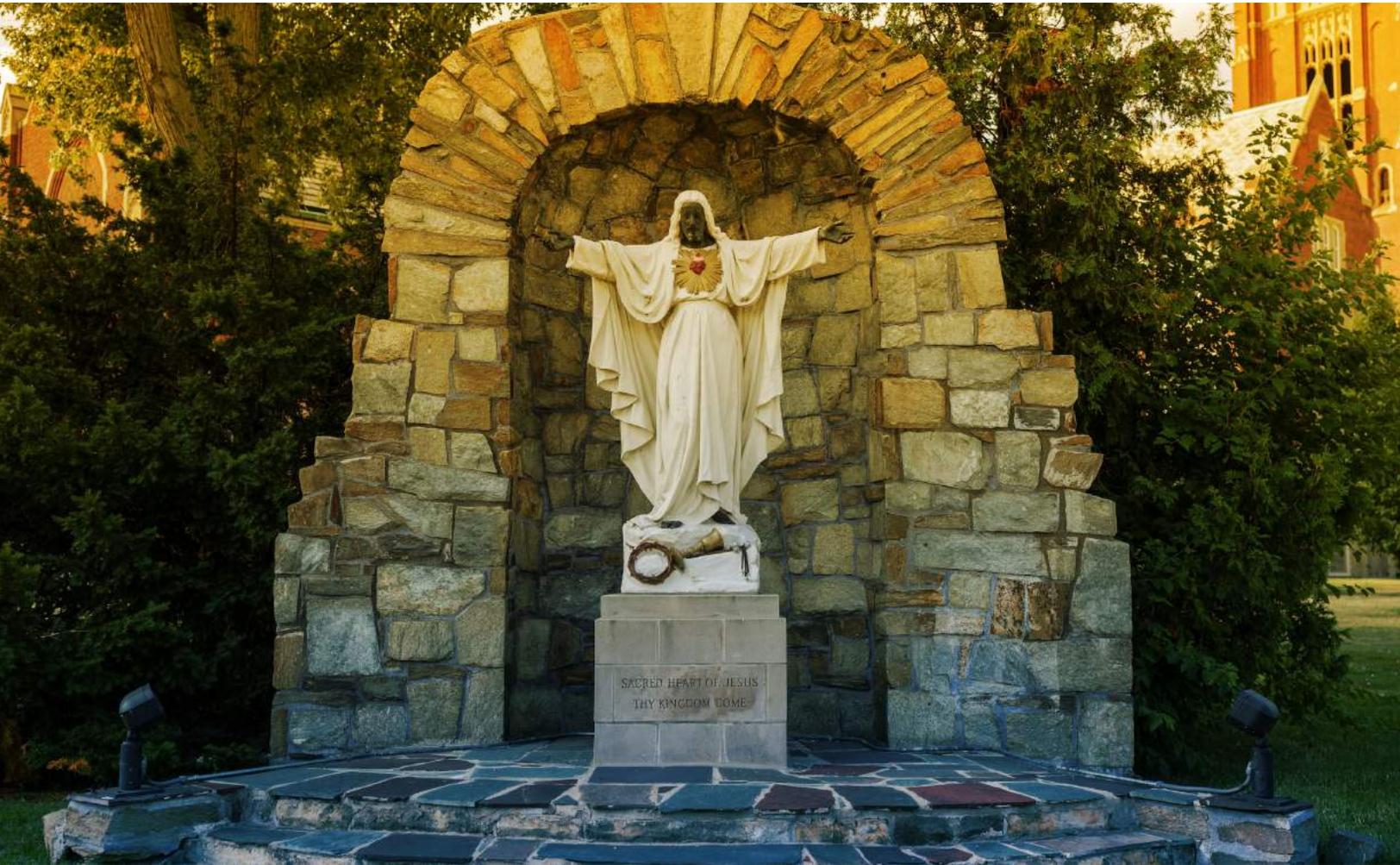


SACRED HEART  
MAJOR SEMINARY



# THE STRATEGIC PLAN

## GUIDE STAR OF OUR MISSION

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2018 – 2023

# Our Strategic Planning Process

## PLANNING PROCESS

### Late Spring:

Needs Analysis with Institutional Planning and Assessment Committee

### Spring/Summer:

Administration Revises Institutional Goals, Objectives, and Metrics

### Late Summer:

Rector Communicates Goals at Annual Address

### Fall:

Deans and Dept. Heads Develop Departmental Plans and Budgets

### Fall:

Strategic Planning Session Conducted with Joint Faculty, Quality of Work Life Committee, and Student Life Committee

