

Forming Priests Configured to the Heart of Jesus the Good Shepherd

Notre Dame Seminary seeks to form seminarians to be effective pastors who are deeply rooted in Christ, affectively mature, intellectually equipped, and pastorally sensitive. Guided by the wisdom of the Church in the writings of the recent popes, we commit to forming seminarians who will lead and serve the people of God with a Christ-like heart, with a mind grounded in truth, and with a spirit of compassion, attuned to the needs of God's people.

Introduction

Notre Dame Seminary was established on September 18, 1923, by Archbishop John W. Shaw to form and provide the Church with priests 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, 6th ed.* In addition, degree programs are offered to lay students seeking to deepen their understanding of the Catholic intellectual tradition for leadership in the Church.

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 formation 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 pastors for the Church who are configured to 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 the lay faithful to prepare them for ecclesial leadership.

While primarily forming 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 lay leadership and by assisting certain missionary dioceses in other areas of the world.

Rev. Spring 2024

Community

Like any community, Notre Dame Seminary understands the organic nature of community life and therefore discerns 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 students by providing a formation program of the highest caliber.

The first stage of formation at Notre Dame Seminary begins with The Program for Propaedeutic Formation, which aims to provide new seminarians with an intentional period of discernment to enter into a “new way of life by developing a life of prayer, study, fraternity, and appropriate docility to formation.” (*PPF*, no. 120). This newly created stage of priestly formation “seeks to provide seminarians with the basic groundwork they need to engage in priestly formation.” (*PPF*, no. 119)

Notre Dame Seminary houses the School of Theology, the Master of Divinity degree program, and two pre-theology programs for seminarians discerning and preparing for priestly ministry; the Bachelor of Philosophy (Philosophy for Theological Studies); and, the Master of Arts (Philosophy for Theological Studies) degree programs. The seminary also houses a Master of Arts (Theological Studies) Degree Program, a Master of Arts in Pastoral Leadership degree program, and the Institute for Lay Ecclesial Ministry 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 in the Archdiocese of New Orleans.

The Planning Horizon

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| Fall 2023 | Send surveys to all bishops, vocation directors and alumni, faculty, staff, and seminarians to learn the strengths, weaknesses, and needs of the seminary |
| Fall 2023 | The steering committee will compile the survey results and create a committee structure to develop goals to meet the needs identified through this process |
| Spring 2024 | Committees will meet and share their findings with the faculty council, the priestly formation board, and the academic board, as needed |
| Summer 2024 | A draft strategic plan (goals and operational imperatives) will be created |
| Fall 2024 | The draft strategic plan will be edited and voted upon by NDS committees |
| Fall 2024 | The strategic plan will be submitted to the board of trustees for approval |
| Fall 2024 | Once approved by the board of trustees, the NDS Strategic Plan will be put in place for the Fall 2024 – Spring 2029 academic years |

Steering Committee

The Strategic Plan Steering Committee has reviewed and analyzed data gathered from the surveys that were distributed to members of the NDS community in the following categories: alumni; Board of Trustees members; faculty; lay students; administration and staff; pastors; Supervisors of Field Experiences; seminarians; and Vocation Directors. Using conclusions drawn from this data, previous survey data, and data from institutional effectiveness processes, the committee created a structure for the strategic plan goals which will provide the direction for the next five years. The strategic goals are divided into three broad categories: Formation; Temporalities; and, Student

Services. Each of these categories are further divided into areas in which goals will be written by committees that will represent each area included in the plan.

It is important to note that this Strategic Plan is not a static document. Rather, NDS will continue to review and update the plan as needed to conform to the 6th edition of the *Program of Priestly Formation*.

NDS Strategic Goals Fall 2024 – Spring 2029

A. Formation

1. Strategic Goal: Human Formation

The human formation of men for the priesthood aims to foster the integral human development of seminarians, ensuring they grow into mature, well-balanced, and emotionally healthy priests, who are capable of deep relationships with God and others, in accordance with the guidelines of the *Program of Priestly Formation* (6th Edition). To achieve this, the Human Formation Committee will delineate thresholds and their benchmarks for the human formation expectations of seminarians at different levels of formation in the areas of (1) cultivating personal maturity, (2) strengthening relational capacities, (3) promoting physical wellness, (4) encouraging the development of virtue, and (5) preparing seminarians for servant leadership.

