APRIL 16, 2015

CONFIGURING MEN TO THE HEART OF JESUS CHRIST

STRATEGIC PLAN 2015 – 2020
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**Kenrick-Glennon Seminary Strategic Priorities and Objectives**

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35 Organizational Structure of the Seminary
I am pleased to present Kenrick-Glennon Seminary’s new five-year strategic plan, entitled: Configuring Men to the Heart of Jesus Christ: Strategic Plan 2015 – 2020. The plan was developed in consultation with hundreds of members of the Seminary community, including trustees, faculty, staff, seminarians, priests, alumni, and parents. The plan builds on the considerable success we have experienced over our long history and, at the same time, emphasizes directions and priorities that will enhance our distinctive excellence in seminary formation as we walk forward into a future full of hope.

As you read through the plan, I invite you to keep in mind these inspiring words from Pope Benedict XVI:

…only where God is seen does life truly begin. Only when we meet the living God in Christ do we know what life is. We are not some casual and meaningless product of evolution. Each of us is willed, each of us is loved, each of us is necessary. There is nothing more beautiful than to be surprised by the Gospel, by the encounter with Christ. There is nothing more beautiful than to know Him and to speak to others about our friendship with Him.

At Kenrick-Glennon Seminary, through the gift of a lively faith, we have been given the grace to know Him and to taste and see the beauty of living day by day in real friendship with Jesus. The seminary is a place where we enjoy living in a manner that fosters conversations about Him. We learn, as disciples, to speak of His love freely. We also learn as disciples that silence speaks of a special intimacy with Him and of love’s triumph at the cross in everyday and practical ways.

The strategic plan is grounded in the amazingly rich living tradition of Kenrick-Glennon Seminary. Our seminary traces its remote beginnings to the year 1818. We serve many dioceses and several religious orders throughout the nation. Over 2,700 of our alumni have been ordained to the priesthood in the Roman Catholic Church.

At Kenrick-Glennon Seminary, we live in and through a lively faith, ever surprised by the Gospel and the beauty of friendship with Jesus. He teaches us, in the everyday, how to listen for and yield to the power of His Holy Spirit who
is at work in our hearts. Jesus draws us to cry out, “Abba, Father” in humility in all of life’s circumstances, so that we are disposed to receive more of the Father’s affection and light, more of His glory alive (Romans 8:14-17).

As you read about Kenrick-Glennon Seminary’s vision, I hope that you perceive primarily relationships that are rooted and grounded in the gift of faith. Relationships determine our identity and mission. We have come to believe that the “new evangelization” is not a slogan, but a reality to be lived. We desire to choose each day to reject fear and to humbly receive the willingness to let the Holy Spirit write history through our hearts. We have come to believe in the power of prayer and the triumph of Jesus’ love. Like Blessed Teresa of Calcutta, like Saint John Paul II, like Mary and Saint Joseph and the first apostles, and like all of the saints throughout the ages, we are humbly aware that the beauty of friendship with Jesus makes all the difference. Be assured that we will keep you in our prayers, as we also request your prayers. May we all grow in our call to holiness.

In describing priesthood as a call to holiness, Saint John Marie Vianney said, “The priesthood is the love of the Heart of Jesus.” May we, in true humility, not be afraid of our greatness, for the full affection of the Father's Spirit is present for each one of us.

We are all called to seek first the kingdom of God, our relationship with Jesus; then, everything else will be given (Luke 12:30-32). May we rest and abide always in this truth.

In the Sacred Heart,

Fr. John Horn, S.J.
President-Rector
I joined Kenrick-Glennon Seminary as Dean of Seminarians and Director of Spiritual Formation before the start of the Fall 2014 term. On July 1, 2015, it will be my honor to follow Fr. John Horn, S.J. as the next President-Rector of Kenrick-Glennon Seminary. As I have had the great privilege of serving on the Strategic Planning Steering Committee from the beginning, I am particularly enthusiastic to present the following strategic plan for Kenrick-Glennon Seminary: Configuring Men to the Heart of Jesus Christ: Strategic Plan 2015 – 2020. As President-Rector, I will be guided by the Mission and Vision Statements and Gospel Values articulated in the plan.

As I reflect on the many hours of work involved in bringing a comprehensive strategic plan to fruition, I am filled with gratitude and a deep appreciation for the people that make up the Kenrick-Glennon community. Throughout the planning process, we were continually amazed at the willingness of our Archbishop, faculty, staff, seminarians, priests and laity to speak about the importance of Kenrick-Glennon Seminary to the Archdiocese of Saint Louis and beyond.

