



HERITAGE
CHRISTIAN UNIVERSITY

A HERITAGE
for the
FUTURE

STRATEGIC PLAN
[2017-2025]

EXECUTIVE SUMMARY

The enclosed Strategic Plan is the product of thousands of hours of conversation, negotiation, prayer, and decision-making. In October 2015, the Administrative Council gathered together to begin the process of evaluating the readiness of campus for strategic planning. After confirming the need for a new plan (the 2013-2016 plan timeframe was coming to an end), the council appointed a strategic planning committee, made up of faculty, staff, administration, alumni, board, and student representation to lead the campus to a new plan. What happened next was quite remarkable.

The enclosed plan will never adequately describe what the process accomplished, but it does adequately present the fruits of those labors. This plan is now entrusted to those whom it serves (the community at HCU) and to the God who can see it to completion.

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A Letter From the **VICE PRESIDENTS**

2017

The 2017-2025 strategic plan is a roadmap to enhanced quality and ongoing improvement. The strategic plan will play a key role in meeting the challenges associated with providing a quality education in today's rapidly changing environment. Two years in the making, this plan is the result of a collaborative process that involved every constituency of the university. Students, alumni, faculty, administration, board members and donors have all invested time and energy into the finished plan.

The 2017-2025 strategic plan was approved by the Board of Directors in August 2017.

The strategic planning process has included a careful examination of the university mission, vision, goals and objectives. This strategic plan will allow us to better embrace a desired future that will most effectively serve our students and fulfill our mission as an institution of higher learning.

We want to thank you for your involvement in the development and implementation of this plan; especially through this crucial time of transition in leadership. Together it is our goal to create and maintain the best leaning environment possible.

Sincerely,

Bill Bagents

Philip P. Goad

Pat Moon

Dr. Bill Bagents

Philip Goad

Pat Moon

Interim Co-Presidents





A Letter From the **PRESIDENT**

Any institution that seeks to be successful must articulate and embrace its mission and have a clear vision of what that mission looks like when lived out. There must also be a plan or roadmap for making the vision a reality. This strategic plan is our roadmap as an institution. As noted in the previous letter from our Vice Presidents, this document is the result of collaborative work carried out by many members of the HCU family. The plan was completed before I took on the position of president. The Strategic Planning Team asked me to look at the plan and consider whether any changes needed to be made. I was very impressed with the core values that undergird the project, as well as the scope, detail, and vision evidenced in the plan.

I spent the first six months of my time at Heritage getting to know our key constituencies, both on and off campus. This included one-on-one meetings with faculty/staff, a faculty/staff dreaming retreat, a meeting with HCU students, input from the HCU Administrative Council, conversations with numerous church and community leaders, as well as, conversations with our HCU Alumni and HCU Associates leadership. Several opportunities and a few needs were identified in this process. I compared these findings with the work already completed on the strategic plan and found that each item would fit nicely into the existing categories within the plan. I shared my findings with the Strategic Planning Committee in the fall of 2018. The outgrowth of our discussion was that we added a few objectives and key actions so that we might incorporate the new information into the plan.

The result is that we have what I believe is an outstanding document which will guide us into the future. Many aspects of the plan are already active. Others will be activated in the future. This is an ongoing process. Even as we move forward with this roadmap, we will constantly work to collaboratively evaluate ways to improve it. We want to be the best that we can be for our Lord. He deserves our best. We believe that this document can help us to fulfill our mission of advancing the Lord's church for the glory of God. Thank you for the role you have played in making this plan possible and in making it a living reality. You are making a difference. To God be the glory!

Sincerely,

Dr. W. Kirk Brothers

2019

INTRODUCTION

In October 2015, the Administrative Council of Heritage Christian University met to discuss the need for an update to the 2013-2016 strategic plan. An analysis was conducted to determine if the campus was prepared for strategic planning and would benefit from it. The hope was that the process would not simply be a “paper pushing” project, but rather an opportunity to improve on previous planning procedures. To aid in this aim, a research-guided process was used. The process selected was John Bryson’s *Strategic Planning for Public and Nonprofit Organizations*, now in its 4th edition, along with the worksheets provided in the accompanying volume entitled *Creating Your Strategic Plan*, which is now in its 3rd edition.

PURPOSE

As the Administrative Council deliberated on the purposes of engaging in strategic planning, several key themes emerged:

- The need to prepare to embrace a desired future (while accounting for the unexpected)
- The need to guide decision-making and resource allocation with clear thought and articulation
- The need to meet accreditation requirements for institutional planning
- The need to enhance the credibility of the leadership team
- The need to recognize the strengths and challenges of HCU
- The need to provide unity of direction and validation of our end goals
- The need to provide constituencies the opportunity to participate in a planned future

These purposes created a clear impetus for proceeding with a readiness assessment of the campus community. In that survey, the community responded with a resounding desire to move the organization ahead and to be open to change.

