a comprehensive capital maintenance plan that addresses the temporal needs of the community while supporting the mission, vision, goals, and programs of Notre Dame Seminary.
6. **Strategic Goal:** In order to sustain a professional environment of collaboration and collegiality, Notre Dame Seminary will reinforce the governing bodies that have oversight of the priestly formation program.

Operational Imperatives to Achieve Strategic Goals

STRATEGIC GOAL #1: Considering the pontificates of Pope Saint John Paul II, Pope Benedict XVI and Pope Francis, and the impact of their pontificates on the ecclesial nature of priestly formation, Notre Dame Seminary will structure the four pillars of priestly formation around the formational vision *Disciples of the Lord: Forming Missionary Priests for the New Evangelization*. Sound pedagogical principles will assure that seminarians have the resources needed for a proper and effective formation experience.

Operational Imperatives and Implementation

- 1) The Board of Trustees and the administration will review the mission statement annually to ensure that the priestly formation program is compatible with the needs of the Church, the vision of the Holy Father, and new governing documents on priestly formation.

Evidenced: Agenda and Minutes

Timeframe: Spring 2015 and Annually each Spring

Action:

- a) The Board of Trustees approved a revised mission statement in Fall 2014 to reflect the new degree programs which serve the mission of the seminary.
- b) Committees of the Board again review the statement in Fall 2015 to determine if any revisions should be made to the full Board.

- c) The statement will once again be reviewed in Spring 2016 and every Fall meeting of the Board.
- 2) The faculty will review the formational vision and reflect on it annually during the faculty retreat.
 Evidenced: Agenda (Minutes not taken at retreat)
 Timeframe: Summer 2015 and Annually each Summer
 Action:
- a) The rector and the faculty reviewed the formational vision at the Faculty Council meeting August 18, 2015. The rector and faculty will continue to do so every August.
 - b) Members of the faculty are reviewing and revising the formational vision statement in Spring 2016.
 - c) The priestly formation board will review and possible approve the new statement in April 2016.
- 3) The weekly formation conferences, rector's conferences, and days of recollection will be scheduled in a way that reflects unity, cohesion, and an integration of the pillars of formation.
 Evidenced: Published Annual Formation Calendar, Faculty Council Committee Agenda and Minutes, Rector's Report to the Board of Trustees.
 Timeframe: Spring 2015 and Annually each Spring
 Action:
- a) The faculty committees reviewed the formation conferences and days of recollection for 2015-2016. These were provided to the Board at their Fall meeting.
 - b) Members of the faculty are reviewing and revising the conference schedule and topic in Spring 2016 for the 2016-2017 academic year.
 - c) The priestly formation board will review and possible approve the conference schedule for 2016-2017 in April 2016.
- 4) During the annual orientation of new seminarians at the beginning of each academic year, the rector will outline clearly with the seminarians the meaning of the formational vision and how it can contribute to the internal and external formation of the seminarians.
 Evidenced: Orientation Schedule with Agenda of Rector's Orientation Conference
 Timeframe: Fall 2015 and annually each Fall
 Action:
- a) The first rector's conference for Fall 2015 is posted on the website which reviews the formation vision. The rector also conducted a morning reflection, during orientation week on August 20, 2015 with the new seminarians regarding the formational vision of NDS.

- 5) The rector's conferences will be published so that all parties are familiar with the tone, direction, and style of formation that attempts to provide a general integrated overview of priestly formation.

Evidenced: Website

Timeframe: Spring 2015 and Ongoing

Action:

- a) The rector conferences are now posted on the website in order for all interested parties to know the formational direction of NDS.

- 6) An annual formation plan will be designed for seminarians that assist the seminarian in establishing personal goals and objectives he would like to pursue for that upcoming academic year. The formation plan will represent an integrated approach to the four pillars of formation considering the ecclesial formational vision of Notre Dame Seminary.

Evidenced: Formation Plan Template Published in Formation Handbook; Spiritual Life and Human Formation Committees Agenda and Minutes

Timeframe: Implemented for Fall 2015 with Regular Review of Instrument

Action:

- a) The faculty approved the Formation Handbook including the templates on September 8, 2015.
- b) The formation plan template is distributed to the Board at the Fall 2015 meeting and is available to all faculty via the website.
- c) Members of the faculty are reviewing and revising the template in Spring 2016 for the 2016-2017 academic year.
- d) The priestly formation board will review and possibly approve the templates for 2016-2017 in April 2016.

