



Strategic Plan 2019-2021

St. Albert the Great
Newman Center
New Mexico State University

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Dear Parishioners,

The newly developed parish Strategic Plan was recently developed by members of our faith community.

The purpose of a Strategic Plan is to serve as a blueprint and guide for the work we do in our parish. The five-month process commenced with prayer and guidance from the Holy Spirit as the Strategic Plan was developed.

I am appreciative to the members of the Pastoral and Finance Councils that supported the development work of the Strategic Plan for the benefit of our parish.

The Strategic Plan will take all of us to implement the actions and attain the goals that have been outlined. Collaboratively we can accomplish great things for our parish. Please take a moment to read and understand the plan. Additionally, look for ways to get involved in helping us accomplish the mission and vision of our parish.

St. Albert, our patron, please pray for us.

Yours in Christ,

Fr. Alejandro Urena
Pastor

Overview of the Strategic Plan

A Strategic Plan serves as a roadmap to launch and develop the operations of the parish. It also aligns stakeholders around strategic priorities while communicating goals and actions steps to be taken to accomplish the priority(ies). The process is just as important as the end product. The following actions were taken in the development of the parish Strategic Plan:

1. Call for Action from Finance Council—The parish Finance Council determined that a Strategic Plan would be an appropriate tool for planning and budgeting purposes.

2. Organization of Strategic Plan Team (core and support)—A core team consisting of ten identified members of the parish were selected to initiate the Strategic Planning process. The process was facilitated by Elizabeth Marrufo, parishioner.

3. Timeline for Development of Strategic Plan—The parish Finance Council determined the need for a Strategic Plan and shared their interest in pursuing the development of such a plan. Subsequently, a facilitator with experience in Strategic Planning was asked to assist with the effort. In July 2018, the facilitator presented information to the Pastoral Council regarding the benefits of a Strategic Plan. In August 2018, a few parish members were contacted to determine their interest in serving on the Strategic Plan core team. After agreeing to serve, an informational meeting was held in August for the core team members. Next came a retreat for the core team members in early September. The retreat centered on developing a vision statement that would serve as a companion to the existing mission statement. Subsequent meetings occurred with priority area teams over the course of 8 weeks with a culminating retreat being held in early November 2018. Each team presented their work to the other teams ensuring action steps were appropriately assigned and avoiding overlap of such steps. The Strategic Plan moved forward to the final draft stage. The final stage is to present to the parish leadership and parishioners for review and comment.

4. Results from 2015 Center for Applied Research Apostolate (CARA) Survey—The priorities were developed using the results and data from the 2015 parish survey conducted by CARA, Georgetown University, Washington, D.C. The results were prepared and provided to the leadership of St. Albert the Great. The core planning team read through the survey seeking to identify priority areas that occurred more frequently. The six priority areas identified were:

- Organizational Structure
- Parish Programs & Ministries
- Stewardship
- Faith Formation
- Spiritual Growth
- Facilities Management and Administration

Each core team member was assigned a priority area in which to develop. Additionally, each core team member identified 2-3 support team parishioners to assist with the development of action items for the 2019-2021 Strategic Plan.

5. Core Team Members—The core team members who participated in the planning and development process included,

- Father Alejandro Urena Pastor
- Christine Logan Pastoral Council
- Sue Padilla Finance Council
- Larry Creider NMSU Emeritus
- Steven Garcia NMSU Student
- Tori Sillas NMSU Student
- Bernice Castelo Parish Member
- Jose Rodriguez Parish Member
- Isabel Gallegos Ad Hoc
- Hiram Davis Ad Hoc

6. Support Team Members—Each core team member identified 2-3 parishioners who would assist in the development of a goal and action steps for the six priority areas. Parishioners involved were; Sharon Jones, Lil Grijalva, Mike Dixon, Donna Ebler, Teresa Gonzalez, Dominic Fierro, Jim Kelley, Sharon Kolosseus, Regina Melendrez, Teresa Roberts, Richard Higgs and Ed Archuleta.

Mission Statement

St. Albert the Great Newman Center, a Roman Catholic community at New Mexico State University, as a family of faith, welcomes everyone to encounter Jesus Christ through word, worship, community, and service. Guided by the Holy Spirit, we are changed for the better and sent forth as disciples of Christ to continue his work in the world.

Vision Statement

Build and sustain a Christ-centered parish for New Mexico State University and the greater community.

St. Albert the Great parish only had a mission statement. The vision statement was developed by the Strategic Plan core team as part of the process of long-range planning and in support of the vision of the parish.