The planning process enabled us to humbly appreciate the good work that the seminary is already doing to prepare men for ordination in the Holy Catholic Church. It also provided a process for us to explore both the opportunities for increased impact and potential challenges in the days ahead. The result is a beautiful affirmation of our mission, reiteration of the values that drive the work of the seminary, and a vision for the future that embodies those values and is committed to our mission to configure men through the grace of the Holy Spirit to the Heart of Jesus Christ.

I trust that as you read through the strategic plan, you will be filled with hope for our Church. The plan was developed in consultation with hundreds of members of the seminary community. The plan builds upon past success. It carries the promise of strengthening our mission greatly and affords new hope for a bright future.
The plan outlines a road map for Kenrick-Glennon Seminary. The goals contained in this plan focus on several key areas:

1) forming priests who have a missionary pastoral heart and express it in joyful and sacrificial service
2) enhancing meaningful partnerships between the seminary and the Catholic community by educating and informing them about the mission of the seminary, the beauty of the priesthood and the process of formation
3) building collaborative relationships with members of the Board of Trustees so that they may be informed ambassadors engaged in advancing the mission of the seminary
4) dedicating growth and stewardship of finances and other resources for the advancement of the mission
5) maintaining operational and financial transparency and a culture of integrity with respect to all constituencies
6) fostering a culture of excellence through shared governance with fidelity to its mission
7) developing programs to form formators for parish life and seminary formation
8) implementing ongoing programs of comprehensive assessment to assure implementation of best practices in every aspect of seminary programs and operations

I encourage you to read our plan closely and I thank the members of the Strategic Plan Steering Committee for their fine work in producing an excellent strategic plan for Kenrick-Glennon Seminary.

In Christ,

Father James Mason,
President-Rector (Elect)
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Archdiocesan Pastoral Council
Legatus
Knights and Dames of Malta
Knights and Ladies
of the Holy Sepulchre
Serra Club, St. Louis
Serra Club, St. Charles
Kenrick-Glennon Seminary, legally titled the St. Louis Roman Catholic Theological Seminary, is a not-for-profit corporation operated by the Archdiocese of St. Louis under the laws of the State of Missouri. It comprises Kenrick School of Theology, a four-year graduate and professional program that prepares men for ordination to the Roman Catholic priesthood, and Cardinal Glennon College, a four-year undergraduate program that prepares men for ordination studies at Kenrick or elsewhere.

PROGRAMS

Cardinal Glennon College operates a collaborative-model undergraduate formation program jointly with the College of Philosophy and Letters of Saint Louis University. Seminary students complete two years of general education requirements at the University and two years of philosophy and theology requirements at the seminary campus, culminating in the degree of Bachelor of Arts in Philosophy. The Bachelors in Philosophy is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

The Pre-Theology Program of Kenrick School of Theology is a program that operates in cooperation with the Cardinal Glennon College, the undergraduate division of the seminary. This program is for candidates who have completed undergraduate study, but have not met the philosophy and theology requirements for entry into Kenrick’s graduate-level programs. This option requires participation in a human and spiritual formation program at Kenrick, and normally entails two years of residency. Those who meet the academic requirements may earn a B.A. in Philosophy.

Kenrick School of Theology operates a four year program of priestly formation. All students who complete the program receive the Master of Divinity degree. Concurrent with this program, students have the option of also completing a Master of Arts in Theology. The M.A. requires successful completion of a thesis. The Master of Divinity and Master of Arts degrees are accredited by both the Higher Learning Commission of the North Central Association of Colleges and Schools and by the Commission on Accrediting of the Association of Theological Schools in the United States and Canada.

The Academic Year 2014-15 began with 36 men in the college, 21 men in pre-theology, 5 Benedictine brothers taking philosophy courses, 2 seminarians on internship, 2 seminarians taking ESL courses off-campus and 70 men in the graduate theology program for a total seminarian enrollment of 136.

AUTHORITY AND GOVERNANCE

The articles of incorporation and bylaws of the seminary establish a Board of Directors and a Board of Trustees with specific authority for maintaining the integrity and vitality of the school. The Archbishop of St. Louis, as President of the Board of Directors, appoints the chief administrative leadership and the faculty of the seminary. The Board of Directors approves new members of the Board of Trustees, manages the assets of the seminary, enters into contracts, approves the budget, and performs other functions deemed appropriate or necessary for the operation of the Seminary. The Board of Trustees serves in an advisory capacity to the Archbishop.
with specific powers specified in the statutes. The statutes further delegate authority to the administration and faculty of the seminary to fulfill their respective roles and responsibilities.

