



# SAINT SOPHIA

## UKRAINIAN ORTHODOX SEMINARY

# Final Draft Innovation, Institutionalization & Outreach S.M.A.R.T. Goal and Action Plan

(7-14-25)

Bill Marianes





**SAINT SOPHIA**  
**UKRAINIAN ORTHODOX SEMINARY**

## **WHY Statement**

**Inspiring servant leaders equipped  
to fulfill Christ's saving mission to a  
world in need.**

# **Innovation, Institutionalization & Outreach S.M.A.R.T. Goal**

**We will research, develop, and implement a best practices and effective Innovation, Institutionalization & Outreach (“IIO”) programs and activities with a comprehensive communications plan that will achieve the following “IIO Targets” within 27 months:**

**(a) implement a robust content delivery systems that addresses all educational needs of:**

- 1. at least 60% of clergy enrolled continuing clergy education,**
- 2. 100% of “Enrolled Students” (those seeking degrees or certificates),**
- 3. at least 75% of parishes use the “Enrichment Studies Program” and at least 300 parishioners have completed at least one Enrichment Studies Program,**
- 4. implement the “Casual Learners” Program (seeing content on an online platform) a minimum of 500 views per day with 10% monthly increase in average total monthly views of content.**

**(b) market, and deliver religious content publications, podcasts, and media for seekers, parishioners, and academic publishing at least weekly.**

**(c) implement specific youth and other demographic programs and delivery vehicles for every demographic age group.**

**(d) Implement strategic partnerships with 100% of other Orthodox seminaries, most Orthodox influencers and YouTube Channels/podcasters, libraries, other recognized theological seminaries, and Colleges and Universities with theology studies, 100% Ukrainian Seminaries, Ukrainian cultural organizations, Lilly and other similar endowments.**

**(e) establish an “experimental laboratory” that is constantly working on examining and implementing the latest and best practices and technologies.**

# Innovation, Institutionalization & Outreach (“IIO”)

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 1: Research the most effective IIO Ministries within 5 months</b>			
<b>1. Form Innovation, Institutionalization &amp; Outreach (“IIO”) Ministries Team (IIO MT).</b>	SPT and IIO MT Co-Captains	1 month after Start Date	IIO MT members agree to serve
<b>2. Determine IIO initiatives key definitions and effectiveness metrics for each of SMART Goals identified in a1, a2, a3, a 4, b, c, d, and e (the “7 IIO SMART Goal Objectives”).</b>	IIO MT	2 months after step 1	IIO Ministries key definitions and metrics determined for all 7 IIO SMART Goal Objective elements
<b>3. Analyze the baseline on all 7 IIO SMART Goal Objectives effectiveness metrics and survey stakeholders to determine what IIO content they need and what delivery modalities they will use regularly.</b>	IIO MT	2 months after step 2	Baselines, and content delivery vehicles and frequency of IIO content are analyzed and finalized
<b>4. Research at least 2 best practices examples of programs from both inside and outside the Orthodox ecosystem for each of 7 IIO SMART Goal Objectives.</b>	IIO MT	Simultaneous with steps 2 & 3	At least 2 best practices alternatives of each of the 7 IIO SMART Goal Objectives are examined

# Innovation, Institutionalization & Outreach (“IIO”)

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 2: Develop the most effective IIO Ministries within 5 months</b>			
<b>5. Evaluate all the researched 7 IIO SMART Goal Objectives Ministries items from step 3 for effectiveness against key performance metrics and baselines based and criteria of effectiveness determined in step 2 and determine 7 IIO SMART Goal Objectives education topics, programs, and modalities (collectively the “IIO Ministries”).</b>	IIO MT	1 months after step 4	Evaluation of alternative IIO Ministry offerings is completed for all 7 IIO SMART Goal Objectives
<b>6. Develop new best practices specific programs for each of 7 IIO SMART Goal Objectives (collectively, the “7 IIO SMART Goal Education Ministries”) and establish monthly performance benchmarks to achieve each of the 7 IIO SMART Goal Objectives (the “IIO Targets”).</b>	IIO MT	4 months after step 5	IIO Ministries are finalized, and monthly performance benchmarks and IIO Targets are determined
<b>Interim Goal 3: Recruit and train IIO Ministries within 3 months</b>			
<b>7. Identify and recruit IIO Ministries “Educators” who can teach and implement each of the IIO Ministries</b>	IIO MT	1 month after step 6	Educators are recruited
<b>8. Train Educators to implement the IIO Ministries content.</b>	IIO MT	2 months after step 7	Educators are trained

# Innovation, Institutionalization & Outreach (“IIO”)

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b><u>Interim Goal 4: Implement the IIO Ministries to achieve the IIO Targets within 12 months</u></b>			
<b>9. Implement IIO Ministries to achieve the IIO Targets.</b>	Educators	12 months after step 8	IIO Ministries are fully launched
<b>10. Track and report on monthly performance benchmarks determined in step 6 and continue Educators follow-up with stakeholders and make changes as needed until IIO Targets are achieved.</b>	Educators	Contemporaneous with step 9	Established monthly IIO Targets are achieved

# Innovation, Institutionalization & Outreach (“IIO”)

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b><u>Interim Goal 5: Compile and assess the results of the IIO Ministry and make necessary improvements within 2 months</u></b>			
<b>11. Obtain and compile qualitative and quantitative data from IIO Ministries and determine effectiveness and success (based on IIO Targets and criteria established in step 2) and identify areas for improvement.</b>	Educators and IIO MT	1 month after step 10	IIO Ministry assessments are completed
<b>12. Finalize and deliver Religious Education Ministries assessment analysis report, and make all refinements necessary to make the Religious Education Ministries more effective based on information identified in step 11.</b>	Educators and IIO MT	1 month after step 11	Analysis is completed, and all elements of IIO Ministry are refined accordingly

# Innovation, Institutionalization & Outreach (“IIO”)

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form IIO Ministry Team		
2.		
3		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		



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## **Core Values**

**Christlike**

**Excellence**

**Serving**

**Holy Tradition**



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## **MISSION Statement**

**Our mission is to bring people closer to Christ through Orthodox spiritual formation, education and the development of servant leaders.**



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