Framework

The Strategic Plan was designed using the following components:

1. **Priority Identification**—Based on the results of the 2015 CARA survey, six

priorities emerged. The six areas are Organizational Structure, Parish Programs & Ministries, Stewardship, Faith Formation, Spiritual Growth and Facilities Management and Administration.

2. **Goal**—A goal was created for each of the six priority areas.

3. **Actions Steps**—Actions steps were developed for a three (3) year period for each of the priority areas.

Review and Parishioner Input

The Strategic Plan will be posted on the parish website for a few weeks for parishioner review and input.

Implementation

The parish Strategic Plan will commence during the beginning of the 2019 year. The parish leadership, staff and parishioners will be responsible for communicating, maintaining and analyzing the Strategic Plan priorities, goals and action steps along with budget that supports each of the six priority areas.



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Priority: Organization Structure

Goal: Develop systems and processes that lead to smooth operations for the parish.

Action Step	Year			Person(s) Responsible									
	2019	2020	2021	Pastoral Council	Finance Council	Pastor	Deacon	Campus Ministry	Liturgical Ministry	Outreach Ministry	Religious Education	Parishioners	Other
1. Align parish operations to that of the diocese (when applicable). Example: Safe Environment program compliance	X					X	X						
2. Develop a parish handbook that serves as a guidance document and is reflective of a culture of excellence	X			X	X	X	X						
3. Update the organizational chart annually and identify roles and responsibilities for each staff position in the organization.	X					X	X						
1. All ministries will develop goals, objectives and outcomes for the specific area of focus.		X						X	X	X			
2. Adopt an online scheduling system for parish facilities reservation. Identify each available room and its capacity.		X											Staff
3. Review and update scheduling system to accommodate changes in facilities availability.		X											Staff
1. Ensure the budget is aligned to the Strategic Plan on an annual basis.			X		X	X							
2. Ensure the parish's operations are transparent by posting current information on the website, social media and written communications such as the weekly bulletin.			X	X	X	X							
3. Collaborate with parish staff and council representative to align parish organizational needs annually.			X										

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Priority: Programs and Ministries

Goal: Invite and engage our parish community to serve God and one another

Action Step	Year			Person(s) Responsible									
	2019	2020	2021	Pastoral Council	Finance Council	Pastor	Deacon	Campus Ministry	Liturgical Ministry	Outreach Ministry	Religious Education	Parishioners	Other
1. Create inventory of existing programs and ministries. (What is done, how, by whom, training required, volunteers, how many served, etc.) Identify the difference between a program and ministry.	X			X									
2. Identify and define the need for volunteers and for programs and ministries.	X			X									
3. Develop training for programs and ministries. (Parish based Safe Environment training) Multiple trainers for each ministry and prayerful service and discernment.	X						X						Deacons in training, seminarians
1. Actively recruit adolescents to participate in Programs and Ministries.		X									X		
2. Provide new parish members with information about Programs and Ministries. This includes how to volunteer and request service in this area.		X		X		X	X	X	X	X			
3. Establish a Council of Ministries. Representatives from each ministry to meet quarterly to communicate their plans.		X				X	X						
1. Provide information (i.e. description, accomplishments, contact information, etc.) about parish programs and ministries in weekly bulletin and mass announcements.			X			X		X	X	X			
2. Provide recognition for Program and Ministry volunteers.			X	X		X	X	X	X	X			
3. Maintain a volunteer information station in the church and online. Include information about activities, pictures, how to be involved, how to request service. (bulletin board, FB, web site etc.)			X			X	X						

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Priority: Spiritual Growth

Goal: Enhance spiritual development to help the parish become a more loving and Christ-centered community

Action Step	Year			Person(s) Responsible									
	2019	2020	2021	Pastoral Council	Finance Council	Pastor	Deacon	Campus Ministry	Liturgical Ministry	Outreach Ministry	Religious Education	Parishioners	Other
1. Institutionalize the use and sustainability of parish information through the web site, mobile apps and social media	X			X				X					
2. Assign a program coordinator for pastoral events that promote spiritual growth.	X			X				X		X			
3. Survey of parish resources for spirituality	X			X				X					
1. Make the library more useful and accessible with regular reports of usage and improvement strategies.		X									X	X	
2. Create mentorship programs that encourage and support involvement in spiritual development.		X				X						X	
3. Pilot a version of Lectio Divina (small group). The group will then prepare a summary of recommendations for implementation in the parish.		X						X				X	X
1. Promote programs and ministries that support parish culture of excellence (i.e. prayer chain, Knights of Columbus, etc.)			X							X			
2. Encourage deeper participating in the liturgy by providing classes on scripture on how to gain from it).			X			X	X	X	X				