PROCESS

As mentioned above, Bryson's Strategy Change Cycle (a 10-step process) was used as the process for creating the enclosed plan. Here are the 10 steps:

1. Initiate and Agree on a Strategic Planning Process
2. Clarify Organizational Mandates
3. Identify and Understand Stakeholders, Develop and Refine Mission and Values, and Consider Developing a Vision Sketch
4. Assess the Environment to Identify Strengths, Weaknesses, Opportunities and Challenges
5. Identify and Frame Strategic Issues
6. Formulate Strategies to Manage the Issues
7. Review and Adopt the Strategic Plan
8. Establish an Effective Organizational Vision for the Future
9. Develop an Effective Implementation Process
10. Reassess Strategies and the Strategic Planning Process

The enclosed plan represents the completion of the first eight steps in the process, with the remaining two to be completed as a part of implementation. It took nearly two full years for the committee to move from step one to step eight of the process, with regular meetings sometimes lasting more than seven hours with research and reporting taking place in-between. Space does not permit a detailed exposition of the accomplishments encountered at each step, but every step provided the impetus for moving forward to the culmination of the enclosed plan.

STAKEHOLDER PARTICIPATION

One of the most important early decisions of the Administrative Council was to incorporate as many stakeholders as possible into the composition of the committee. It was determined that administration, faculty, staff, students, board members, alumni, and donors should be represented on the committee. After contacting some donor representatives, it became apparent that time constraints would permit their involvement, so board representatives were asked to remain thoughtful of their dual role as both governance stakeholders and advancement partners. The final makeup of the committee is as follows:

Administrative Representative and Chair of the Committee-	<i>Philip Goad</i>
Faculty Representative-	<i>Rosemary Snodgrass, Ed.D.</i>
Staff Representatives-	<i>Travis Harmon Brittany McGuire</i>
Student Representative-	<i>Brock Johnson</i>
Board and Donor Representatives-	<i>Mark Miller Dale Kirkland</i>
Alumni Representative-	<i>Ray Reynolds, Ph.D.</i>
Administrative Representatives-	<i>Bill Bagents, D.Min. Pat Moon</i>
Strategic Process “Champion” (nonvoting process sponsor)-	<i>Michael Jackson, Ed.D.</i>
Strategic Process “Scribe”-	<i>Whitney Burgess</i>

The dedication and time volunteered by these stakeholders is worthy of praise and admiration. Any gains that were made from the process or the resulting plan are the fruits of their determination and grit and God’s grace. To Him be the glory.



our

MISSION

Heritage Christian University exists for the advancement of churches of Christ by equipping servants through undergraduate and graduate programs and continuing education. HCU produces effective communicators, preachers, teachers and missionaries for real-world ministry with a focus on evangelism and a commitment to scripture.

our

VISION

We envision that congregations all around the globe will be effectively living out the story of God and His mission to the world as a result of our efforts to inspire and educate the next generation of servant leaders for the church.

our
CORE VALUES

1.

*GOD IS SOVEREIGN,
CHRIST IS LORD*

The value that makes us a community is our yielding to the reign of God and the lordship of Christ. All other values flow from this commitment, and we seek to glorify God in all we do.

2.

*COMMITTED TO
SCRIPTURE*

We love, honor, and cherish Christian Scripture as the inerrant word of God. We study it, apply it, and proclaim its message.

3.

*FOCUSED ON
EVANGELISM*

We believe the mission of God in the world is important and necessary. We see ourselves as instruments of God's mission to the lost.

4.

*BOUND BY
HONESTY*

We understand honesty to be a bedrock upon which we build our relationships and show our integrity. We understand that this commitment helps us to see our weaknesses clearly and our strengths with humility.

5.

*FAITHFUL AND
TRUSTWORTHY*

We desire to be worthy of the confidence of the church. We pledge ourselves, as much as is within our power, to demonstrate a reputation that can be believed in and relationships that can be depended on. Trust is paramount. We seek not our own interests, but the interests of others.

6.

*ACCOUNTABLE AND
CONTINUALLY IMPROVING*

Each of us is held accountable for our stewardship, time, and productivity. We seek excellence by executing a plan to achieve it.

7.

*COLLABORATIVE IN
COMMUNITY*

None of us individually, regardless of status or position, is isolated from another. We recognize that our thinking and being are connected to the rest of the community in profound and important ways.

8.

*EAGER TO
LISTEN*

We always seek to hear God first. We listen to one another with respect and gratitude. We seek feedback and truth, even when it may be difficult to hear.

9.

*HUNGRY FOR
INFORMATION, SENSITIVE
TO ITS LIMITATIONS*

We need information to make all decisions, large and small. We need it in order to teach and to learn. We understand that data can only give context to a decision, and that faith and human expression are worthy of our attention as we solve problems and teach and learn.

10.

*ROOTED AND
GROUNDED IN LOVE*

We love one another because God first loved us. We love you for the same reason.

STRATEGIC PLAN OVERVIEW

1

“CONNECT TO OUR STORY”

OBJECTIVE #1

HCU will embrace its identity as an ABHE-accredited Bible College that embodies the mission of advancing churches of Christ.

OBJECTIVE #2

HCU will honor its past and look toward the future.

