

Five Year Strategic Plan



2015 to 2020



**ST. PETER'S
SEMINARY**

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VISION, PRINCIPLES, GOALS & OBJECTIVES

The following summarized the vision and principles guiding the strategic planning process.

VISION

St. Peter's Seminary aspires to be an outstanding collaborative centre of creative formation and education of Catholic leaders who are shaped by the Heart of Christ to be pastorally engaged with the world and dedicated to the service of God's people, especially the poor.

STATEMENT OF PRINCIPLES

As indicated by the Letters Patent of incorporation, March 16, 1917, the administrative authority for St. Peter's Seminary Corporation has been entrusted to the Board of Shareholders/ Directors. Such authority encompasses the entire operation of the Seminary under the guidance of the Bishop of London who is the ex-officio President, except as limited by the control exercised by the Roman Catholic Diocese of London which owns the Seminary land and buildings, the *Ratio Fundamentalis* for Seminary Formation, the authority of the Formation Faculty Council in academic and related matters of formation and the collective agreements with employee groups at the Seminary.

This Strategic Plan is governed by the Seminary Board of Shareholders who will oversee its implementation. Reports on the progress of this Plan will be given at the regular meetings of the Seminary Board of Shareholders.

GOALS & OBJECTIVES

Collaboration

Goal 1

Program enrichment and resource sharing will be established through collaboration and partnerships.

Objectives

1. To explore possibilities of greater interaction with Brescia, Huron, and Assumption Colleges.
2. To explore and implement joint initiatives with King's chaplaincy and programs such as Catholic Studies and Social Justice and Peace Studies (e.g. Joint Chair in Social Justice.)
3. To establish greater collaboration and sharing of teaching resources with other seminaries.

Financial Sustainability

Goal 2

Governed by the Board of Shareholders, St. Peter's Seminary will provide sustainable financial resources to support seminary programs, initiatives and facilities.

Objectives

1. To promote greater financial stability through dialogue with external stakeholders regarding fundraising.
2. To establish creative strategies to increase enrolment of lay students and seminarians.
3. The Board of Shareholders is to ensure that financial policies and procedures are kept current.
4. To work with the Diocese and the Seminary Board of Shareholders to assist the Foundation with its fundraising priorities.

Creative Formation and Education

Goal 3

To offer a distinctive program of formation for Catholic priests, deacons and lay ecclesial ministers that integrates contemplation of truth and engagement in pastoral action to build up the Kingdom of God.

Objectives

1. To identify and promote St. Peter's as forming graduates with distinctive pastoral excellence.
2. To provide exemplary leadership and training in homiletics.
3. To foster greater engagement of seminarians with society and the culture.
4. To develop a strategy for delivering online learning.
5. To explore the Seminary as a greater venue for offering retreats and days of prayer.
6. To establish an ongoing process of program assessment for Seminary degree programs.

Institutional Development

Goal 4

To have the best possible formators and educators capable of achieving the mission of St. Peter's Seminary: to form outstanding Catholic leaders to serve the Church in Canada and beyond.

Objectives

1. To identify and allocate greater opportunities for faculty development, research and creativity.
2. To ensure that the application of standards of the *Association of Theological Schools* are well integrated into the Seminary's ongoing mission.
3. To seek dioceses and religious orders to provide faculty, spiritual directors, students and financial support.
4. To establish endowments for teaching positions.
5. To work toward establishing a unique, appealing Catholic Centre of Research and active learning (e.g. a *Pope Francis Centre of Social Justice and Ecology*.)
6. To review and assess the progress and achievement of the Goals and Objectives Identified in the 5-Year Strategic Plan

Infrastructure

Goal 5

Facilities and equipment will be maintained, enhanced and re-designed to improve operational effectiveness, accessibility and the promotion of a safe environment.

Objectives

1. Secure the envelope of the Seminary building.
2. Make the seminary building more accessible to seminarians, lay students and the greater university community.
3. Upgrade all seminary classrooms with modern technology.
4. Investigate the feasibility of a "priest residence wing".
5. Renovate residences and student lounges that are more inviting and conducive to today's seminarians and retreatants.

Outreach and Engagement

Goal 6

The profile of the Seminary will be heightened through its contribution to the life of the local and national community.

