


Holy Cross College Strategic Plan 2023-2028

A strategic plan to form
Innovative Scholars,
Courageous Citizens,
Virtuous Leaders,
and Hopeful Disciples.

"With eyes of faith,
consider the greatness of
your mission and the
wonderful amount of good
which you can accomplish."

– Blessed Basil Moreau,
Founder, Congregation
of Holy Cross

HOLY CROSS
COLLEGE 
at Notre Dame, Indiana



Dear Holy Cross Friends and Family,

In one of the early focus group meetings as we embarked on this strategic planning process, I asked a simple question, “Why does this College exist?” After much discussion, the group settled on an important statement: “Holy Cross College exists to bring hope and healing to the world.”

The educational mission and charism of the Congregation of Holy Cross at the time of their founding by Blessed Father Basil Moreau was to regenerate the Church and society. In the wake of the French Revolution, France was facing extraordinary despair as for many years they faced death, political divisions, distrust of leaders, and disparities and injustices for the least privileged. The Brothers, Priests, and Sisters set out in churches and schools to do all the good they could do, in humble service and love, to bring hope and healing to the world. As is stated in the Constitutions of the Congregation of Holy Cross, “The footsteps of those men [and women] who called us to walk in their company left deep prints, as of men [and women] carrying heavy burdens. But they did not trudge; they strode. For they had the hope” (8:122). It is with that same hope that we continue this ministry today at Holy Cross College.



Likewise, the mission today calls us to serve humbly and in service to others, be helpful in whatever way we can, and to bring hope and healing to a broken world. In the wake of the COVID-19 pandemic and at a time in our nation’s history in which we are facing unprecedented levels of despair, ideological divisions, and distrust, what we offer is as important and needed as ever. As such, this college takes an intentional approach to forming the next generation of innovative scholars, courageous citizens, virtuous leaders, and hopeful disciples who will bring hope and healing to the world.

I often say that I cannot wait for the day in which our graduates are sitting in positions of influence in the board rooms, operating rooms, court rooms, classrooms, churches, dining rooms, living rooms, and kitchens of the world. When that time comes, the world will undoubtedly be a better place; a world in which love and justice prevail; a world that is life-giving and life-affirming.

We are Saints today and Saints for all eternity!

Ave Crux, Spes Unica,

Marco J. Clark, Ed.D.
President



Introduction

The mission statement of Holy Cross College boldly calls us “to form global citizens with the competence to see and the courage to act. We are a Catholic college that advances the apostolic mission of the Holy Cross Brothers. Our practical, experiential, liberal arts curriculum applies timeless truths to contemporary life and leads people to wholeness in the image of Christ.”

With our mission as strong as ever, we commenced in Summer 2022 an intensive and inclusive process to plan and map the future of this young but proud college. Led by a committee of faculty, staff, administrators, trustees, and students, informed by hundreds of hours of meetings, focus groups, one-on-one interviews, and survey data collection, the solid basis of this plan was established. Strengthened by internal and external research, meetings with local civic leaders and our tri-campus partners at the University of Notre Dame and Saint Mary’s College, and by reading the challenges and opportunities before us through eyes of faith, we created a plan that would be inspirational, aspirational, operational, and transformational.

The plan is built around five core themes: **Zeal for Mission, Educating Hearts and Minds, Transformational Student Experience, Mission Advancement, and Growth**. Each theme has a strategic focus and accompanying goals and objectives. This plan, along with the tactics for each goal and objective were presented to the Holy Cross College Board of Trustees throughout the process for feedback and suggestions. The Board of Trustees formally adopted the plan on May 22, 2023.

As you review this plan, note that it focuses on achieving individual, institutional, and community flourishing. We employ the Catholic understanding of human flourishing, which includes the physical, academic, spiritual, social, emotional, and relational dimensions. Our specific path to that lofty goal is to form innovative scholars, courageous citizens, virtuous leaders, and hopeful disciples who bring hope and healing to the world, thus fulfilling their own vocation of living purpose-driven lives by building God’s kingdom.