2

“COLLABORATE FOR A BETTER FUTURE”

OBJECTIVE #1

HCU will adopt and promote collaborative and transparent leadership practices while honoring confidentiality to capitalize on the strengths of all team members for cooperation in mission fulfillment and better communication.

OBJECTIVE #2

HCU faculty will (1) enhance learning in applied ministry concepts, particularly those related to the occupation of ministry, with a view toward collaboration among text, interpretation, theology, application, and proclamation, and (2) communicate these strengths to the university community and prospective students.

———— OBJECTIVE #3 ————

HCU will embrace a formal culture of mentoring for faculty, staff, and students.

———— OBJECTIVE #4 ————

HCU will seek stronger input from the church (individual Christians and congregations) in identifying church needs and strategies for meeting those needs.



3

“SERVE THE CHURCH’S NEEDS”

———— OBJECTIVE #1 ————

HCU will strategically develop and promote educational pathways for elders, deacons, Bible Class teachers, and other leaders interested in further self-development, thus providing opportunity to acquire this learning and development.

———— OBJECTIVE #2 ————

HCU will intentionally reach out to underserved populations within the church to listen to their needs and identify potential solutions.

———— OBJECTIVE #3 ————

HCU will build stronger relationships with churches in the United States.

“CONNECT TO OUR STORY”

1

OBJECTIVE 1: HCU will embrace its identity as an ABHE-accredited Bible College that embodies the mission of advancing churches of Christ.

STRATEGY:

COMMUNICATE ENHANCED CLARITY OF MISSION

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will revise documents to promote the message of our mission to advance churches of Christ.</p>	<p>Resistance to change</p> <p>Limited resources to print all new material and update website</p>	<p>Build internal buy-in from university faculty and staff</p> <p>Consistently remind employees of mission statement and how to be engaged with it</p> <p>Reprint materials to demonstrate mission clearly</p> <p>Update website to demonstrate our mission clearly</p> <p>Ensure the mission statement is received accurately</p>	<p>PR Advancement Admissions</p> <p>Ultimately the mission statement should be recognized across all departments.</p> <p>Timeframe: 1 year</p> <p>Budget: \$2,500</p>

STRATEGY:
BIBLE COLLEGE MESSAGE

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will develop an educational and communicational plan to describe what a Bible College is and why it is important.</p>	<p>ABHE research indicates that Bible Colleges are struggling to differentiate this message.</p> <p>Lack of understanding and agreement within the HCU family</p>	<p>Research the key elements of the Bible College</p> <p>Reach out to ABHE and the Barna Group to participate in their research and findings</p> <p>Create an educational message that informs and inspires confidence in HCU as a Bible College</p> <p>Create a communication plan to use the educational message with faculty, staff, students, alumni, donors, and the board</p>	<p>Director of IE</p> <p>Timeframe: 1 year</p> <p>Budget: \$5,000</p>

STRATEGY:
STORY BRANDING

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will share the stories of students, alumni, faculty and staff, donors, and board members to demonstrate that HCU is meeting the critical needs of today’s church.</p> <p>This will demonstrate that HCU is positioning graduates to meet needs (positioning the student/ graduate as the hero of the story).</p>	<p>Human resource and competency related (identifying stories, using metaphors appropriately, creative writing/packaging, etc.).</p> <p>No current process exists for collecting, vetting stories and potentially incentivizing story gatherers.</p> <p>Theological: Don’t brag on HCU or make provision for doing so (positioning the student as hero and HCU/donors as enablers will prevent this from occurring).</p> <p>Practical: Requires open eyes, ears, time and effort.</p>	<p>Communicate via internet, printed “magazine,” and live presentations for alumni, donors, and other constituents.</p> <p>Educate the HCU team regarding the need for an importance of collecting stories.</p> <p>Put a process in place for collecting, vetting and incentivizing the story gathering process with the goal of it becoming HCU culture.</p> <p>Potentially use Dorian Flynn and Austine Vimba as a template.</p> <p>Invest in story brand training for a key team member – likely the head of PR</p>	<p>Advancement PR</p> <p>All team members will have some responsibility in identifying and collecting stories.</p> <p>Both the Administrative Council and the President will need to be highly supportive of this strategy.</p> <p>Timeframe: 1 year</p> <p>Budget: \$7,500</p>

STRATEGY:
COHESIVE COMMUNICATION

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will create a paragraph concerning accreditation and mission that is communicated to all constituencies. It will serve as an explanation of who we are and what we do that is communicated word for word.</p>	<p>It is extremely difficult to say in a few words what we do that encompasses everything.</p> <p>This could be seen as a negative because it could limit the diversion of resources to non-relevant projects.</p> <p>Possible conflicts of identity. The reason we do not speak cohesively is because it is not solidified in our own minds.</p>	<p>Form a committee to create talking points and a very concise speech that explains our position</p> <p>The statement should be well crafted and is repeatedly stated. The committee will need to find the BEST way to say what we do.</p> <p>It will need to become part of every communication and advertisement.</p> <p>Have a day set aside to discuss how we can most concisely communicate who we are.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p>PR Faculty representative Staff representative Board representative</p> </div> <p>Timeframe: 6 months</p> <p>Budget: \$0</p>

“CONNECT TO OUR STORY”

1

OBJECTIVE 2: HCU will honor its past and look towards the future.