- 7) The pastoral formation program will highlight a key aspect of the new evangelization: the collaboration of non-ordained and ordained in ministry, with opportunities for seminarians to reflect on how this collaboration takes place in their apostolic works.

Evidenced: Scheduled Formation Workshops; Syllabi of Designated Courses; Pastoral Formation Committee Agenda and Minutes

Timeframe: Implemented by Fall 2015 with Regular Review

Action:

- a) The rector approved the schedule of formation workshops which was distributed via website in August 2015. The formation committees of the Priestly Formation Board will review these conferences in Fall 2015 and continuously each year.
- b) The academic dean will identify in which courses this topic will be addressed.
- c) The faculty has approved, with the support of the Board of Trustees, a new pastoral initiative that will partner the pastoral formation program with Saint Rita Church in which seminarians will be assigned to the parish over four to six years thus providing pastoral relationships in

which collaboration is experienced over a sustainable amount of time. The rector formed in February 2016, the “Pastoral Planning Team” of seminarians who are beginning the discernment process teaching them how to discern pastoral needs and planning with the laity.

- d) The priestly formation committee and the academic committee of the Board discussed the pastoral initiative in subsequent meetings in Fall 2015 and both committees again expressed their support.
- e) The director of pastoral formation implemented a new initiative within the annual mission trip in Nicaragua in December 2015 that involved laity working side-by-side with seminarians. Both engaged in both pastoral and theological reflection giving the seminarians the experience of how the lay faithful were expressing the mission of the Church thus giving them a context for their own theological/pastoral development.

- 8) Guidelines will be developed and implemented for the seminarians on the proper use of communication technologies and their appropriate use for pastoral ministry; technologies to be addressed will include the Internet, texting, social networking sites, and others.

Evidenced: Rule of Life; Human Formation Committee Agenda and Minutes

Timeframe: Implemented for Fall 2016

Action:

- a) Three formation workshops are scheduled to be held in Spring 2016 that will introduce these topics to the seminarians, upon which the seminarians will be required to review and reflect with their formation advisors
- b) In conjunction with these workshops, the Human Formation Committee will develop guidelines in Spring 2016 to be implemented in Fall 2016.
- c) A technology committee was created in Fall 2015 by the dean and to address these topics as needed and make recommendations to the priestly formation committee for policy.
- d) At the recommendation of the dean and with approval from the faculty, a new faculty member will be appointed in Summer 2016 who will have oversight of this dimension of formation.

- 9) New faculty members and staff will be given an orientation about the goals and objectives of priestly formation as well as the unique way in which Notre Dame Seminary implements the program.

Evidenced: Agenda of Orientation Day

Timeframe: Fall 2015

Action:

- a) The rector conducts orientation meetings with all new faculty members, as evidenced in the agenda of August 11, 2015, and will be conducted in the future as needed.

- 10)The faculty will work closely with the Seminarian Association to assist them in appropriate self-governance in regards to community living.
Evidenced: SA Committee Agenda/Minutes
Timeframe: Fall 2015
Action:
a) A faculty member is now assigned to each of the SA committees to offer guidance and direction. There is also a seminarian assigned to each faculty council committee. These appointments were confirmed at the faculty council meeting on August 18, 2015 and will be reviewed annually at the first meeting of each Fall.
b) The SA confirmed their appointments to their committees during their August 26, 2015 meeting.
- 11)The creation and implementation of an annual four pillar survey to be completed by the seminarians to measure the success of the integrative approach to the formation program. The formation team will use the results of this survey to identify aspects of the formation program that need to be adjusted or changed.
Evidenced: Published Template in Formation Handbook; Published Results of Survey on Website; Agenda and Minutes of the Priestly Formation Board to Demonstrate How the Data is Being Reviewed
Timeframe: Implemented by Spring 2016
Action:
a) Members of the faculty are developing a template in Spring 2016 for the 2016-2017 academic year.
b) The priestly formation board will review and possibly approve the survey for 2016-2017 in April 2016.
- 12)The committees of the board of trustees will discern how the formational vision of the seminary is being implemented according to the responsibilities that each committee oversees.
Evidenced: Committee Agendas and Minutes
Timeframe: Fall 2016 with Annual Review
Action:
a) Committee meetings will annually review how the formational vision is being implemented at NDS.
- 13)The creation and implementation of an evaluation instrument that allows vocation directors the opportunity to assess the strengths and weaknesses of the priestly formation program, thereby providing the formation team with timely input to correct or confirm aspects of the formation program.
Evidenced: Published Template in Faculty Handbook; Agenda and Minutes of the Priestly Formation Board to Demonstrate How the Data is Being Reviewed
Timeframe: Implemented for use in Spring 2016 with Regular Review
Action:

- a) The Rector will propose an evaluation template to the Priestly Formation Board in the Spring 2016 for implementation in Summer 2016.