While just a five-year plan, the ambitious vision presented in this plan will prepare and sustain Holy Cross College to be a leader in Catholic higher education now and in the future. Most importantly, the students, faculty, staff, and families who enter our campus, pass through the Millennium Arch, and later exit through that same Arch will be well-formed and empowered to bring Christ’s saving power and hope to the world.

We invite you to pray for us and the College and ask you to consider partnering with us in supporting the goals and objectives outlined in this plan. We hope that you will join us as agents of transformation and disciples with hope to bring. As Blessed Basil Moreau boldly states in Christian Education, “With eyes of faith, consider the greatness of your mission and the wonderful amount of good which you can accomplish!”

Focus

Theme 1: Zeal for Mission

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"Zeal is the great desire to make God known, loved, and served, and thus save souls. Apostolic activity is therefore the essential character of this virtue." (Moreau, Christian Education)

Theme 2: Educating Hearts and Minds

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"We shall never forget that virtue ... is the spice which preserves science. We shall always place education side by side with instruction; the mind will not be cultivated at the expense of the heart. While we prepare useful citizens for society, we shall likewise do our utmost to prepare citizens for heaven." (Moreau, Circular Letter, 36)

Theme 3: Transformational Student Experience

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"Let us, then, stand in closely united ranks and, far from separating and scattering, let us live in such a manner that, as it sees the members of our family, the world may say of us as the Gentiles said of the first Christians: 'See how they love one another!'" (Moreau, Circular Letter, 170)

Theme 4: Mission Advancement

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"The one aim of the glory of God and the salvation of souls inspires almost all the members and gives rise to a oneness of effort which tends toward that more perfect union of hearts which is the foundation of the unity and strength of Holy Cross...Union, then, is a powerful lever with which we could move, direct, and sanctify the whole world." (Moreau, Circular Letter 14)

Theme 5: Growth

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"Holy Cross will grow like a mighty tree and constantly shoot forth new limbs whose branches will produce yet others, and all nourished from the same sap and endowed with the same life." (Moreau, Circular Letter 65)



Mission Statement

The Holy Cross College mission is to educate and form global citizens with the competence to see and the courage to act.

Holy Cross is a Catholic college that advances the apostolic mission of the Holy Cross Brothers. Our practical, experiential, liberal arts curriculum applies timeless truths to contemporary life and leads people to wholeness in the image of Christ.

Theme 1: Zeal for Mission

Strategic Focus: Deepen our commitment to education and formation in our Catholic, Holy Cross mission and charism.

Holy Cross College is well known for its strong Catholic mission. Moreover, in the Congregation of Holy Cross (C.S.C.), we are rightly seen as an institution that holds high the Holy Cross educational charism, history, and traditions. Our

guiding call is to deepen even further our identity as a Holy Cross, Catholic college, by igniting the hearts of our whole community and infusing the College's academic and student life culture with zeal for this mission. The initiatives below reflect an uncompromising commitment to an education that, in the words of Blessed Basil Moreau, "leads young people to completeness" and, in the words of our mission statement, "wholeness in the image of Christ."

- A. Faculty, staff, students, and trustees will engage in formative and educational experiences rooted in the C.S.C. mission and educational charism.
 - 1. Develop intentional onboarding resources, formation, retreats, and pilgrimages for faculty, staff, and trustees.
 - 2. Ensure that the Core Four goals of forming scholars, citizens, leaders, and disciples are integrated across the curriculum.
 - 3. Increase the number of students participating in immersion experiences at C.S.C. global ministry sites.



