



**SAINT JOSEPH'S
SEMINARY & COLLEGE**
est. 1896

Vision 2030

Last updated April 13th, 2023

The *Vision 2030* strategic plan was developed during the 2022-2023 academic year by a committee comprised of faculty and administrators (see committee list below). The plan was shared community-wide for feedback throughout the process. First, in the Fall of 2021, the community (students, staff, faculty, board members, and alumni) were asked to identify the most pressing institutional priorities. This outreach, and the analysis of the feedback received, resulted in the three Institutional Priorities used as the backbone of this Vision 2030 plan. Second, draft strategic goals were developed and shared community-wide for feedback in the Fall of 2022. Finally, a draft plan was shared community-wide in April 2023.

Note: This is a living document which will be updated throughout the implementation process. Timeframes are estimates and may change with unforeseen institutional changes or adaptations to outside influences.

STRATEGIC PLANNING COMMITTEE

- **Fr. Michael Bruno** (Co-chair) - Dean of Seminarians, Director of Institutional Effectiveness, Professor of Dogmatic Theology
- **Fr. William Cleary** - Vice Rector, Professor of Sacred Scripture
- **Fr. John Cush** - Director of Seminarian Admissions, Professor of Dogmatic Theology
- **Fr. Matthew Ernest** - Academic Dean, Director of Liturgical Formation, Professor of Liturgy and Sacramental Theology
- **Dr. Donna Eschenauer** - Associate Dean, Associate Professor of Pastoral Theology
- **Dean Christine Hammill-Cregan** - Associate Dean, Associate Professor of Pastoral Theology
- **Ms. Cynthia Harrison** - Education Information Systems Specialist
- **Ms. Diane Lama** (Co-chair) - Director of Assessment and Accreditation
- **Prof. Annmarie McLaughlin** - Graduate Writing and Research, Associate Professor of Sacred Scripture
- **Fr. Richard Veras** - Director of Pastoral Formation, Associate Professor of Homiletics

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IDENTITY & MISSION

Faithful to the Magisterium of the Church, the primary mission of St. Joseph's Seminary is the formation of priests who will hand on the life and tradition of the Church's faith in the context of the new evangelization of the twenty-first century. As a complement to this primary mission, St. Joseph's Seminary offers graduate theological and philosophical degree programs to candidates for the Permanent Diaconate, men and women in consecrated life, clergy, and lay men and women who wish to deepen their understanding of the Catholic faith through systematic study, or who are called to serve the Church in roles of leadership.

VISION STATEMENT

St. Joseph's will prepare for, establish, and provide ongoing assessment of academic and formation programming that meets the requirements of the *Program for Priestly Formation Sixth Edition* (2022), while concurrently completing a review of all curriculum offerings, library resources, and student services to ensure academic quality and effectiveness across all programs.

Institutional assessment will be improved with the implementation of an annual "Assessment Strategy Workshop" for all administrative staff and faculty, and the publication of an annual institutional data and trend report that will allow for improved data sharing, analysis and utilization seminary wide.

St. Joseph's will continue to develop collaborative efforts with various offices of the Archdiocese of New York to leverage resources and ensure operational efficiency.

Finally, by moving toward a strategic and sustainable marketing and recruitment plan and by ultimately hiring a seminary marketing specialist to further develop, refine, and maintain the plan, St. Joseph's will increase its visibility within the Church nationally thereby increasing enrollment.

INSTITUTIONAL PRIORITIES

Concurrent with the wrap-up of St. Joseph's Seminary and College's 2016 5-year Strategic Plan in the Fall of 2021, a community-wide survey was implemented to identify institutional priorities. Students, staff, faculty, board members, and alumni shared their personal perspectives and priorities for the future of St Joseph's Seminary and College. The result of this effort was the identification of three primary Institutional Priorities:

Priority #1 – Prepare Students for Roles of Service to the Church

Priority #2 – Increase Seminary Visibility Within the Church

Priority #3 – Improve Institutional Effectiveness & Sustainability

Institutional Priority #1 – Preparing Students for Service to the Church

Goal 1.1 - Successful Implementation of New PPF Requirements

Purpose: Fulfill requirements of USCCB by 1) successfully implementing a new Propaedeutic Year at the Yonkers campus, 2) relocating the MACPS to the Yonkers Campus, 3) Reducing the MDiv program from 8 semesters to 7, and 4) ensuring all 3 seminarian groups (Propaedeutic, Discipleship, and Configuration) living at the Yonkers campus have the quality of life and level of formation necessary for successful priestly formation.

