



# Ukrainian Orthodox Church of the USA Strategic Plan

~~~~~  
**SOBOR 2016 (part 1)**  
~~~~~



*“Where there is no vision,  
the people will perish”*

**Proverbs 29:18**



# WHY Are You Here ?





**“That the end of  
our lives may be  
Christian,  
without pain,  
blameless and  
peaceful,  
and for a  
GOOD ACCOUNT  
BEFORE THE  
AWESOME  
JUDGMENT  
SEAT OF  
CHRIST”**



A dramatic sunset or sunrise with a cross on the horizon. The sky is filled with golden light and dark, silhouetted clouds. The sun is low on the horizon, creating a bright glow. A small cross is visible on the horizon line.

When **JESUS** Calls  
**YOUR NAME**

WHAT HAPPENS AT THE  
**FINAL JUDGMENT?**

We all have a divine appointment with our Creator.





Christianity, if false, is of no importance, and if true, of infinite importance. The only thing it cannot be is moderately important.

(C. S. Lewis)

**So which is it?**

**TODAY, IS THE DAY WE...**



**and ... TODAY WE MAKE A  
DIFFERENCE**



The  
**UKRAINIAN**  **ORTHODOX CHURCH**  
of the United States of America



**We Can  
Make A  
Difference!**

Music by Jaci Velasquez





















**We live in a  
dream  
if we really  
think  
everything's  
alright.**





**This world is in  
need, crying out  
to be freed,  
  
we gotta shed  
some light.**





**Teach the world to  
smile (and hear  
angels sing).**

**Feel the breath of  
God  
(and the power it  
brings).**



**It's time to come together, you and I  
and share the love of Jesus Christ.**





**We can make a difference.**

**We can make a change.**

**We can make the world a better place.**

**We can make a difference.**

**We can make a change.**

**We can make the sun shine through the rain,  
shine on through the rain.**













**Do you know a  
man, who's  
needing a hand,  
don't ya walk  
on by.**



**A sister is sad,  
lost all that she  
had,  
we gotta take  
the time.**





**Look around your world  
(it will testify).**





**Some have empty hearts.  
(Some have hungry eyes.)**





**God can heal the suffering  
through our hands.  
Find compassion, take a stand.**



**We can make a difference.**

**We can make a change.**

**We can make the world a better place.**

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**Teach the world to smile (and hear  
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B E L I E V E





The  
**UKRAINIAN**  **ORTHODOX CHURCH**  
of the United States of America



**WHY Are  
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SEAT OF  
CHRIST”**



**So how are  
we doing with that  
“Good Account”?**





# How Is Our World Changing?







We are living in exponential times...

... the speed of change is  
unimaginable and accelerating

**'The following is based on the pioneering YouTube video "Did You Know?" (with certain updated statistics).**

Did You Know? is licensed by Karl Fisch, Scott McLeod, and XPLANE under a Creative Commons Attribution Non-Commercial Share-Alike license. You are free to copy, distribute, remix and transmit the presentation as long as you give proper attribution to the original creators and share the resulting work under the same license. You may not use Did You Know? for commercial purposes without permission from the creators. (Selected statistics have been updated, as much as reasonably possible, from available sources.)