STRATEGY:

50TH ANNIVERSARY CELEBRATION

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>In March 2018, the university will celebrate 50 years from its 1968 founding as Southeastern Institute (College) of the Bible.</p>	<p>Clarifying a proper date to celebrate university’s fiftieth birthday</p> <p>Finances</p> <p>Defining the events that will be featured</p>	<p>Identifying university’s proper date of origin</p> <p>Form committee to coordinate celebration</p> <p>Plan and host events to recognize the university’s jubilee</p>	<p>Administrative Council 50th Celebration Committee PR History Faculty</p> <p>Timeframe: At least 6 months of planning, 1 year to host events</p> <p>Budget: \$5,000</p>

STRATEGY:
NAMING CAMPAIGN

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will create a protocol for naming buildings, rooms, programs, events, and the such like in memory or honor of meritorious recipients.</p> <p>Goals are to give honor to whom honor is due, to enhance the public expression of our gratitude, and to encourage others to follow excellent examples of service.</p>	<p>Labor, human resources</p> <p>Fear of hurting feelings (forgetting/omitting excellent candidates, being perceived as “playing favorites”</p> <p>Fear of inviting good actions for bad motives (human praise, prestige, competitiveness)</p> <p>Complexity: what levels of the constituency should be involved and at what levels.</p> <p>Need for quality control. Wherein will final approval reside?</p>	<p>ID and prioritize every building, room, program or activity that should be named</p> <p>Create guidelines/ protocol for the naming process. How are candidates recommended? To whom are names submitted? What are candidate qualifications?</p> <p>What are the goals of the naming campaign? (review and improve goals stated above)</p> <p>Determine whether the Board wants all naming decisions to become official via board resolution.</p> <p>Create a sufficiently broad committee to accomplish items 1 and 2 How many members? Board representation? Faculty? Administration? Staff? Student? Alumni? Other?</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p>Board PR Administrative Council Naming Committee</p> </div> <p>Timeframe: 6 months on key actions. Envision unending phased rollout so as to avoid “overkill” or dilution of the honor.</p> <p>Budget: \$500</p>

STRATEGY:
CREATING TRADITIONS

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>Heritage Christian university will create traditions.</p>	<p>Current excessive flexibility among employees and fluidity of employees</p> <p>Lack of passion for our history</p>	<p>Codify current traditions and think through the future activities and create new traditions and codify them</p> <p>Create a book of traditions. Place each new tradition in the book and reference it- similar to the way we approach branding</p> <p>Attempt to locate original traditions to resurrect from the first years of existence</p> <p>Have a contest and ask for submissions from students.</p>	<div data-bbox="1230 659 1575 764" style="border: 1px solid black; padding: 5px;"> <p>Faculty PR</p> </div> <p>Timeframe: 18 months</p> <p>Budget: \$750</p>

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“COLLABORATE FOR A BETTER FUTURE”

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OBJECTIVE 1: HCU will adopt and promote collaborative and transparent leadership practices while honoring confidentiality to capitalize on the strengths of all team members for cooperation in mission fulfillment and better communication.

STRATEGY:

COLLABORATIVE COMMUNICATION

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will develop a productive process of communication between/ among various departments on campus by revamping Tuesday Faculty/ Staff Meetings to provide more effective communication, investing in business analytics, and implementing a state of the union address.</p>	<p>Mixed history of previous meetings (perceptions of time being wasted, opportunities not being maximized, personal agendas taking too much time). We won't get to start fresh.</p> <p>Institution's mixed history regarding collaborative leadership practices.</p> <p>Trust issues.</p> <p>Diverse understandings of the meaning of "collaborative leadership practices," with some seeing the phrase negatively</p> <p>Time, labor, commitment to the concept</p>	<p>Achieve consensus regarding "collaborative leadership practices"</p> <p>Identify historical strengths and weaknesses of weekly Faculty/Staff Meetings</p> <p>Maximize strengths and minimize weaknesses of those meetings. Fresh air, new and better day.</p> <p>Invest in business analytics (business intelligence) software to create an HCU Dashboard where all key metrics are "at the fingertips" of all appropriate stakeholders Institute an annual (or each semester) State of</p>	<p>Administrative Council Director of IE IT</p> <p>Timeframe: Improvement of Faculty/staff meeting—3 to 6 months.</p> <p>Identification of dashboard/analytics software—1 year</p> <p>State of the University report—9 to 12 months. Need new president on board.</p> <p>Achieve consensus regarding</p>

COLLABORATIVE COMMUNICATION *CONTINUED*

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
		<p>the University report from the president that is data-rich and action guiding</p> <p>Model collaborative leadership institution-wide</p> <p>Identify, recognize, report, and celebrate collaborative leadership practices on every level of the university</p>	<p>“collaborative leadership practices”: 9 to 12 months.</p> <p>Implementation of reporting and celebrating collaborative leadership practices is dependent in a major way on item above. Bottom line: this process must be ongoing</p> <p>Budget: \$10,000</p>

