

STRATEGIC PLAN 2021-2026

ACHIEVING THE VISION

“This is the way; walk in it.”

**HELLENIC COLLEGE
HOLY CROSS GREEK ORTHODOX SCHOOL OF THEOLOGY**



**Approved by the Board of Trustees
June 17, 2021**

By Building on a Strong Foundation

***Whether you turn to the right or to the left, your ears will hear a voice behind you, saying,
“This is the way; walk in it.”***

Isaiah 30:21

Table of Contents

| | |
|--|-----------|
| Introduction | 3 |
| Mission Statements | 3 |
| Vision Statement | 4 |
| Values Statement | 5 |
| Background | 5 |
| Overview of Strategic Planning Process | 6 |
| Implementing the Strategic Plan | 7 |
| Strategic Plan | 8 |
| Strategic Goal 1: To provide excellence in theological studies, liberal arts education, and research in order for HCHC to become the first choice in Orthodox Christian education | 8 |
| Strategic Goal 2: To increase student enrollment and student success | 14 |
| Strategic Goal 3: To instill greater institutional and financial effectiveness, enhanced technology, and improved governance with increased transparency | 18 |

Introduction

It was with great wisdom and foresight that, in 1937, the founders of this sacred school chose its name. For an institution dedicated to theological education and the preparation of men for the holy priesthood, the symbol of the Holy Cross was extraordinarily apt. Dedication, self-denial, commitment to community, and perseverance in the face of challenges are at once the hallmarks of academic excellence and a genuine vocation to Christian discipleship. Yet the disciplined striving necessary for the achievement of excellence is only one side of the cross, which is also a place of passage to personal transformation, spiritual growth, and a renewed commitment to serve and enrich the lives of others both in the Church and in the world.

In 1968, Holy Cross expanded its undergraduate education into a four-year liberal arts college, and the challenge and the promise of the cross of Jesus Christ were taken up by new students working in new programs. Emphasis on the Greek language, education, history, and literature are among the majors that have been offered over the four decades of the existence of the proudly named Hellenic College. Like their counterparts in Holy Cross, alumni of the College hold positions of leadership and service on six continents and maintain a special love for the intellectual and spiritual formation they received at the hands of dedicated faculty and staff.

As we look to the future, we will continue to move forward in a manner that expresses our heritage, identity, and values as a community committed to excellence in higher education, the life of faith, and service to the Church. Though our "help is in the Lord who made heaven and earth" (Psalm 121:1), it is our task to build on the "cornerstone which is Christ" (Ephesians 2:20) and on the foundations established by those who came before us. Our aim is to ensure that our future will be shaped on a renewed foundation of spiritually sensitive teaching and practical preparation for service in the world. In these changing times, the future of American higher education is yet unwritten, but we are confident that the place of a small Orthodox Christian college and graduate school is assured.

Mission, Vision, and Values

MISSION STATEMENTS

As a Greek Orthodox seminary, a graduate school of theology, and a liberal arts college, we continue the mission mandate of our Lord Jesus Christ, "...teaching them to observe all things that I have commanded you..." (Matthew 28:20).

Overall Mission - Hellenic College, Inc.

The mission of Hellenic College, Inc., is the formation and the education of the person within the life of an Orthodox Christian community. To that end, it educates men preparing for the holy priesthood of the Greek Orthodox Archdiocese and other Orthodox Christian entities, as well as men and women for leadership roles in the Church, chosen professions, and society. HC, Inc. collaborates with Orthodox Church-affiliated institutions and ministries and offers opportunities for lifelong

learning.

Holy Cross Greek Orthodox School of Theology Mission

Holy Cross Greek Orthodox School of Theology is an Orthodox Christian seminary and graduate school of theology centered on the Trinitarian faith as revealed by Jesus Christ and as preserved in its fullness, genuineness, and integrity by the one, holy, catholic, and apostolic Church. The School embodies the historic and specific educational mission of the Ecumenical Patriarchate of Constantinople and its Archdiocese in the United States. Holy Cross educates its students to articulate and understand the biblical, historical, dogmatic, ethical, and liturgical traditions of the Orthodox Church. Students are prepared to become future Orthodox clergy and lay leaders who demonstrate faith, sensitivity, and compassion as they cultivate an attitude of offering a service of truth and love in the world. Through its graduate degree programs, Holy Cross offers men and women the opportunity to become spiritually mature persons through immersion in worship, theological studies, and service to community.