Desired Outcomes

- 1) Seminarians will have a clear understanding of the Church's expectations for priestly formation and the way in which Notre Dame Seminary administers the formation program.
- 2) Seminarians will have a clear understanding of the formational vision of Notre Dame Seminary and the ways in which the faculty will be implementing this vision.
- 3) Seminarians will possess a clear understanding about what the Church means by "new evangelization" and the missionary nature of priestly ministry.
- 4) Faculty members will have a unified and coherent understanding of their role and responsibility in forming seminarians thus creating a collegial approach to the collective yet personal ways in which seminarians are being formed.
- 5) The Board of Trustees, working through the committees, will have more involvement in how the formational vision of the seminary is being articulated and supported.
- 6) Diocesan bishops, religious superiors, and vocation directors will not only know how their seminarians are being formed but the unique manner in which Notre Dame Seminary administers the formation program.

STRATEGIC GOAL #2: Notre Dame Seminary will create and sustain a formation curriculum for each class level of seminarians that integrates the four pillars of formation, considering the three priestly promises, thus providing the seminarians a clear direction in their formation, inspired by the new evangelization, considering the social and cultural realities that impact today's seminarian.

Operational Imperatives and Implementation

- 1) The faculty will develop a weekly formation curriculum that corresponds to the seminarian's class level status at Notre Dame Seminary.

Evidenced: Published Formation Curriculum; Posted on Website

Timeframe: Implemented for Fall 2015 with Annual Spring Review by the Priestly Formation Board

Action:

- a) In Spring 2015, the Priestly Formation Board committee approved the formation curriculum for 2015-2016. In Spring 2016, the PFB committee will review and propose a curriculum for 2016-2017.

- 2) The faculty will establish ad-hoc committees among themselves to discern, study, and pray about conference content. The governing documents of priestly formation (i.e. *Pastores Dabo Vobis, Program of Priestly Formation*) will be used as the basis for creating the formation conferences.

Evidenced: Group Listing Published in Faculty Council Minutes

Timeframe: Spring 2016 with Implementation of Curriculum in Fall 2016

Action:

- a) Spring 2016, faculty ad hoc committees will be established for each class level to review and propose formation conferences for 2016-2017.

- b) The formation committee will then review and discern conference content every Spring for the following year.

- 3) Faculty members and outside presenters will be assigned to deliver the conferences based on their competencies.

Evidenced: Published Formation Curriculum with Presenters

Timeframe: Fall 2015

Action:

- a) The rector provided the Board in Fall 2015 the formation curriculum for the 2015-2016 year.

- 4) Formational questions and topics will accompany each conference for use by the seminarian in order to assist the seminarian in formation advising and spiritual direction.

Evidenced: Published Formation Curriculum

Timeframe: Fall 2016

Action:

- a) In Spring 2016, the faculty ad hoc committees will develop questions that will accompany the conferences that can be used for personal reflection and/or discussion with their formation advisor or spiritual director.

- 5) The formation conference schedule will be published and distributed to the seminarians in the Fall of each year.

Evidenced: Copies Filed with Registrar

Timeframe: Fall 2015

Action:

- a) A conference schedule is published on the website for access by all seminarians which began in August 2015.

- 6) The formation conference handbook will be reviewed each Spring by the formation faculty to evaluate and review the conference content and schedule to determine the usefulness of each conference.

Evidenced: Priestly Formation Board Agenda/Minutes

Timeframe: Spring 2016 and Annually each Spring

Action:

- a) The formation committee of the Priestly Formation Board will review all scheduled conferences.