2. Strategic Goal: Spiritual Formation

To foster deep spiritual maturity in seminarians through a holistic approach that integrates the human, intellectual, and pastoral dimensions of formation, ensuring they develop into men of prayer, discernment, and service. Central to this goal is the cultivation of lifelong habits of prayer, self-reflection, and discernment, enabling them to serve with humility, compassion, and a missionary spirit. Through a greater collaboration between all formators and members of the Seminary Community (clergy, lay, staff or volunteer, and including adjunct spiritual directors and Spiritual Life Committee), and a focus on inner transformation, the seminarians will be equipped to continue their spiritual journey after ordination, ensuring a lifelong commitment to personal holiness and effective pastoral ministry.

3. Strategic Goal: Intellectual Formation

“Disciples are learners” (*PPF* 263) In the different stages of formation, NDS hopes to form lifelong learners. This will be accomplished through focusing on the following imperatives: (1) increasing love of learning; (2) overcoming obstacles; (3) developing good study habits; (4) growing in teachability; (5) incorporating the pastoral dimension; (6) promoting broad-mindedness; and (7) promoting lifelong learning and continuing education.

4. Strategic Goal: Pastoral Formation

Enhance Pastoral Formation to provide development of the seminarians for priestly ministry through the following: (1) align faculty evaluations in pastoral formation; (2) revise evaluation materials; (3) develop targeted formation advising; (4) enhance supervisor training; and, (5) improve communication channels.

5. Strategic Goal: Leadership Formation

Prepare our seminarians to lead as pastors through enhanced efforts to identify and foster each man's personal leadership strengths and to develop a higher level of competency in the managerial, interpersonal, conflict management skills, administrative, financial skills needed for parish administration.

B. Academics

1. Strategic Goal: Lay Programs and Offerings

Evaluate the lay programs and offerings to ensure that these curricular and programmatic offerings are financially feasible, intellectually sound, broad-based, and meeting the needs of the laity for the Archdiocese of New Orleans and sending dioceses.

C. Temporalities

1. Strategic Goal: Finances

Update financial planning to incorporate long-term budget and forecasting models. Collaborate with Department Directors to identify goals and develop a financial plan to incorporate those goals.

2. Strategic Goal: Development

The Development Office will expand the seminary's fundraising efforts beyond event-based fundraising, to include: an additional annual appeal branded as the Easter Fundraising Appeal; a planned giving initiative; a recurring gift program aimed at increasing monthly donors; care and cultivation of all donors focusing on alumni and qualifying donors with capacity for major gifts; and, soliciting major gifts. The office will continue to provide a high-quality biannual printed newsletter and monthly e-blasts, provide effective event fundraisers, and maintain an up-to-date alumni and donor database.

D. Student Services

1. Strategic Goal: Student Services

The Director of Institutional Effectiveness will coordinate the evaluation of all aspects of student services at NDS to include: a review of administrative services; all areas of formational services; and, student support services.

2. Strategic Goal: Hispanic Ministry

The Coordinator of Pastoral Formation will work to revise the Hispanic Ministry Program at NDS to ensure that seminarians are fully prepared for priestly ministry within Hispanic culture and are proficient in the Spanish language. The following four goals have been created to accomplish this goal: (1) Provide a series of workshops focused on the challenges of the evangelization of Hispanic ministry; (2) Double the number of Hispanic pastoral field experiences available; (3) Improve and monitor the acquisition of Spanish language fluency; and, (4) Ensure that all seminarians who have participated in the Spanish acquisition program are capable of pronouncing and understanding the liturgical rites for priestly ministry in Spanish.

Forming Priests Configured to the Heart of Jesus the Good Shepherd

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Strategic Goals

A. Formation

1. Strategic Goal: Human Formation

The human formation of men for the priesthood aims to foster the integral human development of seminarians, ensuring they grow into mature, well-balanced, and emotionally healthy priests, who are capable of deep relationships with God and others, in accordance with the guidelines of the *Program of Priestly Formation* (6th Edition). To achieve this, the Human Formation Committee will delineate thresholds and their benchmarks for the human formation expectations of seminarians at different levels of formation in the areas of (1) cultivating personal maturity, (2) strengthening relational capacities, (3) promoting physical wellness, (4) encouraging the development of virtue, and (5) preparing seminarians for servant leadership.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Empower the Human Formation Committee to delineate Human Formation thresholds and benchmarks for seminarians at all levels of formation.	1. Thresholds and Benchmarks for each stage of formation. 2. Assessments for each stage of formation.	Fall 2024	Current <i>PPF</i>	Coordinator of Human Formation, Human Formation Committee
Propaedeutic: To lay a foundational framework for Propaedeutic Seminarians that fosters self-awareness, relational skills, and self-discipline.	1. Seminarians will develop a written, personal plan for his day-to-day life, including	Fall 2024	Current <i>PPF</i>	Coordinator of Human Formation/ Coordinator of Propaedeutic Stage