Hellenic College Mission

Hellenic College, an Orthodox Christian college of higher learning, cultivates the intellectual, spiritual, and moral development of its students so that they might serve and contribute to society and the Church. To that end, Hellenic College fosters intellectual development in its students, engaging them in liberal arts and professional curricula that demand rigorous inquiry and academic scholarship. The College promotes spiritual and moral development by incorporating students into the practices, teachings, and liturgical life of an Orthodox Christian community. The College also offers the opportunity to its students to become aware of the universal intellectual and cultural values of the Hellenic cultural heritage. The College encourages its students to respond to their unique vocations by committing to education, faith, and service in all aspects of their professional and personal endeavors.

VISION STATEMENT

This vision embodies the essence of HCHC. We strive daily, and in planning for the future, to achieve this worthy vision:

To be the intellectual, educational, and spiritual formation center of the Greek Orthodox Archdiocese of America, stimulating, developing, and sustaining ordained and lay vocations for service to Church and society, based on faith.

VALUES STATEMENT

These values express the most sacred and salient purposes of HCHC, an expression guiding us

in planning and daily actions. The first, in particular, is rooted in our theological values:

- *Spiritual formation through providing an environment that lives the Orthodox faith in worship and practice*
- *Intellectual growth and development through the use of small class size, qualities that allow instructors to mentor the development of learning through the use of responsive and individualized teaching as well as to demand rigor and excellence in performance*
- *Development of a living and learning community that provides for self-knowledge through engagement in authentic conversations, personal accountability, and the building of lifelong relationships*
- *Preparedness for life in the world through professional preparation engagement, internships, and service-learning opportunities intended to bring about deeper awareness and connectedness*

Further, the strategic plan is based on assumptions and core beliefs held by the HCHC community:

- The teaching and life of the holy Orthodox Christian Church are foundational to all that we do at HCHC.
- The enlightenment of mind and faith as well as engagement in inquiry, learning and ethical actions are guided by a belief in the Triune God.
- Moral, intellectual, and spiritual developments are cultivated within the practices and liturgical life of a responsive, caring and doxological Orthodox Christian community.
- We are stewards in the care and mentoring of each other and our students as each of us finds, through grace, integrity in action and the ability to rightly serve and give thanks to God, from whom all blessings flow.
- Wise stewardship of human, physical, and financial resources is essential to fulfill God's sanctifying and transforming work in the world.
- Because of our Orthodox Christianity, we seek to discover and understand ways in which each individual is called to serve the Church and society through faith and learning.

Hellenic College Holy Cross is a rare entity with a distinctive mission to fulfill and sustain: it is the most important institution of the Eastern Orthodox Church in the Western Hemisphere. Guided by HCHC's mission, vision, and values, this strategic plan embodies these inviolable theological beliefs, complemented by academic principles of integrity and quality.

The rubric that we use to describe the journey of Hellenic College Holy Cross is that of "institutional formation." Together, we are responsible for developing HCHC as a unique

Orthodox Christian institution of higher learning dedicated to Jesus Christ, one that embodies and is simultaneously responsive to the best practices and standards of the academy. In developing this plan, we renew our commitment to God our Father, our Orthodox Church, academic excellence, appropriate growth and development of our community and facilities, sound financial management of resources, and the creation of an Orthodox Christian community in which trustees, faculty, staff, students, families, and alumni can thrive and develop in mind, faith and spirit within a responsive and caring community.

Background

The priorities set forth in this plan are specific enough to direct our energies and yet broad enough to be an invitation to the creativity and vitality of our *Schole*, the Greek word for *School*.

These priorities represent sustained investment in students; academic rigor in teaching, learning, and research; and a commitment to improve accountability and increased stewardship of financial sustainability. Further, each of the initiatives is formed understanding that HCHC's focus is to form its students in the image of Jesus Christ, our Lord.

Further, HCHC has designed this strategic plan while simultaneously engaging the entire campus community in three critically important and interrelated initiatives: 1) a ten-year comprehensive evaluation by the New England Commission of Higher Education, slated for fall 2022; 2) a comprehensive evaluation of the School of Theology by the Association of Theological Schools, slated for fall 2023; and 3) an academic plan, slated for completion in fall 2021. Each of these three initiatives dovetails with the others, each enriched by the intersection of their commonality for advancing the institution and providing quality assurance.

Overview of the Strategic Planning Process

Strategic planning began two years ago with a re-imagining process that occurred during the 2019–20 academic year. As at all institutions of higher learning, COVID-19 severely disrupted campus operations, with urgent attention given to moving to remote learning in an unimaginable timeframe. This disruption affected the planning process as well. However, in the fall of 2020, President Cantonis and Spyros Catechis, EdD, Board of Trustees Strategic Plan Committee Chairman, took assertive action to resurrect the strategic planning process with non-negotiable deadlines to craft a new strategic plan.