### Late Fall:

Institutional Planning and Assessment Committee Discusses Departmental Plans and Priorities

### Winter:

Strategic Planning Session with Administrative Council—Integrate Departmental Plans with ISP and Financial Plans

### Early Spring:

Ad Hoc Board Committee Reviews ISP and Offers Feedback

### Spring:

Finance and Audit Committee Reviews and Approves Budget

### Spring:

Board of Trustees Reviews the Strategic Plan and Approves the Budget

Sacred Heart Major Seminary's strategic planning process focuses on developing a long-range vision for our work. One of our guiding principles is, "What you can measure, you can manage." As a means to effective management, the seminary has developed a goal setting and monitoring system that improves the quality of our decision making. It calls upon the experiences and talents of a broad group of our constituents, actively engaging the board of trustees, administration, faculty, staff, students, and alumni. This process also graces our work through deeper communication among all members of the Sacred Heart community.

Our seminary goals are rooted in a philosophy of mission-mindfulness, nourished by our core values, and deeply imbedded in our budgeting processes. They direct institutional planning, inform academic and formational programming, and guide the manner in which we operate on a daily basis. Through a dynamic process of outcomes assessment, our goals are evaluated by comparing actual performance metrics with benchmarks to determine the success of our outcomes. Outcomes data is fed back into a continuous process of planning and assessment.

Our planning process is visually conceptualized at left. Implementation of this process has enhanced collaboration among our stake-holders and assisted us in developing methods to quickly adjust to changes in our external environment. Through the ongoing process of planning and assessment, we anticipate increased levels of organizational efficiency and capacity.

# Forming Hearts and Minds. Proclaiming Jesus Christ.



The mission of Sacred Heart Major Seminary is simple and compelling: to educate and form priests, deacons, and lay ministers to be leaders of the new evangelization of our increasingly secularized world.

Sacred Heart's students are formed by highly-credentialed instructors who teach according to the mind of the Church. Students are inspired by the example of the Good Shepherd and the surrounding urban environment to answer the call to serve human needs. Called into a transforming relationship with Jesus Christ, students are thereby prepared to assist others into that same intimate friendship.

# Guide Star of Our Mission

Our 2018–2023 Institutional Strategic Plan keeps the entire seminary focused on our mission. Staff, faculty, students, the administration, and the Board of Trustees all participate in the plan’s formulation.

The immediate goals of the strategic plan are multiple yet straightforward.

- Infuse the institution with a sense of mission
- Identify what factors lead to success
- Craft a strategy of how to get there
- Guide the seminary in allocating resources
- Assist the seminary to evaluate data and measure performance

## An Invitation to You

We invite you to peruse this plan and its six overarching “Priorities for Success.” Note that each priority lists explicit goals to fulfill these priorities. Specific tools, metrics, and timelines are aligned with these priorities and goals so that effective assessment and quality improvement can occur.

This ongoing process of planning and assessment will increase the overall efficiency of the seminary. Implementation of the plan will result in an even more prudent use of the precious funding our benefactors bestow upon us each year to accomplish our vital mission.

The 2018–2023 Institutional Strategic Plan is a guide star to help Sacred Heart Major Seminary navigate toward its one hundredth year, 2019, and for decades beyond. Will you join us and be a part of this blessed journey? Quite simply, you will be helping to ensure that the Gospel is proclaimed to all nations.

# Six Priorities for Success

Priority 1

New Evangelization

Priority 2

Increase Awareness

Priority 3

Expand Outreach

Priority 4

Mission Engagement

Priority 5

Diverse Groups

Priority 6

Financial Strength

## Priority 1

# New Evangelization

Become a leading center for the New Evangelization, serving the needs of the Archdiocese of Detroit and contributing to the mission of the Universal Church.