STRATEGY:
REVIEW OF OPERATIONS

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>Things are currently the way they are because that’s the way they have always been. We need to completely re-evaluate resource distribution including personal to ensure we have adequate staffing and eliminate waste.</p> <p>HCU will learn from our mistakes and develop systems and controls to not repeat them.</p>	<p>The desire for personal preservation and homeostasis</p> <p>Resistance to change</p> <p>Lack of foresight</p> <p>Perceive it as a threat to independence, to job security and the need to think differently</p> <p>Lack of empowerment to implement change</p>	<p>Analyze how effectively and efficiently daily activities are conducted and find ways to measure and improve productivity.</p> <p>Observing other ABHE schools to see how they conduct, staff and measure operations could provide insight.</p> <p>Gather data on relevant systems / compare and share.</p> <p>Department heads should identify waste and duplication. They should work with their department to find ways to improve throughput and enhance quality.</p> <p>A means to measure utilization and efficiency needs to be devised along with standards and goals.</p> <p>Explore strategies that will lower the donor funding levels needed for university operations (income strategies, additional endowments, etc.).</p>	<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 10px;"> <p>President Administrative Council Department heads</p> </div> <p>Everyone has a responsibility to expose waste and duplication and develop better and more effective ways to accomplish their duties.</p> <p>Timeframe: 12-24 months</p> <p>Budget: \$0</p>

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“COLLABORATE FOR A BETTER FUTURE”

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OBJECTIVE 2: HCU faculty will (1) enhance learning in applied ministry concepts, particularly those related to the occupation of ministry, with a view toward collaboration among text, interpretation, theology, application, and proclamation, and (2) communicate these strengths to the university community and prospective students.

STRATEGY:

REVIEW OF CURRICULUM

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will broaden our review of the undergraduate curriculum in light of “How can we give our students more skills, tools, and insight for effective ministry?”</p>	<p>Curricular review has been purview of Faculty Senate. Expanding/enhancing the review process will require some education and cooperation.</p> <p>Time/labor</p>	<p>Create fuller rationale for the need to enhance the curriculum review process. What is not working currently? Can what is not working currently be effectively addressed on the curricular level? If it can be addressed on the curricular level, how can it be best addressed?</p> <p>Create a Curriculum Review Advisory Committee to solicit broad input across our constituency.</p> <p>Take request for enhanced review to Faculty Senate. Explain rationale and request buy-in.</p> <p>Create means of ongoing assessment of</p>	<p>Dean Faculty Advisory Committee Director of IE</p> <p>Timeframe: Inception to first meeting with advisory committee 6 to 9 months.</p> <p>To first meeting with Faculty Senate 9 to 12 months.</p> <p>Budget: \$0</p>

REVIEW OF UNDERGRADUATE CURRICULUM *CONTINUED*

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
		<p>changes, possibly a rubric that enhances the application of classroom training in diverse ministry settings.</p> <p>Explore the feasibility of articulations with UNA and other State schools and ATS accreditation for HCU graduate programs.</p>	

STRATEGY:
STUDY ABROAD PROGRAM

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>The Study Abroad Program would be an extension of the Heritage Christian University campus and a fulfillment of the mission to train effective communicators of the gospel. We will utilize HCU supporters, staff, students, and prospective students to send mission teams to various mission fields.</p> <p>The goal would be to provide an international learning experience that would enrich the lives of students on a global level, increase cultural awareness, and guide the spiritual growth of each student.</p> <p>This opportunity will encourage students to develop</p>	<p>Studying abroad would challenge both faculty and students to be removed from their comfort zone.</p> <p>Barriers will include international travel, cultural differences, time/schedule, and financial support.</p> <p>Dorm fees would need to be considered, in addition to travel, food, and other expenses.</p>	<p>It is imperative to contact mission fields where HCU has a significant presence (i.e. Peru, Zambia, South Africa, etc.).</p> <p>We should gather credentials and assess classrooms, housing, and technology.</p> <p>A list of courses should be provided to coincide with the HCU academic calendar.</p> <p>Goals should be set immediately for the number of semesters, courses, and students needed for a successful mission.</p>	<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 10px;"> <p>Faculty Admissions Registrar</p> </div> <p>Timeframe: 1 year</p> <p>Budget: \$8,000</p>

STUDY ABROAD PROGRAM
CONTINUED

DESCRIPTION

**BARRIERS THAT
EXIST**

KEY ACTIONS TO TAKE
(with existing personnel and resources)

**RESPONSIBILITY,
TIME-FRAME,
BUDGET**

skills necessary to succeed in a diverse and interconnected world.

International travels, and experiences, will provide life-changing opportunities for growth and learning ranging from one week to one semester, depending on the duration of the mission. Current faculty, and adjunct faculty, could be utilized to teach courses abroad. Current students and prospective students would be encouraged to participate.