The Strategic Planning Steering Committee provided oversight for the entire process, supported by three committees on academic planning, student life and enrollment, and operations and finance. Both the Steering Committee and the three planning committees enjoyed broad representation from the Board of Trustees, faculty, administration, staff, and students. In

addition, the Steering Committee included the president of the Alumni Association, thus allowing alumni perspectives to help shape the plan.

The formation of this document took place with great rigor and debate within the committees and campus-wide. This rigor resulted in a document reflecting pragmatic and necessary changes to the institution to ensure greater responsiveness to the mission of the Church, our students, and our constituents. The feedback received from HCHC's constituents played a crucial role in bringing us closer to the final stage of the process.

Each of the three committees prepared a report and a series of recommendations that were posted online in early February for community feedback. In addition, the draft plan was reviewed by the Strategic Planning Steering Committee and the Executive Committee of the Board. Modifications have been made based on their comments. During the month of March, a formal synchronous web-based hearing took place to receive additional and final comments from the larger community. Once again, revisions have been made based on the community's responses.

After additional input and revision of this document, the Board of Trustees will conduct its review in April 2021, with approval slated for May 2021.

As is evident, many people have contributed to the development of this strategic plan, giving generously of their time by engaging in intensive work to ensure that HCHC grows and prospers well into the future.

Implementing the Strategic Plan

Over the past year, we have reinvigorated a planning culture within the institution that is taking a firm hold. The overarching goal was the development of this strategic plan that can—and will—be subjected to continuous evaluation of its implementation and effectiveness. The achievement of this plan will be closely monitored to ensure achievement of stated objectives and actions.

Goals

This Strategic Plan reflects our mission, vision, and values; it acts as our lighthouse by providing direction for HCHC through 2026. HCHC has identified the following goals to guide us to success:

Strategic Goal 1: *To provide excellence in theological studies, liberal arts education, and research in order for HCHC to become the first choice in Orthodox Christian education*

Strategic Goal 2: *To increase student enrollment and student success*

Strategic Goal 3: *To instill greater institutional and financial effectiveness, enhanced technology, and improved governance with increased transparency*

ASSESSING SUCCESS

As we implement the initiatives set forth in this Plan, we will evaluate regularly our progress toward realizing the goals that we set. To that end, we have developed a series of deliverables that are illustrative of our commitment to accountability and demonstrable outcomes. These deliverables, with implementation dates, will be refined during the implementation phase of the strategic plan.

1. STRATEGIC GOAL 1: TO PROVIDE EXCELLENCE IN THEOLOGICAL STUDIES, LIBERAL ARTS EDUCATION, AND RESEARCH IN ORDER FOR HCHC TO BECOME THE FIRST CHOICE IN ORTHODOX CHRISTIAN HIGHER EDUCATION

Guide me in your truth and teach me, for you are God my Savior, and my hope is in you all day long. (Psalm 25:5)

1.1. OBJECTIVE: RECRUIT, RETAIN, AND SUPPORT DISTINGUISHED FACULTY DEDICATED TO THE TEACHING, SCHOLARLY, AND FAITH MISSION OF HELLENIC COLLEGE AND HOLY CROSS.

Faculty Development

1.1.1. Provide ongoing support for a culture of excellence evidenced by the professional development of faculty to ensure pedagogical mastery, distinguished record of scholarly achievement, and dedicated service to the institution and Church

Deliverables

- 1.1.1.1. Execution of a plan for ongoing mentoring and development of new and mid-career faculty members by senior faculty
- 1.1.1.2. Refinement of processes for sabbatical leaves that enrich faculty's professional growth and contributions to the institution upon the faculty's return to campus

Faculty Performance and Professional Advancement

1.1.2. Assess faculty processes and criteria for hiring, rank, tenure, promotion, and post-tenure review to attract, retain, and affirm outstanding faculty contributions upholding standards of performance

Deliverables

- 1.1.2.1. Redesigned faculty processes reflective of mission and values
- 1.1.2.2. Differentiated and weighted expected levels of accomplishment and standards of performance/criteria for each type of personnel decision
- 1.1.2.3. Implementation of a robust post-tenure review process
- 1.1.2.4. Consideration of faculty compensation aligned with faculty performance in teaching, scholarship, and service

Faculty Research

1.1.3. Strengthen the academic reputation of the institution by supporting high goals for faculty research productivity and by communicating the vibrancy of faculty research, scholarship, and creative works

Deliverables

- 1.1.3.1. Updated rubrics for faculty annual self-evaluations requiring that faculty illustrate the contribution of their scholarship to Church and society

- 1.1.3.2. Increased faculty participation in national and regional conferences to advance research excellence in their respective disciplines
- 1.1.3.3. Reinvigoration of Holy Cross Orthodox Press, including an assessment of the business model with the bookstore (online and designed to serve all Orthodox jurisdictions)
- 1.1.3.4. Cultivation of external support for creation of endowed chairs/professorships to enrich faculty research and teaching distinction