# Years it took to reach 50 million users:

Telephone - 75 years



Radio - 38 years



TV - 13 years



Internet - 4 years



Google Plus - 88 days

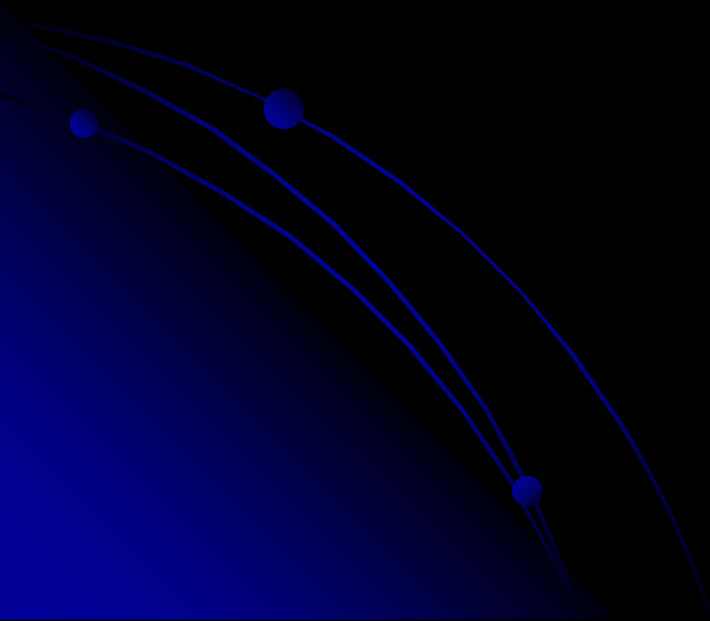
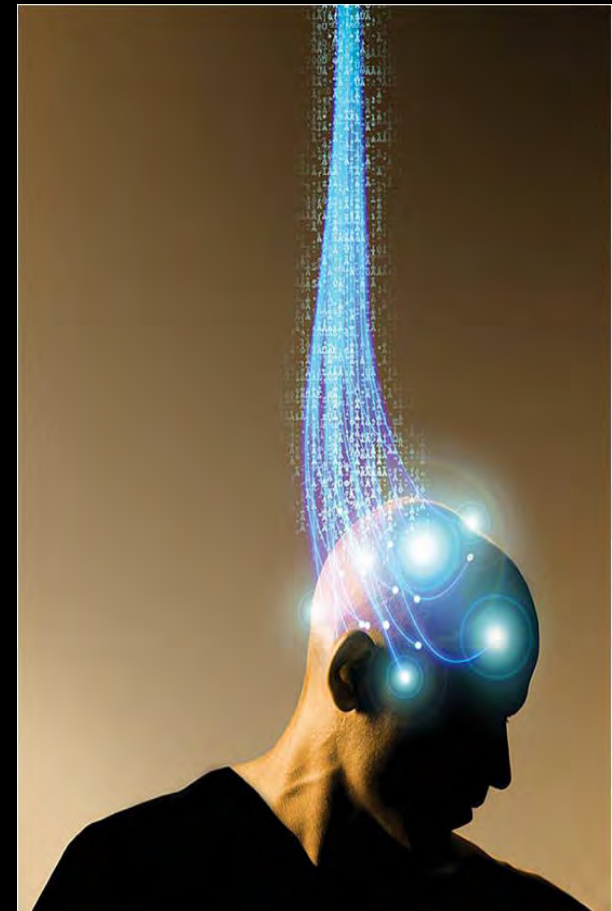


Angry Birds - 35 days






The amount of new technical information is currently estimated to double every 72 hours as of 2010.



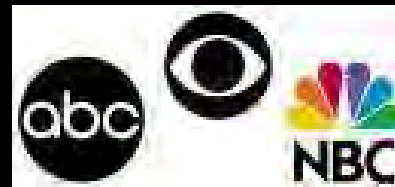
Modern Smart phones have much more computing power when compared to Apollo mission computers that NASA used to go to the moon in the 1960s.





More video content  
was uploaded to   
in the last 2 months...

Then the amount of content that  
would be aired if all three major  
networks broadcast content



24 hours per day  
for 62 years

facebook.

started about 13  
years ago in October 2003

It now has over 1.49 Billion  
active monthly users.

It is has over 1 Billion  
active daily users.



If Facebook were a country . . .



. . . it would be the  
2nd largest country  
in the world

. . . behind only China.

Slightly larger than  
India and 4.7 times  
bigger than the U.S.

Recent PEW research concluded that:

over 30% of people now get their news from **facebook.**

64% of adults in the US use Facebook



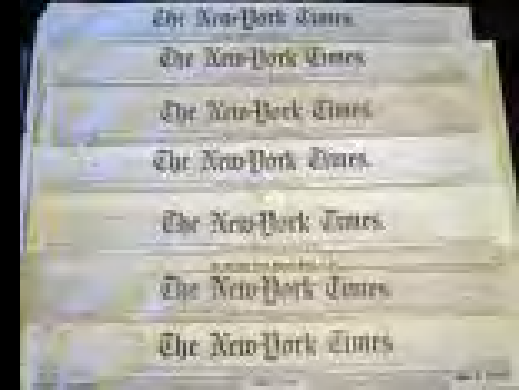


More than 6,000  
new books are  
published  
globally...

. . . Daily



A week's  
worth of New  
York Times  
contains more  
information...