	Orig. Date	Planned Completion Date	Source of Funding	Responsible Individual(s)	Resource Scale	Assessment Tool	Measure	Actual Data 6-30-17	Actual Data 6-30-18	Goal
Goal #1.1: Host bi-annual academic conferences on topics relevant to the leaders in the New Evangelization.	7/1/16	6/30/21	1	Dean of Studies	b	Attendance	Level of participation	N/A	Solanus Casey Symposium: 255	150
						Satisfaction survey	Level of satisfaction	N/A	Survey not completed.	75%
Goal #1.2: Increase attentiveness to diversity, the poor, and the marginalized by addressing these issues at bi-annual conferences.	7/1/16	6/30/21	4	Dean of Studies	a	Number of conference materials, e.g. agenda or distributed literature	Number of conference materials that reflect an issue related to diversity, the poor, and the marginalized	N/A	Presentation: "The Lord's Tendency to Favor the Lowly"	1
Goal #1.3: Collaborate with the Episcopal and Presbyterian Councils and Diaconate leadership in developing a curriculum for ongoing formation of the clergy that puts its first priority on evangelizing and forming evangelizers (UTG Action Step 2.3.5.a).	7/1/18	8/31/2019	1	Rector/ President and Dean of Studies	a	Update from the Rector/ President and Dean of Studies	Rector/President approval	N/A	N/A	Report on curriculum development
Goal #1.4: Collaborate with AOD Central services in exploring the possibility of establishing an institute dedicated to the Lay Witness in the World, with particular focus on fostering the dialogue between the Gospel and culture (UTG Action Step 3.3A.1).	7/1/18	6/30/2019	1	Rector/ President and ILM Dean	a	Update from the Rector/ President and ILM Dean	Completion of final report	N/A	N/A	Presentation of report to Board of Trustees and recommendations to New Evangelization Council.
Goal #1.5: Collaborate with AOD Central services in developing practical and ongoing formation opportunities for lay ecclesial ministers and lay faithful around key areas of missionary activity (UTG Action Step 3.3A.2.a).	7/1/18	6/30/2020	2	Rector/ President and ILM Dean	c	Update from the Rector/ President and ILM Dean	Number of new formation opportunities offered	N/A	N/A	Establish baseline for 2017, report 2018 progress, develop plan for 2019
Goal #1.6: Collaborate with AOD Central services in establishing and strengthening associations of Christ's faithful to support the members in their common evangelizing mission and/or to advance important goals, especially knowledge and prayerful use of the Scriptures making the Holy Eucharist central to our identity as disciples, and helping to renew the Sacrament of Reconciliation (UTG Action Step 3.3A.2.b).	7/1/18	6/30/2020	1	Rector/ President and ILM Dean	a	Update from the Rector/ President and ILM Dean	Completion of final report	N/A	N/A	Report on needs and how to address them

## Priority 2

# Increase Awareness

Increase awareness of the unique character of Sacred Heart, a treasure for the Church in the heart of Detroit.

	Origination Date	Planned Completion Date	Source of Funding	Responsible Individual(s)	Resource Scale	Assessment Tool	Measure	Actual Data 6-30-17	Actual Data 6-30-18	Goal
Goal #2.1: Increase alumni and donor engagement in preparation for our centennial celebrations.	7/1/17	6/30/19	1	Director of Institutional Advancement	b	Events and online engagement community	Annual alumni event attendance and number of alumni who donated	N/A	Attendance of 428	Launch of online engagement community, increase events attendance to 850 and increase alumni giving participation by 300%
Goal #2.2: Promote our visibility within the community and among civic leaders.	7/1/16	6/30/19	4	Director of Institutional Advancement and AOD Communications Director	a	Report to Rector/President	Completion of report	N/A	N/A	Complete Report
Goal #2.3: Develop a plan for engagement with local colleges and universities.	7/1/16	6/30/19	4	ILM Dean and AOD Communications Director	a	Report to Rector/President	Completion of report	N/A	N/A	Complete Report

Next to each objective is an indication of the most likely source of funding:

1. From the annual budget
2. From the five-year financial plan
3. From additional fundraising/development
4. No additional funding needed

In addition, we have indicated the likely level of financial resources required for each objective, using an indicative scale of :

- a. Minor (Less than \$5,000)
- b. Significant (Between \$5,000 and \$20,000)
- c. Major (More than \$20,000)

## Priority 3

# Expand Outreach

Expand our national and international educational outreach through creative distance learning programs and strategic collaborative partnerships.

