



STRENGTHENING ALL THE DISCIPLES

A STRATEGIC PLAN FOR CHRIST THE KING SEMINARY | 2013 – 2018

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I. PREAMBLE

- A. **ACKNOWLEDGEMENTS.** This Strategic Plan is the collective work of the CKS community. Over the course of the past eight months thirty-five individuals from the Seminary and Buffalo Diocese and Church have contributed to and helped to shape it. The Strategic Planning Steering Committee expresses its sincere appreciation for the outstanding work and commitment of so many.
- B. **PROCESS.** The formation of this Strategic Plan, accomplished by a steering committee and eight task forces, occurred in five stages. *Stage 1* included a scan of our operating environment and the crafting of core ideals, vision and strategic dimensions to guide the strategic planning process. In *stage 2* the task forces conducted in depth examinations of their respective functional areas – Program of Priestly Formation, Academics, Program of Lay Formation, Marketing and Advancement, Finances, Operations and Facility, and Information Technologies – including an assessment of the Seminary’s 2007-12 Strategic Plan, namely, its process and outcomes, and a review of a compilation of the requirements, recommendations, and suggestions contained in the 2012 reports issued by the evaluation teams representing the Association of Theological Schools and the Middle States Commission on Higher Education. They subsequently submitted proposed goals and objectives to the steering committee. During *stage 3* the Steering Committee reviewed the submissions from the task forces – clarifying, integrating and prioritizing – and established the major goals for each task force, along with some recommended supporting objectives. In the light of these, and drawing upon their previous work, in *stage 4* the task forces further developed the objectives, measures, targets and initiatives requisite to the successful achievement of their assigned goals. At *stage 5* the Steering Committee produced this Strategic Plan, inclusive of its Work Plans.

II. FRAMEWORK

Our Strategic Plan begins with an *Environmental Scan*, that is, a brief consideration of the circumstances in and out of which CKS operates. The *Mission, Institutional Goals* and *Core Ideals* or *values* central to the Plan follow next. These three elements coalesce and engender our *Vision*, a driving concept that serves to provide a strategic, long-term

perspective of what we hope to become over the course of the next five years. *Strategic Dimensions* or priorities that we believe to be essential for achieving that vision are subsequently set forth. In their wake, area *Goals and Objectives* whereby those priorities may be brought to life are established. The objectives serve as both the means for and, in many cases, the measurement of goal achievement, which in turn are the means for and, in many cases, the measurement of vision and institutional goals achievement.¹ The Plan itself comes to completion in the form of flexible *Work Plans* with which to begin managing the implementation and subsequent qualitative and quantitative performance of our goals and objectives. Finally, appendices consisting of *Strategic Maps*, visually summarizing the eight core functional areas of the Plan, have been included.

III. ENVIRONMENTAL SCAN

Western New York continues to experience a slow but steady decline in – as well as an aging – population, along with a struggling economic climate. Within the past few years the Diocese has closed a number of parishes and schools. As with many dioceses in the United States, we have seen a significant drop in our overall membership, weekly attendance, and the number of active priests and priestly candidates throughout the past fifteen years, a trend that is expected to continue. Salary levels associated with service in the Church continue to discourage individuals from pursuing required education and training.

There are approximately 1.75 million Roman Catholics within the upstate dioceses of Buffalo, Rochester, Syracuse, Ogdensburg and Albany, a large area which is economically and culturally distinct from the downstate New York area. Outside of the Buffalo diocese, Saint Bernard’s School of Theology and Ministry in Rochester has graduate extension sites in Albany and Syracuse which receive educational support from other local institutions. They also employ Moodle – an open source course management system used to conduct online courses or to augment face-to-face courses – and afford graduate courses through video conferencing sites in Apalachin, Auburn, Hornell and Watkins Glen.

Until recently there were no academic institutions within the Buffalo Diocese granting Master degrees similar to one of those that Christ the King Seminary bestows. Houghton College had initiated a M.A. in Theological Studies but, after what they felt was a very

promising start, discontinued the program a few years ago. More recently Northeastern Seminary of Roberts Wesleyan College initiated video conferencing courses with on-site spiritual direction in both Williamsville and Syracuse leading to a Master of Divinity or one of three Master of Arts degrees in Theological Studies, Theology and Social Justice, and Transformational Leadership. They also offer a 36-credit Doctor of Ministry Degree that involves courses offered in one week intensives at their Rochester area campus (January and June). Four Catholic Institutions within the Buffalo Diocese – Canisius College, Niagara University, and Saint Bonaventure University – as well as Houghton College offer undergraduate majors and/or minors within the field of religious studies/theology. Saint Bonaventure University also has its School of Franciscan Studies which offers courses for credit.

The Diocese of Buffalo includes the western most eight counties in New York, covering some 6,455 square miles, and includes more than 160 churches and upwards of 630,000 Roman Catholics. Originally founded in 1857, CKS affords four Master's degrees and a Certificate of Continuing Education in Theological Studies. Since the fall of 2009 seminarian enrollment has progressively grown from 18 to 27, a 50% increase, while lay graduate enrollment has held steady, averaging about 87 per year (predominantly part-time students). Presently, 21 seminarians are from the Buffalo diocese and 6 from foreign countries. Although much effort has gone into and we are presently making progress, the Seminary continues to face three core challenges: faculty succession, financial sustainability, and vocations to the priesthood (seminarian enrollment).

IV. MISSION

It is the mission of Christ the King Seminary to educate sponsored candidates for ordained priesthood and permanent diaconate in the Roman Catholic Church and individuals pursuing a graduate theological education, a ministerial education program, or a program of continuing education. Christ the King Seminary is fully committed to an integrated and ecumenical model of theological education for men and women eager to experience the wealth of the Roman Catholic Church's tradition of theological learning, pastoral praxis, and spiritual formation.

"...to equip the holy ones for the work of ministry, for building up the body of Christ, until we all attain to the unity of faith and knowledge of the Son of God" (Eph. 4:12-13).

V. INSTITUTIONAL GOALS

1. To develop student competence in the knowledge and skills demanded for ministry in the Roman Catholic Church.
2. To provide and foster scholarly expertise in the Christian tradition.
3. To nurture the human, spiritual, intellectual and pastoral formation of men and women.
4. To welcome students of other Christian denominations who are comfortable immersing themselves in the rich doctrinal and theological and spiritual tradition of the Roman Catholic Church.

VI. CORE IDEALS

Two ideals have guided the development of this Strategic Plan. They are the principles or values which we suggest ought to be the source of the Seminary's beliefs and behaviors and should, accordingly, be intentionally and assiduously pursued by all those associated with the Seminary.

COMMUNION. Christ the King Seminary is “a continuation in the Church of the apostolic community gathered around Jesus.” It provides an environment where learning takes place and where “bonds are anchored in genuine relationships to the Lord and his Body, the Church” (PPF 290).

“For as in one body we have many parts, and all the parts do not have the same function, so we, though many, are one body in Christ and individually parts of one another” (Rom. 12:4-5).

SERVICE. Christ the King Seminary has a particular role to play within this communion, namely, the training and education of those who would serve the Church and wider community. In fulfilling our task, the manner and content of education we provide derives, in the first place, from the needs and direction of the Church, not our own preferences.

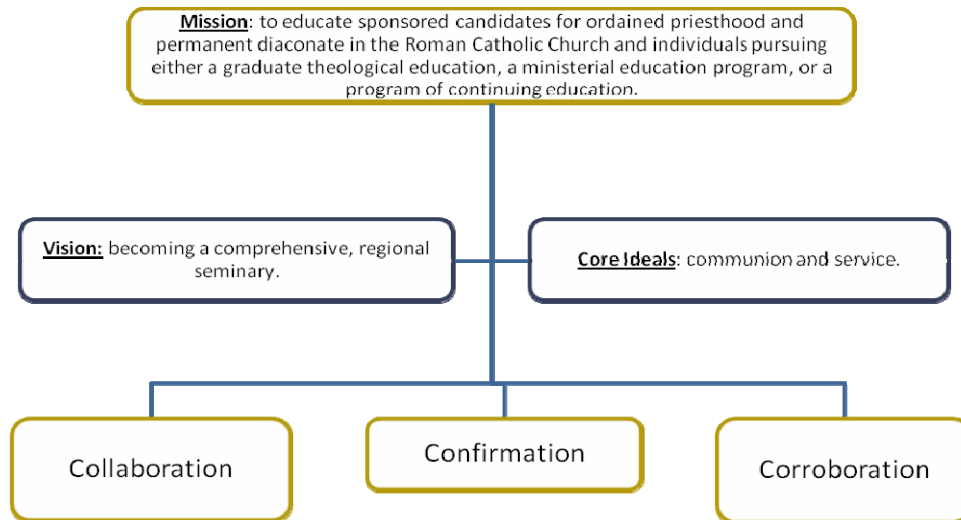
“Since we have gifts that differ according to the grace given to us, let us exercise them... if one is a teacher, in teaching” (Rom. 12:6-7).