	study time, prayer, relationship building, and exercise.			
Discipleship: To foster seminarians in the Discipleship Stage to increase self-awareness and pastoral correction by intentionally encouraging one another.	1. Schedule of group processing meetings for the facilitation of interpersonal relationships and fraternal correction.	Fall 2024 – Fall 2029	Current <i>PPF</i>	Faculty to facilitate group processing meetings
Configuration: To foster seminarians in the Configuration Stage to develop a deep conformity to Christ through self-donation, affective maturity, and pastoral leadership.	1. Completed seminarian self-evaluations to assess their own maturity and ability to lead and teach others.	Spring 2025 – Spring 2029	Current <i>PPF</i>	Coordinator of Human Formation
Vocational Synthesis: To assist those in the Vocational Synthesis stage to grow in freedom and self-confidence.	1. Schedule of workshops and exercises on faculty in ministry.	Spring 2025 – Spring 2029	Current <i>PPF</i>	Coordinator of Human Formation, Coordinator of Vocational Synthesis

2. Strategic Goal: Spiritual Formation

To foster deep spiritual maturity in seminarians through a holistic approach that integrates the human, intellectual, and pastoral dimensions of formation, ensuring they develop into men of prayer, discernment, and service. Central to this goal is the cultivation of lifelong habits of prayer, self-reflection, and discernment, enabling them to serve with humility, compassion, and a missionary spirit. Through a greater collaboration between all formators and members of the Seminary Community (clergy, lay, staff or volunteer, and including adjunct spiritual directors and Spiritual Life Committee), and a focus on inner transformation, the seminarians will be equipped to continue their spiritual journey after ordination, ensuring a lifelong commitment to personal holiness and effective pastoral ministry.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Schedule follow-up sessions for 2025-26 after Orientation Week in August 2025 to ensure that everyone in the Seminary Community, along with any external support (clergy or lay), understands the benchmarks and criteria for spiritual formation.	List of Meetings	Summer 2025	None needed	Coordinator of Spiritual Formation
Increase the unique contribution and perspective of the laity (staff and volunteer, men & women) in assessing the effectiveness of Spiritual Formation resources & expectations, e.g. as members of the Spiritual Formation Committee or other adjunct committees, as helpful.	List of Committees showing members of the laity	Fall 2025	None needed	Coordinator of Spiritual Formation, Spiritual Life Committee
Work with the Spiritual Formation Committee to develop spiritual formation benchmarks by which to evaluate the seminarians' readiness to advance to the next stage of formation. Determine the formation needed to overcome significant deficiencies to reach the minimal goals beyond the academic.	1. List of benchmarks in each area of formation 2. List of formation activities needed to overcome deficiencies for each benchmark	Fall 2025 – Spring 2026	None needed	Coordinator of Spiritual Formation, Spiritual Life Committee
Periodically collect feedback from both seminarians and all involved in formation (clergy or lay) as to the effectiveness of all Spiritual Resources and Expectations -- ie, the Spiritual Rule of Life, Formation Benchmarks, Formation retreats or events	Survey Feedback	Spring 2025 - Spring 2028	None needed	Spiritual Life Committee and Coordinator of Spiritual Formation

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3. Strategic Goal: Intellectual Formation