- B. Our strong Catholic identity in both depth and breadth will be reflected in our academic and student life programs.
1. Strengthen the Office of Campus Ministry so that it continues to meet sacramental, spiritual, and social needs of students, while also expanding its outreach.
 2. Thoroughly integrate the Catholic intellectual tradition, Catholic social tradition, and the C.S.C. tradition as a distinctive part of the College’s academic culture and curriculum.
- C. Inspired by the Gospel call of Matthew 25, Holy Cross College will serve those on the peripheries of society through well-articulated initiatives that advance the social teaching of the Church and foster deeper communion with Christ and our community.
1. Explore the opportunities for this initiative to engage in scholarship and public discourse, foster faculty-student research opportunities, and serve the community.
 2. Design the initiative to serve the common good as a visible expression of our commitment to “stand side by side with all people” and provide “hope for a world where justice and love prevail” (C.S.C. Constitutions, 12).
 3. Grow the Moreau College Initiative (MCI), a degree program for incarcerated individuals, for long-term sustainability by increasing and diversifying funding sources, while performing rigorous data collection, expanding reentry services and support, and conducting program assessment to remain a national leader of college-in-prison programs.

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“Hope for a world where justice and love prevail.”

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Theme 2: Educating Hearts and Minds

Strategic Focus: Holy Cross will be considered a premier Catholic college, known as a highly desired destination for academic excellence with a distinctive and innovative liberal arts education, steeped in Catholic mission and the common good.

Holy Cross College offers students an excellent, Catholic, liberal arts education imparted by scholarly faculty who, in the footsteps of Christ the Teacher, know and engage the students personally. This enables an education of dynamic classroom, lab, studio, and community-based learning, complete with high impact experiences and oriented toward human flourishing. The mission is for students to gain “the competence to see and the courage to act” (Constitutions, 2.14), to address the grand challenges facing the modern world. The initiatives below will make manifest this noble mission and lead us to become a more vibrant, Catholic, distinguished baccalaureate college.

- A. The baccalaureate experience will integrate a liberal arts education with experiential learning, innovation, and the skills necessary for success and leadership in careers and in life.
 1. Design and implement a rigorous, integrated, well-supported, baccalaureate College Curriculum, that provides for common intellectual experiences based on the desired outcomes for every Holy Cross graduate, no matter their point of entry or exit.
 2. Establish additional educational achievements (including academic awards, certificates/certifications, scholarly activities such as conferences, and fellowships) that motivate and distinguish students and strengthen the academic culture on campus.





3. Dedicate the necessary resources to develop guidance within each academic program for experiential opportunities, graduate school preparation, and professional pursuits.
 4. Increase the number of students participating in study abroad opportunities.
- B. Holy Cross College will expand majors, curricular tracks, and graduate pathways that are consistent with mission and meet current and future demands and needs in society.
1. Strengthen current and develop new affiliation agreements and guaranteed placements with graduate and professional programs at the University of Notre Dame, Saint Mary's College, and other institutions.
 2. Develop our capacity to meet growing demands for academic programs as well as for non-degree credentialing opportunities, in areas such as leadership, business, computer science, education, and health science fields.
 3. Reimagine the business program to establish distinctive positioning and the integration of business and the liberal arts.
 4. Examine possibilities for academic research and place-based learning centered around scientific and social themes unique to our location in the tri-campus, in South Bend, and along the St. Joseph River.
 5. Explore STEM (Science, Technology, Engineering and Mathematics) opportunities, both internally and in the tri-campus, with a particular emphasis on enhancing opportunities for under-resourced students.
- C. Teaching, learning, and academic culture will incorporate high-impact and best practices which provide evidence-based educational benefits.
1. Establish a Center for Excellence in Teaching and Learning to foster high-impact, compelling, and challenging teaching in the C.S.C. tradition.
 2. Increase academic expectation and challenge, while also increasing academic support for students.
 3. Improve forms of assessment and program evaluation to establish a culture of continuous improvement for faculty, staff, and students.
 4. Ensure the resources to promote a culture of student research with faculty and place-based learning in all academic programs.

Theme 3: Transformational Student Experience

Strategic Focus: Transform student life by enhancing the physical and technological infrastructure of the College and by providing and promoting formative student experiences rooted in our Holy Cross, Catholic identity.