STRATEGY:
MINISTRY REHABILITATION

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will create a structured program designed to help ministers recover from emotional/mental burnout.</p>	<p>Funding Personnel Appropriate housing</p>	<p>Develop a well-defined program to include education and counseling</p>	<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 10px;"> <p>Administrative Council</p> <p>Create a ministry rehab leadership committee</p> </div> <p>Timeframe: 3 years</p> <p>Budget: \$15,000</p>

STRATEGY:
**CURRICULUM
 COMMUNICATION**

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will craft a compelling narrative that explains what we do for students, plus why and how we seek to do it. How and why has curriculum changed (and not changed) over years?</p>	<p>Time Human energy</p>	<p>Designate a person to draft a first draft of narrative. Circulate first draft among HCU team for improvement.</p> <p>Circulate first draft among HCU team for improvement</p> <p>Disseminate product as broadly as possible.</p>	<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 10px;"> <p>Faculty Admissions Advancement PR</p> </div> <p>Timeline: 3 years</p> <p>Budget:\$500</p>

“COLLABORATE FOR A BETTER FUTURE”

2

OBJECTIVE 3: HCU will embrace a formal culture of mentoring for faculty, staff, and students.

STRATEGY:

ENHANCED MENTORING

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will identify, quantify, explicate, and celebrate all mentoring practices while also identifying opportunities for improvement. HCU will review current programs for enhancements.</p>	<p>Theological. Could be perceived as bragging.</p> <p>Practical: takes time, effort, labor, thought</p> <p>Divergent concepts of “mentoring” within the constituency</p> <p>Divergent concepts of the scope of this item. Mentoring for undergraduate students?</p> <p>Mentor training for faculty, staff and others? Mentoring for faculty, staff, and others?</p> <p>Supply of willing and able mentors</p>	<p>List all current mentoring practices and activities.</p> <p>Enhance faculty/staff reporting of mentoring activities.</p> <p>Achieve consensus on definition and goals of mentoring</p> <p>Create ongoing effective assessment protocol for mentoring.</p> <p>Develop a mentoring handbook that details the expectations and responsibilities of both mentor and mentee.</p>	<p>Dean Dean of Students/ Director of Field Education Director of IE Faculty Staff</p> <p>Timeframe: Listing all mentoring practices: 3 months</p> <p>Enhancing faculty/staff reporting: 6 months initially, but ongoing.</p> <p>Achieving consensus definition: 6 to 9 months</p> <p>Developing Handbook: 1 year</p> <p>Note: Timetable expands notably if choose to engage</p>

ENHANCED MENTORING
CONTINUED

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
			in effective mentor training and/or employee mentoring. Budget: \$500

“COLLABORATE FOR A BETTER FUTURE”

2

OBJECTIVE 4: HCU will seek stronger input from the church (individual Christians and congregations) in identifying church needs and strategies for meeting those needs.

STRATEGY:

CHURCH RESEARCH AND RECONNAISSANCE

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will create a research agenda that gathers important information from churches such as issues churches are encountering, ways HCU can help churches, and what churches need from HCU.</p> <p>This will create a great opportunity to spread the HCU story, drive name recognition and build long-term relationships and develop new donors.</p>	<p>Resistance to being consumer driven.</p> <p>Time – extremely time consuming. Focus on known advocates first. Allot time to completely complete the task and modify as deemed appropriate.</p> <p>Distance – some measurement of value must be determined and continually reevaluated during the effort.</p> <p>Faculty resistance – no responsibility other than to teach. This will be a cultural change that will happen with stewardship in HCU.</p> <p>Cost</p>	<p>Divide, assign and conquer.</p> <p>Develop overall strategy for reaching out to the collaborative stakeholders.</p> <p>Redefine faculty roles and responsibilities to create a culture of networking research to enrich HCU’s programs.</p> <p>Develop survey (printed and electronic)</p> <p>Divide the responsibilities between the appropriate departments and parties to assimilate information, data and surveys.</p> <p>A point of origin should be established where assignments are made and</p>	<p>President Administrative Council Vice Presidents Representatives of HCU (as assigned) Board of Directors (in rare instances)</p> <p>Everyone associated with HCU should have an obligation to promote HCU and convey best practices and best needs.</p> <p>New culture.</p> <p>Everyone should be collecting data with every network opportunity</p> <p>Timeframe: 3 years</p>

CHURCH RESEARCH AND RECONNAISSANCE *CONTINUED*

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
		<p>the data is collected, consolidated and reported to appropriate stakeholders.</p> <p>Form a committee to create a research agenda.</p> <p>Create a research instrument(s)</p> <p>Pilot the research with a few congregations</p> <p>Secure and analyze data.</p> <p>Utilize focus groups</p> <p>Data should be collected, analyzed and reviewed and appropriate reports and action taken. Follow-up should be pre-appointed and closure defined.</p>	<p>Budget: \$100,000</p>

“SERVE THE CHURCH’S NEEDS”

3

OBJECTIVE 1: HCU will strategically develop and promote educational pathways for elders, deacons, Bible Class teachers, and other leaders interested in further self-development, thus providing opportunity to acquire this learning and development.