The administration of Kenrick-Glennon Seminary is responsible for achieving the school's purpose by developing and implementing institutional policies and administrative structures in shared governance with the Board of Trustees, the faculty, the students, and the administrative staff. The administrative team consists of the President Rector, Vice-Rector for the College, Vice-Rector for Formation, Dean of Students, Academic Dean and the Executive Assistant to the President Rector and Board of Trustees.

**FACULTY FORMATORS**

The members of the faculty of Kenrick-Glennon Seminary constitute a collaborative community of faith, formation and learning, and are crucial to the scholarly activities of teaching, learning, and research as well as the human, spiritual, intellectual and pastoral formation of seminarians. The faculty includes academic faculty responsible for classroom teaching, spiritual formation faculty who serve as spiritual directors, formation faculty who serve as formation advisors and administrative faculty who serve in various administrative roles. The core of the faculty at Kenrick is a group of 21 full-time and continuing part-time faculty supplemented by a pool of qualified adjunct faculty.

**FINANCES**

Kenrick-Glennon Seminary is governed by the principles of good stewardship in the planning, development, and use of its financial resources. These are deployed to support the purpose of the seminary effectively and to enable it to achieve its mission and goals. Kenrick-Glennon Seminary ensures that revenues, expenditures, and capital projects are budgeted and submitted for review and approval by the Board of Trustees and the Board of Directors, clearly reflecting the directions of the strategic plan for the school. Such budgets are developed at the administrative level of the school in consultation with the administrators, staff, and faculty who bear responsibility for managing programs.

**FACILITIES**

Kenrick-Glennon Seminary is located on 44 acres of landscaped ground in the city of Shrewsbury, Missouri, adjacent to the southwest limits of the city of Saint Louis. The seminary maintains for its programs a complex of three buildings totaling 230,000 square feet. Originally constructed in 1931, the facilities received a major renovation completed in 2012. Infrastructure updates included all new plumbing, electrical, windows, and HVAC. A new wing of the building houses faculty offices and a rooftop patio/dining area. The library was expanded and enhanced. A former power plant was converted into a three-story student center. As the final phase of the renovation, the chapel is currently undergoing renovation. The entire renovations project demonstrated a commitment to preserving the historical and architectural character of the building while making necessary upgrades to provide an adequate and safe facility for priestly formation in the 21st century.
In January 2013, operations at Kenrick-Glennon Seminary resumed following the renovations to the 5200 Glennon Drive property. The award-winning enhancements to the historic landmark were made possible by the Faith for the Future Capital Campaign. To assure good stewardship of the renovated facility and the programs of formation it makes possible, the Board of Trustees recommended that the seminary implement a comprehensive strategic planning process to help guide the seminary community into the future. Kenrick-Glennon Seminary began the process of developing a new strategic plan in March of 2014. The seminary contracted with TAG-Strategies to assist with the process after reviewing a number of competitive proposals from other consulting firms.

In order for the plan to best reflect the vision of the community and the tradition of the Roman Catholic Church, Kenrick-Glennon Seminary invited seminarians, faculty, staff, Archdiocesan leadership, and community members to participate in the process. A diverse steering committee was recruited to facilitate the process and lead six subcommittees, later recruited, to give voice to the six key constituent voices identified:

1. Priests and Alumni
2. Seminarians
3. Formators
4. Budget and Finance
5. Mission Advancement
6. Community Engagement

The first opportunity outside of the steering committee to be involved came through the input process.
A series of town hall sessions were held that invited seminarians, faculty and staff to provide input. Similarly, outreach was made, either through strategic conversation or via survey, to Archbishop Carlson and key archdiocesan staff, members of the Board of Trustees, the members of the Pastoral Council, the archdiocesan deans, the priests of the diocese, representatives of the Knights and Dames of Malta, representatives of Serra International, representatives from the Knights and Ladies of the Holy Sepulchre, and representatives from Legatus. A summary of input from all of these sessions and the surveys was provided to the strategic planning steering committee.

The second opportunity to be involved was through serving as a member of one of the six strategic planning sub-committees. These committees were recruited for their status in the identified constituencies as members of influence, insight, or importance. Members of these committees polled representatives of their constituencies for further input and to test findings of the steering committee.