	Origination Date	Planned Completion Date	Source of Funding	Responsible Individual(s)	Resource Scale	Assessment Tool	Measure	Actual Data 6-30-17	Actual Data 6-30-18	Goal
Goal #3.1: Align recruitment and development of faculty and staff with our strategic priority to expand distance learning programs.	7/1/16	6/30/19	1	Dean of Studies	b	Report from the Assistant Dean of Studies/ Director of Accreditations	Percentage of current full-time faculty members who have taught an online course	Year 1 - 31%	Year 2 - 38.7%	Year 1 - 20% Year 2 - 30% Year 3 - 40%
Goal #3.2: Implement an effective online pedagogy program.	7/1/16	6/30/19	1	Dean of Studies and ILM Dean	a	Course evaluations: Student learning measures for introductory theology courses	Percentage of online courses scored at or above the institutional satisfaction level of all classes (including online classes) for the area "outstanding course"	N/A	80%	80% or more
Goal #3.3: Develop an online repository of educational content.	7/1/16	6/30/19	1	Dean of Studies and ILM Dean	a	Materials used for online courses	Number of resources available	N/A	Data Arriving	Resources for all introductory theology courses, 20% increase per year
Goal #3.4: Establish partnerships with national and international ministries and organizations for promotion of online programs.	7/1/16	6/30/19	1	Rector/President and Director of Institutional Advancement	a	CRM	Report to Board of Trustees	N/A	N/A	Presentation of report to the Board of Trustees
Goal #3.5: Develop "Love Your Parish" marketing initiative in alignment with distance education growth plan.	7/1/18	1/31/19	1	ILM Dean and AOD Communications Director	a	Administrative Council review	Rector/President approval	N/A	Project 75% complete	Readiness to launch initiative according to distance education growth plan timeline

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In addition, we have indicated the likely level of financial resources required for each objective, using an indicative scale of :

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- b. Significant (Between \$5,000 and \$20,000)
- c. Major (More than \$20,000)

## Priority 4

# Mission Engagement

Recruit, retain, and develop a highly credentialed faculty and staff who are committed to the formation of students for ministry.

	Origination Date	Planned Completion Date	Source of Funding	Responsible Individual(s)	Resource Scale	Assessment Tool	Measure	Actual Data 6-30-17	Actual Data 6-30-18	Goal
Goal #4.1: Increase the engagement of our faculty and staff in institutional planning and assessment.	7/1/16	6/30/21	4	Rector/President and Director of Finance/Treasurer	a	Institutional Survey	Percentage of faculty and staff who agree or strongly agree that they understand their role in institutional planning and assessment	Faculty - 50% Staff - 61%	Faculty - 60% Staff - 68%	80% or more
Goal #4.2: Ensure that staff are appropriately trained in the essential functions of their positions.	7/1/16	6/30/19	4	Director of Finance/Treasurer	a	Institutional Survey	Percentage of staff who agree or strongly agree that have received appropriate training in how to perform the essential functions of their positions	91%	93%	80% or more
Goal #4.3: Study the effectiveness of the interactions between faculty and students.	7/1/16	6/30/21	4	Dean of Studies	a	Institutional Survey	Percentage of students who agree or strongly agree that faculty are available outside of class hours	91%	83%	75% or more
Goal #4.4: Study the effectiveness of our communications between seminary offices and students.	7/1/16	6/30/21	4	Director of Finance/Treasurer	a	Institutional Survey	Percentage of students who agree or strongly agree that seminary admissions, registration, financial aid, and business office policies are clearly communicated	Admissions - 86%; Student Orientation - 70%; Financial Aid - 68%; Student Billing - 72%	Admissions - 87%; Student Orientation - 80%; Financial Aid - 76%; Student Billing - 84%	80% or more
Goal #4.5: Develop plan based on information gathered to improve adoption and proficient use of technology.	7/1/16	6/30/20	1	Dean of Studies and Technology Manager	a	Report to Administrative Council	Completion of technology use plan	N/A	N/A	Technology use plan
Goal #4.6: Evaluate and update human resource management policies, procedures, and practices in order to ensure their effectiveness	7/1/17	8/31/18	1	Director of Finance/Treasurer	a	Report to Rector/President	Completion of report	N/A	Pending legal review of archdiocesan personnel manual	Report to Rector/President
Goal #4.7: Develop a comprehensive internal communications plan that fosters collaboration among our constituents and strengthens our culture of engagement.	7/1/18	6/30/19	1	AOD Communications Director	a	Report to Rector/President	Completion of report	N/A	N/A	Report to Rector/President