STRATEGY:

CAMPS AND RETREATS

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>The campus of Heritage Christian University will be utilized for events that encourage spiritual growth, ministry, outreach, leadership, personal development, family values, mentoring, and Bible teaching. The brotherhood is constantly searching for safe havens where people can assemble for fellowship and training. Churches will be encouraged to utilize our facilities as a vehicle for relationship building.</p> <p>We will offer TITUS</p>	<p>Providing our facilities would offer some challenges to the faculty and staff.</p> <p>The academic calendar would have to be taken into consideration.</p> <p>The cost of this program and length of stay for groups must also be contemplated.</p> <p>This would take a significant amount of commitment from the University and would also be a challenge to our resources.</p>	<p>Someone within the faculty/staff of HCU should be appointed to supervise the groups, help with planning, keep a master schedule, appropriate cleaning times, and be given oversight of the programs.</p>	<p>Faculty Staff PR</p> <p>Timeline: 3 months</p> <p>Budget: \$10,000</p>

CAMPS AND RETREATS
CONTINUED

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>Camps, singing camps, Apologetics camps, church retreats, family retreats, youth retreats, elders retreats, deacons retreats, singles retreats, or other events that will promote unity, spiritual growth and self-development.</p> <p>This will allow HCU to provide a service to the brotherhood and broaden recognition of the school.</p>			

STRATEGY:
ON-SITE SEMINARS

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>Churches have a real need for leadership training to motivate leadership, better define quality leadership and provide ideas and a toolbox for leadership. HCU will develop leadership seminars that can be offered to churches in realistic and attractive formats. The breadth of the training will reach from those exhibiting leadership qualities that need grooming all the way through elders.</p> <p>The focus will be on advancing churches of Christ through</p>	<p>Curriculum needs to be developed Human Resource related Time – The market is large and could be developed into events almost every weekend requiring travel, per diem and multiple trainers. A rotation of trainers should be identified to teach the curriculum and commitments made to teach unto 12-15 weekends per year per trainer.</p> <p>Money – on-site leadership seminars shall be a profit driven product that provides income to HCU and remuneration to the on-site trainers</p> <p>There is a perception of good projects that are unfunded and additional responsibilities that do not provide more compensation for project such as these.</p>	<p>Identify potential trainers willing to make the commitment</p> <p>Identify formats that are realistic to churches. I.E., three Sunday lessons, Saturday all day, Friday night & Saturday morning, Saturday morning & Sunday Afternoon.</p> <p>Identify tiers from congregational leadership through elder with general classes for everyone or specific classes for elders, deacons, and bible class teachers, etc.</p> <p>Identify the type of leadership desired/ needed: improved eldering, elder development, deacon development, general leadership in the church, developing volunteers, enhancing communications, enhancing spirituality of leaders, leadership in the</p>	<p>Director of IE Administrative Council Faculty Staff</p> <p>Faculty:</p> <ul style="list-style-type: none"> • Trainers • Curriculum • Associated material <p>Staff:</p> <ul style="list-style-type: none"> • Marketing • Associated material • Events • Scheduling & management <p>A leader should be appointed to manage and a point of contact assigned to schedule seminars</p> <p>Timeline: 2 years</p> <p>Budget: \$20,000. Most of the effort of development could</p>

ON-SITE SEMINARS AT CHURCHES *CONTINUED*

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>leadership- being the sycamore tree that allows leaders to better see service to Christ.</p>		<p>home, leadership for teens. Train the Trainer (teacher seminars) and Marriage Seminars are also topics that need addressing</p> <p>Identify congregations to serve as “seed” congregations to serve during the development of seminars</p> <p>Ensure the program includes specific training for both men and women in leadership</p> <p>Develop the curriculum and training materials with digital and written material to accompany presentation</p> <p>Develop the marketing approach and associated documents</p> <p>Secure ongoing feedback for improvement</p>	<p>be done utilizing and borrowing existing resources.</p>

**“SERVE THE CHURCH’S NEEDS”
OBJECTIVE #1
CONTINUED**

STRATEGY:
ON-CAMPUS SEMINARS

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>On campus seminars should be developed for students, individuals and church groups and members to obtain and groom leadership skills. Definitions of leadership classes and skills should be taught along with tools to help leaders.</p>	<p>Curriculum needs to be developed.</p> <p>Money – it could generate revenue to HCU.</p>	<p>Develop the curriculum and training materials</p> <p>Develop the marketing approach and associated documents</p> <p>Market the “audit classes” to ensure our constituency is aware of this resource and how to access it.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Director of IE</div> <p>Faculty:</p> <ul style="list-style-type: none"> • Trainers • Curriculum • Associated material <p>Staff:</p> <ul style="list-style-type: none"> • Marketing • Associated material <p>A leader should be appointed to manage</p> <p>Timeline: 2 years</p> <p>Budget: \$10,000</p>

“SERVE THE CHURCH’S NEEDS”

3

OBJECTIVE 2: HCU will intentionally reach out to underserved populations within the church to listen to their needs and identify potential solutions.