Holy Cross College is a residential community that lives and learns together. In this way, the student life experience is a catalyst for creating the wellness, flourishing, and sense of belonging that lives out our Catholic mission. Community has always been a strength of the College, but the time has come to dramatically improve the level of student engagement, success, and retention by strengthening student-focused programs with a mentoring mindset, and intentionally integrating the fourfold goal of forming scholars, citizens, leaders, and disciples across all curricular and co-curricular programs. The initiatives below will help us remain rooted in a holistic student life experience that both connects students with the tools to achieve their goals and offers a more complete set of experiences during their time on campus.

- A. The student learning and living experience will involve modern, efficient, and updated spaces, services, and technologies.
 1. Enhance and increase residential space to accommodate all students who wish to live on campus.
 2. Create more student study and social spaces with attention to ease of 24/7 access, security, and the needs of commuter students.
 3. Reimagine key student service operations such as the bookstore and food venues to enhance the collegiate experience and meet student needs.
 4. Improve student technology, based on the evaluation of our student learning management system and student information system.
 5. Enhance and modernize all academic spaces to promote engaged teaching and learning, research, and innovation.

- B. The Office of Student Success will offer comprehensive support in the most effective and accessible ways.
 1. Increase capacity for mental and physical health and wellness services on campus.
 2. Develop greater expertise for supporting students with learning and accessibility accommodation needs.
 3. Formalize a program and identify resources to support the success of under-resourced students.



C. Student life programs, particularly varsity and intramural athletics, arts and culture, student activities, and our tri-campus partnerships will enrich the student experience.

1. Conduct a needs-assessment to identify co-curricular opportunities to integrate academics and student life, as well as opportunities in the arts, music, and culture.
2. Develop an Athletics Strategic Plan (including varsity athletics, fitness, and intramural sports) aligned with the College plan, that establishes goals for facility improvement, student thriving, and enrollment growth.
3. Empower students with ownership and agency to build community on campus for both residential and commuter students through the events and initiatives of Student Activities and throughout the tri-campus.

D. Students will engage in a set of formative experiences that span the baccalaureate program, provide a full and distinctive college experience, and create a community of belonging that extends to the life of our alumni.

1. Provide opportunities for faculty and staff to embrace their role in increasing students' sense of belonging within our diverse community, following the example of Christ, who gathers all nations.
2. Provide integrated traditions that connect academic, social, residential, and faith components throughout a student's time at Holy Cross and beyond.
3. Raise the profile of signature Holy Cross student events within the tri-campus.



Theme 4: Mission Advancement

Strategic Focus: Refine our approach to marketing, development, and engagement to strengthen our identity, build brand awareness, and provide for a thriving future.

Recognition, both regional and national, and a strong brand identity are necessary to achieve the enrollment, academic, and development goals of Holy Cross College. A strong marketing initiative will drive efforts to enhance the visibility and reputation of the College. A robust institutional advancement program, focused on cultivation of relationships with alumni, friends, and donors, will both generate support for the College and diversify revenue sources. The initiatives below demonstrate a rootedness in our unique and distinctive Catholic identity, but also connect us to more resources to fulfill our goal to offer a more complete set of educational opportunities for our students.

- A. With an emphasis on increasing our digital presence through a thoughtful and strategic merging of information science and communication arts, the College's public profile will be elevated while remaining rooted in our distinctive, Holy Cross mission, and attentive to our unique place in the tri-campus community.
 1. Engage in a branding process to attain a clearer articulation of the College's distinctive strengths – such as the Core Four goals of forming scholars, citizens, leaders, and disciples – and to engage a broader audience.
 2. Redesign the college website and employ effective digital strategies to market to target populations, enhance search engine performance, and boost social media campaigns.





3. Root our marketing efforts more firmly in conveying student outcomes and the impact of a Holy Cross education, as well as faculty and staff accomplishments.
 4. Establish signature events to enhance visibility in the tri-campus, regionally, and nationally.
- B. Holy Cross College will engage alumni and other affinity groups over their lifetime.
1. Provide more focused opportunities for alumni and other affinity groups to stay connected with each other and with the College.
 2. Engage alumni and other affinity groups to serve as ambassadors to support current and prospective students.
 3. Increase our alumni participation rate in events and in giving to meet or exceed national benchmarks.
- C. Holy Cross College will develop a culture of philanthropy to increase overall annual giving, fostering engagement with a diverse cross section of stakeholders that will create strong partnerships to support the needs of the College today and into the future.
1. Operationalize the advancement plan using a comprehensive campaign model to build and enhance the following programs: Annual Giving and Campaigns, Planned Giving, Parent Giving, Athletics, Alumni, and Major Gifts.
 2. Conduct a feasibility study for launching a comprehensive campaign focused on scholarship, endowment, and capital projects.
 3. Expand the College's base of individual, corporate, foundation, and government partners.