VII. VISION

As a Catholic institution that educates students for the building up of the body of Christ and service to the world through human, spiritual, intellectual and pastoral formation, the time is now for Christ the King Seminary to respond to the challenges and opportunities before it. Under the secure embrace and leadership of our bishop, the Most Reverend Richard J. Malone, Th.D., we shall promote our rich Catholic tradition and equip ministers and servants who will carry the Christian gospel and way of life into the church and the world with conviction and excellence. In seeking to strengthen all disciples (Acts 18:23), we shall pursue measured and sustainable growth through creative and appropriate programming and delivery systems. The long-term intention of this Strategic Plan is to **become recognized, locally and regionally, as a Seminary of preference that provides superior formation and theological education.**

VIII. STRATEGIC DIMENSIONS/PRIORITIES

The following three strategic dimensions or priorities flow from our ideals and represent the essential pathways for attaining our vision. They are essential to the attaining of our mission, and they give rise to the ensuing goals and their respective objectives.



COLLABORATION. Christ the King Seminary aims to provide high-quality training and education for the formation of priests, deacons and lay ecclesial ministers in a collaborative learning environment that is grounded in the tradition and mission of the Catholic Church.

CONFIRMATION. Christ the King Seminary aims to affirm and strengthen its programs through the acquirement of faculty, finances and students.

CORROBORATION. Christ the King Seminary aims to increase awareness of and support for its mission and vision within the church.

While each of these Strategic Dimensions provides a distinctive emphasis in support of the Strategic Vision, they also share attributes in common with the other two. This sharing demonstrates the strong integration and connectedness that necessarily exists among them, and reinforces the strength, synergy and clarity of the goals and objectives associated with the Strategic Plan. Of the 17 goals and 64 objectives found in this Plan, Figure 1 displays the number of goals and objectives associated in some way with each strategic dimension. (Some objectives are applicable to more than one strategic dimension, while other objectives are not directly associated with any of these dimensions.)

Number of Goals and Objectives		
Strategic Dimension	Goals	Objectives
Collaboration	10	26
Confirmation	4	24
Corroboration	3	21

Figure 1

IX. GOALS & OBJECTIVES¹



- A. **PRIESTLY FORMATION.** This task force focused upon our Program for Priestly Formation, giving special attention to the needs of the candidates for priestly ministry and to guide their “spiritual development within the context of his call to service in the Church, his human development within the greater context of his call to advance the mission of the Church, his intellectual development as the appropriation of the Church’s teaching and tradition, and his pastoral formation as participation in the active ministry of the Church” (PPF 71).

Goal A1: Christ the King Seminary will continue to provide relevant, high-quality training and education for pre- and post-ordination priests, being attentive to all four pillars of formation in the Roman Catholic Church.

Objective A1.1: identify, acquire, train and educate additional faculty members and mentors for all four dimensions of priestly formation, as needed.

Objective A1.2: review and revise, as necessary, the current priestly formation program at Christ the King Seminary, striving to achieve a balanced program of mature development in all four areas of spiritual, academic, pastoral and human formation.

¹ As used in this strategic plan, GOALS are those specific but broad-based aims/outcomes through which the strategic priorities may be achieved, and OBJECTIVES are those specific outputs/deliverables that must be done well and/or produced in order to achieve the goals/outcomes.

Objective A1.3: offer and promote post-ordination opportunities for ongoing formation of priests consistent with their current needs and lives.

Objective A1.4: Assess the effectiveness of the program in preparing seminarians for ordination into the priesthood in the Roman Catholic Church.

Goal A2: Christ the King Seminary will continue to assist the Church in helping each seminarian to clarify and strengthen his call to priestly ministry in the Roman Catholic Church.

Objective A2.1: examine the current process of admission of seminarians to the program of priestly formation and the effectiveness of that process in discerning appropriate candidates who are capable and prepared for priestly formation in the Roman Catholic Church.

Objective A2.2: build upon an already effective program of ongoing individual formation, pastoral guidance, and spiritual direction for each seminarian.

Objective A2.3: assess the effectiveness of individual evaluative tools currently being used in the program for priestly formation and how such tools could be more effectively employed.

Objective A2.4: help students discern their own gifts, talents, and leadership skills for ministry in the Church by providing, supervising, and reflecting upon their pastoral experiences.

- B. **ACADEMICS.** This task force focused upon matters relating to learning and academic rigor, more specifically, the delivery of high-quality, accessible and robust academic programs and programmatic approaches, as well as other and related academic offerings, initiatives and services which, in accord with the Seminary's mission, prepare well-trained ministers and scholars.

Goal B1: Christ the King Seminary will continue to provide a high quality theological education in the Roman Catholic tradition that is geared to pastoral ministry.

Objective B1.1: update and execute faculty acquisition and succession plans.

Objective B1.2: research, develop and implement, as practicable, high-quality (non-/post-graduate) offerings that address diocesan ministry needs.

Objective B1.3: strengthen the pastoral implications of the theological discipline.

Objective B1.4: establish a faculty strategic development plan relating to teaching methods and research and the use of educational technologies.

Objective B1.5: enhance technological, administrative and resources support for faculty.

Goal B2: Christ the King Seminary will establish a pervasive and permanent climate of evaluation.

Objective B2.1: sustain the program of student learning assessment.

Objective B2.2: review degree program skills.

Goal B3: Christ the King Seminary will increase accessibility to academic programs and offerings.

Objective B3.1: continue with research, development, implementation and assessment, as practicable, of distance learning courses and program.

Objective B3.2: develop strategically placed extension sites within the Buffalo diocese and, as authorized and practicable, establish such in other neighboring dioceses.

Objective B3.3: collaborate with other educational institutions.

- C. **LAY FORMATION.** This task force focused upon the development of the human, spiritual and pastoral attributes requisite for service in the Church and society by the laity, as identified in *Co-Workers in the Vineyard of the Lord*.

Goal C1: Christ the King Seminary will continue to provide and enhance, as appropriate, formational programs and offerings for lay ministers in three of the four pillars of formation – human, spiritual and pastoral.

Objective C1.1: evaluate and improve the use of personal formation assessment tools such as Profiles of Ministry.

Objective C1.2: improve the analysis, use of and communication of information received from event evaluations so as to improve participant experience and benefit.

Objective C1.3: assist students to investigate and expand awareness of various ministerial opportunities.

Goal C2: Christ the King Seminary will increase access to formational programs and offerings for lay ministry.

Objective C2.1: improve connections with alumni/ae and parishes.

Objective C2.2: improve strategies and collaboration with Marketing to promote events such as retreats and workshops offerings to the broader diocese.

Objective C2.3: develop and implement, as appropriate, distance learning application for formational programming.

D. MARKETING & ADVANCEMENT. This task force focused upon the initiatives, structures and processes that will effectively and robustly recruit and retain students, other constituents, and supporters for the Seminary and its mission.

Goal D1: Christ the King Seminary will increase awareness of the Seminary and its offerings among the local and regional Catholic community.

Objective D1.1: develop parish-based programs to educate the general Catholic community about the Seminary's mission and academic offerings.

Objective D1.2: continue to evaluate current and past communication efforts to identify the most effective means to increase awareness of the Seminary's mission.

Objective D1.3: continue to strengthen the Seminary's brand as a comprehensive, high-quality graduate school of theology and pastoral ministry, and as the diocesan center for faith formation.

Objective D1.4: evaluate and refine on-line strategies to maximize web presence among target constituents.

Objective D1.5: develop and/or communicate on-campus events to the general Catholic community.

Goal D2: Christ the King Seminary will increase enrollment in graduate and continuing education programs.

Objective D2.1: continue to develop and implement targeted communications to specific key constituents such as adult learners and empty-nesters; college students; youth ministry/young adult leaders; Catholic school teachers, etc., and key decision influencers and institutions.

Objective D2.2: expand marketing support for recruitment efforts of diocesan offices of vocations and diaconal formation.

Objective D2.3: develop a comprehensive strategy to market distance learning program/offerings within our diocese and, upon authorization, beyond.

Objective D2.4: upon authorization, develop a marketing strategy to expand the Seminary's reach beyond the Diocese of Buffalo.

Goal D3: Christ the King Seminary will increase funding and support in collaboration with the diocesan Advancement office.

Objective D3.1: evaluate and expand annual appeals and major donor efforts to reach new potential donors and to increase giving among current donors.

Objective D3.2: develop parish-based donor education programs.

Objective D3.3: develop programs to increase alumni/ae involvement and willingness to support the Seminary.

Objective D3.4: develop and/or communicate on-campus events to introduce potential donors to the Seminary and its mission.