Metric: Learning outcome assessments, formation assessments, student and faculty feedback, pastor feedback.

Rationale: In accordance with the mandates of the Holy See and the United States Conference of Catholic Bishops, implementation of a Propaedeutic Year and a Vocational Synthesis stage are intended to strengthen the process of priestly discernment for new seminarians and to offer transitional deacons a preparatory phase in which to integrate formation with pastoral ministry in their final months of preparation before serving the Church as priests. These are in accord with St. Joseph's Seminary's primary mission of "forming men for the Catholic priesthood." As the seminarian engages in intentional and holistic discernment early in his formation process, especially during the propaedeutic year, he will be afforded greater certainty and focus in subsequent stages of priestly formation. A Vocational Synthesis stage to occur after completing full time academic studies allows the deacon to integrate the entirety of his formation with full time pastoral work and adjust to the life of priestly service and ministry toward which his formation has been oriented.

Action	Metric	Responsible Parties	Timeframe
Introduction of Propaedeutic Year to the seminarian programs.	Data and narrative regarding successful 1st Year	Fr. Bruno, PPF Implementation Committee	Year 1-2
Implementation of the Vocational Synthesis Stage at the end of the MDiv.	Data and narrative regarding Successful 1st Year	Fr. Bruno, PPF Implementation Committee	Year 6-7

Goal 1.2 - Curriculum Review

Purpose: Regular 5-year review to assess academic program effectiveness and quality.

Metric: Student and faculty feedback, learning outcome measures.

Rationale: The implementation of a robust curriculum review, including feedback from faculty and students in our various programs, will strengthen our academic offerings in order to further

both our primary mission of priesthood formation as well as our complementary mission to educate and form non-seminarian students to enter into roles of service to the Church. This process will also include an assessment of course section efficiency and the consideration of section consolidation, to ensure we are maximizing the use of our resources.

Action	Metric	Responsible Parties	Timeframe
Complete a full curriculum review across all programs.	Curriculum outlines, narrative regarding changes	Fr. Matthew Ernest	Year 1
Consolidate course sections to maximize effective use of faculty.	Data indicating consolidation (e.g., course section lists before and after changes)	Fr. Matthew Ernest	Year 1
Incorporate feedback of students, faculty and administration in the curriculum review process.	Record of communications and narrative describing impact on curriculum revision decisions	Fr. Matthew Ernest	Year 1
Concurrently review student learning outcomes alongside any changes to curriculum.	Narrative explaining changes if needed	Fr. Matthew Ernest	Year 1

Goal 1.3 - Improve Faculty Recruitment and Retention Efforts

Purpose: To obtain quality faculty, and to ensure those who work for SJS have reasons to stay.

Metric: Recruitment data, faculty feedback.

Rationale: Development and retention of current faculty as well as recruitment of new outstanding faculty are essential to the efficacy of the academic curriculum, as is a process of ongoing assessment to ensure the continued quality and improvement of all of the programs offered to our students at St. Joseph's Seminary.

Action	Metric	Responsible Parties	Timeframe
Develop a long-term plan for faculty recruitment and retention to meet the needs of all programs and campuses.	Documented plan with benchmarks and timeline	Fr. Matthew Ernest	Year 1, on-going
Align human resource policies with standards for higher education, for example, by discontinuing faculty requirement for bi-weekly timesheets.	Explanation of process, updated policy if changed, link to document	Fr. Matthew Ernest	Year 1-2

Goal 1.4 - Improve Assessment

Purpose: By developing an annual assessment reporting process, including an annual evaluation strategy meeting, we will be better able to: 1) “close the loop” in areas requiring attention; 2) ensure institutional improvements are recognized and catalogued; 3) strategize for the coming year in a way that is informed by our assessment data.

Metric: Depth and breadth of the Annual Assessment Report, usefulness/applications of data, examples of “closing the loop,” changes to assessment tools, staff and faculty feedback.

Rationale: To ensure ongoing improvement, it is a contiguous goal that St. Joseph’s take measures to improve its assessment processes. This will include the development of an annual assessment report, an annual evaluation strategy meeting, and new assessment tools to enhance the overall assessment plan including quantitative faculty feedback.