STRATEGY:

DEFINE THE UNDERSERVED

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>To begin, HCU will identify a limited set of populations to seek information and build relationships.</p> <p>Given the ever-increasing diversity of our world and our culture, graduates need the ability to create and to serve diverse congregations. Ethnic, traditional, and socio-economic differences can become strengths, rather than stressors as love for God helps us respect and love all the people around us.</p>	<p>Cultural competency Consensus on definition of “underserved”</p> <p>Time/Human Resources</p>	<p>Define underserved population</p> <p>Choose two underserved populations to be served initially</p> <p>Identify members of the underserved populations that can assist in the planning process</p> <p>Create a realistic set of goals for our enhanced understanding of service to the chosen underserved populations.</p> <p>Act to address goals Assess effectiveness of goals and improve as needed</p>	<p>Church Relations Administrative Council Faculty Staff</p> <p>Timeframe: 1 year</p> <p>Budget: \$0</p>

STRATEGY:
**HIRE A RECRUITER
 FOR DIVERSE POPULATIONS**

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>In collaboration with the Administrative Council, the Enrollment Services Department will hire an additional recruiter who will devote special attention and emphasis to the recruitment of underserved populations.</p>	<p>Funding</p> <p>Danger of misperception that new recruiter would be limited to recruiting underserved populations.</p> <p>Danger of misperception that Ad Co desires to micromanage Enrollment Services</p> <p>Difficulty in identifying potential candidates</p> <p>Need to avoid misperception of devaluing recruiting populations who are not currently underserved.</p>	<p>Create job description for Minority Recruiter</p> <p>Identify underserved populations</p> <p>Choose one or two underserved populations for initial emphasis</p> <p>Identify a search process</p> <p>Maximize public relations benefit of an enhanced emphasis on recruiting underserved populations.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p>Enrollment Services Administrative Council</p> </div> <p>Timetable: 9 to 18 months from inception to hiring.</p> <p>Budget: \$30,000 to \$60,000</p>

STRATEGY:
RECONNECT WITH ALUMNI

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will establish a new program designed to rebuild relationships with alumni.</p> <p>HCU will build relationships such that alumni are ambassadors for HCU. Alumni need a central point of contact for communication, input, feedback, and stewardship.</p>	<p>Money</p> <p>Time</p> <p>Overcoming negative mindsets</p> <p>Culture: Alumni are not positioned to help own the welfare and success of HCU.</p> <p>A means of measuring alumni involvement.</p>	<p>Appoint an Alumni Relations Rep.</p> <p>Gather relevant alumni data.</p> <p>Establish a systematic relationship-building program that includes the ability to measure progress.</p> <p>Ensure that the process begins with current students who will later be alumni</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p>University Advancement PR Alumni Relations Coordinator</p> </div> <p>Timeframe: 1 year</p> <p>Budget: \$5,000</p>

“SERVE THE CHURCH’S NEEDS”

3

OBJECTIVE 3: HCU will build stronger relationships with churches in the United States.

STRATEGY: BUILD CHURCH RELATIONS

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
<p>HCU will actively pursue building stronger relationships with congregations across the US with the goals of building congregational trust in Heritage and opening doors for collaboration and support.</p>	<p>Some churches question the doctrinal perspective of HCU and her staff (this is primarily based on a few speakers invited to campus/events and one written document).</p> <p>Many churches in the Shoals area feel a disconnect from HCU (have not heard from us lately).</p> <p>Some churches that know us do not hear from HCU on a regular basis.</p> <p>Some churches do not hear about activities we are hosting on campus.</p> <p>Churches do not have vehicles for offering input into campus activities and academics.</p> <p>Adequate staffing levels to facilitate implementation of the plan.</p>	<p>Develop target regions to begin efforts (Shoals area, Alabama, 250 miles from campus, locations students generally come from, home congregations of students, etc.).</p> <p>Make initial visits to churches in target areas.</p> <p>Create a “seven-touch” system for churches identified as key congregations</p> <p>Identify or develop a record-keeping system that allows us to track contacts with churches made by all HCU personnel.</p> <p>Faculty/staff will be required to log all contacts with churches into Kindful.</p>	<p>President Advancement Admissions Faculty Public Relations</p> <p>Timeframe: 1 year</p> <p>Budget: \$20,000 (travel, software, advertising)</p>

BUILD CHURCH RELATIONS CONTINUED

DESCRIPTION	BARRIERS THAT EXIST	KEY ACTIONS TO TAKE <small>(with existing personnel and resources)</small>	RESPONSIBILITY, TIME-FRAME, BUDGET
		<p>Create vehicles that allow congregational leaders to give input on campus activities and academics.</p> <p>Create advisory group from Shoals area churches and key constituent congregations to review guest speakers being brought to campus.</p> <p>Work with faculty/ staff to develop an appropriate method for keeping administration informed concerning published materials.</p> <p>Develop an advertising strategy that enables us to keep congregations informed concerning campus activities (this would include the developing of a list of events/offerings that would be relevant to churches).</p> <p>Work with alumni to increase relationships with congregations they serve.</p>	