Objective D3.5: increase support through existing annual fundraising events.

- E. **FINANCES.** This task force focused upon the initiatives, structures and processes [1] that effectively provide and support the financial framework for ongoing short- and long-term planning, [2] that promote good decision-making in support of institutional priorities, strategies and initiatives, and [3] that ensure that a sustainable operating budget is continuously maintained.

Goal E1: Christ the King Seminary will manage resources in accord with current and future diocesan and Seminary needs and priorities.

Objective E1.1: develop a financial strategic plan aligned with the Seminary's organizational strategic plan.

Objective E1.2: provide and support the financial framework for ongoing short- and long-term planning.

Objective E1.3: measure, align and support the development of revenue streams.

Objective E1.4: promote good decision-making in support of institutional priorities, strategies and initiatives.

Objective E1.5: ensure that a sustainable operating budget is continuously maintained.

F. **FACILITIES & AUXILIARY SERVICES.** This task force focused upon the sustainability and functionality of the built environment.

Goal F1: Christ the King Seminary will provide quality facilities for constituents.

Objective F2.1: develop a facility master plan based upon current and envisioned campus needs and usages.

Objective F2.2: continue a rolling five-year capital plan to maintain and upgrade building envelopes, mechanical systems, campus grounds and equipment, and dining environment and equipment.

Objective F2.3: continue to implement energy- and environment-conscious practices.

Goal F2: Christ the King Seminary will enhance utilization amenities and experience.

Objective F3.1: upgrade residential and retreatant accommodations.

Objective F3.2: provide campus-wide wireless internet access.

Objective F3.3: augment event hosting equipment and accessories.

G. INFORMATION TECHNOLOGIES. This task group focused upon the acquisition and utilization of innovative technology to support [1] on-campus and off-campus learning, [2] instructional improvements, [3] research, [4] community building, [5] business processes, and [6] computational and communication infrastructure.

Goal G1: Keep information technology capabilities up-to-date so as to allow the Seminary to respond quickly to changing education and communication needs.

Objective G1.1: replace aging computers and software.

Objective G1.2: keep well informed on technological trends as they relate to education and more broadly to information technology services.

Objective G1.3: implement Learning Management System (Blackbaud Student Portal).

Goal G2: Add technologies to the classroom environment.

Objective G2.1: research and implement classroom technologies, such as smart boards, which are appropriate to the goals and mission of Christ the King Seminary.

Objective G2.2: train faculty in the use of these technologies.

Goal G3: Enhance distance learning capabilities to foster student learning opportunities and outcomes.

Objective G3.1: expand reach of courses and/or programs.

Objective G3.2: acquire technologies requisite to strengthening distance learning courses and/or programs.

Objective G3.3: provide training for faculty.

Objective G3.4: expand and improve remote access to Seminary library resources.

H. **OPERATIONS** . This task force focused upon the initiatives, structures, processes and infrastructure that will effectively, efficiently and safely support the Seminary's mission, priorities, programs, and multi-purpose utilization.

Goal H1: Christ the King Seminary will improve service and operational efficiency and effectiveness.

Objective H1.1: further develop and implement a process of institutional assessment.

Objective H1.2: assess and align the Seminary's administrative/managerial structure with the vision and strategic priorities of this Plan.

Objective H1.3: initiate business process improvement strategies in and among seminary departments.

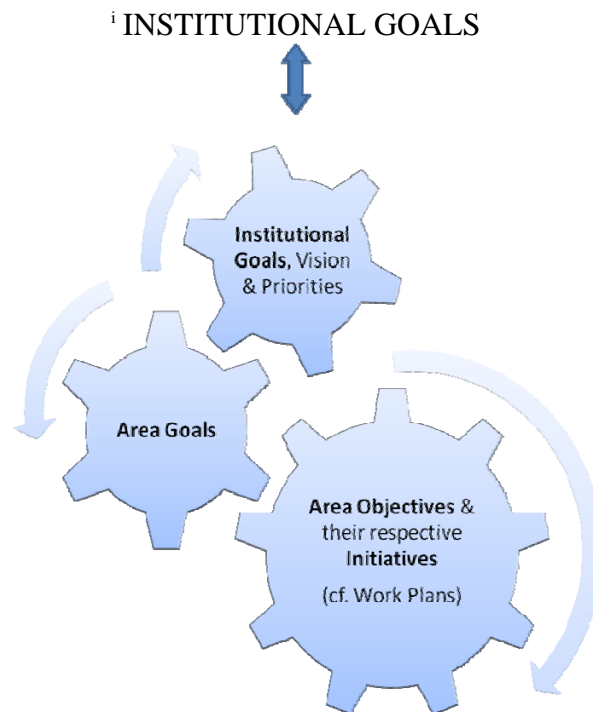
Objective H1.4: implement strategic planning at the department level.

Objective H1.5: upgrade security procedures and capabilities.

Objective H1.6: research and upgrade administrative and instructional technologies.

X. IMPLEMENTATION

The purpose of this strategic plan is to continue to improve the performance of the Seminary. It cannot do so, however, without the kind of proactive servant-leadership which intentionally, visibly and actively embraces the vision, strategic priorities and goals this Strategic Plan articulates and the results it is intended to foster. It must come from all – directors, faculty and staff – but especially from the president-rector, his administrative team and the members of the Seminary Board. Now more than ever our leadership must [1] nurture a culture that is deliberately attuned and responsive to the needs of the Church and contemporary society, [2] consistently seek to improve upon our work, [3] administer smart and lean operations, and [4] oversee growth management strategies consistent with the fabric, character and mission of the Seminary.





WORK PLANS

STRENGTHENING ALL THE DISCIPLES
A STRATEGIC PLAN FOR CHRIST THE KING SEMINARY | 2013 – 2018

PROGRAM OF PRIESTLY FORMATION WORK PLAN

Goal 1: Continue to provide relevant, high-quality training and education for the pre- and post-ordination of priests, being attentive to all four pillars of formation in the Roman Catholic Church.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Identify, acquire, train and educate additional faculty members and mentors for all four dimensions of priestly formation, as needed.	a. Annual appraisal of academic instructors and formational mentors in all areas and subjects.	a. Well-qualified and ongoing, beginning in 2013.	1. Annually send one faculty member for further formation training such as the NCEA Seminary Division's Formators' Workshop.
2. Review and revise, as necessary, the current priestly formation program, striving to achieve a balanced program of mature development in all four areas of spiritual, academic, pastoral and human formation.	a. Compliance with the Roman Catholic Church's authorized Program of Priestly Formation.	a. 100% compliance with current, and 100% compliance within one year of newly issued edition.	1. Compare current 5 th edition with the anticipated 6 th edition.
3. Offer and promote post-ordination opportunities for ongoing formation of priests consistent with their current needs and lives.	a. Number of offerings and participants.	a. Annually.	1. Enhanced promotion of current offerings at Seminary. 2. Surveys of diocesan priests (needs and participation feedback). 3. Collaborate with diocesan committees responsible for ongoing priestly formation. 4. Consult National Office of Continuing Education for Religious and Clergy (NOCERC).
	b. Participant feedback.	b. Annually.	
4. Assess the effectiveness of the program in preparing seminarians for ordination into the priesthood in the Roman Catholic Church.	a. Post-ordination feedback after 1 year.	a. Ratings TBD.	a. Prepare and administer surveys.
	b. Post-ordination retention rate and surveys after 5 and 10 years.	b. 90% retention, ratings TBD.	

MEASURE/PERFORMANCE INDICATOR: criterion, category, standard or indicator type for determining, evaluating and communicating the extent, quality, capacity, or size of performance results vis-à-vis a particular objective. **TARGET:** specifications for intended measurement results. **NOTE:** Measure(s) and Target(s) letters correspond.

PROGRAM OF PRIESTLY FORMATION WORK PLAN

Goal 2: continue to assist the Church in helping each seminarian to clarify and strengthen his call to priestly ministry in the Roman Catholic Church.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Examine the current process of admission of seminarians to the program and the effectiveness of that process in discerning appropriate candidates, capable and prepared for priestly formation in the Roman Catholic Church.	a. Post-admission faculty evaluations of student readiness.	a. Annually.	1. Post-admission survey.
	b. Program retention rate.	b. 80%	
2. Build upon an already effective program of ongoing individual formation, pastoral guidance, and spiritual direction for each seminarian.	a. Student and faculty assessments and recommendations.	a. Annually.	1. Further develop feedback means. 2. Continue with joint meetings of the spiritual and formation teams to assess and coordinate ongoing formation of each seminarian.
3. Assess the effectiveness of individual evaluative tools currently being used in the program and consider how they could be more effectively employed.	a. Survey of 4 th theology students.	a. Annually.	1. Develop and implement survey.
4. Help students discern their own gifts, talents, and leadership skills for ministry in the Church by providing, supervising, and facilitating student-reflection upon their pastoral experiences.	a. Student feedback.	a. Each semester.	1. Individual field education consultation by the Director of Field Education. 2. Various personality inventory tools.
	b. Field supervisory evaluation.	b. Each semester.	