Faculty Promoting Student Research

- 1.1.4. Enhance the vibrancy of the learning environment in which faculty transmit a scholarly culture that inspires students' enthusiasm for conducting research, scholarship, and creativeworks

Deliverables

- 1.1.4.1. Increased number of events for students' presentation of their individual and collaborative research to the campus and external community
- 1.1.4.2. Increased number of student/faculty collaborations in research, particularly related to students' master's, honors, and senior theses
- 1.1.4.3. Increased celebratory events in which undergraduate and graduate students' scholarly work is showcased
- 1.1.4.4. Prominent display of faculty's and students' scholarship in the Archbishop Iakovos Library and Resource Center, institutional publications, and the website

Faculty for Future Enrollment Growth

- 1.1.5. Plan for new faculty positions tied to enrollment growth, aligned with academic program priorities, and guided by results of academic program reviews

Deliverables

- 1.1.5.1. Development of a methodology (e.g., Contribution Analysis or a Faculty Needs Model) to inform decision-making for faculty allocations (new and replacement)
- 1.1.5.2. Decisions for new faculty positions linked to academic program reviews

- 1.2. OBJECTIVE: STRENGTHEN THE RELATIONSHIP BETWEEN STUDENT LEARNING, SPIRITUAL FORMATION, AND VOCATIONAL DEVELOPMENT.

Priestly and Spiritual Formation

- 1.2.1. Refine and implement a more robust Priestly Formation Program for both college- and graduate-level seminarians as an integral part of the curriculum and campus life experience, along with an allied program of Spiritual Formation for non-seminarians in HC and SOT

Deliverables

- 1.2.1.1. Identification of student spiritual formation expectations and outcomes
- 1.2.1.2. Articulated criteria for assessing spiritual formation goals
- 1.2.1.3. Greater student engagement with chapel services and integration with classroom academic and spiritual formation aspects of the curriculum
- 1.2.1.4. Increased contact with spiritual fathers
- 1.2.1.5. Closer supervision and mentoring of student personal and spiritual growth
- 1.2.1.6. Increased spiritual formation-related workshops and lectures

Coordination of Efforts for Spiritual Formation

- 1.2.2. Coordinate services among staff and offices for delivery of an excellent Student Spiritual Formation program

Deliverables

- 1.2.2.1. Position descriptions, reflective of both individual and coordinated responsibilities, for the Dean of Students, Chaplain, Director of Office of Vocation and Ministry, and Director of Spiritual Formation and Counseling Services
- 1.2.2.2. Regular meetings of these offices to evaluate effectiveness of the coordination of services and student satisfaction

The Archbishop Iakovos Library and Learning Resource Center

- 1.2.3. Strengthen the library by continuing to maintain an up-to-date collection and acquiring technologies to reflect the curricula and scholarly needs of both students and faculty, to serve as a unique asset within the Boston Theological Interreligious Consortium (BTI), to provide essential scholarly resources in the service of the Archdiocese, and to maintain a repository for the future that reflects HCHC's commitments to the Hellenic and Orthodox Tradition

Deliverables

- 1.2.3.1. Increased professional library staff
- 1.2.3.2. Increased purchase of digital resources
- 1.2.3.3. Expanded holdings in late-antique philosophy and religious education/youth ministry

1.3. OBJECTIVE: EXPAND STUDENT LEARNING OPPORTUNITIES CONSISTENT WITH MISSION

Continuing Education and Online Program Delivery

- 1.3.1. Extend outreach beyond the awarding of degrees by developing continuing education certificate programs and non-credit curricula delivered online and on-ground for clergy and lay leaders; where possible, design offerings for pathways to existing or new programs

Deliverables

- 1.3.1.1. Creation of a physical, personnel, and policy infrastructure for continuing education
- 1.3.1.2. Offering of continuing education programs for clergy and laity
- 1.3.1.3. Realization of enrollment growth and fiscal sustainability
- 1.3.1.4. Annual evaluation of continuing education offerings

Women's Leadership

- 1.3.2. Encourage more women to study theology as a foundation for promoting women's ministry to the Church in alignment with HCHC's faith mission ("preparing men and women for leadership roles in the Church, chosen professions, and society")

Deliverables

- 1.3.2.1. Increased enrollment of female students in graduate theological degrees and certificate programs, and in undergraduate majors
- 1.3.2.2. Increased scholarships for female students at graduate and undergraduate levels
- 1.3.2.3. Inventory of the extent to which the current and historical roles of women in the Church are incorporated throughout the curriculum and reflected in an inclusive learning environment