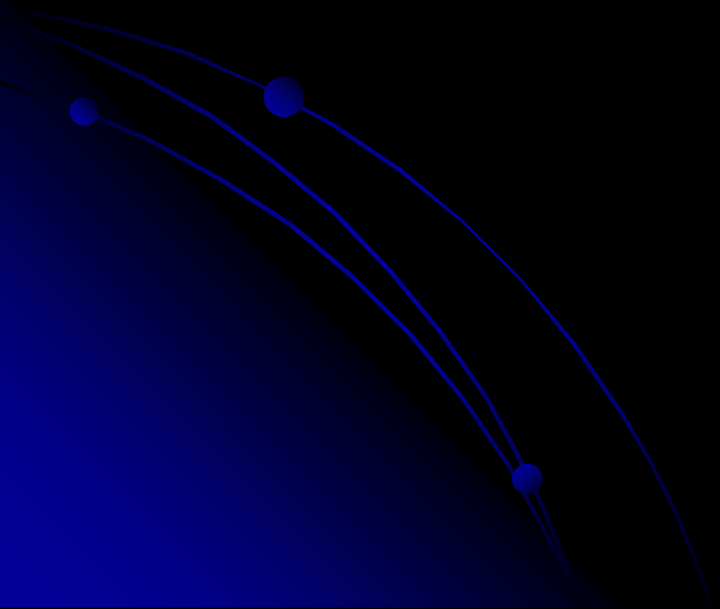


...than a person  
was likely to come  
across in a lifetime  
in the 18th  
century.





We are living in exponential times...





Within the life  
of the current  
“younger generation”  
the number one  
English speaking  
country in the  
world will be . . . .

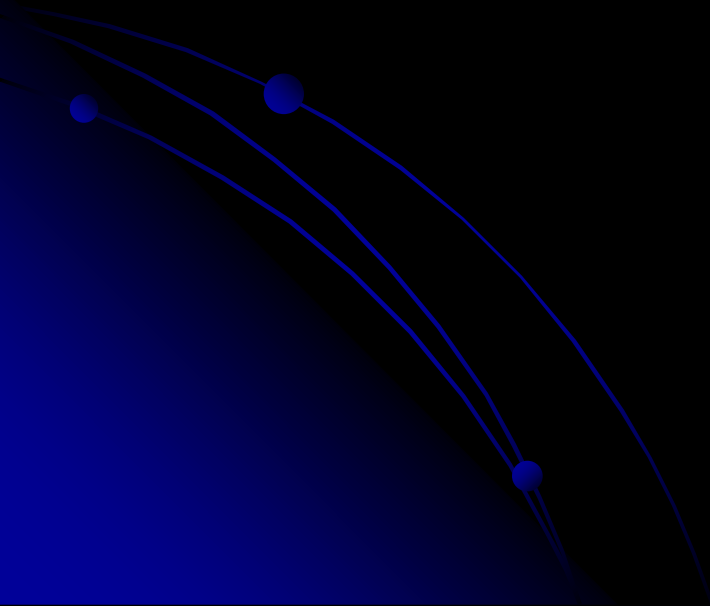
... China





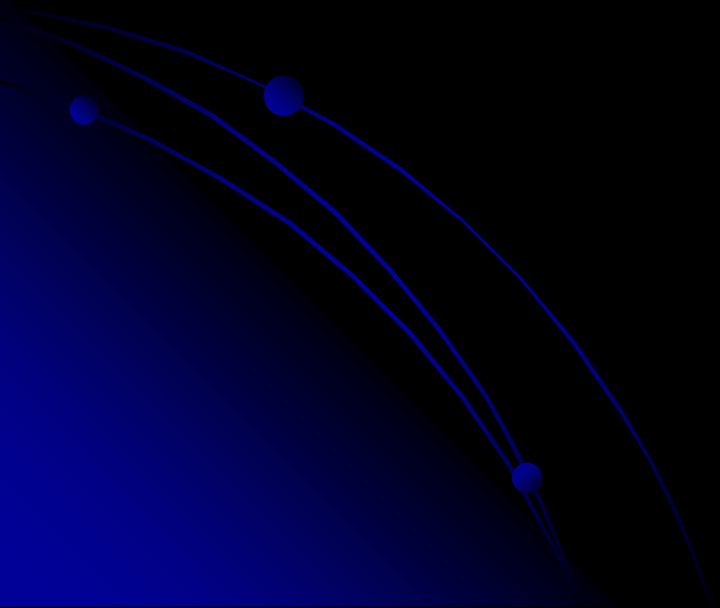
The 25% of India's population with the highest IQ is greater than the total population of the U. S.