The strategic steering committee met formally on several occasions each month from August to January for full-day work sessions. During these sessions, input from the broader constituencies was reviewed, an internal and external analysis of Kenrick-Glennon Seminary was conducted that included a comprehensive SWAT (Strengths/Weaknesses/Assets/Threats) analysis and peer review, the seminary’s vision, values, and mission were defined and affirmed, strategic priorities and resulting strategic initiatives were developed, a means for measuring successful implementation of the plan was created, and plans to assure the continuation of the plan’s implementation were established.

The resulting plan will be presented to the Board of Trustees and the Archbishop of St. Louis for affirmation on April 16, 2015 and then brought to the faculty for approval on May 30, 2015.

The first year of implementation of the plan will be the 2015-16 school year. At the end of each year of implementation, the core planning team will meet to review progress and to make any necessary adjustments to the plan. These annual reviews will be reported to the community.
1818

Arrival of members of the Roman Province of the Congregation of the Mission, the Vincentians, in Perryville, Missouri, at the request of Bishop Louis William Valentine DuBourg of the Diocese of Louisiana and Florida; Establishment of Saint Mary’s of the Barrens Seminary, the first seminary west of the Mississippi River, by the Congregation of the Mission.

1826

Foundation of the Diocese of Saint Louis by Pope Leo XII; Appointment of Bishop Joseph Rosati, C.M., as first bishop of the diocese the following year; seminary students of the new diocese shared the Vincentian facilities at Perryville until 1842.

1842

Transfer of the seminarians of the diocese by Bishop Peter Richard Kenrick to a Vincentian house on Carroll Street in Saint Louis.

1858

Transfer of the entire Archdiocesan Seminary to Cape Girardeau to form a regional seminary at St. Vincent’s College, which did not prosper due to the hostilities of the Civil War. Students were sent to other locations, including Saint Francis Seminary, in Milwaukee; Saint Mary’s Seminary, in Baltimore; and the North American College, in Rome, by Archbishop Kenrick due to dropping enrollment at Archdiocesan Seminary.
KENRICK SEMINARY

1893
Re-opening of the Philosophy and Theology departments of the Archdiocesan Seminary in Saint Louis by Archbishop John J. Kain; Entrustment of the new Seminary, the first to bear the name of Kenrick Seminary, to the direction of the Vincentian Community, located in a former convent of the Visitation Nuns at 19th Street and Cass Avenue.

1900
Re-establishment of the Minor Seminary, Kenrick Preparatory Seminary, at the Cass Avenue building by Archbishop Kain.

1915
Opening of the second Kenrick Seminary located on Kenrick Road by Archbishop John J. Glennon (Cardinal Glennon in 1946), since the Cass Avenue facilities proved inadequate.

1916
Formal dedication of the new Kenrick Seminary on April 27.

1957
Opening of a new facility for the high school at 5200 Shrewsbury Avenue by Archbishop Ritter, effecting a division of the Archdiocesan seminary into the new prep (a four-year high school), Cardinal Glennon College (a four-year college), and Kenrick Seminary (a four-year theologate).

1961
Granting of full accreditation to Cardinal Glennon College by the North Central Association of Colleges and Secondary Schools.

1973
Granting of full accreditation to Kenrick Seminary by the Association of Theological Schools in the United States and Canada and by the North Central Association of Colleges and Secondary Schools.
KENRICK-GLENNON SEMINARY

1987
Consolidation of the seminary system of the Archdiocese of Saint Louis by Archbishop John L. May, including relocation of Kenrick Seminary on Kenrick Road to the Cardinal Glennon College building (after extensive renovations) on Glennon Drive, to become the present-day Kenrick-Glennon Seminary; Kenrick retained its status as a free-standing School of Theology, but Cardinal Glennon College closed its freestanding undergraduate program and established a collaborative-model program in conjunction with the College of Philosophy and Letters at Saint Louis University.

1988
Beginning of formal operations of the Board of Trustees.

1995
Announcement by Archbishop Justin Rigali (Cardinal Rigali in 2003) that, after 177 years of collaboration between the Vincentian Community and the Archdiocese in the running of the Seminary, the Archdiocese would henceforth assume full responsibility while the Vincentian Community would continue to make personnel available for certain positions in the seminary faculty.

2008
Under the incumbency of Archbishop Raymond Burke, Kenrick-Glennon Seminary was authorized to extend accreditation to include the Bachelor of Arts degree in Philosophy by the Higher Learning Commission of the North Central Association of Colleges and Schools.