Desired Outcomes

- 1) Seminarians will have a clear direction on how to address formation topics in formation advising and spiritual direction as a result of a published formation conference handbook.
- 2) Seminarians will receive a formation that is deliberate and planned according to the state of their discernment.
- 3) The seminarian will be able to measure the progress of his formation based on what the Church expects of seminarians at the particular class level he has achieved.
- 4) The formation conferences will be designed to give the seminarian clearly articulated expectations about priestly pastoral ministry in today's society and the practical implications of the new evangelization.
- 5) The formation conferences will be designed as another tool that assists the seminarians to understand the Church's expectations of each priestly promise taken at ordination.
- 6) All faculty members will contribute to the formation of seminarians, thus highlighting the vocation of faculty members to the seminarians.

STRATEGIC GOAL #3: Notre Dame Seminary will review all existing handbooks, offering recommendations and amendments to reflect current practices and will publish these handbooks for the duration of the current planning horizon.

Operational Imperatives and Implementation

- 1) The Formation Handbook will be reviewed by the faculty and updated to reflect current practices.

Evidenced: Priestly Formation Board and Faculty Council Agenda and Minutes

Timeframe: Spring 2016 to be Approved

Action:

- a) The Formation Handbook was approved by the faculty at the Faculty Council meeting held September 8, 2015. The Priestly Formation Board approved the handbook at its September 24, 2015 meeting.

- 2) The Rule of Life will be reviewed by the faculty and updated to reflect current practices.
Evidenced: Priestly Formation Board Agenda and Minutes; Human Formation Committee Agenda and Minutes
Timeframe: Spring 2016 to be Approved
Action:
 - a) The Human Formation Committee will review and finalize the Rule of Life in Fall 2015; the Priestly Formation Board will approve the Rule of Life in Spring 2016.

- 3) The Academic Catalog will be reviewed by the faculty and updated to reflect current practices.
Evidenced: Academic Affairs Committee and Faculty Council Agenda and Minutes
Timeframe: Spring 2015 to be Approved
Action:
 - a) The academic catalog was approved by Faculty Council at the September 29, 2015 meeting.

- 4) The Faculty Handbook will be reviewed by the faculty and updated to reflect current practices.
Evidenced: Faculty Council Agenda and Minutes
Timeframe: Spring 2016 to be Approved
Action:
 - a) The faculty approved the Faculty Handbook at the September 29, 2015 Faculty Council meeting.

- 5) An Employee Personnel Handbook will be created to list all policies and job descriptions for the staff.
Evidenced: Administrative Board Agenda and Minutes
Timeframe: Implemented for Fall 2015
Action:
 - a) The administrative board is continuing to revise the personnel handbook.

- 6) The *horarium* will be reviewed and revised to provide consistency and regularity to the daily schedule.
Evidenced: Priestly Formation Board Agenda and Minutes
Timeframe: Spring 2015

Action:
 - a) The rector reviewed and published the *horarium*, which is posted on the website.

- 7) Formation instruments will be developed for use by the formation advisor and seminarian, and by the spiritual director and seminarian, so that a more personalized approach to formation is provided to each seminarian, while maintaining consistency within each class level of seminarians.

Evidenced: Spiritual Formation Committee and Priestly Formation Board
Agenda and Minutes

Timeframe: Spring 2015

Action:

- a) All formation instruments are published on the website and will be reviewed in Spring 2016 for potential ongoing revisions.

- 8) The yearly calendar will be revised to optimize time for evaluation interviews, surveys, and the formator and advisee review of formation reports.

Evidenced: Priestly Formation Board Agenda and Minutes

Timeframe: Spring 2015 and Annually each Spring

Action:

- a) A calendar has been created and shared with key administrators, and is published on the website to provide real-time accessibility.

- 9) The administration will (a) develop materials that promote the curricula of the philosophy and theology programs; (b) maintain an effective website that regularly communicates the programming and events of Notre Dame Seminary; (c) publish newsletters for alumni, vocation directors, and benefactors that promotes how the seminary is administering the formation program.

Evidenced: Published Materials Accessed on Website

Timeframe: Fall 2015 and Ongoing

Action:

- a) The website has been updated with current events and matters related to the formation program. This imperative will be reviewed regularly and the website will continue to be updated.

- b) A newsletter has now been published and will be published twice a year. A newsletter was published in Fall 2014 and in Spring 2015. These newsletters were published and mailed to vocation directors, bishops, alumni, and benefactors. Newsletters will also be published in Fall 2015 and in Spring 2016.