Translation: India has  
more honors kids than  
the U.S. has kids





We are living in exponential times...



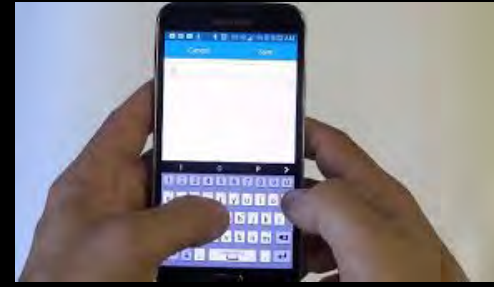
In 2011 in the US, there  
were an estimated 6  
**BILLION** text messages...

... **PER DAY**





~ 80% of Americans text.



~ Text messages have a 98% open rate versus only 20% for email.

~ 90% of all text messages are read in under 3 minutes.

The average kid today sends  
2,640 text messages...



...per month

That's 88 per day...



90% of kids have used a computer by age 2.



By age 5, 50% of children use computers or tablet devices on a routine basis





In a recent study, online students out-performed...

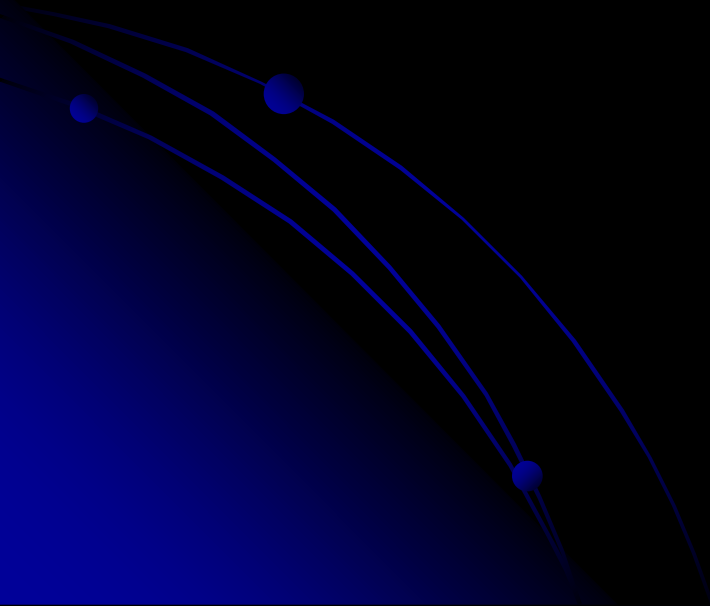


...those students receiving face-to-face instruction.

The top 10 on demand  
jobs in 2012...