“Disciples are learners” (PPF 263) In the different stages of formation, NDS hopes to form lifelong learners. This will be accomplished through focusing on the following imperatives: (1) increasing love of learning; (2) overcoming obstacles; (3) developing good study habits; (4) growing in teachability; (5) incorporating the pastoral dimension; (6) promoting broad-mindedness; and (7) promoting lifelong learning and continuing education.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Propaedeutic - Each year, seminarians will participate in a structured program which includes a minimum of four discussion sessions and at least two workshops of both small group discussions and workshops focused on introductory readings in Scripture, Spiritual Theology, and Theology, and designed to foster a love of learning.	1. Post-session 2. Surveys, 3. Formation evaluations, 4. final group reflections	Fall 2024 – Spring 2029	Workshop stipends	Coordinator of Intellectual Formation, Coordinator of Propaedeutic Stage
Propaedeutic - Overcoming Obstacles: Throughout each semester, all seminarians will participate in weekly group processing meetings facilitated by the in-house counselor designed to help them address issues and overcome obstacles such as anxiety, perfectionism, and related challenges.	1. Pre and Post self-reported assessments 2. Mentor feedback 3. Counselor’s evaluations of seminarians’ development in these areas	Spring 2025	None needed	Coordinator of Propaedeutic Stage, In-house Counselor
Discipleship – During the Fall semester, seminarians will create and follow a personalized study schedule that includes dedicated time for both coursework and skill development using	1. Mentor feedback,	Fall 2024 - Spring 2025	Workshop Stipend	Coordinator of Intellectual Formation, Coordinator of

Google Suite. In the Spring semester, seminarians will complete a workshop on effective study techniques, including note-taking, active reading, and memory retention strategies with the goal of increasing their ability to engage deeply with theological texts and materials. Mentor will monitor the seminarians to ensure effective time management and academic productivity.	2. Self-assessment surveys, 2. Practical application in coursework, 3. Google Suite proficiency score of 80% or higher.			Discipleship Formation, Director of OASIS Mentors
Discipleship - Growing in Teachability: Throughout the semester, seminarians will attend at least two formation conferences focused on fostering mutual respect and overcoming suspicion.	Seminarian feedback on survey	Fall 2025 – Spring 2026	None needed	Coordinators of Intellectual Formation and Discipleship Formation
Configuration - Professors will attend a seminar on how to include components like case studies, pastoral counseling scenarios, or community engagement projects, in their courses that would ensure that seminarians connect theological concepts with practical pastoral applications.	1. Scheduled seminar 2. Feedback from professors	Fall 2025 - Spring 2026	None needed	Coordinator of Intellectual Formation
Configuration - Broad-Mindedness: The Director of Intellectual Formation, along with a guest lecturer representing various theological schools, will offer discussion groups focusing on diverse theological articles for the seminarians to attend.	Participation and follow-up essays which articulate diverse viewpoints and reflect on how these perspectives have broadened their theological understanding.	Fall 2026 – Spring 2027	None needed	Coordinator of Intellectual Formation

4. Strategic Goal: Pastoral Formation

Enhance Pastoral Formation to provide development of the seminarians for priestly ministry through the following: (1) align faculty evaluations in pastoral formation; (2) revise evaluation materials; (3) develop targeted formation advising; (4) enhance supervisor training; and, (5) improve communication channels.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Review and update pastoral section of seminarian evaluation to align with the current standards outlined in the <i>PPF</i> , 6th Edition.	Seminarian Evaluations aligned with <i>PPF</i>	Fall 2024 - Spring 2025	None needed	Coordinator of Pastoral Formation, Pastoral Formation Committee
Tailor evaluation materials to be specific for each type of pastoral assignment, ensuring that assessments are relevant and precise.	Revised Evaluation Materials	Spring 2025 - Spring 2026	None needed	Coordinator of Pastoral Formation, Pastoral Formation Committee
Create specific questions and discussion topics for formation advising, customized to address the unique aspects of each pastoral assignment.	Targeted Formation Advising Topics	Fall 2025 - Spring 2026	None needed	Coordinator of Pastoral Formation, Pastoral Formation Committee
Provide comprehensive training for supervisors of pastoral assignments to deliver constructive and effective feedback.	Supervisor Training agendas	Fall 2026 - Spring 2027	None needed	Coordinator of Pastoral Formation
Strengthen the communication between supervisors and the Coordinator of Pastoral Formation to ensure a cohesive understanding and continual development of the seminarians' growth.	Improved Communication Channels	Fall 2026 - Spring 2027	None needed	Coordinator of Pastoral Formation, Administrative Assistant for Pastoral Formation