## Priority 5

# Diverse Groups

Recruit and form a diverse group of students to share and witness to Jesus Christ.

	Origination Date	Planned Completion Date	Source of Funding	Responsible Individual(s)	Resource Scale	Assessment Tool	Measure	Actual Data 6-30-17	Actual Data 6-30-18	Goal
Goal #5.1: Increase scholarship fund availability for scholarship programs which incentivize new lay student recruitment.	7/1/16	6/30/21	4	Rector/President and Director of Finance/Treasurer	a	Financial aid office "awards schedule"	Dollar amount of scholarships available for new students	\$27,300	\$30,000	30,000
Goal #5.2: Leverage STL program connections to engage ordinaries and religious superiors in conversations about utilizing Sacred Heart for priestly formation.	7/1/16	6/30/21	1	Rector/President	a	Report to Board of Trustees	Completion of report	N/A	N/A	Presentation of report to the Board of Trustees
Goal # 5.3: Study how, in accordance with our mission, to marshal and organize resources to advance the new evangelization in the African-American community (UTG Action Step 3.3A.3).	7/1/18	6/30/19	1	Rector/President and ILM Dean	a	Report to Board of Trustees	Completion of report	N/A	N/A	Presentation of report to the Board of Trustees
Goal #5.4: Increase recruitment activities for populations underrepresented in the Sacred Heart commuter student population.	7/1/18	6/30/19	1	ILM Dean	a	Administrative Council review of plan	Completion of plan	N/A	Completion of plan	Create a plan to increase recruitment activities
	7/1/19	6/30/20	1	ILM Dean	b	Metrics as stated in plan	Achievement of metrics	N/A	Enrollment data compared to stated goals	Achieve >80% of metrics in plan

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- a. Minor (Less than \$5,000)
- b. Significant (Between \$5,000 and \$20,000)
- c. Major (More than \$20,000)

## Priority 6

# Financial Strength

Build up our financial resources, assuring the freedom to advance our mission and increase the reach of our programs.

	Origination Date	Planned Completion Date	Source of Funding	Responsible Individual(s)	Resource Scale	Assessment Tool	Measure	Actual Data 6-30-17	Actual Data 6-30-18	Goal
Goal #6.1: Establish a plan to increase our endowment by \$50 million (from \$14.5 to \$64.5 million) over ten years, in order to increase institutional stability and future vitality.	7/1/16	Pending determination of plan for Archdiocesan Capital Campaign for Education	3	Rector/President and Director of Development and Stewardship	c	Archdiocesan LDP Report	Endowment balance	\$17.2 million	\$19.4 million	\$64.5 million
Goal #6.2: Ensure that key expenditures are in line with industry standards, by comparing them to data from peer ATS institutions and other higher education institutions.	7/1/16	6/30/21	4	Director of Finance/Treasurer	a	Report to Rector/President	Completion of report	Data generated and discussed at an institutional planning and assessment committee meeting	Data generated and discussed at an institutional planning and assessment committee	Discussion of report at the finance and audit committee meeting
Goal #6.3: Evaluate our degree programs in terms of their efficiency.	7/1/16	6/30/19	4	Dean of Studies and Director of Finance/Treasurer	a	Report to Rector/President	Completion of report	Completed analysis and presented to the finance and audit committee	N/A	Presentation of report to the Rector/President