- c) A brochure was published in Spring 2015 promoting the B.Phil. and M.A. degrees in philosophy. This was mailed to every bishop in the United States as well as to our sending vocation directors. This resource will be used within this planning horizon to promote the pre-theology program.

- d) A brochure will be published in 2015 to promote the ESL training program.

10) The committees of the board of trustees will review and evaluate the handbooks accordingly.

Evidenced: Committee Board Meeting Agendas and Minutes

Timeframe: Summer 2015 and then Annually each Spring

Desired Outcomes

- 1) *Horarium*, yearly calendar, formation conference schedules, handbooks, and evaluation materials will be revised and implemented during the second year of the strategic planning process. An annual review by the faculty and administration as well as the consultative seminarians' committees will be conducted so that further revisions continue to reflect the Church's vision of priestly formation.
- 2) Seminarians will enjoy a proper rhythm to their prayer life, studies, and community living with a well-ordered *horarium*. The faculty will demonstrate that the *horarium* has been reviewed each year and revised as necessary.
- 3) The yearly calendar, published and distributed in the first week of formation each year, will allow seminarians to manage their time in order to complete various evaluative and survey instruments in a more timely fashion.
- 4) Constituents will have familiarity with the programs of Notre Dame Seminary due to effective communication practices by the administration of the seminary.

STRATEGIC GOAL #4: In order to sustain the spirit of excellence among the faculty and their role as formators of seminarians, Notre Dame Seminary will provide ongoing development opportunities on a regular basis that highlights the competence of the faculty, enables faculty to share their gifts with each other, and confirms their proper role both inside and outside of the classroom as formators of seminarians.

Operational Imperatives and Implementation

- 1) The faculty will participate in an annual retreat prior to the start of the academic year to consider a spiritual theme that reflects the collaborative role of faculty members in the formation of seminarians both in and outside of the classroom. The academic dean and spiritual director will propose themes to the faculty.

Evidenced: Faculty Council Agenda and Minutes

Timeframe: Spring 2015 Faculty Council/Retreat in Summer 2015

Action:

- a) The annual retreat was held August 13, 2015. The theme was *Intellectual Formation and the Life of Personal Conversion of Faculty and Formators*.

- 2) The faculty will meet three times each semester to participate in seminars in which faculty members offer presentations regarding some aspect of priestly formation. Faculty members can then discuss the presentation and the implications of the presentation on their role as formators. At the start of each academic year, the academic dean and rector will propose a schedule of seminars whose topics flow from one to the next.

Evidenced: Scheduled on Seminary Calendar; Faculty Council Minutes

Timeframe: Implemented in Fall 2015

Action:

- a) Faculty seminars are scheduled for September 29, 2015 with Dr. Brant Pitre presenting; October 20, 2015 with Mr. Kevin Redmann presenting; and November 17, 2015 with Fr. Jeffrey Montz presenting.

- 3) Faculty members will be encouraged to participate in professional workshops and presentations on a regular basis that support the competencies of individual professors. The rector will consult with the board finance committee to identify financial resources that enable ongoing faculty development.

Evidenced: Annual Budget Line Item

Timeframe: Budget Approval by Board in Spring 2015 for 2015-2016 Fiscal Year with Annual Spring Approval for Next Fiscal Year

Action:

- a) The Rector maintains record of annual faculty participation in professional workshops and presentations
- b) The Academic Dean has implemented a remuneration form for upcoming conferences.
- c) Two professors were on sabbatical in Spring 2015 with another professor making application in 2015-2016 for a future sabbatical.
- d) The Board of Trustees receive a report from the Rector at the Spring meeting that lists the development of each faculty member.

- 4) The faculty will be asked to arrive at a consensus regarding publishing expectations or an equivalency for each faculty member.

Evidenced: Discussions at Faculty Council (Minutes); Faculty Handbook

Timeframe: Implementation in Fall 2016

Action:

- a) An ad hoc committee will be established in Spring 2016 to review this matter.

- 5) The faculty will review annually the curriculum and the resources to support the curriculum, i.e. number of faculty members, number of electives.