Technology

- 1.3.3. Support the use of technology by faculty as a pedagogical tool for enhanced teaching and student learning, leading to online course and program delivery

Deliverables

- 1.3.3.1. A plan for offering selected online degree programs (hybrid or fully online) as identified through academic planning
- 1.3.3.2. Assessment of and investment in technology infrastructure, staffing, faculty development, student computer/information literacy skills, library electronic resources, student services, and fiscal resources for offering of online programs
- 1.3.3.3. Delivery and evaluation of online program offerings

Centers and Institutes

- 1.3.4. Increase integration of existing centers/institutes with academic programs for the enhancement of the curriculum, teaching effectiveness, faculty scholarship, and student learning

Deliverables

- 1.3.4.1. Addition of a review criterion in the evaluation template for centers/institutes to address their specific contributions for the enrichment of academic programs

- 1.3.4.2. Adoption of a schedule for the production of annual reports and periodic reviews of centers/institutes

Study Abroad

- 1.3.5. Expand semester and summer study abroad opportunities for undergraduate and graduate students

Deliverables

- 1.3.5.1. Fuller incorporation of student study abroad opportunities into program and degree goals
- 1.3.5.2. Increased awareness of study abroad opportunities among academic advisors and students
- 1.3.5.3. Increased number of students participating in study abroad
- 1.3.5.4. Assessment of student learning outcomes for study abroad and evaluation of the effectiveness of each study abroad program

- 1.4. OBJECTIVE: SUPPORT EXISTING ACADEMIC PROGRAMS AND EXPLORE THE DEVELOPMENT OF NEW PROGRAMS INFORMED BY A RIGOROUS PROGRAM REVIEW PROCESS.

Academic Plan

- 1.4.1. Create, monitor, and evaluate an academic plan, commensurate with strategic plan goals, designed to achieve recognition of HCHC for its intellectually rigorous and responsive academic programs

Deliverables

- 1.4.1.1. Creation, implementation, and evaluation of an academic plan for achievement of stated goals and strategies

Assessment of Student Learning

- 1.4.2. Foster a culture of continuous assessment focused on evaluating student learning outcomes and use of these results for student learning, curricular, and pedagogical improvements

Deliverables

- 1.4.2.1. An assessment plan and annual assessment reports for each academic program that meet accreditation standards
- 1.4.2.2. Incorporation of assessment plans and annual reports into academic program reviews to provide for a longitudinal assessment of student learning outcomes
- 1.4.2.3. Faculty meetings in which assessment methods and findings are discussed and actions taken to improve student learning and improve assessment initiatives
- 1.4.2.4. Implementation and evaluation of a robust academic program review process linked directly to assessment of student learning

1.5. OBJECTIVE: IMPROVE SYSTEMS OF ACADEMIC SHARED GOVERNANCE.

Shared Governance

1.5.1. Evaluate and implement current shared governance processes to assure integrity and transparency of implementation, substantive faculty participation, and consideration of student views

Deliverables

- 1.5.1.1. An assessment of the effectiveness of shared governance processes by faculty, administration, students, and Board
- 1.5.1.2. Summary report reflecting the findings and actions taken to improve governance processes and decision-making
- 1.5.1.3. An analysis of the faculty committee structure and a decision-making flowchart

Policies and Procedures

1.5.2. Evaluate the effectiveness of academic policies and procedures, revise as needed, and codify

Deliverables

- 1.5.2.1. Implementation of a document describing the process for academic policy development and decision-making
- 1.5.2.2. Creation and implementation of academic policies and procedures commensurate with best practices in higher education and reflective of regional and national faith-based accreditation standards
- 1.5.2.3. Updated Faculty Handbook reflective of revisions for enhanced clarity, efficiency of processes, and consistency of implementation

2. STRATEGIC GOAL 2: TO INCREASE STUDENT ENROLLMENT AND STUDENT SUCCESS

Jesus said to him, "I am the way, and the truth, and the life. No one comes to the Father except through me." (John 14:6)

2.1 OBJECTIVE: RECRUIT WELL-PREPARED, PROMISING, AND MOTIVATED STUDENTS CONSISTENT WITH ACADEMIC MISSIONS.

Scope of Outreach

2.1.1 Reach out to other Orthodox jurisdictions

Deliverables

- 2.1.1.1 A symposium of representatives from various Orthodox jurisdictions to develop strategies for networking and outreach
- 2.1.1.2 Board representatives added to the Enrollment Committee
- 2.1.1.3 Outreach Plan that broadens the scope to multiple Orthodox jurisdictions
- 2.1.1.4 A cost-effective scholarship plan for students for non-GOA Orthodox jurisdictions