2009
In the first year of the Episcopate of Archbishop Robert Carlson, the Bachelor of Arts in Philosophy was first awarded to College and Pre-Theology seminarians who successfully completed their studies from the Cardinal Glennon College of Kenrick-Glennon Seminary.

2011
Major renovations of the Kenrick-Glennon Seminary building during which time the seminary community was housed at a temporary location.

2013
Return to renovated Kenrick-Glennon Seminary campus.

2014
A comprehensive strategic spanning process was implemented.
Kenrick-Glennon Seminary is a proper ecclesial community of the Archdiocese of Saint Louis preparing men for the ministerial priesthood of Jesus Christ in the Catholic Church. Under the guidance of the Holy Spirit and to the glory of God the Father, we seek each seminarian's configuration to the Heart of Jesus Christ, High Priest and Shepherd, so that he can shepherd wholeheartedly with Christ's pastoral charity.
Kenrick-Glennon Seminary desires to be a community for preparing future priests who are able to make their parishes “schools of prayer” – especially through the celebration of the sacraments – vibrant in faith and communion, and centers of charity and evangelization, founded on the wisdom of the Cross, the joy of the Gospel, and the mercy of the heart of Jesus. We desire to excel in the integration of human, spiritual, intellectual and pastoral formation to form priests who know their faith, are able to live it in sacrificial service, and communicate it with charity and humility.
The Kenrick-Glennon community desires to exercise wise stewardship of the treasures of our faith. These include: revealed truths, the sacraments, the vocations of men entrusted to our care and resources provided for us to accomplish the mission. We fulfill this mission through the gift of faith, cultivating wisdom and fidelity. Seeking each seminarian’s configuration to the heart of Christ, we are guided by charity in all things: love for God and neighbor. We seek a culture of communion and mercy, striving for integrity in our every action. Kenrick-Glennon seeks to be a beacon of hope in a culture so often marked by despair.
FAITH
We demonstrate faith by allowing the Gospel to inform all that we say and do.

HOPE
We show hope in operating out of a supernatural confidence that God will provide what we need to fulfill our mission.

GOSPEL VALUES

CHARITY
We show charity by making a gift of ourselves to God and neighbor.

COMMUNION
We demonstrate communion primarily through open communication and mutual respect. We know we are in communion with one another when each person feels understood, believed and trusted.

INTEGRITY
We show integrity primarily by a correspondence between what we believe, what we say and what we do.

MERCY
Mercy is love coming to persons who are wounded in order to lift them up and restore their dignity.

STewardship
We show stewardship by receiving God’s gifts gratefully, tending them responsibly, sharing them charitably, and returning them to God (hopefully with increase).

Wisdom
Wisdom is recognizing the purpose of all things in God’s plan and ordering our life in accord with God’s love.
Kenrick-Glennon Seminary is committed to forming future priests who have a missionary pastoral heart and express it in joyful and sacrificial service.
In 2015 – 2020
KENRICK-GLENNON SEMINARY
STRATEGIC PRIORITIES AND OBJECTIVES

PRIORITY 1A

Human formation for future priests who have a missionary pastoral heart and express it in joyful and sacrificial service.

OBJECTIVES

- Foster detachment from the things of the world to promote freedom in Christ
- Promote growth in human virtue and maturity
- Assist the development of interpersonal and relational virtues and skills to form listening hearts that exercise empathy and communicate with charity and persuasion
- Ensure that the evaluation process reflects human growth in virtue
- Equip formation advisors with the tools they need to strengthen their role in the formation and evaluation process
PRIORITY 1B

Spiritual formation for future priests who have a missionary pastoral heart and express it in joyful and sacrificial service.

OBJECTIVES

- Sustain and strengthen the beauty of liturgical life with a special focus on the centrality of a daily encounter with the risen presence of Jesus Christ in the Eucharist.
- Ensure that spirituality continues to be the integrating principle of all formation at Kenrick-Glennon (PPF 115), by focusing on growth in intimacy with the Trinity.
- Draw on the richness of the Church’s spiritual traditions in service of a deepening growth in the unique identity and spirituality of the diocesan priest.
- Equip seminarians to become spiritual fathers who can lead the parish to be a center of prayer and discernment for the new evangelization.
- Provide spiritual directors with ongoing formation in the art of contemplative spiritual direction.
Priorità 1C

Intellectual formation for future priests who have a missionary pastoral heart and express it in joyful and sacrificial service.