Objectives

1. In collaboration with the *Institute for Ongoing Formation*, to offer lectures, module courses and guided retreats according to the needs of the faithful.
2. To engage seminary students more effectively in local Parish community life.
3. To develop resources to provide education regarding controversial Church issues.
4. To further welcome and engage the community through the Open Sunday Mass.

Marketing and Awareness

Goal 7

St. Peter's Seminary will be effectively promoted locally, nationally and internationally through the development of new images and initiatives of outreach.

Objectives

1. To undertake a needs assessment survey with Canadian Bishops and diocesan Vocation Directors regarding how St. Peter's Seminary can serve the needs of their Dioceses.
2. To develop an appealing marketing strategy aimed toward Bishops, prospective seminarians and lay students.
3. To engage faculty, seminarians, permanent deacons and lay graduates to promote St. Peter's Seminary in diocesan parishes across Canada.

ACTION TASKS, TIMELINES, AND RESPONSIBILITIES

The following Action Tasks have been identified to bring to achievement the Objectives articulated for each of the seven Goals. The Action Tasks have been ordered according to the year in which they are targeted for completion, based on the priority of their efficacy in bringing the objectives to realization. Individuals or groups have been named below as having responsibility for overseeing the achievement of each of these Tasks.

Goal 1: Collaboration

Objective 1: To explore possibilities of greater interaction with Brescia, Huron and Assumption Universities.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Formalize the relationship with Huron University College regarding our involvement in the MA program.	Dean of Studies and Rector
Year I	2. Establish an ongoing dialogue with the Dean of Theology at Huron University College about opportunities for shared teaching/curriculum.	Dean of Studies

Objective 2: To explore and implement joint initiatives with KUC chaplaincy and programs such as Catholic Studies and Social Justice and Peace Studies.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Initiate a dialogue with the co-ordinator of Catholic Studies and or the chair of the RS/Philosophy department to see where the KUC programs and the SPS theology program might have areas of overlap and areas where faculty resources might be shared.	Sub-committee on Formation and Academics of KUC proposal
Year I	2. Establish a forum for dialogue between KUC and the Seminary's Institute for Ongoing Formation to explore sharing of formative resources.	Dean of Studies and Director of I.O.F.

Objective 3: To establish greater collaboration and sharing of teaching resources with other seminaries.		
Completed by end of:	Action Task	Responsible for overseeing:
Year IV	1. Initiate dialogue among rectors of Canadian seminaries about the possibility of shared faculty/formation personnel, e.g. through shared classes using distance technology.	Rector and Dean of Studies
Year III	2. Establish a St. Peter's Seminary committee to explore curricula at other seminaries to identify ideas and resources that could enrich our programs.	Dean of Studies

Goal 2: Financial Sustainability

Objective 1: To promote greater financial stability through dialogue with external stakeholders regarding fundraising.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Maintain ongoing communication with Seminary alumni/ae regarding fundraising needs.	Alumni Executive
Year I	2. Dialogue with King's University College regarding connections that can be made with them to assist them with their needs for residence, classrooms, and offices (which could generate funds for St. Peter's Seminary in addition to helping King's College.)	Rector
Year I	3. Accelerate major gift giving by individuals and organizations for endowment and capital purposes.	Seminary Foundation
Year I - III	4. Invite participation from other dioceses for a financial investment in the mission of St. Peter's Seminary.	Seminary Foundation
Year II	5. Investigate the potential for Legacy Giving opportunities through alumni/ae to their parishioners.	Seminary Foundation
Year III	6. Seek out an Insurance Company (e.g., London Life) to assist the Foundation in promoting Legacy Giving.	Seminary Foundation

Objective 2: To establish creative strategies to increase enrolment of lay students and seminarians.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Maintain ongoing communication with the Canadian Diocesan Vocation Directors regarding the programs that are offered at St. Peter's Seminary.	Rector
Year II	2. Modernize the Seminary Website with a Link to a "Vocational Discernment" page, to make it more attractive, useful and easy for young people seeking guidance on discerning their vocation. Seek young people to contribute toward the development of such a Link to our Website.	Seminary Website Manager and Diocesan Director of Vocations
Year II	3. The Seminary's Director of Lay Formation to seek ways to engage with students at King's, Brescia and Assumption Universities regarding the Lay Degree programs offered at St. Peter's Seminary.	Director of Lay Formation