International Students

2.1.2 Increase the percentage of international students in HC and SOT

Deliverables

- 2.1.2.1 An international student outreach plan
- 2.1.2.2 Scholarships for international students

Female Students

2.1.3 Increase the percentage of female students in the non-seminarian graduate programs

Deliverables

- 2.1.3.1 Videos and other collateral material that highlight vocations for female graduates of the School of Theology
- 2.1.3.2 Relationships developed with associations and institutions that offer vocational opportunities for female graduates of Holy Cross

Partnership Development

2.1.4 Increase the number of collaborative projects with partner-organizations affiliated with the Orthodox Church

Deliverables

- 2.1.4.1 Closer relationship with the Alumni Council

- 2.1.4.2 Assistance to the Alumni Council's executive team regarding its relationship with HCHC
- 2.1.4.3 Sonia Belcher Ambassadors program strengthened by increasing the number of students and events at parishes
- 2.1.4.4 Student representatives placed in all Greek Orthodox summer camps
- 2.1.4.5 Participate in Orthodox Homeschooling Conferences, Clergy Laity Conferences, Parish Life Conferences, and Private Orthodox Schools
- 2.1.4.6 Form relationships with each of the Metropolis Youth Directors

Enrollment Plan Development and Execution

- 2.1.5 Develop and implement a comprehensive Enrollment Management Plan including timeline and roles

Deliverables

- 2.1.5.1 Implementation of an Enrollment Management Plan spanning 18 months with timeline, task assignments, resources, and budget requirements
- 2.1.5.2 Selection and implementation of a software application to manage enrollment goals, projects, tasks, and work assignments

Marketing Development

- 2.1.6 Expand the marketing of programs and scholarships

Deliverables

- 2.1.1.1. Scholarship granting norms known to our constituents
- 2.1.1.2. Campaigns launched to publicize HCHC scholarships
- 2.1.1.3. Campaigns launched that feature videos on the vocational paths associated with our programs and majors
- 2.1.1.4. Create a close partnership with the St. John Chrysostom Oratorical Festival on which the Hellenic Chrysostom Scholarship is based.

Process and Information Management

- 2.1.7 Integrate information management of the Offices of Admissions and Financial Aid and Scholarships

Deliverables

- 2.1.7.1 Automation of the admissions application process
- 2.1.7.2 Application requirements reviewed for each program by faculty and deans
- 2.1.7.3 Models built for measuring student retention
- 2.1.7.4 Models built for measuring student success

2.2 OBJECTIVE: DEVELOP OPPORTUNITIES, MARKET, AND ENROLL ONLINE LEARNERS UTILIZING THE HCHC ONLINE PLATFORM FOR HIGH SCHOOL STUDENTS, ADULT LEARNERS, AND CLERGY CONTINUING EDUCATION.

Marketing and Enrollment

2.2.1 Market and enroll the online and on-ground continuing education initiatives (see Objective 1.3.1 above)

Deliverables

2.2.1.1 Marketing and enrollment campaign completed for the targeted constituencies for each program

High School Courses

2.2.2 Develop and market courses to parishes for their high school students in collaboration with the faculty and deans

Deliverables

2.2.2.1 Courses specifically for high school juniors and seniors marketed through parishes

Marketing Campaign Plan

2.2.3 Develop an annual Marketing Campaign Plan for each non-degree program

Deliverables

2.2.3.1 Certificate in Youth and Young Adult Ministries and Leadership

2.2.3.2 Byzantine music certificate

2.2.3.3 Diaconate program

2.2.3.4 Kallinikeion Institute Modern Greek language program

2.3 OBJECTIVE: STRENGTHEN SUPPORT FOR STUDENT DISCERNMENT AND PREPARATION FOR VOCATION.

Student Career Services

2.3.1 Develop a Student Career Services capability to promote vocational discernment, service, and professional development

Deliverables

2.3.1.1 Appointment of vocation/career development coordinator

2.3.1.2 Data collected about what students are doing after graduation

2.3.1.3 Student Career Services Plan created and implemented

2.4 OBJECTIVE: OFFER WITH INTEGRITY AND EQUITY RESOURCES AND SERVICES TO STUDENTS THAT PROVIDE THEM WITH THE OPPORTUNITY TO ACHIEVE THEIR GOALS.