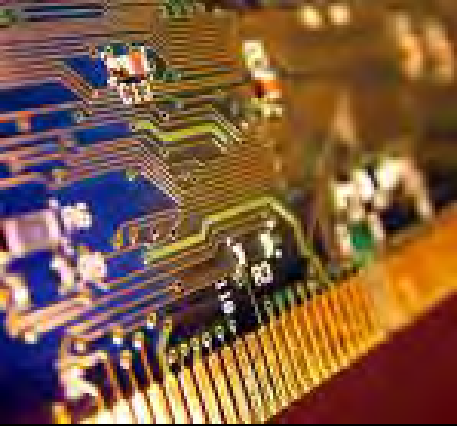
... did not even exist in  
2004





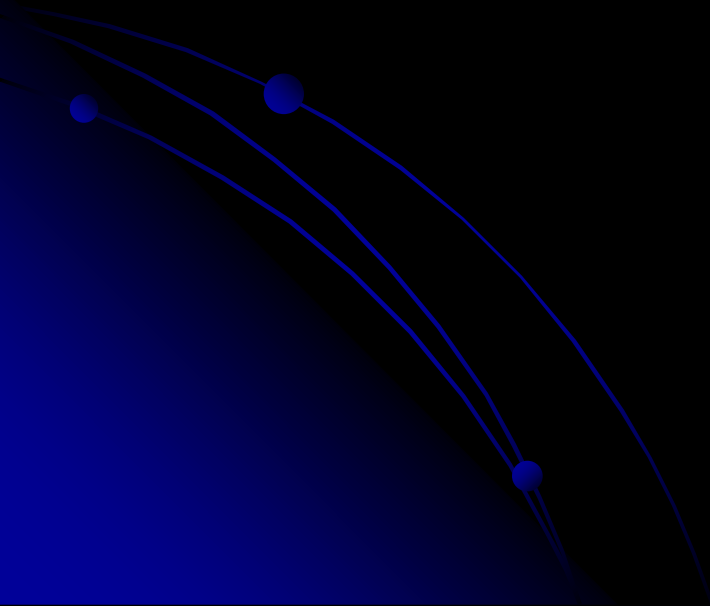
In other words, we  
are currently  
preparing students  
for jobs that don't  
yet exist



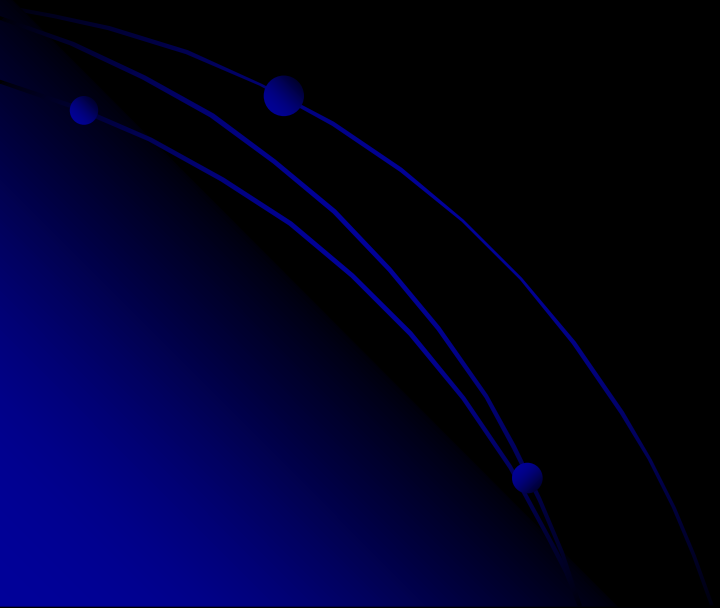


. . . using technologies  
that haven't yet been  
invented...

...in order to solve  
problems we don't  
even know are  
problems yet



We are living in exponential times...



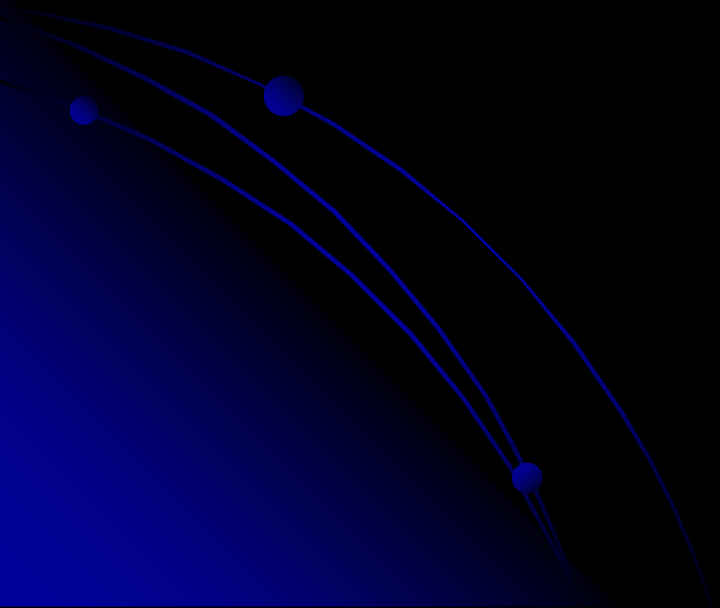




1 out of 8 couples married in  
the U.S. in 2005 . . .  
. . .met online

By 2013, 1 out of 3  
couples in the U.S.  
met online

We are living in exponential times...