5. Strategic Goal: Leadership Formation

Prepare our seminarians to lead as pastors through enhanced efforts to identify and foster each man’s personal leadership strengths and to develop a higher level of competency in the managerial, interpersonal, conflict management skills, administrative, financial skills needed for parish administration.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Increase opportunities for seminarians to practice and develop leadership skills within pastoral settings.	List of leadership practice opportunities	Spring 2025 - Spring 2029	None needed	Coordinator of Pastoral Formation
Evaluate effectiveness of the Leadership Training Modules.	Data from survey following the Leadership Training Workshops.	October 2024	Stipends for training workshops (\$2500.00 each)	Coordinators of Pastoral Formation and Human Formation
Provide Follow-up Discussion and Implementation Opportunities following Leadership Training Modules.	Further discussion and follow-up development in leadership at each stage of formation.	Spring 2025-Spring 2029	None needed	Formators from each stage of formation/ Formation Advisors

B. Academics

1. Strategic Goal: Lay Programs and Offerings

Evaluate the lay programs and offerings to ensure that these curricular and programmatic offerings are financially feasible, intellectually sound, broad-based, and meeting the needs of the laity for the Archdiocese of New Orleans and sending dioceses.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Work with the Business Office and the Chief Financial Officer to determine the financial feasibility of the lay programs.	Completed financial report	Fall 2024	None needed	Director of Lay Programs, CFO, Director of Finance

Review and update curricular and programmatic offerings to determine academic rigor and appropriateness of course availability to different student populations.	Updated curricula	Spring 2025	None needed	Director and Associate Director of Lay Programs
Survey alumni, parish offices, church parishes and diocesan schools to determine the needs of the laity in growing in faith formation.	Survey data	Beginning Fall 2024	Electronic surveys	Director and Associate Director of Lay Programs
Use survey data and feedback to review and update lay programs as needed.	Updated course offerings	Fall 2025 – Spring 2029	None needed	Director and Associate Director of Lay Programs

C. Temporalities

1. Strategic Goal: Finances

Update financial planning to incorporate long-term budget and forecasting models. Collaborate with Department Directors to identify goals and develop a financial plan to incorporate those goals.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Reorganize the existing Business & Finance Office by hiring a new Director of Finance.	New hire in place	July 2024	Salary for new hire	Chief Financial Officer, Rector-President
Update the existing chart of account structure to more accurately record expenditures and track departmental budgets	Updated chart of accounts	Spring 2024	None needed	Chief Financial Officer, Director of Finance
Provide more transparency to all departments and offices through quarterly budget vs actual reports using the new chart of accounts structure	Distribution of department budget reports	Fall 2024	None needed	Chief Financial Officer, Director of Finance, Department Directors

Create a multi-year budgeting plan that includes both an operating and capital budget plan (for example roof repairs, lighting replacements, HVAC upgrades and major renovations as needed)	3-5-year budget	Fall 2025	None needed	Chief Financial Officer, Director of Finance
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2. Strategic Goal: Development

The Development Office will expand the seminary’s fundraising efforts beyond event-based fundraising, to include: an additional annual appeal branded as the Easter Fundraising Appeal; a planned giving initiative; a recurring gift program aimed at increasing monthly donors; care and cultivation of all donors focusing on alumni and qualifying donors with capacity for major gifts; and, soliciting major gifts. The office will continue to provide a high-quality biannual printed newsletter and monthly e-blasts, provide effective event fundraisers, and maintain an up-to-date alumni and donor database.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Increase alumni engagement through targeted communications and increase attendance at the annual alumni celebration.	1. List of communications 2. Attendance data from Alumni Day	Fall 2024 – Spring 2025	Mailings Alumni Day celebrations	Director of Development, Development Coordinator
Streamline and grow event fundraisers, such as the annual Christmas Luncheon for Priests and the Gala & Auction.	Attendance data from event fundraisers	Fall 2024 – Spring 2029	none	Director of Development, Development Coordinator
Launch and promote a recurring gift program aimed at increasing the number of monthly donors among new and existing supporters.	Recurring Gift Program	July 2024 – Re-launch each July until June 2029	Mailings	Director of Development, Development Coordinator
Develop and promote a Mass donation program where donors can contribute in exchange for having their intentions included in regular Masses.	1. Mass donation program 2. Examples of Mass intentions	October 2024 – Spring 2029	Mailings	Director of Development, Development Coordinator

