

St. Charles Borromeo Seminary Strategic Plan
2018-2021

	A	B	C	D	E	F	G	H	I	J
1	Goal	Objective	Action Plan	Resources Needed	Timeline	Responsibility	Measurement	Assessed By	Budget Account #	Current Status
2	I. To more effectively serve the needs of culturally diverse student body.									
3		I.1. SCSB will continue to meet the needs of students who speak English as a second language.								
4			I.1.1. Review and, if necessary, revise the admissions process, with attention to the clarification of preparatory requirements (including a placement exam) and the resources needed for applications to meet these requirements.	\$0	2018-2019	Vice Rector and VPAA				
5			I.1.2. Identify local resources for meeting various linguistic needs of students (e.g., comprehensive instruction, writing skills, accent reduction, etc.)	\$0	Ongoing	VPAA				
6			I.1.3. Develop an individualized educational/remediation plan for each seminarian as needed.	Costs forwarded to dioceses	Ongoing	VPAA				
7		I.2. Formation Advisors and Spiritual Directors will be prepared to assist seminarians from various cultural backgrounds.								
8			I.2.1. Community, Archdiocesan and/or other resources will be identified to provide Formation Advisors and Spiritual Directors with the knowledge, ongoing formation and tools to assist them in working effectively with seminarians of various cultural backgrounds.	\$500.00	Ongoing	Vice Rector and Deans of Men				

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9		I.3. Different cultural traditions of the members of the Seminary community (e.g., liturgical, culinary, and/or entertainment, etc.) will be highlighted in various ways within the life of the Seminary for inter-cultural appreciation and awareness.								
10			I.3.1. Possibilities for highlighting cultural traditions will be identified and scheduled or encouraged as deemed appropriate and helpful.	\$2,500.00 Alumni Assoc. Fund	Ongoing	Deans of Men				
11		I.4. Seminarians will develop cultural competencies needed to serve effectively the increasingly diverse cultures of the Catholic population.								
12			I.4.1. The Pastoral and Apostolic Program will be reviewed for adequate diversity of placements and exposure of each Seminarian to a broad variety of cultural experiences.	\$0	2018-2019	Director of Apostolic and Pastoral Formation.				
13		I.5. Administrative and support staff will participate in fostering a welcoming atmosphere inclusive of different cultures throughout the life of the community.								
14			I.5.1. Identify means and resources for communicating to and fostering the values of inter-cultural openness and inclusiveness among administrative and support staff.	\$2,000	2018-2019	Rector				
15			I.5.2. Identify and overcome any existing surmountable obstacles to cultural diversity among faculty, staff and other collaborators in priestly	\$0	Ongoing	Rector				

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2	II. To complete the possible relocation and affiliation of SCBS with another Catholic university.									
3		II.1. The Seminary academic programs will be enhanced and expanded through affiliation with another Catholic university.		\$345,000.00 per year	2020-2021	VPAA				
4		II.2. Expanded opportunities for seminarians' development of social skills, and recreation; other aspects of human formation will be identified and pursued.		\$0	2020-2021	VPAA				
5		II.3. Opportunities to enhance spiritual and pastoral formation through this affiliation will be identified and explored.		\$0	2020-2021	Director of Pastoral and Apostolic Formation and Spiritual Directors				
6		II.4. Facilities to accommodate and strengthen the seminary's programs will be renovated or adapted as required.		To be Determined	2019-2020	CFO				
7		II. 5. The most effective ways of assisting the individual departments in relocation will be identified and pursued.		To be Determined	2019-2020	VPISA				

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2	III. To review all aspects of the Seminary for compatibility with the overall vision of the current <i>Ratio Fundamentalis Institutionis Sacerdotalis</i>, thus preparing for a timely implementation of the Program for Priestly Formation, 6th ed.									
3		III.1. The Seminary Community will continue to mentor the seminarians in discernment and formation as missionary disciples according to the ideals outlined in the <i>Ratio</i> .								
4			III.1.1. Means and resources will be identified to ensure that the Seminary's current faculty (full-time as well as adjunct), and also its administrative and support staff (i.e., employees of the Seminary and of our contractors, e.g., food service and facilities management) are adequately aware of the mission, vision, institutional values and goals of the Seminary and appreciate their own role as it relates to that mission.	\$2,000.00	2018-2019	Rector				

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1			III.1.2. Orientation for all new faculty (full-time and adjunct), and all new administrative and support staff (both employees of the Seminary and employees of our contractors, i.e., food service and facilities management) will be designed to include a presentation regarding the Seminary's mission and their role in it. Orientations regarding the Seminary's mission will be ongoing, with training scheduled periodically throughout the year as new faculty and staff are hired.	\$0	2019-2020	Rector and Human Resources				
5			III.1.3 Current Seminary procedures, policies, performance appraisal instruments and/or criteria, and existing vehicles of institutional communication will be reviewed for improvement so as to foster and communicate an institutional culture consistent with the mission and vision of the Seminary.	\$1,500.00	2019-2020	Vice Rector				
6										
7		III.2. All students will be prepared to be missionary disciples: leaders of the church perpetually on mission.								
8			III.2.1. Orientation for new students will include a module in which the Seminary's mission of forming missionary disciples will be highlighted and explained.	\$0	2019-2020	Deans of Men				

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9			III.2.2. The template for Annual Formation Reports of individual seminarians as well as a representative sample of completed reports will be reviewed for adequacy as an instrument of assessing the seminarian's progress in exemplifying the qualities of missionary discipleship.	\$0	2019-2020	Vice Rector				
10			III.2.3. The Seminary will review its Pastoral Theology Courses to ensure that effective models for evangelization are incorporated.	\$0	2018-2019	VPAA				
11			III.2.4. The Seminary will expand the number of opportunities during the course of each year of formation for seminarians to participate in missionary or evangelization projects or programs.	\$0	2018-2019	Director of Pastoral and Apostolic Formation and the Deans of Men				

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2	IV. Ensure the long-term financial sustainability of the Seminary.									
3		IV.1. The Seminary will have a sustainable operating budget.		\$0	2020-2021	CFO				
4		IV.2. The Seminary will have an endowment sufficient to ensure long-term sustainability.								
5			IV.2.1 The Seminary will have a Capital campaign to revitalize its endowment.	\$100,000.00	2018-2019	Rector				
6		IV.3. The Seminary will have an expanded outreach to alumni through an active lay alumni association.								
7			IV.3.1. A database of lay alumni will be developed, including degree recipients and any others who voluntarily left degree programs or simply frequented courses.	\$1,000.00	2018-2019	Director of External Affairs and Alumni Relations				
8			IV.3.2. An ongoing communication plan will be developed and executed to engage lay alumni in support of the Seminary.	\$5,000	2019-2020	Director of External Affairs and Alumni Relations				
9			IV.3.3. A plan will be developed to reach out to all Alumni and benefactors to celebrate the 150th year on the Seminary's Campus in 2020.	\$10,000.00	2018-2019	Rector and Director of External Affairs and Alumni Relations.				
10		IV.4. The Seminary will have an ongoing communications and marketing strategy.								
11			IV.4.1. The current marketing and communication strategy will be reviewed and refined.	\$0	2018-2019	Rector, Director of External Affairs and Alumni Relations and Consultant				

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12			IV.4.2. New strategies will be developed and implemented to reflect changes in the Seminary's life and culture.		2018-2019	Rector				
13		IV.5. A Lay Alumni Committee will be formed, composed of two members from each decade of graduates (1960's, 1970's, etc.) for advice and consultation on religious, social, and financial matters.		\$0	2109-2020	Director of External Affairs				