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ACADEMICS WORK PLAN

Goal 1: continue to provide a high quality theological education in the Roman Catholic tradition that is geared to pastoral ministry.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Well-qualified faculty to satisfy all program and degree requirements.	a. Faculty for academic and formational areas and need vis-à-vis program and degree requirements 5 years forward.	a. 100% of current needs, and projected succession personnel in process.	1. Annual assessment of present and future needs and updating of a faculty succession plan (Academic Advisory Committee).
	b. Retention and graduation rates.	b. TBD benchmarks.	
2. Provide, as practicable, high-quality (non-/post-graduate) offerings that address diocesan ministry needs.	a. Offerings vis-à-vis known diocesan ministry needs.	a. (Ongoing) kinds and numbers of offerings.	1. Provide leadership and ongoing formation courses/program(s). 2. Collaboration with diocesan offices.
3. Strengthen the pastoral implications of the theological discipline.	a. Annual review of faculty syllabi in the light of degree and program requirements, and pastoral implications.	a. 100% of full-time, 50% of part-time faculty.	1. Peer review of faculty syllabi. 2. Use of official church documents (e.g. PPF, NDPD, Co-workers).
4. Faculty strategic development plan for instructional and research technologies.	a. Technologies acquired and implemented.	a. Annually.	1. Consultation with peer institutions. 2. Research best practices. 3. Provide for professional training as needed.
	b. Faculty utilization.	b. 100% of full-time within one year of acquisition & implementation.	
	c. Training conducted.	c. same as "b."	
5. Enhance technological, administrative and resources support for faculty.	a. Industry standards.	a. Ongoing.	1. Annually survey faculty on needs. 2. Consultation with peer institutions. 3. Research best practices.
	b. Annual needs assessment.	b. Sufficient and timely support.	

MEASURE/PERFORMANCE INDICATOR: criterion, category, standard or indicator type for determining, evaluating and communicating the extent, quality, capacity, or size of performance results vis-à-vis a particular objective. **TARGET:** specifications for intended measurement results. **NOTE:** Measure(s) and Target(s) letters correspond.

ACADEMICS WORK PLAN

Goal 2: establish a pervasive and permanent climate of evaluation.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Sustain the program of student learning assessment.	a. Ongoing use of established tools (rubrics for CTRP, Thesis, student course evaluations, graduating student questionnaire).	a. Annually.	1. Reporting to, discussion by and recommendations from faculty of results/data obtained from assessment tools.
2. Bi-annual review of one degree program skills.	a. ATS & MSA standards.	a. 100% compliance	1. Review by full faculty and/or Academic Advisory committee.
	b. Official documents of the Roman Catholic Church.	b. 100% compliance.	

MEASURE/PERFORMANCE INDICATOR: criterion, category, standard or indicator type for determining, evaluating and communicating the extent, quality, capacity, or size of performance results vis-à-vis a particular objective. **TARGET:** specifications for intended measurement results. **NOTE:** Measure(s) and Target(s) letters correspond.

Goal 3: Increase accessibility to academic programs and offerings.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Further develop and implement, as practicable, use of distance education courses and program.	a. Market demand and opportunity.	a. Dioceses of Buffalo, upstate NY, northwest PA (?), southern Ontario (?).	1. Project manager. 2. Faculty engagement (designing, training, teaching). 3. Marketing.
	b. FTE	b. Average 5% annually.	
	c. ATS & MSA standards.	c. 100% compliance.	
2. Develop strategically placed extension sites within the Buffalo diocese and, as authorized and practicable, establish same in other neighboring dioceses.	a. Market demand and opportunity.	a. Dioceses of Buffalo, upstate NY, northwest PA (?), southern Ontario (?).	1. Project manager. 2. Faculty engagement (designing, training, teaching). 3. Marketing.
	b. FTE.	b. Average 5% annually.	
	c. ATS & MSA standards.	c. 100% compliance.	
3. Collaborate with other educational institutions.	a. Market demand location.	a. TBD.	1. Project manager. 2. Faculty engagement (designing).
	b. Seminary needs.	b. TBD.	

MEASURE/PERFORMANCE INDICATOR: criterion, category, standard or indicator type for determining, evaluating and communicating the extent, quality, capacity, or size of performance results vis-à-vis a particular objective. **TARGET:** specifications for intended measurement results. **NOTE:** Measure(s) and Target(s) letters correspond.

PROGRAM OF LAY FORMATION WORK PLAN

Goal 1: continue to provide and enhance, as appropriate, formational programs and offerings for lay ministers in three of the four pillars of formation – human, spiritual and pastoral.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Evaluate and improve the use of personal formation assessment tools such as Profiles of Ministry.	a. Results of compiled evaluations.	a. Every three years.	1. Annual review of tools by Lay Formation and Field Education Directors while using instruments. 2. Implement the use of the Myers Briggs assessment. 3. Implement workshops/seminars connected to Myers Briggs.
	b. # of students who have taken Profiles (currently required of grad students) & Myers Briggs.	b. Implement Myers Briggs at graduate level by Fall 2014.	
	c. # of Myers Briggs workshops/seminars scheduled and attended/completed.	c. Implement Myers Briggs workshops/seminars by Spring 2014.	
2. Improve the analysis, use of and communication of information received from event evaluations so as to improve participant experience and benefit.	a. User responses.	a. 100% of events.	1. Extract and communicate relevant information from evaluation results to appropriate departments. 2. Develop strategies to enhance offerings.
	b. # and kinds of changes implemented.	b. Annually.	
3. Assist current and prospective students to investigate and expand awareness of various ministerial opportunities.	a. # of opportunities to explore.	a. Annually.	1. Ministry fairs. 2. Include at Seminary open houses.
	b. # of participants	b. Annually.	

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PROGRAM OF LAY FORMATION WORK PLAN

Goal 2: increase access to formational programs and offerings for lay ministry.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Improve connections with alumni/ae.	a. #, kinds of, and responses to connections.	a. Fall 2014 and ongoing.	1. Develop and update alum data base information and identify increased points of connection.
2. Improve strategies and collaboration with Marketing to promote events such as retreats and workshops offerings to the broader diocese.	a. #, kinds, reach and response of marketing initiatives.	a. Annually.	1. All events on social media. 2. Targeted mailings. 3. Expanded communications to diocesan parishes (25% by Fall 2014, 50% by Fall 2018).
3. Develop and implement, as appropriate, distance learning application for formational programming.	a. #, kinds and response to offerings.	a. TBD.	1. Formation offerings through distance learning. 2. Formation components associated with distance learning courses and programs.

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MARKETING AND ADVANCEMENT WORK PLAN

Goal 1: increase awareness of the Seminary and its offerings among the local and regional Catholic community.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Develop parish-based programs to educate the general Catholic community about the Seminary's mission and academic offerings..	a. # of events at parishes.	a. Quarterly, beginning winter 2014.	1. Develop and conduct awareness events. 2. Collaboration with diocesan offices. 3. Expanded communications through various channels.
	b. # of parish events held at Seminary.	b. % increase TBD.	
	c. # of and responses to communications sent.	c. TBD.	
2. Continue to evaluate current and past communication efforts to identify the most effective means to increase awareness of the Seminary's mission.	a. Up-to-date metrics, analysis and results.	a. January 2014.	1. Complete(d) ad agency RFP. 2. Review methods and results for, and adjust strategies for communication efforts.
	b. Updated strategy.	b. February 2014.	
	c. Ad agency relationship.	c. August 2013.	
3. Continue to strengthen the Seminary's brand as a comprehensive, high-quality graduate school of theology and pastoral ministry, and as the diocesan center for faith formation.	a. #, kind and responses to/changed perceptions on the basis of various marketing/ communication efforts and channels.	a. TBD benchmarks.	1. Continue with radio spots, "Faith Moments." 2. Distribute monthly profiles/vocation stories (beginning November 2014). 3. Identify and communicate faculty accomplishments.
4. Evaluate and refine on-line strategies to maximize web presence among targeted constituents.	a. # of and responses to initiatives, e-news and e-vites.	a. Monthly.	1. Enhance current web site (Fall 2013). 2. Implement best practices for on-line marketing such as SEO, keyword advertising, etc. 3. Regular distribution of e-news & e-vites.
	b. Reports.	b. Quarterly.	
5. Develop and/or communicate on-campus events to the general Catholic community.	a. # of and responses to event communications.	a. TBD.	1. Continued use of regular WNY media. 2. Promotion through new media. 3. Possible mosaic art show (Fall 2015). 4. Work with the Director of Lay formation to promote workshops, lectures and retreats.