Objective 3: The Board of Shareholders is to ensure that financial policies and procedures are kept current.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Seek from St. Augustine's Seminary a copy of their Human Resources, Sexual Harassment and Privacy Policies (to use as reference in updating our own Policies and Procedures.)	Financial Administrator
Year I	2. A sub-committee of the Seminary Board of Shareholders accept the responsibility for overseeing that Seminary Policies and Procedures are kept up-to-date.	Seminary Board
Year II	3. Develop medium and longer term options for the use of endowment funds in the Seminary's changing financial situation.	Fin. Advisory Committee
Year II	4. Set an annual timeline for the Board Sub-committee to review and oversee revision of Seminary Policy and Procedures.	Seminary Board
Year I - IV	5. Through the Foundation, the Seminary has a durable set of policies for the management of its long term investments. Periodic reviews of these policies are to be conducted to ensure their realistic provision for the Seminary's needs.	Seminary Foundation

Objective 4: To work with the Diocese and Seminary Board of Shareholders to assist the Foundation with its fundraising priorities.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. That the existing procedure of the Finance Advisory Board and the Building & Grounds Committee continue to inform the Seminary Board of Shareholders with valuable information regarding current needs.	Seminary Board
Year II	2. That the Seminary Board of Shareholders give direction and make decisions regarding setting priorities for fundraising and the expenditure of funds.	Seminary Board

Goal 3: Creative Formation and Education

Objective 1: To identify and promote SPS as forming graduates with distinctive pastoral excellence.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Identify specific markers exemplifying forms of pastoral excellence responding to needs within the Church in Canada.	Directors of Field Education and the Pastoral Year
Year II	2. Undertake a detailed review of the pastoral formation program to identify and enhance features of distinctive excellence.	Directors of Field Education and the Pastoral Year

Objective 2: To provide exemplary leadership and training in homiletics.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Gain approval from Western University to increase the course hours in homiletics to three per semester.	Dean of Studies
Year III	2. Develop a plan to include formation and experience for seminarians in preaching every year of the program.	Homiletics Professor and Director of Liturgy

Objective 3: To foster greater engagement of seminarians with society and the culture.

Completed by end of:	Action Task	Responsible for overseeing:
Year II	1. Structure opportunities to allow students to listen to those who have left the church or become marginalized within it (and record observations drawn from this experience for evangelization.)	Director of Field Education

Objective 4: To develop a strategy for delivering online learning.

Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Provide opportunities for faculty to learn hybrid or blended teaching methods.	Dean of Studies
Year II	2. The IT committee will develop a strategy for online offerings and the use of hybrid or blended courses.	Dean of Studies & I.T. Committee

Objective 5: To explore SPS as a greater venue for offering retreats and days of prayer.

Completed by end of:	Action Task	Responsible for overseeing:
Year II	1. Establish a marketing group to develop a plan for identifying and meeting needs in this regard.	Seminary Spiritual Director

Objective 6: To establish an ongoing process of program assessment for Seminary degree programs.

Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Establish a working committee on Program Assessment to gather information and engage the broader faculty in a process of implementation.	Assessment Committee /Dean

Goal 4: Institutional Development

Objective 1: To identify and allocate greater opportunities for faculty development, research and creativity.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Review the budget for increased allowance for Faculty Development.	Financial Administrator and Dean
Year II	2. The Dean in conjunction with the Foundation to research availability of funding for ongoing Formation of faculty.	Dean and Director of Foundation

Objective 2: To ensure that the application of standards of the Association of Theological Schools are well integrated into the Seminary's ongoing mission.		
Completed by end of:	Action Task	Responsible for overseeing:
Ongoing	1. Annually review and ensure that we are complying with the standards of ATS in our theological programs, and we are responding to their follow-up requirements for accreditation.	Dean of Studies and Faculty Executive

Objective 3: To seek Dioceses and religious orders to provide faculty, spiritual directors, students, and financial support.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Suggest to our Bishop that he address other Bishops about our needs for faculty and seminarians.	Rector
Year I	2. Seminary Foundation to explore the possibility of other Bishops and Dioceses supporting our Seminary.	Foundation and Rector
Year II	3. Communicate with Religious Orders to explore joint programs or formation opportunities.	Bishop and Rector