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Priority: Facilities Management and Administration

Goal: Implement an asset management plan that is consistent with projected revenues

Action Step	Year			Person(s) Responsible									
	2019	2020	2021	Pastoral Council	Finance Council	Pastor	Deacon	Campus Ministry	Liturgical Ministry	Outreach Ministry	Religious Education	Parishioners	Other
1. Solicit and appoint a Physical Plant Committee from current parishioners via the Sunday bulletin.	X	X	X		X							X	
2. Parish staff and Finance Council will select members for the Physical Plant committee. This committee will have oversight by the Finance Council in order to address priorities and needs beyond funding available.	X				X								
3. The Physical Plant committee will meet monthly (or as needed) to review and priorities projects.	X				X								Parish Staff
1. Maintain focus on providing adequate facilities to accommodate parish ministries and staff facilities.	X	X	X										Physical Plant Committee
2. Recommendations will be provided to Pastor, Staff and Finance Council for review, approval and action.	X	X	X		X	X							Physical Plant Committee
3. Physical Plant committee will review all current major equipment, facilities and systems and will schedule for end of useful life and budget for major repair or replacement.	X	X	X										Physical Plant Committee
1. Finance Council will budget resources to complete repairs/replacement of equipment, facilities and systems.			X			X							
2. Inventory facilities to determine adequacy of size and condition to accommodate parish (current and future).	X												Physical Plant Committee
3. Identify, select and maintain a sound system that meets the needs of the parish. Involve Physical Plant committee in the review of recommendations to ensure economical and effective solutions.	X	X	X			X							Physical Plant Committee

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Priority: Financial Stewardship

Goal: Effective stewardship, reporting and communication of financial management

Action Step	Year			Person(s) Responsible									
	2019	2020	2021	Pastoral Council	Finance Council	Pastor	Deacon	Campus Ministry	Liturgical Ministry	Outreach Ministry	Religious Education	Parishioners	Other
1. Identify a liaison from Pastoral Council that will collaborate with a Finance Council representative and clergy to determine ways to share financial information with stakeholders.	X			X	X	X							
2. Communicate the financial situation of the parish and ministries two times per year to parishioners from the pulpit.	X					X							
3. Provide training in financial management to members of the parish leadership, staff and Finance Council.	X				X	X							
1. Create a web-link with expenditures Frequently Asked Questions (FAQ) sheet to accompany financial reports.		X			X								
2. Provide a communication channel for parishioners' feedback and inquiries; collaborate with staff and parish volunteers who have the experience to address needs.		X			X	X							
3. Provide ongoing financial communications using multiple methods such as the parish bulletin, parish website, traditional mail and other communications channels.		X			X	X							
1. Educate the parish to move away from an environment of fundraising to a giving environment of tithing, the holy tradition and practice of giving to God the first 10% of personal income to the Church.			X			X							
2. Determine a consistent date for an annual pledge drive for the parish in collaboration with a group of parish volunteers and staff to create the method for communication of this effort.			X		X	X							
3. Provide continuous education of the parish's councils,			X	X	X	X							

employees and committees on the importance of stewardship.													
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Priority: Faith Formation

Goal: To develop a continuum of faith formation in order to meet the needs of parishioners

Action Step	Year			Person(s) Responsible									
	2019	2020	2021	Pastoral Council	Finance Council	Pastor	Deacon	Campus Ministry	Liturgical Ministry	Outreach Ministry	Religious Education	Parishioners	Other
1. Develop and communicate a continuum of religious education and faith formation opportunities at St. Albert the Great.	X					X	X				X	X	
2. Examine and select a religious education curriculum that can be used in grades K-12. Professional development to be provided in preparation to launch the curriculum in 2020.	X										X		
3. Establish fellowship opportunities for parishioners in groups typically underserved areas (i.e. divorced, widowed, senior citizens, etc.)	X					X	X			X			
1. Set expectations and anticipated outcomes for students and parents/guardians in grades K-12 religious education programs inclusive of the Safe Environment program.		X									X		
2. Curriculum implementation of religious education program adopted.		X									X		
3. Create faith formation opportunities for groups identified in Year 1 fellowship sessions. Garner ideas from participants in the fellowship group(s).		X				X	X			X			
1. Safe Environment fully implemented and operational.			X			X	X						
2. Evaluate the implementation and use of the religious education curriculum selected in Year 2>			X								X		
3. Survey fellowship participants for input and planning for development of faith formation opportunities for identified			X			X	X			X			

groups from Year 1 and 2.													
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