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MARKETING AND ADVANCEMENT WORK PLAN

Goal 2: increase enrollment in graduate and continuing education programs.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Continue to develop and implement targeted communications to specific key constituents and key decision influencers and institutions.	a. # and kind of communications.	a. Adult learners, empty-nesters, college students, youth ministry/ young adult learners, Catholic school teachers, etc.	<ol style="list-style-type: none"> 1. Focus groups and surveys (June 2014). 2. Implement updated, comprehensive media plan (December 2014). 3. New/updated video about Seminary (Fall 2015) posted on web site & YouTube. 4. Written tour guide (summer 2014). 5. Host semi-annual Careers in Ministry events at Seminary. 6. Update lists.
	b. FTE.	b. 5% average annual increase.	
2. Expand marketing support for recruitment efforts of diocesan offices of vocations and diaconal formation.	a. # and kinds of collaborative initiatives.	a. Annually.	<ol style="list-style-type: none"> 1. Research best practices in other successful dioceses. 2. Collaborative engagement at Seminary open houses and other events.
	b. # of inquiries.	b. average 5% increase annually.	
	c. # of seminarians and diaconal students.	c. average 5% increase annually.	
3. Develop a comprehensive strategy to market distance learning program/offerings within our diocese and, upon authorization, beyond.	a. Market demand and opportunity.	a. Diocese of Buffalo, upstate New York, northwest PA (?), southern Ontario (?).	<ol style="list-style-type: none"> 1. Market research and targeting. 2. Best practices. 3. Develop messaging vis-à-vis Seminary capabilities.
4. Upon authorization, develop a marketing strategy to expand the Seminary's reach beyond the Diocese of Buffalo.	a. Market demand and opportunity.	a. Upstate New York, northwest PA (?), southern Ontario (?).	<ol style="list-style-type: none"> 1. Market research and targeting. 2. Best practices. 3. Develop messaging vis-à-vis Seminary capabilities.

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MARKETING AND ADVANCEMENT WORK PLAN

Goal 3: increase funding and support in collaboration with the diocesan Advancement office.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Evaluate and expand annual appeals and major donor efforts to reach new potential donors and to increase giving among current donors.	a. # of appeals/efforts.	a. TBD.	1. Donor research and surveys re demographics and preferences. 2. Best practices. 3. Develop major donor communication tools. 4. Implement automated-giving programs.
	b. %/dollar increase and ROI.	b. TBD benchmarks.	
2. Develop parish-based donor education programs.	a. # of events at parishes.	a. Quarterly, beginning winter 2014.	1. Develop and conduct awareness/education events.
	b. Responses to events	b. TBD benchmarks.	
3. Develop programs to increase alumni/ae involvement and willingness to support the Seminary.	a. #, kinds, reach and response to programs.	a. TBD and ongoing.	1. Survey to ascertain alumni/ae needs and interests. 2. Update alum data base information. 3. Identify increased points of contact. 4. Develop alum relations strategy. 5. Expand alum section of web site.
4. Develop and/or communicate on-campus events to introduce potential donors to the Seminary and its mission.	a. # of and responses to event communications.	a. TBD.	1. Continued use of regular WNY media. 2. Promotion through new media. 3. Possible mosaic art show (Fall 2015). 4. Work with the Director of Lay formation to promote workshops, lectures and retreats.
5. Increase support through existing annual fundraising events.	a. %/dollar increase and ROI.	a. 5% increase in revenues.	1. Golf tournament. 2. Curé of Ars dinner.

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FINANCES WORK PLAN

Goal 1: manage resources in accord with current and future Seminary and diocesan needs and priorities.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Develop a financial strategic plan aligned with the Seminary's organizational strategic plan.	a. Seminary's core values, vision and strategic priorities.	a. April 2014	1. Use organizational strategic plan as a template.
2. Provide and support the financial framework for ongoing short- and long-term planning.	a. %/dollars allocated in accord with established plan(s).	a. Annually.	1. Administer resources in support of marketing and advancement, the acquisition of technologies, and a comprehensive master plan for the campus.
	b. %/dollars in variation from established plan(s).	b. < 10%.	
3. Measure, align and support the development of revenue streams.	a. Annual %/dollars increase.	a. TBD and ongoing.	1. Capital campaign. 2. Investigate and implement, to the degree practicable and as authorized, other revenue generating service(s) that the Seminary can provide. 3. Work with the diocesan Advancement office to develop a strategic planned giving program. 4. Increase auxiliary services revenue.
4. Promote good decision-making in support of Seminary priorities, strategies and initiatives.	a. Alignment with priorities, strategies and initiatives.	a. Annually.	1. Outcomes budgeting process. 2. Develop and implement quarterly cash-flow projections. 3. Improve fund allocation process.
	b. %/dollar variation.	b. < 10%.	
5. Ensure that a balanced and sustainable operating budget is continuously maintained.	a. Annual %/dollar variation.	a. Complete balance by 2017-18 budget year.	1. Continue to pursue cost-savings measures. 2. Review Seminary insurance policies and coverage.

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FACILITY & AUXILIARY SERVICES WORK PLAN

Goal 1: provide quality facilities for all users.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Develop a master plan based upon current and envisioned facility usages.	a. Identified current and future usage need.	a. Dec. 2015.	1. Project Manager. 2. Needs assessment in connection with Seminary's strategic plan.
2. Continue a rolling five-year capital plan to maintain and upgrade building envelopes, mechanical systems, campus grounds and equipment, and dining environment and equipment.	a. Identified current and future needs in all areas.	a. Annually.	1. Ongoing needs assessments.
3. Continue to implement energy- and environment-conscious practices.	a. Energy consumption. b. # of practices and communications relating to "green" procedures.	a. Reduction in usage. b. Annually.	1. Research alternatives and best practices. 2. Energy audit(s).

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Goal 2: enhance utilization amenities and experience.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Upgrade residential and retreatant accommodations	a. Realistic user demand.	a. 95% satisfaction.	1. Ongoing user surveys and feedback (through multiple channels).
2. Provide campus-wide internet accessibility.	a. Building connectivity.	a. September 2015.	1. Project manager. 2. Research and best practices.
3. Increase event hosting equipment & accessories.	a. User demand.	a. 95% satisfaction.	1. Ongoing user surveys and feedback (through multiple channels).

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INFORMATION TECHNOLOGIES WORK PLAN

Goal 1: keep information technologies up to date so as to allow the Seminary to respond quickly to changing education and communication needs.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Replace aging computers and software.	a. % complete.	a. Ongoing, based upon schedule.	1. Purchase hardware and software.
2. Keep well-informed on technological trends as they relate to education and more broadly to information technology services.	a.	a.	1.
3. Implement Learning Management System (Blackbaud Student Portal).	a. Student portal online.	a. December 2013.	1. Develop implementation plan.

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Goal 2: add technologies to the classroom environment.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Research and implement classroom technologies, such as smart boards, which are appropriate to the goals and mission of the Seminary.	a. Faculty and student needs assessment.	a. December 2014.	1. Develop needs assessment tool(s). 2. Research alternatives and best practices. 3. Develop plan and RFPs. 4. Seek funding (e.g. endowment, grants)
	b. Best practices.	b. December 2014.	
	c. Faculty utilization.	c. 50% by December 2015.	
2. Train faculty in the use of these technologies.	a. % trained and using.	a. 50% by December 2015.	1. Research appropriate training options.

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INFORMATION TECHNOLOGIES WORK PLAN

Goal 3: enhance distance learning capabilities to foster student learning opportunities and outcomes.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Expand reach of courses and/or programs.	a. Market demand and opportunity.	a. Diocese of Buffalo, upstate New York, northwestern PA(?), southern Ontario (?).	1. Project manager. 2. Faculty engagement (designing, training, teaching).
	b. ATS & MSA standards.	b. Accreditation in 2015.	
2. Acquire technologies requisite to strengthening distance learning courses and/or programs.	a. Technologies acquired and implemented.	a. Annually, as needed.	1. Project manager. 2. Research. 3. Faculty engagement.
	b. Faculty and student needs, utilization and evaluations.	b. TBD.	
	c. ATS & MSA standards.	c. 100% compliance.	
3. Provide for faculty training.	a. % trained and using	a. TBD, 2015.	1. Research appropriate training options.
4. Expand and improve remote access to Seminary library resources.	a. Student utilization and feedback.	a. Ongoing.	1. Peer institution consultation.

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OPERATIONS WORK PLAN

Goal 1: improve service and operational efficiency and effectiveness.