Theme 5: Growth

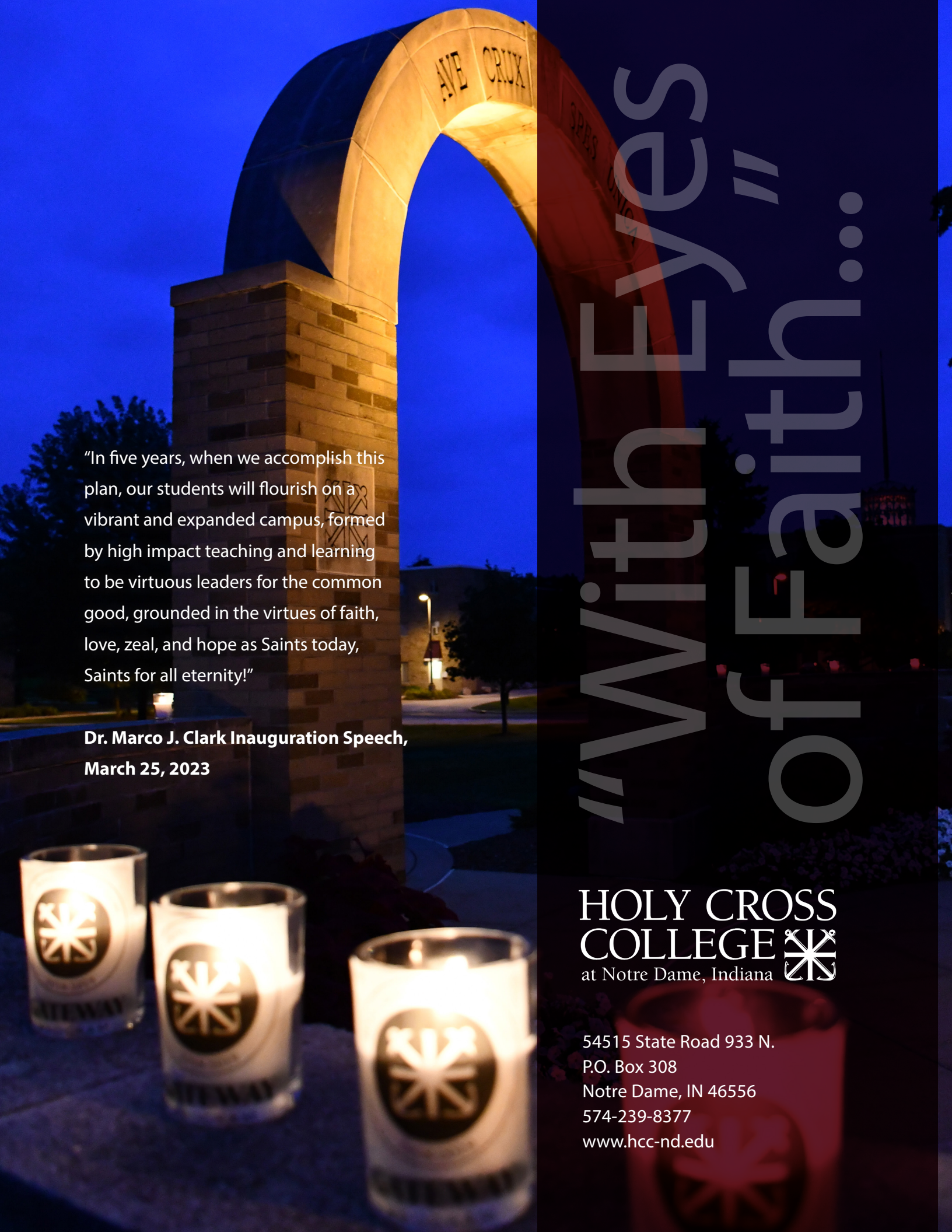
Strategic Focus: Grow the College strategically and sustainably while enhancing operational efficiency and workplace excellence.