Action	Metric	Responsible Parties	Timeframe
Institute an annual assessment report developed in collaboration with the Director of Assessment and the Academic Office.	Publication, policy with timeline	Diane Lama	Year 1
Institute an annual assessment strategy meeting at the end of each academic year.	Agenda, materials, minutes, quick poll of opinion	Diane Lama	Year 1-2
Develop tools to assess new programs (e.g., Post-Baccalaureate Certificate, online programs).	Tools, data collected	Deans, Diane Lama	Year 1-2
Improve assessment process by incorporating quantitative measures in the faculty’s evaluation of Seminary programs.	Response rates and faculty survey results	Fr Ernest, Diane Lama	Year 1-2
Improve communication of survey results community-wide, including aggregate data.	Written policy regarding report sharing	Diane Lama	Year 1-2
Improve graduate data collection.	Evaluation tool revision, documented strategy	Diane Lama	Year 1-2

Goal 1.5 - Improve Student Services

Purpose: To respond to the expressed needs of our students, staff and faculty.

Metric: Policy changes, student service usage data, student feedback.

Rationale: Feedback from students, staff and faculty is important and the action items in this section are direct results of listening to that feedback. Areas for improvement include the expansion of writing support services, review of refectory usage policies, the review of all student

surveys and event registration forms to ensure all student groups are included, the relocation of academic support faculty to the same, shared hallway, and the drafting, publication and institution-wide communication of St. Joseph's stance on diversity.

Action	Metric	Responsible Party	Timeframe
Respond proactively to institutional change to ensure library resources and services are accessible by students of all programs regardless of location.	Student Survey Feedback; Regular Library Services Email Engagement	Connor Flatz	On-going
Review data collection tools (surveys, event registration forms, etc.) to ensure the inclusion of all students.	Survey and form review, revisions if needed	Diane Lama, Danielle Pizzola, Nancy Reilly	Year 1-2
Improve student accessibility to the deans and faculty by relocating offices to the main seminary building.	Physical relocation and communication to students, staff, faculty	Fr. Matthew Ernest	Year 1
Draft, publish and promote community-wide, a formal institutional Statement on Diversity.	Publication of statement, incorporation into handbooks, communications.	Diane Lama	Year 1

Institutional Priority #2 - Increase Seminary Visibility Within the Church

Goal 2.1 - Improve Marketing of the Seminary and its Academic Programs

Purpose: Increase engagement with parishes across our region and beyond, encourage new connections throughout the church, increase participation in SJS events and increase enrollment in academic programs.

Metric: Event participation data, social media data, enrollment data.

Rationale: Although St. Joseph's Seminary has a long and rich tradition within the Archdiocese of New York, recognition of the institution and its mission can be significantly improved, particularly among the younger generations. By reassessing branding and messaging to ensure image clarity and developing a marketing plan that is effective among the various groups within the Church, we hope to increase awareness of our academic and formation programs and

consequently increase enrollment. Success in this area will directly benefit Institutional Priorities #1 and #3.

Action	Metric	Responsible Parties	Timeframe
Pursue the hiring of a seminary marketing specialist to develop and maintain a comprehensive, strategic, and sustainable marketing and recruitment plan, including oversight of alumni lists.	Name, job description	Fr. Cleary, Fr. Cush	Year 2-3
Review and assess Seminary messaging and branding.	Approved logo and seal, catch phrase, market messaging, publication in style guide	Fr. Cush, Marketing Committee	Year 1-2
Develop a style-guide to ensure image and communication consistency.	Publication and documentation of sharing policy of use	Fr. Cush, Marketing Committee	Year 1-2
Increase outreach to bishops, dioceses, religious orders and eparchies to encourage enrollment in seminarian programming.	Narrative describing outreach efforts and results	Fr. Cush, Marketing Committee	Year 1, on-going
Highlight and promote new programs (e.g., Post-Baccalaureate Cert., online programs).	Ads and ad engagement data	Fr. Cush, Marketing Committee	Year 1, on-going
Advertise student success, employment, and positive reflections on our website, in social media and ads.	Content and links, data showing engagement	Fr. Cush, Marketing Committee	Year 1, on-going
Highlight a cross-section of students (lay women and men, candidates for the permanent diaconate, women and men in consecrated life, and clergy) in photos within the relevant sections of the website.	Page links	Fr. Cush, Marketing Committee	Year 1, on-going
Create a LinkedIn profile for SJS.	Profile page	Fr. Cush, Marketing Committee	Year 1
Develop a program to offer campus tours to vetted organizations/groups.	Advertisements, participation data	Fr. Cleary	Year 2
Implement and market Seminary, Archdiocese of NY, and sending diocese employee tuition discount policies to	Approved policy, publication link,	Fr. Matthew Ernest, Fr. Cush, Marketing Committee	Year 1-3

Action	Metric	Responsible Parties	Timeframe
encourage enrollment; discern impact on enrollment.	communication plan		
Work collaboratively with the development office (and the development offices of the sending dioceses) to encourage donations earmarked for seminarian tuition scholarships.	Concrete steps with timeline, tactics and responsible parties	Fr. Cush, Development Committee	Year 1, on-going

Institutional Priority #3 – Improve Institutional Effectiveness & Sustainability

Goal 3.1 - Expand Expression of Mission

Purpose: Ensure the SJS mission is at the forefront at all times by ensuring it is addressed during hiring and institutional assessment.