Increase the annual fund income by expanding donor outreach, enhancing engagement strategies, and diversifying fundraising channels.	Income data from annual fund	Fall 2024 – Fall 2029	Mailings	Director of Development, Development Coordinator
Implement a second annual fundraising appeal in the spring, branded as the Easter Fundraising Appeal, to boost donations and support the seminary’s ongoing projects and needs.	Details of the Easter Fundraising Appeal	Spring 2025 – Spring 2029	Mailings	Director of Development, Development Coordinator
Launch a planned giving initiative to secure future bequests and legacy gifts.	Planned Giving initiative	Fall 2025 – Fall 2027	Mailings	Director of Development, Development Coordinator
Develop a major gifts program targeting high-net-worth individuals.	Major Gifts Program	Fall 2027 – Fall 2029	Mailings, Dinners	Director of Development, Development Coordinator

D. Student Services

1. Strategic Goal: Student Services

The Director of Institutional Effectiveness will coordinate the evaluation of all aspects of student services at NDS to include: a review of administrative services; all areas of formational services; and, student support services.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Evaluate all administrative staff through self, peer and supervisor evaluations using Administrative Staff surveys that are distributed annually to all administrative staff in the Spring of each academic year. The results are aggregated and analyzed and shared with appropriate members of the NDS community.	Completed Administrative Staff Surveys	Spring 2025 – Spring 2029	Existing surveys	Director of Institutional Effectiveness, Executive Administrative Assistant to Academic Dean/ Director of I.E.

Evaluate all dimensions of formational services at NDS using 4 Dimensions surveys that are distributed annually to all seminarians in the Spring of each academic year. The results are aggregated and analyzed and shared with appropriate members of the NDS community.	Completed 4 Pillar Surveys	Spring 2025 – Spring 2029	Existing surveys	Director of Institutional Effectiveness, Executive Administrative Assistant to Academic Dean/ Director of I.E.
Evaluate all student support services at NDS using Student Satisfaction surveys that are distributed annually to all seminarians in the Spring of each academic year. The results are aggregated and analyzed and shared with appropriate members of the NDS community.	Annual review and update of Student Satisfaction surveys	Spring 2025 – Spring 2029	Existing surveys	Director of Institutional Effectiveness, Executive Administrative Assistant to Academic Dean/ Director of I.E.
The directors of OASIS and the NDS Library will work together to create the best possible synthesis of the principles of academic study and the existing resources that NDS possesses, and how to train the men to create and/or access a solid body of resources for their priestly ministry, also focusing on how to use those resources well.	Plan for training of seminarians	Fall 2025 – Spring 2029	None needed	Director of OASIS, Director of Library

2. Strategic Goal: Hispanic Ministry Program

The Coordinator of Pastoral Formation will work to revise the Hispanic Ministry Program at NDS to ensure that seminarians are fully prepared for priestly ministry within Hispanic culture and are proficient in the Spanish language. The following four imperatives have been created to accomplish this goal: (1) provide workshops on evangelization of Hispanic ministry; (2) provide Hispanic pastoral field experiences; (3) improve and monitor the acquisition of Spanish language fluency through implementation of a new program; and, (4) ensure that seminarians are capable of pronouncing and understanding the liturgical rites for priestly ministry in Spanish.

Operational Imperatives to Achieve Strategic Goal (Action Steps)	Indicators of Success	Timeline	Resources (incl. financial as needed)	Responsible Person(s)
Provide a series of workshops during the configuration stage focusing on the challenges of evangelization in Hispanic communities, with an emphasis on youth ministry.	Schedule of workshops	Fall 2024 - Fall 2025	Stipends for workshop presenters	Coordinator of Pastoral Formation
Double the number of pastoral field experiences involving Hispanic ministry within the next two years.	List of pastoral field experiences	Summer 2024 - Summer 2026	System for collecting data	Coordinator of Pastoral Formation/
Ensure that 70% of seminarians who participate achieve an intermediate level of fluency within three years through the implementation of a new Spanish Acquisition program.	Data and Feedback from Spanish Acquisition Program	Fall 2024 - Fall 2027	None needed	Director of OASIS
Ensure that all seminarians who have participated in the Spanish Acquisition program are capable of pronouncing and understanding the liturgical rites for priestly ministry in Spanish by the end of Configuration 3.	Data and Feedback from Spanish Acquisition Program	Fall 2024 - Fall 2027	None needed	Coordinator of Pastoral Formation/ Director of OASIS