Holy Cross is poised for growth. With a rising profile in the tri-campus, a strong standing both academically and financially, and a mission for which the world has deep need, the College in the next five years will add students, faculty, staff, and facilities. Guiding this process must be a culture of innovation, the pursuit of excellence, and an institutional growth mindset. The initiatives below will ensure that we remain rooted in our Catholic mission, that our level of connectedness as a college community increases, and that our growth is effective not only in attracting increased resources to sustain us but also in sustaining ourselves as whole people in an educational and work environment of excellence, balance and vitality.

- A. Holy Cross College will develop a focused enrollment strategy that builds on current success, uses internal and external data, and employs an integrated marketing and segmentation recruitment strategy – while balancing growth with our ability to sustain a commitment to personal attention for every student – for a 2028 target enrollment of 750-850 full-time, baccalaureate students (15% average annual growth) while maintaining a Gateway population of 75 students.
 1. Broaden our reach to prospective students who can flourish at Holy Cross College by identifying and cultivating current and future successful pipelines and conducting more targeted outreach to these segmented groups.
 2. Focus greater attention on alternative entry points for students including dual enrollment, degree completers, and those seeking certificates or other micro-credentials, as well as the currently under-tapped transfer pipeline.
 3. Continue efforts to recruit and retain a diverse study body to strengthen our capacity to form the future leaders of our society and the Church.
 4. Strengthen and increase strategic high school programs and partnerships that serve as a vehicle for future enrollment and that increase academic preparation.
- B. Campus infrastructure will meet current and future needs and will deepen the rootedness of Holy Cross College in both the local and higher education landscapes.
 1. Employ the Campus Master Plan to identify the first five-year elements of that long-term plan, as a guide for renewal and expansion of facilities, utilizing local contractors where possible.
 2. Improve the safety and experience of being welcomed onto campus from the State Road 933 entrance.
 3. Enhance overall campus safety and security.
- C. Holy Cross College will diversify revenue streams and continue strong financial management to ensure sustainability and allow for a thriving future.
 1. Identify and implement opportunities to diversify revenue streams.

2. Strengthen the budgeting process to enhance participation and education of the campus community.
 3. Establish and achieve best-practice benchmarks for faculty/student and staff/student ratios.
- D. Holy Cross College will clarify processes and create a culture of data-informed decision making for operational effectiveness.
1. Implement a new shared information system to consolidate data and create greater workflow efficiency across the College.
 2. Create a centralized responsibility for institutional research.
 3. Review all College policies and processes and bring them into alignment with best practices.
- E. As an essential component of growth, Holy Cross College will enhance faculty, staff, student, and trustee excellence and wellbeing.
1. Support faculty and staff through robust onboarding as well as personal and professional development.
 2. Enrich our faculty, staff, and trustees to reflect the diversity of our student population.
 3. Continue to enhance a competitive total compensation package for all faculty, staff, and student workers based on an established benchmark group.
 4. Using improved digital solutions, increase ease of access and communications for all college constituencies.
 5. Build understanding of and commitment to shared governance and increase the sense of shared responsibility for the Holy Cross College mission among faculty, staff, students, and trustees.





"In five years, when we accomplish this plan, our students will flourish on a vibrant and expanded campus, formed by high impact teaching and learning to be virtuous leaders for the common good, grounded in the virtues of faith, love, zeal, and hope as Saints today, Saints for all eternity!"

**Dr. Marco J. Clark Inauguration Speech,
March 25, 2023**

"With Eyes
of Faith..."

**HOLY CROSS
COLLEGE** 
at Notre Dame, Indiana

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