Objective	Measure(s)	Target(s)	Initiative(s)
1. Further develop and implement a process of institutional assessment.	a. Implementation	a. Fall 2013.	1. Appoint Accreditation Manager. 2. Establish an Assessment Advisory Committee. 3. Provide funding for assessment in budget.
	b. ATS & MSA standards.	b. 100% compliance.	
2. Align administrative structure with strategic plan.	a. Job descriptions and responsibilities.	a. January 2015.	1. Committee review.
3. Initiate business process improvement strategies in and among Seminary departments.	a. Error rate.	a. 25% reduction over first 2 years.	1. Workflow modeling. 2. Total quality management.
	b. Cost.	b. 10% reduction over first 2 years.	
	c. Productivity.	c. 5% increase annually.	
4. Strategic planning at the department level.	a. Seminary's institutional goals, core values, vision and strategic priorities.	a. Two departments a year.	1. Align with and use organizational strategic plan as a template. 2. Scorecards and/or Action Plans.
5. Upgrade security procedures and capabilities.	a. Measures implemented to address the presence and prevention of crime and the fear of crime among users.	a. Fall 2014 and annually.	1. Needs assessment (e.g. resident & student survey). 2. Research alternatives and best practices.
6. Research and implement administrative and instructional technologies.	a. Seminary's current and future needs.	a. Annually.	1. Rolling needs assessment in connection with organizational and departmental strategic plans. 2. Research alternatives and best practices.

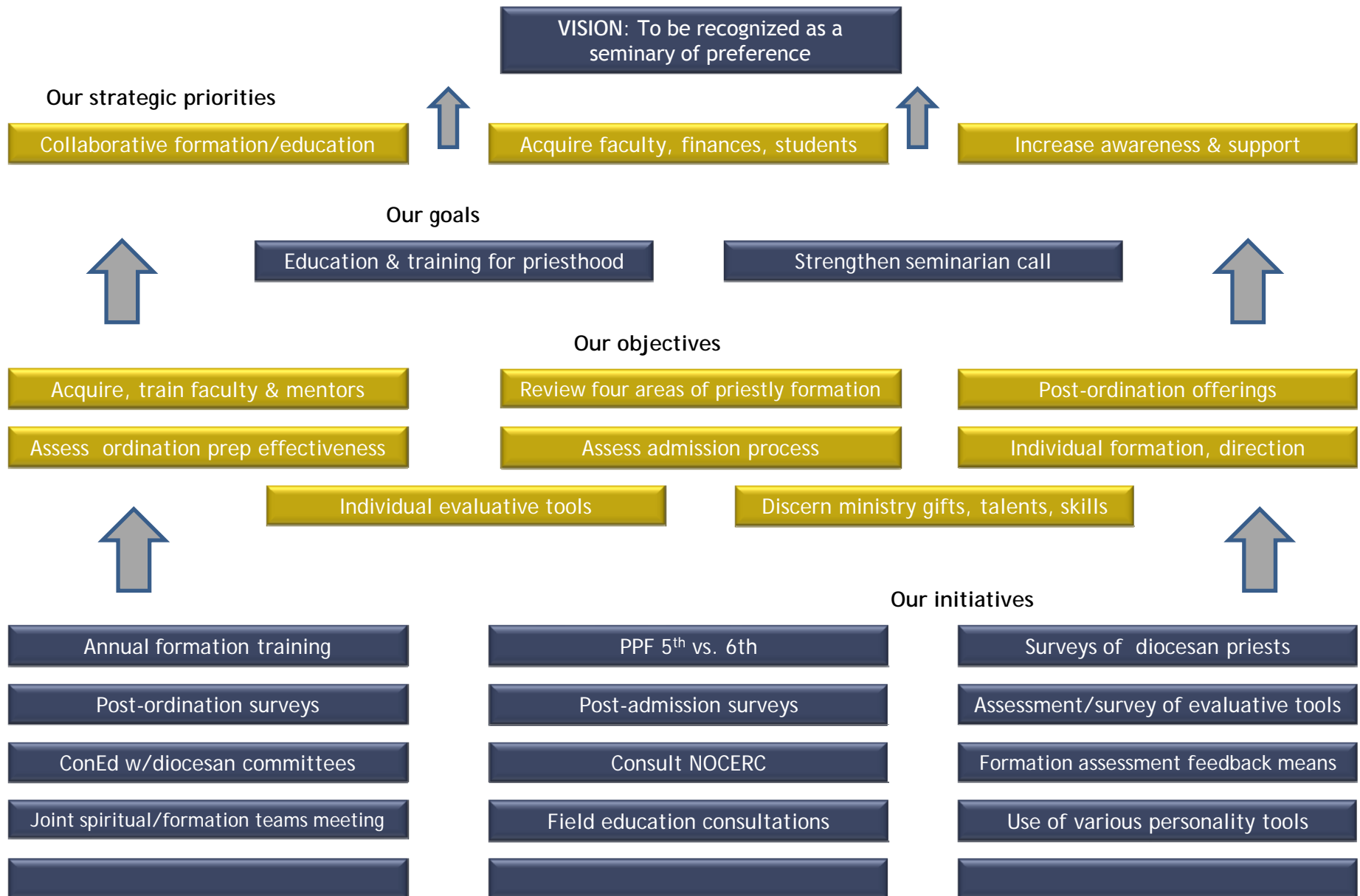
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APPENDICES