# Our Institutional Data

Category	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
<b>ENROLLMENT</b>					
TOTAL Enrollment	426	436	456	483	496
Graduate Seminarian Enrollment (1)	61	69	59	56	62
Graduate Seminarian Semester Hours	1,030	866	850	775	862
Graduate Seminarian FTE	114	96	94	86	96
Undergraduate Seminarian Enrollment (1)	55	48	50	48	57
Undergraduate Seminarian Semester Hours	735	826	777	729	830
Undergraduate Seminarian FTE	61	69	65	61	69
Graduate Commuter Student Enrollment	101	103	121	140	149
Graduate Commuter Student Semester Hours	464	460	531	536	603
Graduate Commuter Student FTE	52	51	59	60	67
Undergraduate Commuter Student Enrollment	209	216	226	239	228
Undergraduate Commuter Student Semester Hours	884	800	796	828	782
Undergraduate Commuter Student FTE	74	67	66	69	65
FTE All Students	301	283	284	275	297
<b>ACADEMIC QUALITY</b>					
	<b>AY 13/14</b>	<b>AY 14/15</b>	<b>AY 15/16</b>	<b>AY 16/17</b>	<b>AY 17/18</b>
FTE Student to Faculty Ratio (all programs)	10:1	11:1	10:1	10:1	10:1
Total # Full-time ranked and unranked faculty	30	28	29	29	29
Total # Full-time administrative/formation faculty	13	13	13	13	11
Total # Full-time Instructional Faculty	17	15	16	16	18
Total # Part-time Instructional Faculty (2)	41	28	33	33	26
FTE Instructional Faculty (3)	31.5	25.2	27.8	27.8	29.2
FTE Student/Faculty ratio numerator	10	11	10	10	10
<b>DEGREES AWARDED</b>					
	<b>AY 13/14</b>	<b>AY 14/15</b>	<b>AY 15/16</b>	<b>AY 16/17</b>	<b>AY 17/18</b>
Certificates/Diplomas	19	33	23	16	26
Associate Degrees	1	4	0	1	0
Bachelor Degrees	22	24	24	27	15
Master's Degrees	24	26	30	22	26
Ecclesiastical Degrees (4)	16	13	17	12	11
<b>FINANCIAL</b>					
	<b>FY 12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>	<b>FY 15/16</b>	<b>FY 16/17</b>
Tuition and Fees Revenue	\$4,203,195	\$4,551,756	\$4,342,729	\$4,473,215	\$4,660,619
Unrestricted Gift Revenue	\$2,060,440	\$1,163,740	\$2,616,070	\$1,616,544	\$2,502,151
Archdiocesan Operating Support	\$1,170,000	\$1,170,000	\$1,170,000	\$1,095,000	\$1,000,000
Total Operating Revenue	\$7,463,922	\$7,620,442	\$7,513,404	\$7,736,993	\$7,877,273
Total Operating Expenses	\$7,196,589	\$7,451,671	\$7,422,831	\$7,673,194	\$7,747,973
Net Operating Income	\$267,333	\$168,771	\$90,573	\$63,799	\$129,300
Restricted Gift Revenue	\$495,964	\$775,057	\$565,225	\$893,686	\$1,506,950
Charitable Gift Annuity Value	\$249,926	\$343,891	\$503,053	\$440,663	\$485,905
	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>6/30/17</b>	<b>6/30/18</b>
Endowment Value	\$12,328,933	\$14,216,850	\$14,526,156	\$17,244,861	\$19,445,617

(1) Includes both resident and nonresident seminarians. (2) Figure includes 5 Pro-rata ranked faculty members who teach part time. (3) The formula by which FTE Instructional Faculty is determined for the past two years is  $\#FT+(\#PT/3)+(\#PR/2)$  (4) Includes STB and STL graduates.

# Institutional Values

## Christ as the Center

Jesus Christ is the center of all that we do. Our mission is a share in the mission of the Church, founded on the love of God the Father given to us in Christ through the Holy Spirit. Nourished by the Eucharist, we are a Catholic community of faith and higher learning on fire for the Word of God.