OBIETTIVI

- Promuovere il percorso intellettuale per formare sacerdoti missionari che esprimano il loro spirito missionario in un servizio gioioso e sacrificale.

- Sostenere il percorso di formazione teologica e filosofica attraverso l’avanzamento del corso di studi liberali come preparazione per ulteriori studi filosofici e teologici.

- Garantire che il personale del seminario affronti la predicazione della vocazione mariana a livello parrocchiale.

- Favorire il percorrere del percorso di formazione spirituale e morale che dà vita a un rapporto intimo con Cristo.
PRIORITY 1D

Pastoral formation for future priests who are capable of leading with a missionary pastoral heart expressed in joyful and sacrificial service.

OBJECTIVES

- Ensure that seminarians have pastoral experiences that expose them to the everyday life of the parish, under the mentorship of a pastor
- Advance the preparation of seminarians to be preachers of the Word and celebrants of the sacraments who can draw the faithful into an encounter with Jesus Christ in their everyday life
- Strengthen seminarians in applying theology to parish life
- Equip pastors who supervise the pastoral formation of seminarians with resources in mentoring
- Prepare men who can lead in collaboration with other priests, deacons and lay leaders
- Advance the preparation of seminarians to be interculturally competent ministers who can serve the growing diverse U.S. Catholic Church
- Expand seminarians’ ability to apply Catholic “Social Teaching” on emerging issues and prepare them to minister to marginalized populations
PRIORITY 2

Enhance meaningful partnerships between the seminary and the Catholic community by educating and informing them about the mission of the seminary, the beauty of the priesthood and the process of formation.

OBJECTIVES

- Foster awareness of the seminary as a treasure of the Archdiocese, the sending dioceses and the wider Church
- Increase opportunities to invite the community to participate in the life of the seminary
- Foster opportunities for the seminary to listen to bishops and the wider Catholic community concerning characteristics they hope to see in the priests they receive
- Promote recruitment of seminarians by building on personal relationships with bishops and vocation directors
PRIORITY 3

Kenrick-Glennon Seminary is committed to collaborative relationships with members of the Board of Trustees so that they may be informed ambassadors engaged in advancing the mission of the seminary.

OBJECTIVES

- Enhance the orientation process for new board members to create greater integration and engagement
- Advance opportunities for the Board of Trustee members to promote actively the mission of the seminary in the broader community
- Increase opportunities for Board of Trustee members to engage actively in the life of the seminary, enhancing their capacity to act as ambassadors for the seminary’s mission
Kenrick-Glennon Seminary is dedicated to growth and stewardship of finances and other resources for the advancement of the mission.

**OBJECTIVES**

- Strengthen the commitment to best practices in stewardship of finances, facilities, and our infrastructure
- Analyze current mission advancement practices and develop a plan to increase significantly the seminary’s base of active donors
- Identify additional methods of revenue generation
PRIORITY 5

Kenrick-Glennon Seminary is committed to operational and financial transparency and a culture of integrity with respect to all constituencies.

OBJECTIVES

⊙ Continue to prioritize financial transparency
⊙ Sustain and strengthen communication with archdiocesan priests, alumni and sending bishops
⊙ Enhance operational transparency within the seminary community
PRIORITY 6

Kenrick-Glennon Seminary is committed to a culture of excellence through shared governance with fidelity to its mission.

OBJECTIVES

- Enhance consultation and participation in planning and decision-making processes in relationship of mutual trust

- Advance the understanding and practice of the principle of subsidiarity within the seminary community
PRIORITY 7

Kenrick-Glennon Seminary is committed to developing programs to train formators for parish life and seminary formation.

OBJECTIVES

- Establish Kenrick-Glennon Seminary as a center of excellence in training seminary personnel and parish priests in the integration of spiritual formation across all formation
- Actively promote and provide training opportunities for administrators, faculty and staff to enhance their competence in intercultural skills
- Attract and retain highly qualified administrators, faculty and staff for current and future programs at the seminary
- Enhance sharing the gifts of seminary personnel with the larger archdiocesan and civic community
KENrick-glennon SeminarY  
Strategic Priorities and Objectives

Priority 8

Establish ongoing programs of comprehensive assessment to assure implementation of best practices in every aspect of seminary programs and operations.

Objectives

- Increase participation in assessment practices
- Strengthen the incorporation of identified best practices in assessment
- Actively incorporate assessment findings in ongoing development of programs and operations
ORGANIZATIONAL STRUCTURE OF THE SEMINARY