STRENGTHENING ALL THE DISCIPLES
A STRATEGIC PLAN FOR CHRIST THE KING SEMINARY | 2013 – 2018

Appendix 1: PROGRAM OF PRIESTLY FORMATION



Appendix 2: ACADEMICS

VISION: To be recognized as a seminary of preference

Our strategic priorities

Collaborative formation/education



Acquire faculty, finances, students



Increase awareness & support

Our goals

High quality theological education



Sustained climate of evaluation



Increase accessibility to offerings

Our objectives

Faculty acquisition & succession

Non-degree ministry offerings

Strengthen pastoral implications

Plan for academic-related technologies

Enhance faculty support systems

Student learning assessment

Bi-annual review degree program skills



Distance learning courses/program



Satellite locations: Buffalo/others

Collaborate w/other institutions

Our initiatives

Annual assessment of faculty needs

Leadership & formation courses

Peer review of faculty syllabi

Technologies best practices & training

Determine faculty support needs

Assessment tools recommendations

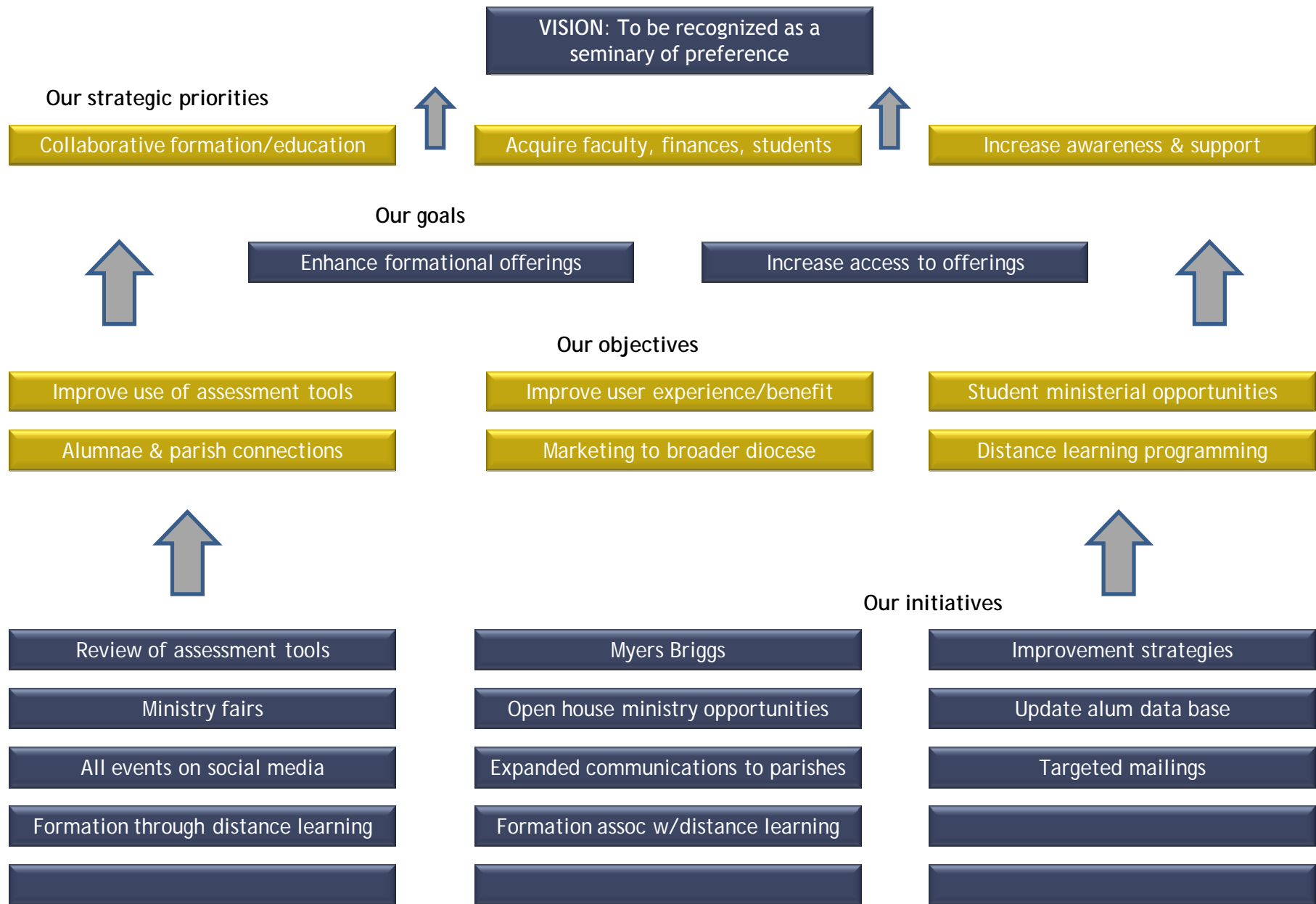
Faculty reviews