## Formation of Heralds for the New Evangelization

Committed to forming candidates for the priesthood, the permanent diaconate, and lay ecclesial ministry, we aim to provide excellent human, spiritual, intellectual, and pastoral formation. We form disciples as leaders who are prepared to bring the truth of the Gospel to a secularized world, who are faithful to the teachings of the Catholic Church, and who are equipped to nurture their lifelong relationship with Jesus Christ.

## Academic Excellence

We are committed to academic excellence through a curriculum reflecting the riches of the Catholic faith and critical assimilation of the cultural and intellectual traditions of our civilization, through a highly qualified faculty who embrace effective pedagogy and research, and through students who value knowledge and integrate it through pastoral ministry.

## Service to Others

We promote servant leadership, following the model of Jesus Christ, who tells us, “If anyone wishes to be first, he shall be the last of all and the servant of all” (Mark 9:35).

## Collaboration and Diversity

We respect the dignity of every individual and rejoice in the gifts that diverse groups within the Catholic Church and the local community bring. We encourage genuine collaboration and mutual affirmation among all groups. We fashion an environment that effectively supports all members of the seminary community as they work to build up their gifts.

## Integrity and Stewardship

We are steadfast in our commitment to honesty in our business dealings, prudence in our stewardship of assets, and transparency in representing ourselves to our constituents.

## Christian Joyfulness

By seeking to share our faith with others as well as to deepen our own faith, we encourage a positive atmosphere in which the joy of Christ may manifest itself.

# Our Mission

**Sacred Heart Major Seminary primarily forms<sup>1</sup> priests according to the Heart<sup>2</sup> of Jesus Christ<sup>3</sup> the Good Shepherd,<sup>4</sup> and further, prepares priests, deacons and lay ecclesial ministers, equipping<sup>5</sup> them for the work of ministry<sup>6</sup> in the New Evangelization.<sup>7</sup>**

<sup>1</sup>Form: This word has unique significance since it appears repeatedly throughout normative ecclesiastical documents, such as *Pastores Dabo Vobis*, *The Program for Priestly Formation*, and documents related to the formation of candidates for the permanent diaconate and lay ecclesial ministry. To form is a distinctive activity that recognizes the comprehensive nature of the subject. It is not merely developing a skill-set for effective performance, but rather reflects the integral shaping of the candidate in the imitation of Christ, the Good Shepherd, according to the appropriate ministry to which the candidate is called. (cf. Core Values – “Formation of Heralds for the New Evangelization”).

<sup>2</sup>Heart is a direct reference to the Sacred Heart of Jesus, from whom this seminary takes its name.

<sup>3</sup>Jesus Christ: At the center of our mission is the person of Jesus Christ. “Jesus is the center of all that we do. Our mission is to share in the mission of the Church, founded on the love of God the Father given to us in Christ through the Holy Spirit.” (Taken from our Core Values.)

<sup>4</sup>Good Shepherd: The cornerstone at Sacred Heart Major Seminary bears the words of the Prophet Jeremiah (3:15) “I will give you shepherds after my own heart.” These words are also part of the title of the normative document for priestly formation, *Pastores Dabo Vobis*.

<sup>5</sup>To equip has its roots in two New Testament references. First, 2 Timothy 3:17, and second, Hebrews 13:21.

<sup>6</sup>For the work of ministry: To be equipped recognizes the active work of grace that forms the mind and heart so that effective ministry is accomplished, not merely by the talents or gifts of the individual, but by cooperation with the work of grace.

<sup>7</sup>Pope John Paul II invited the Universal Church to engage in the New Evangelization. He described this invitation in several documents and talks. Sacred Heart Major Seminary has energetically engaged this invitation by the Holy Father so that courses, programs, and initiatives emerge from this part of our identity.

# Our Vision



Sacred Heart Major Seminary aspires to be of national stature and the premier seminary in the region, on account of the excellence of the theological and philosophical education it offers – and the formation of zealous exemplary priests, permanent deacons and their lay co-workers – all according to the mind of the Church and one in heart with the Holy Father and his brother bishops for the sake of the New Evangelization in the Third Christian Millennium.



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