Assessment of Student Life

- 2.4.1 Assess the effectiveness to achieve an equitable educational experience for all students and the effectiveness of the delivery of student services

Deliverables

- 2.4.1.1 Committee established to collect and analyze data and make recommendations for improving student life

Roles and Responsibilities for Student Life

- 2.4.2 Examine and clarify the roles and responsibilities of the Dean of Students and the Office of Student Life

Deliverables

- 2.4.2.1 Revised position description for the Dean of Students
2.4.2.2 Differentiated spiritual development needs of undergraduate and graduate students while building an inclusive HCHC-wide Orthodox community
2.4.2.3 Created roles, responsibilities, programs, and policies that focus on the entire, all-inclusive community of learners: seminarians and non-seminarians, graduate and undergraduate students, men and women

Student Co-curricular Activities

- 2.4.3 Facilitate co-curricular activities and opportunities for student leadership in campus organizations and governance

Deliverables

- 2.4.3.1 Location(s) created for students and student organizations to gather for building community
2.4.3.2 Facilitation of extra-curricular participation in organizations and sports

Assurance of Student Policies and Guidelines

- 2.4.4 Review the Student Guidelines

Deliverables

- 2.4.4.1 Student Guidelines Handbook reviewed and revised to ensure that the institution has implemented and published clearly stated ethical standards, student rights and responsibilities, student conduct, and grievance procedures to guide student services

STRATEGIC GOAL 3: TO INSTILL GREATER INSTITUTIONAL AND FINANCIAL AND REGULATORY EFFECTIVENESS, ENHANCED TECHNOLOGY, AND IMPROVED GOVERNANCE WITH INCREASED TRANSPARENCY

But all things should be done decently and in order. (1 Corinthians 14:40)

3.1 OBJECTIVE: INTEGRATE INSTITUTIONAL AND FINANCIAL PLANNING TO IMPROVE EFFECTIVENESS AND TRANSPARENCY.

Budget and Finance Development

3.1.1 Ensure a transparent and inclusive financial planning process that includes proper communication and practice among decision-makers and achieves financial excellence

Deliverables

3.1.1.1 Budget planning and resource allocation process modified to better integrate with institutional planning, strategic planning, and enrollment planning.

3.1.1.2 Greater budget transparency within senior management and campus-wide. Alignment of the budget with the success of the College

Risk Management

3.1.2 Assess current risk management strategies and ensure that management and the Board create actions that mitigate risk and properly plan financially for the future.

Deliverables

3.1.2.1 Yearly Financial Risk Mitigation Plan created that identifies pressure points and provides solutions in a manner that will improve institutional effectiveness and overall performance

3.1.2.2 Enhanced staffing in the finance office in a manner that will support ongoing planning, financial management, and continuous improvement initiatives

3.1.2.3 Board and administration worked toward a yearly balanced budget without borrowing

3.1.2.4 Yearly financial aid plan created to allocate and distribute available funds

3.1.2.5 Strategy developed to use the interest from the endowment

Revenue

3.1.3 Promote and implement revenue enhancement strategies designed to provide recurring revenue and additional streams of income.

Deliverables

3.1.3.1 Revenue diversification includes income from meeting the needs for continuing education by clergy and lay leaders (online and on-campus as is appropriate)

3.1.3.2 Price of HCHC undergraduate education reviewed and actions taken to be more competitive with the national average for in-state tuition, fees, and room and board at public four-year colleges

3.1.3.3 Hiring of a full-time event planner/coordinator to ensure that facilities are rented to the maximum extent possible

Institutional Research

3.1.4 Create an institutional research infrastructure to support planning, evaluation, and educational effectiveness.

Deliverables

- 3.1.4.1 An infrastructure for institutional research and assessment characterized by consistency, accessibility, continuity, and technological/technical functionality
- 3.1.4.2 An electronic data repository for internal access in support of planning, evaluation, and decisionmaking
- 3.1.4.3 A comprehensive guide implemented for providing timely and accurate institutional research reports to external accreditation and regulatory agencies
- 3.1.4.4 An effective system for tracking implementation of the strategic and academic plans
- 3.1.4.5 Establishment of common data sets in support of academic program reviews, assessment of student learning, and student co-curricular success

Compliance and Equity

3.1.5 Create a regulatory and compliance infrastructure to support students, staff and faculty and Hellenic College, Inc.

Deliverables

- 3.1.5.1 Characterized by adherence to the law, fairness, safety, awareness, and confidentiality.
- 3.1.5.2 Compliance with a variety of Federal, State, Local and School laws and regulations.
- 3.1.5.3 An effective training, reporting and compliance system to ensure awareness.
- 3.1.5.4 Establishment of health and safety monitoring.

3.2 OBJECTIVE: ENHANCE EXISTING FACILITIES, PROMOTE THE EFFICIENT USE OF SPACE, AND ENSURE A WELL-MAINTAINED CAMPUS ENVIRONMENT THAT SUPPORTS TEACHING, LEARNING, RESEARCH, AND QUALITY OF LIFE.