Evidenced: Faculty Council Minutes from Department Reports

Timeframe: Implementation Spring 2015, Ongoing

Action:

- a) In September 2015, the Academic Dean convened and chaired an ad hoc committee to examine faculty workloads and other related issues.
 - b) A needs assessment document was produced by the Dean after consultation with members of the faculty. The rector and the chancellor reviewed the document and determined a need for a new faculty position to assist with various areas of the formation program.
 - c) The academic committee and priestly formation committee of the Board of Trustees reviewed the document and supported the creation of a new faculty position.
 - d) The new position will be in place by July 1, 2016.
- 6) The academic dean will work more closely with teaching faculty to provide more timely and constructive feedback resulting from course surveys.
Evidenced: Faculty Council Minutes (Dean's Update)
Timeframe: Implementation Spring 2015, Ongoing
Action:
- a) At the completion of every semester, the Dean meets with faculty members individually to review the results, offer constructive feedback, and propose changes to be made to improve instructional excellence in the classroom and integration with the overall program of priestly formation.
- 7) The board of trustees and the rector will propose a long term plan to anticipate the need for new faculty members. This plan will be reviewed annually to determine its accuracy and the needs of the faculty.
Evidenced: Rector's Report to Board (contained within Board Minutes);
Agenda of Rector/Chancellor Meeting in Fall 2015
Timeframe: Spring 2016 Board Meeting Approval of Budget to Include Priest Formator and New Faculty Member for Pastoral Formation
Action:
- a) As a result of the needs assessment report by the dean in Fall 2015, the faculty approved a new faculty position to assist with pastoral formation.
 - b) The rector meets regularly with the chancellor to review and address faculty and personnel needs. As a result of these meetings, the chancellor confirmed the need of another priest formator starting in Summer 2016 and a new faculty position to also start in Summer 2016.
 - c) The chancellor assigned a priest from the archdiocese to graduate studies to earn a D.Min. in Summer 2015 for a future appointment on the faculty when the need arises.

- 8) The faculty will develop evaluation instruments and processes in which faculty members have the opportunity to evaluate each other as well as the staff and administration of the seminary.

Evidenced: Published Templates in Faculty Handbook

Timeframe: Implemented in Spring 2016, Ongoing

Action:

- a) The Academic Dean and Director of Institutional Effectiveness have created evaluation instruments and implemented a process in Spring 2015.

- 9) The board of trustees will review annually the salary structures for faculty to confirm the competitiveness of salaries.

Evidenced: Approved Annual Budget; Chancellor's Signature for Extended Contracts

Timeframe: Implemented by Fall 2015

Action:

- a) The Board of Trustees' Finance Committee approves the annual budget which includes all faculty salaries.

Desired Outcomes

- 1) The faculty will have the opportunity to support and engage one another as colleagues and to appreciate the competency of each faculty member.
- 2) Faculty members will have a clearer and stronger understanding of their role as formators of seminarians.
- 3) Faculty members will be supported in their efforts to maintain professional development in their field of specialization.
- 4) With evaluation and assessment processes in place, the faculty will have feedback that is given in a professional, charitable manner in which they feel support as well as opportunities to grow in their responsibilities.
- 5) The board will have a stronger understanding of the faculty and faculty needs with information and reports given by the administration.

STRATEGIC GOAL #5: The administration will identify and develop a comprehensive capital maintenance plan that addresses the temporal needs of the community while supporting the mission, vision, goals, and programs of Notre Dame Seminary.

Operational Imperatives and Implementation

- 1) The administration will develop, maintain, and implement a capital projects program within this strategic planning period that assures the physical plant can

accommodate increased enrollment and provide a quality environment for priestly formation.

Evidenced: Published Program on Website

Timeframe: Fall 2015, Reviewed Annually

Action:

- a) The Administrative Board has approved a capital projects program that is continuously reviewed and updated.

- 2) Particular capital projects will be recommended annually to the board of trustees through the finance committee.

Evidenced: Finance Committee Minutes; Approved Budget

Timeframe: Spring 2015 and Annually

Action:

- a) The finance committee reviewed the 2015-2016 budget and proposes the trustees accept the proposed budget which includes monies for modest upgrades.

- b) The rector will report to the Board further in Fall 2015 regarding the status of the St. Joseph Hall renovation project.

- 3) The rector will implement the practice of presenting the approved budget for the upcoming year to the seminary community in order to inform all parties of advancements being made to the campus and operations.

Evidenced: Published Rector's Conference on Website

Timeframe: Fall 2015, Annual Fall Presentation

Action:

- a) The rector reviewed with the seminarians in Spring 2015 the budget for the renovation of Saint Joseph Hall during the SA meeting on February 23, 2015. The SA minutes reflect the rector's report.