There are approximately  
3.5 BILLION Google  
internet searches per DAY

(1.2 TRILLION per year)

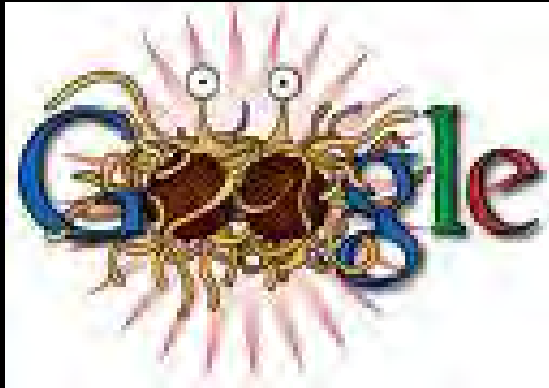
The Google logo is displayed in its characteristic multi-colored font (blue, red, yellow, blue, green, red) with a trademark symbol (TM) to the right. It is set against a white rectangular background.

Google™



To whom were those  
questions directed B.G.?

(Before Google)





# Email Facts 2012



**2.6 Billion** email users worldwide

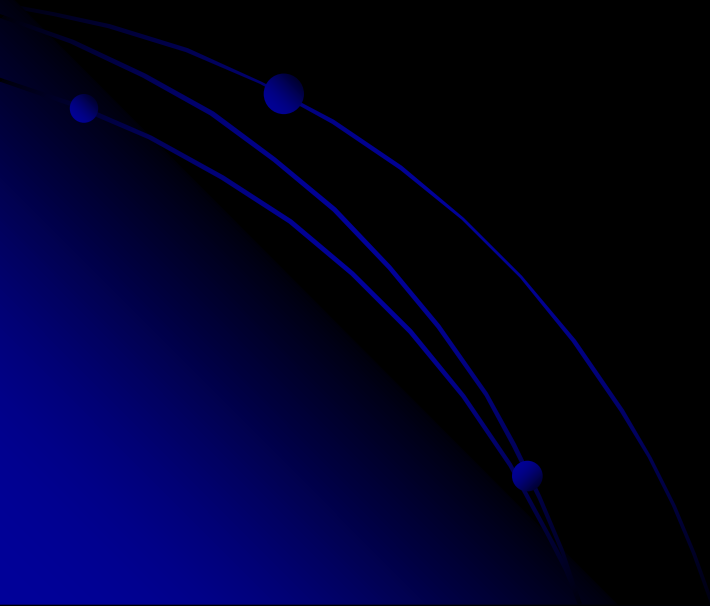
**205 Billion** daily worldwide emails

**900 Million** Gmail accounts globally

**59%** of all email is treated as SPAM

We are living in exponential times...

So what does all this mean for  
the Parishes and parishioners in  
the Ukrainian Orthodox Church of  
the USA







# Jack Welch

Chairman & CEO - General Electric



“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”



“Change before you have to.”





**So how are we doing at creating:**

**“a good account before the awesome judgment seat of Christ”?**



# The Challenge - Real Facts and Statistics







# Selected “Spirituality” Challenge Facts



# Laity Spirituality Challenges<sup>1</sup>

- “Regular Bible reading dropped over the last decade from 45% to 37%.
- Volunteering at church declined from 27% to 20% over the same decade.
- 40% of Christians do not attend church or read the Bible in a typical week
- 70% of Christians are not involved in a small group that meets for spiritual purposes
- There are more than 10 million Christians who are “un-churched”

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<sup>1</sup> State of the Church report by the Barna Research Group (BRG) from a nationwide study of the country's faith practices and perspectives

# Church Attendance Data

- ~ Only 26% of all American Orthodox Church adherents attend church services on a regularly weekly basis.<sup>1</sup>
- ~ Only 22% of Americans attend church services weekly<sup>2</sup>
- ~ Our minds wander and we are distracted on average 80% to 90% of the time during Orthodox church services (excluding the sermon/homily)<sup>3</sup>

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<sup>1</sup> Eight Facts about Church Attendance in US Orthodox Christian Churches (2010) Alexei Krindatch, Research Coordinator Assembly of Canonical Orthodox Bishops of North and Central America.