Enhanced Facilities

3.2.5 Provide an ongoing assessment of campus infrastructure and space evidenced by space enhancement to ensure pedagogical development, safe environments for all, and a well-rounded student body, faculty, and staff

Deliverables

- 3.2.5.1 Development of an ongoing continuous improvement assessment plan for all buildings
- 3.2.5.2 Production of yearly campus building assessment and mitigation plans to ensure that buildings are stable, functional, and updated

- 3.2.5.3 Implementation of a plan for the renovation and upkeep of classrooms and office buildings that offers an inviting, safe, and attractive environment with appropriate technology
- 3.2.5.4 Improved heating/cooling system for the library
- 3.2.5.5 Completion of a feasibility plan to build a women's dormitory

Improved Technology

- 3.2.6 Design an ongoing assessment plan for information technology that focuses on academic enrichment and state-of-the-art infrastructure

Deliverables

- 3.2.6.1 Implementation of an IT strategy to guide the development of a technological environment on campus that is integrated into teaching, research, and learning
- 3.2.6.2 Redesigned or new website and social media platform(s); review of learning management system
- 3.2.6.3 Replacement of computers for student and faculty workstations
- 3.2.6.4 Online bookstore and e-books implemented

3.3 OBJECTIVE: STRENGTHEN INSTITUTIONAL ADVANCEMENT AND EXISTING SOURCES OF REVENUE SUPPORT.

Enhanced Institutional Advancement

- 3.3.5 Refine and implement a more robust fundraising strategy for both the graduate school and college as an integral component of strengthening finances and enhancing academic development

Deliverables

- 3.3.5.1 Increased funding from individuals, corporations, and foundations and coordinated fundraising through Institutional Advancement in partnership with the HCHC Foundation
- 3.3.5.2 Grant writer hired when necessary to seek grants, expand faculty skills and expertise for sponsored programs, and increase support in seeking grant awards
- 3.3.5.3 Development of new donors and relationships with new and existing donor base and possible engagement of regional fundraisers
- 3.3.5.4 Implementation of a Planned Giving and Legacy Program
- 3.3.5.5 Development of a Giving Opportunities Program to include endowment fundraising, scholarship, endowed professorships and chairs, and visiting faculty

3.4 OBJECTIVE: INCREASE ALUMNI ENGAGEMENT.

Alumni Development

- 3.4.5 Increase engagement with alumni around the world to reconnect with them.

Deliverables

- 3.4.5.1 Implementation of a strategic marketing and communications plan to alumni to enhance HCHC's image and standing
- 3.4.5.2 Implemented plan to promote greater alumni engagement in the life of HCHC, including a new robust alumni affairs office with either a full- or part-time employee
- 3.4.5.3 Implemented strategy to frequently visit geographic areas with large concentrations of alumni.
- 3.4.5.4 Reviewed the website and functionality and determined best course of action to include space for alumni

3.5 OBJECTIVE: IMPROVE EMPLOYMENT EXPERIENCE, TRAINING, DEVELOPMENT, AND APPRECIATION FOR ATTRACTING THE BEST AND BRIGHTEST TO WORK AT HCHC.

Employment Development

- 3.5.5 Update employee policies aimed at offering staff development opportunities, improved benefits, appropriate work environment, and the integration of Orthodox spirituality

Deliverables

- 3.5.5.1 Implementation of plan to improve employee morale: rewarding employees for both hard work and school spirit, initiating flexible work schedules, staff development and training opportunities in their areas of expertise.
- 3.5.5.2 Creation of a campus that focuses on God and encourages a Spirit-filled community where employees are engaged, valued, and spiritually nurtured—includes encouragement of staff to take classes or attend lectures where appropriate and the initiation of prayer opportunities
- 3.5.5.3 Reviewed and made appropriate modifications of faculty and staff salaries to ensure that faculty and staff are adequately compensated

3.6 OBJECTIVE: ENHANCE BOARD OF TRUSTEES INVOLVEMENT IN GOVERNANCE.

Board of Trustees Engagement

- 3.6.5 Ensure that the Board of Trustees is engaged at all levels of the institution.

Deliverables

- 3.6.5.1 Periodic review of HCHC mission, vision, and values by the Board
- 3.6.5.2 Periodic review and revision, as appropriate, of HC, Inc., by-laws
- 3.6.5.3 Implementation and monitoring of the strategic plan by the Board
- 3.6.5.4 Board committees are engaged and meeting to conduct business
- 3.6.5.5 Development of a plan to create cross-pollination of Board committee work to keep the Board informed at all levels

3.6.5.6 Implementation of a plan to integrate all Board members into raising money and marketing to prospective students

Write down the vision clearly on the tablets...for the vision.... will not disappoint.
(Habakkuk 2:2,3)