Distance learning project manager

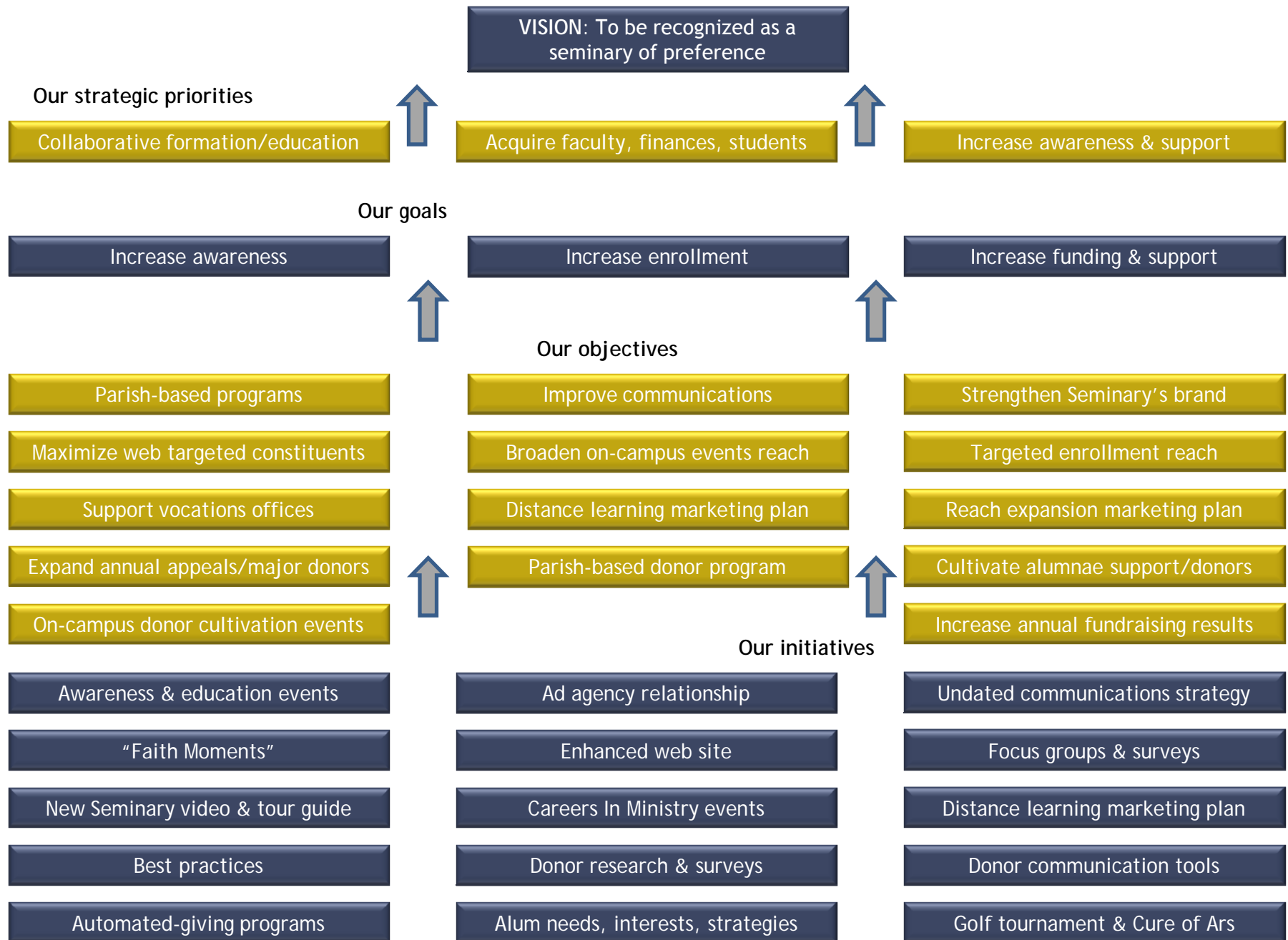
Extension sites project manager

Other institutions project manager

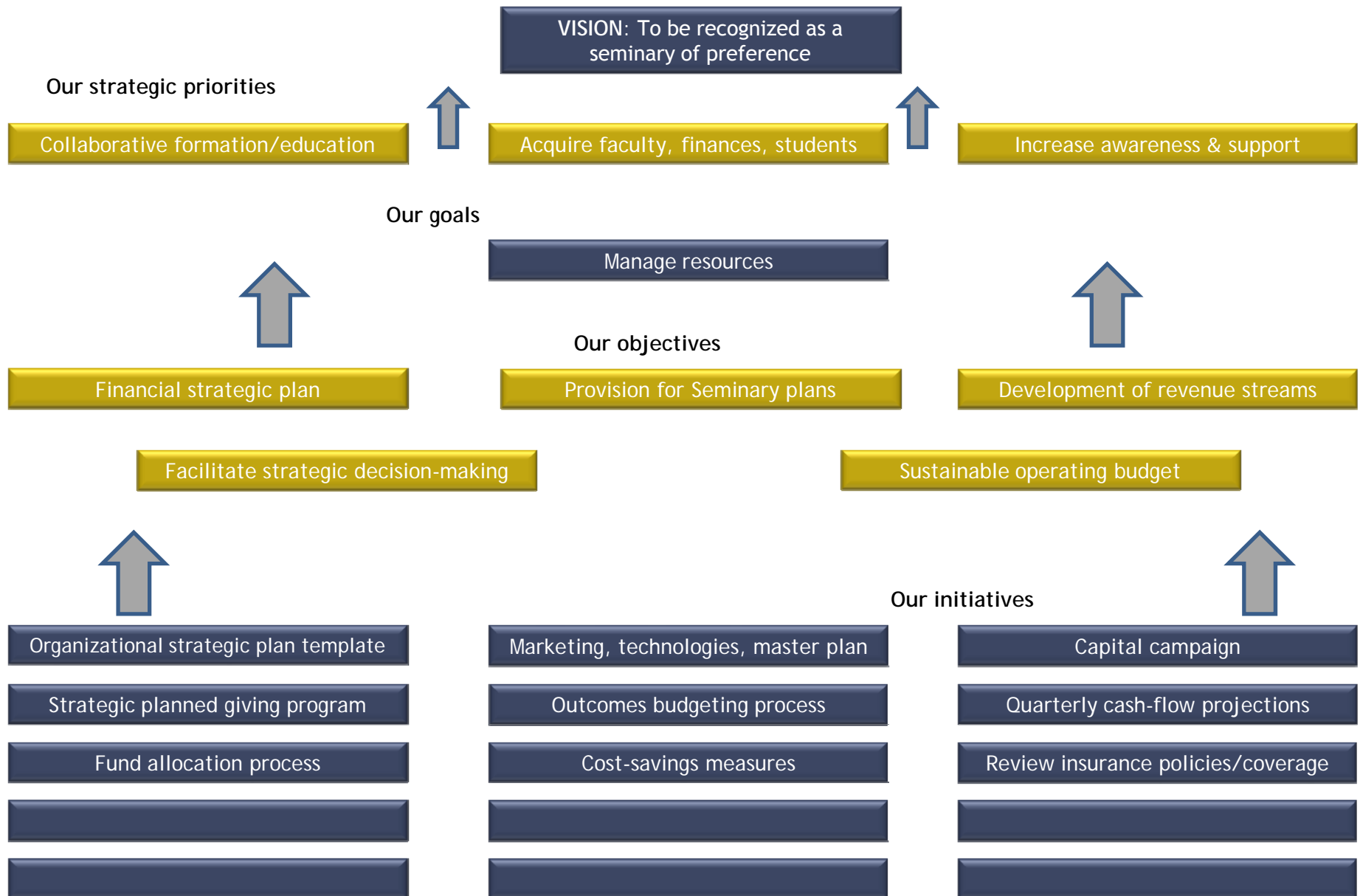
Appendix 3: PROGRAM OF LAY FORMATION



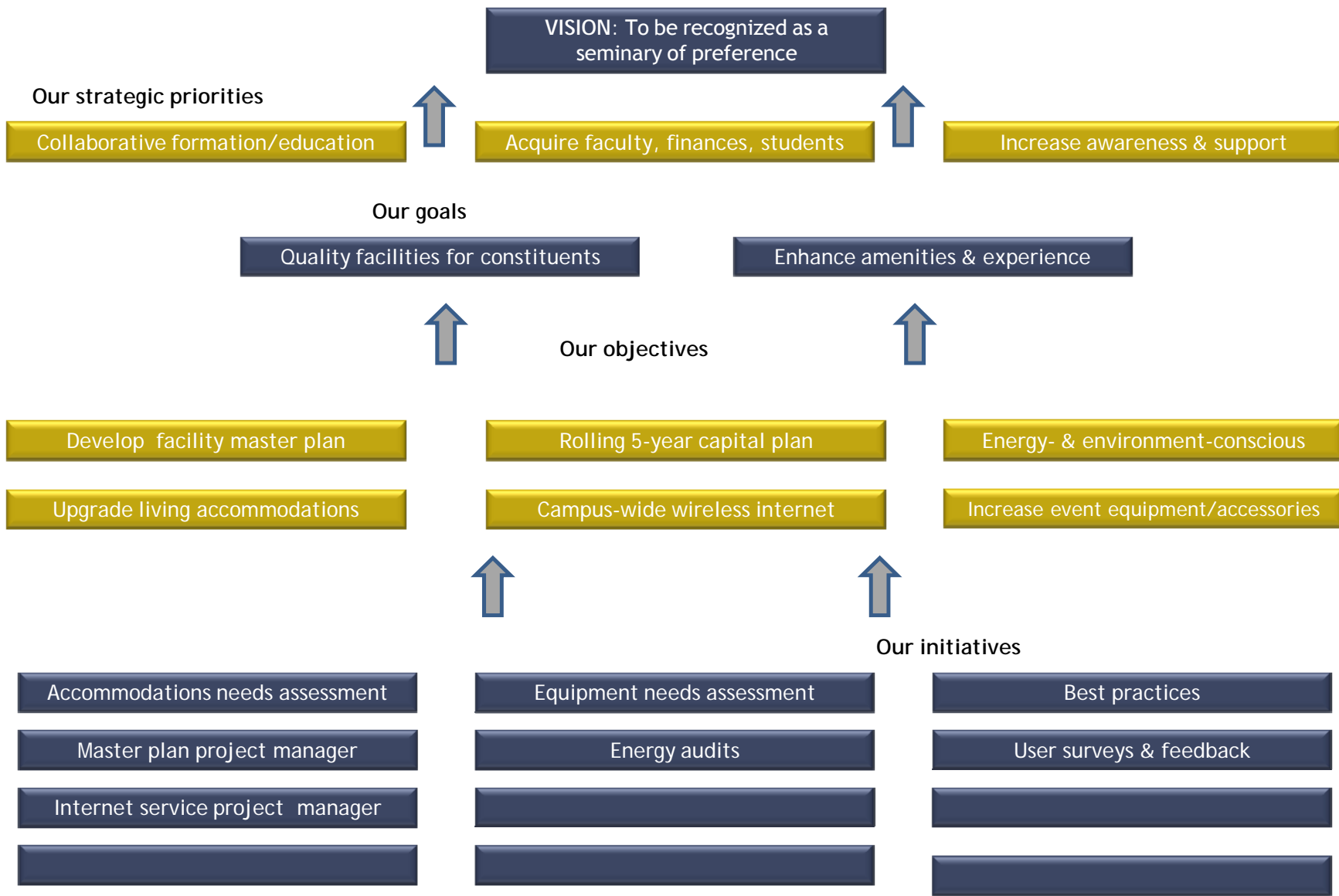
Appendix 4: Marketing & Advancement



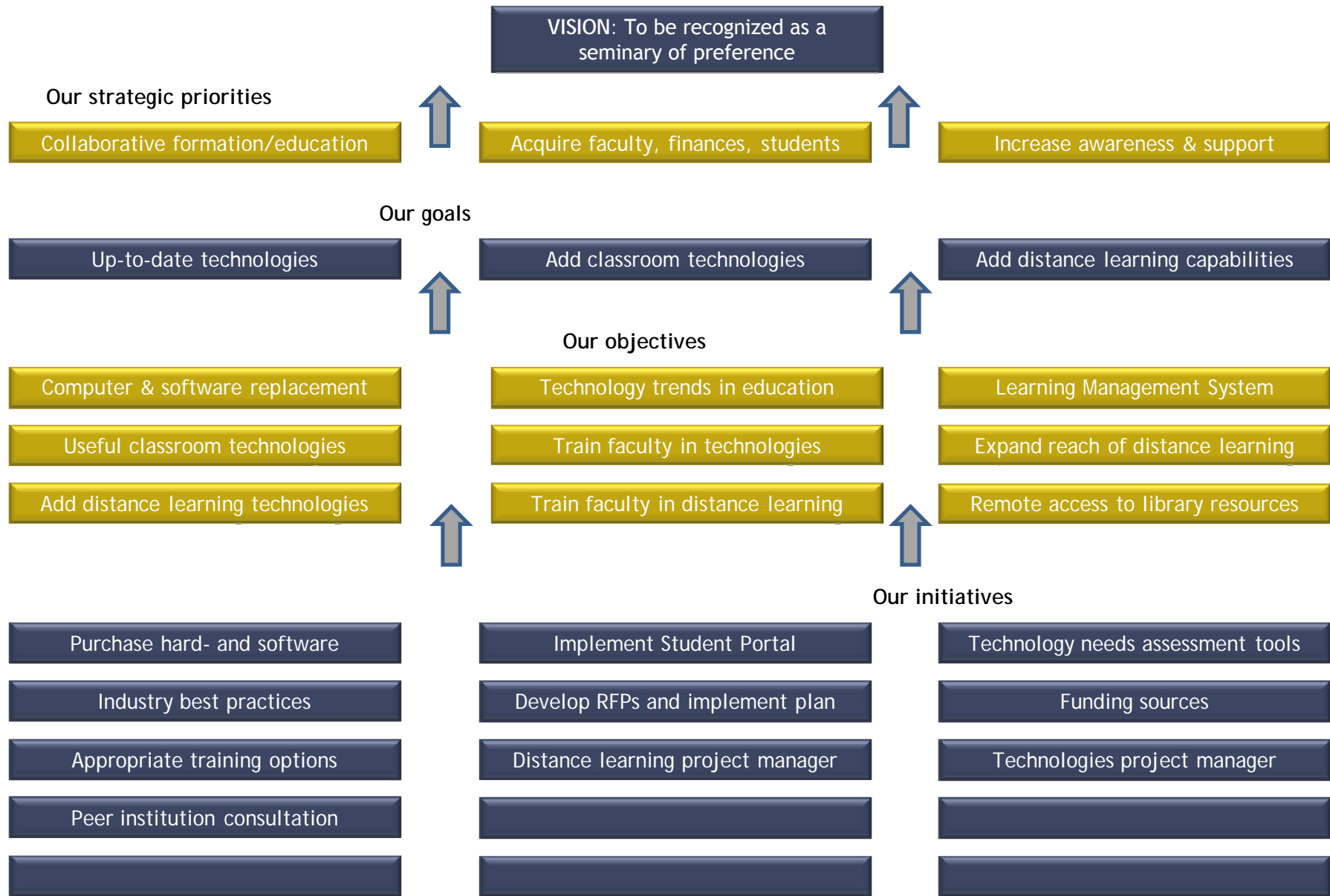
Appendix 5: Finances



Appendix 6: FACILITY & AUXILIARY SERVICES



Appendix 7: INFORMATION TECHNOLOGIES



Appendix 8: Operations

VISION: To be recognized as a seminary of preference

Our strategic priorities

Collaborative formation/education



Acquire faculty, finances, students



Increase awareness & support

Our goals



Improve efficiencies and effectiveness



Our objectives

Institutional assessment process

Align administrative structure

Process management

Department-level strategic planning

Upgrade security

Upgrade technologies



Our initiatives

Accreditation Manager

Assessment Advisory Committee

Assessment budget

Administrative alignment committee

Workflow modeling & TQM

Alignment of department plans

Security needs assessment

Technology needs assessment