<sup>2</sup> Hadaway, C. Kirk; Marler, Penny Long (25 Aug 2005). "How Many Americans Attend Worship Each Week? An Alternative Approach to Measurement". *Journal for the Scientific Study of Religion*

<sup>3</sup> Anecdotal survey data acquired from interviews of hundreds of Orthodox Christians by Facilitator Bill Marianes



# The Importance of Religion

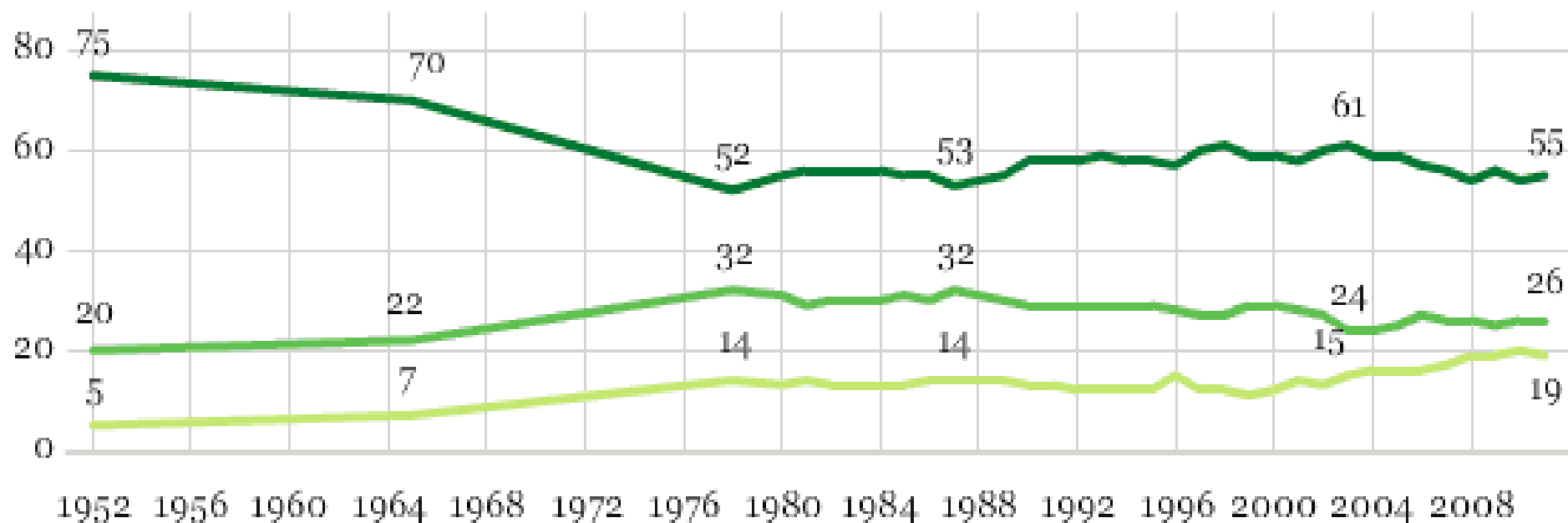
*How important would you say religion is in your own life -- very important, fairly important, or not very important?*

Annual averages

■ % Very important

■ % Fairly important

■ % Not very important



# The Importance of Religion

**Clayton Christensen**

Harvard Business School



# **We Lost Our Adults and Can “Kiss Our Youth Goodbye”**

- ~ 47% of adults who were raised in the Orthodox Church have left the Church<sup>1</sup>**
- ~ Millennials (aged 18-29) are 2 times more likely than their adult parents to be unaffiliated with the Church<sup>2</sup>**
- ~ Unless we reverse these trends, what is the future of our Church?**

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<sup>1</sup> 2015 U.S. Religious Landscape Study - Pew Research Center

<sup>2</sup> Religion in the Millennial Generation (2010) and U.S. Religious Landscape Survey (2007), Pew Forum on Religion & Public Life of the Pew Research Center.