- b) The rector will provide an updated budget review to the Seminarian Association.

- 4) The budget for each year, after being approved by the board of trustees, will be reviewed with faculty at their May meeting. It will also be presented to the staff at their first meeting after its approval. The presentation will include the identification of capital projects approved by the board of trustees for the upcoming year.

Evidenced: Faculty Council Minutes and Administrative Board Minutes

Timeframe: Spring 2015, Annual Spring Meeting

Action:

- a) The rector reviewed the updated budget with the faculty council on September 29, 2015.

- b) The rector will provide the faculty with the proposed 2016-2017 budget in Spring 2016.
- 5) The development office will demonstrate increased projects and advancement activities in light of additional staff. The development office will present a four-year activities plan that will be reviewed by the administrative board and the finance committee of the board of trustees.
- Evidenced: Minutes for Administrative Board, Finance Committee
Timeframe: Spring 2016, Annual Spring Review
- 6) The development office will increase the number of database constituents, thereby expanding the potential donor base for development initiatives.

Evidenced: Report to Administrative Board
Timeframe: Spring 2016, Annual Review

Desired Outcomes

- 1) The campus and facilities of Notre Dame Seminary will have in place a plan that responds to the capital needs of the seminary in an organized, methodical manner.
- 2) With a plan in place, the seminary community will have a shared understanding of how the resources are being committed to the future of the seminary.
- 3) Dioceses will have an understanding of the commitment the administration has to improving and upgrading the facilities of the seminary.
- 4) Benefactors will have an understanding of how their future gifts will be used for campus improvements.

STRATEGIC GOAL #6: In order to sustain a professional environment of collaboration and collegiality, Notre Dame Seminary will reinforce the governing bodies that have oversight of the priestly formation program.

Operational Imperatives and Implementation

- 1) The rector will establish within the first year of the planning horizon an administrative board that shall consist of all those with duties associated with the temporal oversight of Notre Dame Seminary and will convene this board on a regular basis to review all matters associated with facilities, development, and other related operations.

Evidenced: Agenda and Minutes of the Administrative Board
Timeframe: Implemented Fall 2014

Action:

- a) The rector convenes the Administrative Board meetings several times each semester as evidenced in meeting minutes.
- 2) The rector will establish within the first year of the planning horizon the priestly formation board that shall consist of all those who serve as directors of departments that oversee the formation program and will convene this board on a regular basis to review all matters associated with the formation program.
 Evidenced: Agenda and Minutes of the Priestly Formation Board
 Timeframe: Implemented Fall 2014
 Action:
 - a) The rector convenes the Pastoral Formation Board meetings several times each semester as evidenced in meeting minutes.
- 3) The rector will continue to convene the faculty council that consists of all full-time faculty members to address all matters related to the academic formation program, the curriculum, faculty development, the degree programs, and matters generally related to seminarians.
 Evidenced: Agenda and Minutes of the Faculty Council
 Timeframe: Implemented Fall 2014
 Action:
 - a) The rector convenes the Faculty Council meetings several times each semester as evidenced in meeting minutes
- 4) The rector will establish within the first year of the planning horizon the formation advisors committee that shall consist of all priests who serve as formation advisors and will convene this committee on a regular basis to review individual seminarians, address formation concerns regarding seminarians, prepare evaluation reports for seminarians, and prepare to evaluate seminarians with vocation directors, religious superiors, and bishops.
 Evidenced: Agenda and Minutes of the Priestly Formation Board
 Timeframe: Implemented Fall 2014
 Action:
 - a) The rector convenes the Pastoral Formation Board meetings several times each semester as evidenced in the calendar.

Desired Outcomes

- 1) The administrative staff will have shared interest in the governance of Notre Dame Seminary with a consultative process that addresses matters related to the staff, thus providing collegiality.
- 2) The directors of the various departments that oversee priestly formation will have shared interest in the governance of Notre Dame Seminary with a consultative process that addresses matters related to their responsibilities in the formation program, thus providing collegiality.

- 3) The faculty council will focus their attention, time and efforts on their role as formators of seminarians and will continue addressing matters related to the academic formation program.
- 4) The priests who serve as formation advisors will have a venue to address the progress of individual seminarians in a professional and confidential manner, which will then provide seminarians with accurate and clear feedback assisting the seminarians in their discernment and formation.