Objective 4: To establish endowments for teaching positions.		
Completed by end of:	Action Task	Responsible for overseeing:
Ongoing	1. The Rector and the succession planning committee are to identify faculty needs.	Succession Planning Ctee.
Year I	2. The Foundation explores establishing funded Chairs endowed by interested parties aligned with identified program needs.	Foundation

Objective 5: To work toward establishing a unique, appealing Catholic Centre of Research and active learning (e.g. a Pope Francis Centre of Social Justice and Ecology)		
Completed by end of:	Action Task	Responsible for overseeing:
Year IV	1. To dialogue with Partner Institutions (e.g. Sisters of St. Joseph and King's College) with regard to similar interests, to pursue a similar objective.	Dean of Studies and Rector

Objective 6: To review and assess the progress and achievement of the Goals and Objectives identified in the 5-Year Strategic Plan		
Completed by end of:	Action Task	Responsible for overseeing:
Year V	1. Establish a Committee to oversee the review of the implementation of the Strategic Plan, setting a regular frequency to evaluate the completion of Objectives and Tasks.	Faculty Executive
Year V	2. Initiate the process of renewing the Strategic Plan for the upcoming five years.	Rector

Goal 5: Infrastructure

Objective 1: To secure the envelope of the Seminary building.		
Completed by end of:	Action Task	Responsible for overseeing:
Year II	1. Implement the recommendations of the Allan Avis Architects Inc. “Facilities Study Report” (2008) regarding securing the building envelope (including replacement of deteriorated slate and flat roof and re-pointing of the top ten feet of stonework that has not been re-pointed to date.)	Buildings & Grounds Committee

Objective 2: Make the seminary building more accessible to seminarians, lay students and the greater university community.		
Completed by end of:	Action Task	Responsible for overseeing:
Year III	1. Install a modern elevator in the present location and possibly an additional shaft at the southwest end of the building to accommodate greater access needs.	Buildings & Grounds Committee
Year III	2. Incorporate features throughout the seminary building to enhance security between residence and public access areas to facilitate better flow of movement by various users.	Buildings & Grounds Committee
Year IV	3. Take steps toward compliance with AODA standards of accessibility by 2025.	Buildings & Grounds Committee

Objective 3: Upgrade all seminary classrooms with modern technology		
Completed by end of:	Action Task	Responsible for overseeing:
Year IV	1. Speak to a representative of the LDCSB about who oversees classroom technology upgrades. Consult with this person about what can reasonably be done at St. Peter’s Seminary.	Buildings & Grounds Manager

Objective 4: To Investigate the feasibility of a “priest residence wing”.		
Completed by end of:	Action Task	Responsible for overseeing:
Year II	1. Consider the perspectives presented in the Allan Avis Architects Inc. “Facilities Study Report” (2008) regarding its recommendations for a priests’ wing.	Priests on the Seminary Faculty

Objective 5: Renovate residences and student lounges that are more inviting and conducive to today’s seminarians and retreatants.		
Completed by end of:	Action Task	Responsible for overseeing:
Year III	1. Review and implement as feasible for today’s needs the Allan Avis Architects Inc. “Facilities Study Report” (2008) regarding reconfiguration of student residence floors.	Buildings & Grounds Committee
Year IV	2. Implement renovation of the seminary lower floor towards greater efficiency in the use of space (i.e. for kitchen, dining area, laundry, various offices and recreation space.)	Buildings & Grounds Committee

Goal 6: Outreach and Engagement

Objective 1: Through the Institute for Ongoing Formation, to offer lectures, module courses and guided retreats according to the needs of the faithful.		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Emphasize the connection of the Institute of Ongoing Formation and the Seminary on our website, brochures, etc.	Director of I.O.F. / Sem Website Mgr.
Ongoing	2. Engagement with Partners to identify their needs for on-gong formation.	Director of I. O.F.
Year II	3. Develop a mechanism to assess and prioritize the needs for ongoing formation articulated by Partners, and to plan a response to these prioritized needs.	Director of I.O.F.
Year II	4. Develop new programs to serve the needs for pastoral ministry within the changing landscape of the Diocese and beyond.	Director of I.O.F. / Dean of Studies