Metric: Written hiring process, assessment tools.

Rationale: Incorporate questions regarding mission intentionally and systematically in the hiring process for all new hires will highlight the mission-centric identity of the Seminary and ensure the mission is actively supported by all employees. Moreover, including questions related to mission in the annual assessment tools will prove beneficial to determine if St. Joseph's operations, programs, and activities are as effective as possible.

Action Item	Metric	Responsible Parties	Timeframe
Systematize the inclusion of mission in the hiring process.	Hiring policy with list of suggested questions	Fr. Cleary, Diane Lama, ADNY HR	Year 1
Incorporate questions regarding mission in all assessment tools.	Evidence of mission question in all applicable evaluation tools	Diane Lama	Year 1-2

Goal 3.2 – Increase Enrollment Revenue

Purpose: Increase student enrollment by 10% across all programs.

Metric: Program and course enrollment numbers, enrollment revenue.

Rationale: This goal will be achieved through the marketing efforts outlined under priority #2. Although 10% appears to be a conservative goal, it has been established with consideration of

both a desire for institutional growth and the challenges in enrollment being reported by graduate theology programs nationwide.

Action Item	Metric	Timeframe
See action items under Priority #2	Program and course enrollments, enrollment revenue	Years 1-7

Goal 3.3 - Build on the Success of 125th Anniversary Development Efforts

Purpose: Increase engagement and donations.

Metric: Donor lists, donation totals.

Rationale: Long-range institutional stability depends on continuing the successful development efforts of our 125th anniversary year in 2021–2022. By partnering with other offices of the diocese and exploring the possibility of hiring staff for this purpose, we hope to continue the anniversary year development efforts (raffles, Gala dinner, concert and lecture series) and work towards the creation of a broader development plan that incorporates our greatest untapped resource for institutional advancement: our alumni.

Action	Metric	Responsible Parties	Timeframe
Expand development efforts through ongoing collaboration with the ADNY Development Office.	Development Committee minutes, action items	Fr. Cleary, Development Committee	Year 1, on-going
Recruit a priest volunteer to oversee the Priest Alumni Association.	Name, job description	Fr. Cleary, Bishop Massa	Year 1-2
Develop an effective alumni list management system.	Policy and procedure for the collection, verification and coordination of alumni data	Fr. Cush, Marketing Committee	Year 1-2

Goal 3.4 - Improve Board Effectiveness

Purpose: Improving the overall effectiveness of the Board of Trustees.

Metric: Demographics and experience of new trustee appointments, board composition data, evidence of board engagement (participation and response rates).

Rationale: The recently formed Board Development Committee of the Board of Trustees has been tasked with tracking board composition and membership needs, implementing new member on-boarding, and developing on-going educational opportunities for the Board. To this end, some

priorities emerged related to engaging new members, which include working toward increasing board diversity to better reflect the demographics of the Catholic Church, assessing board composition with respect to experience and skills that would support strategic planning, and exploring new methods of engaging our trustees.

Action	Metric	Responsible Parties	Timeframe
Recruit new board members with consideration of diversity (to reflect the demographics of the Church), and the experience needed to support the SJS strategic goals.	Borromeo meeting discussion points, board composition data	Bishop Massa, Borromeo Council, Board Development Committee	Year 1, on-going
Find new methods to effectively engage board members.	Resources, events, communication	Board Development Committee	Year 1, on-going

Goal 3.5 - Increase Revenue Through Grounds Rentals

Purpose: Increase revenue while also encouraging new connections with outside organizations.

Metric: Rental data.

Rationale: Our main campus has much underutilized and potentially valuable space for development. We hope to explore the possibility of increasing revenue and institutional sustainability through rental of our grounds to outside Catholic organizations.

Action	Metric	Responsible Parties	Timeframe
Explore revenue increase through field rentals to outside Catholic organizations.	Rental data	Fr. Cleary, Bishop Massa	Year 1, on-going