Objective 2: To engage seminary students more effectively in local parish community life		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Meet with Pastoral Teams of the four parishes connected to the Seminary for field education outreach to see what can be done to engage seminarians more effectively.	Director of Field Education
Year I	2. Initiate annual meetings with the members of the four Seminary Formation Groups to see what can be done more effectively. Present the results of these conversations to the faculty.	Director of Field Education
Year I	3. Interpret these results into the Report of the Director of Pastoral Formation for presentation to the annual May Faculty meetings.	Director of Field Education

Objective 3: To develop resources to provide education regarding controversial Church issues		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Academic faculty will develop an outline of areas of expertise that faculty are able to offer as resources to the Diocese.	Dean
Year II	2. Through the Institute for Ongoing Formation develop a communication strategy for informing the Diocese about resources available through the Seminary for education on controversial issues.	Director, I.O.F.

Objective 4: To further welcome and engage the community through the open Sunday Masses		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Send letter to Seminary donors regarding the dates of Seminary Open Masses on Sundays throughout the academic year.	Foundation and Rector
Year I	2. Develop a list of names and contact information of those in Catholic education (directors, trustees, religion department heads, student council reps, religion coordinators, principals, etc.) to invite to open Masses.	Board Sub-Committee
Year I	3. Coordinate a plan for distributing neighbourhood invitations to Open Masses.	Community Outreach Committee

Goal 7: Marketing and Awareness

Objective 1: To undertake a needs assessment survey with Canadian bishops and diocesan vocation directors regarding how St. Peter's Seminary can serve the needs of their dioceses		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Develop a list of questions to be used in initiating an Interview conversation with Diocesan Bishops and Vocation Directors of Canada.	Faculty sub-committee
Year I	2. Seek expertise (e.g. from the School of Social Sciences) to help develop lead questions to facilitate the Interview conversations.	Faculty sub-committee
Year II	3. An Individual or Team is appointed by the Rector to engage in Interview conversations with Diocesan Bishops and Vocation Directors regarding how St. Peter's Seminary can serve their dioceses.	Rector
Year II	4. Prepare and distribute a correspondence to Bishops preparing them for this phone conversation.	Secretary to the Rector
Year II	5. The Individual or Team prepares a report on the results of the Interview conversations, and submits to the Rector.	Interviewer / Team

Objective 2: To develop an appealing marketing strategy aimed toward bishops, prospective seminarians and lay students		
Completed by end of:	Action Task	Responsible for overseeing:
Year III	1. Specify the distinctive brand offered by St. Peter's Seminary.	Faculty Executive
Year II	2. Investigate current marketing strategies used by U.S. seminaries	Director of I.O.F.
Year II	3. Investigate current marketing strategies used by Brescia and King's Colleges and other Catholic colleges nationwide.	Director of Lay Formation
Year II	4. Identify experts in the field of enrollment marketing strategies (including the expertise that can be gained from A.T.S.)	Director of I.O.F.
Year III	4. Committee struck to review information from the above action tasks to develop and implement a comprehensive marketing plan.	Rector
Year I	5. Collaborate with King's University College in its recruitment initiatives (and solidify this partnership for ongoing annual recruitment.)	Rector and Director of Lay Formation

Objective 3: To engage faculty, seminarians, permanent deacons and lay graduates to promote St. Peter's Seminary in diocesan parishes across Canada		
Completed by end of:	Action Task	Responsible for overseeing:
Year I	1. Connect with seminary students as well as male and female graduates to elicit those who are willing to speak in their parishes about the programs offered by St. Peter's Seminary.	Alumni Executive
Year IV	2. Make a plan for engaging with each of the Deanery Conferences over the course of a year to raise awareness of what the seminary is offering and is proposing to offer to promote the mission of the church.	Faculty Executive
Year II	3. Create a short DVD with footage taken by a Drone viewing the seminary property and highlighting elements of the mission.	Seminary Promotion C'tee
Year V	4. Develop a <i>Parish Visitation program</i> to St. Peter's Seminary to offer hospitality that will foster engagement with the seminary, raise awareness and cultivate vocations.	Alumni Executive and Seminary Promotion C'tee
Year III	5. Investigate opportunities for St. Peter's Seminary to host engagements of the church involving priests, alumni/ae and professors of the university (e.g. Epiphany Dinners for the London and Windsor Deaneries with faculty members present.)	Vice-Rector