# “We Lost Our Adults!”

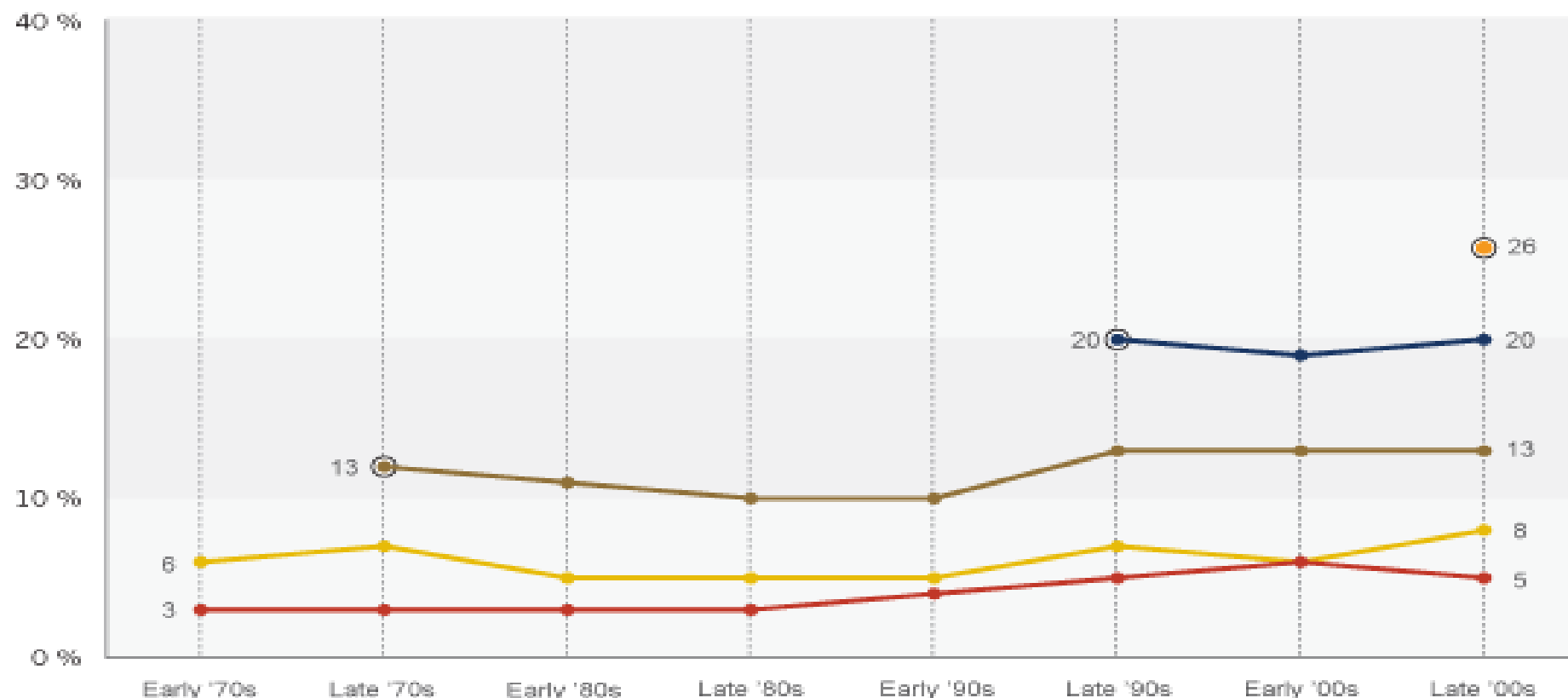
## U.S. Religious Group Retention Rates<sup>1</sup>

% of adults who still identify with their childhood religion

1. Hindu.....	80%
2. Muslim .....	77%
3. Jewish.....	75%
4. Historically Black Protestant.....	70%
5. Evangelical Protestant.....	65%
6. Mormon.....	64%
7. Catholic.....	59%
<b>8. Orthodox.....</b>	<b>53%</b>
9. Unaffiliated.....	53%
10. Mainline Protestant.....	45%
11. Buddhist.....	39%
12. Jehovah’s Witness.....	34%

# Young People Less Religiously Affiliated

*Percent unaffiliated with a religion, by generation*



**Source:** General Social Surveys.

**Question Wording:** What is your religious preference?

Is it Protestant, Catholic, Jewish, some other religion or no religion?

- Millennial (born 1981 or later)
- Gen X (born 1965-80)
- Boomer (born 1946-64)
- Silent (born 1928-45)
- Greatest (born before 1928)
- Indicates point when generations were at comparable ages

# **“Kiss Your Youth Goodbye!”<sup>1</sup>**

**~ 73% of Orthodox Christian Fellowship (OCF) College Chapters have 10 or fewer members**

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<sup>1</sup> **2015** Orthodox Christian Fellowship in the United States (Stage II): The Study of the Student Leaders in the Local OCF Chapters – Assembly of Canonical Orthodox Bishops of North and Central America





The  
**UKRAINIAN**  **ORTHODOX CHURCH**  
of the United States of America



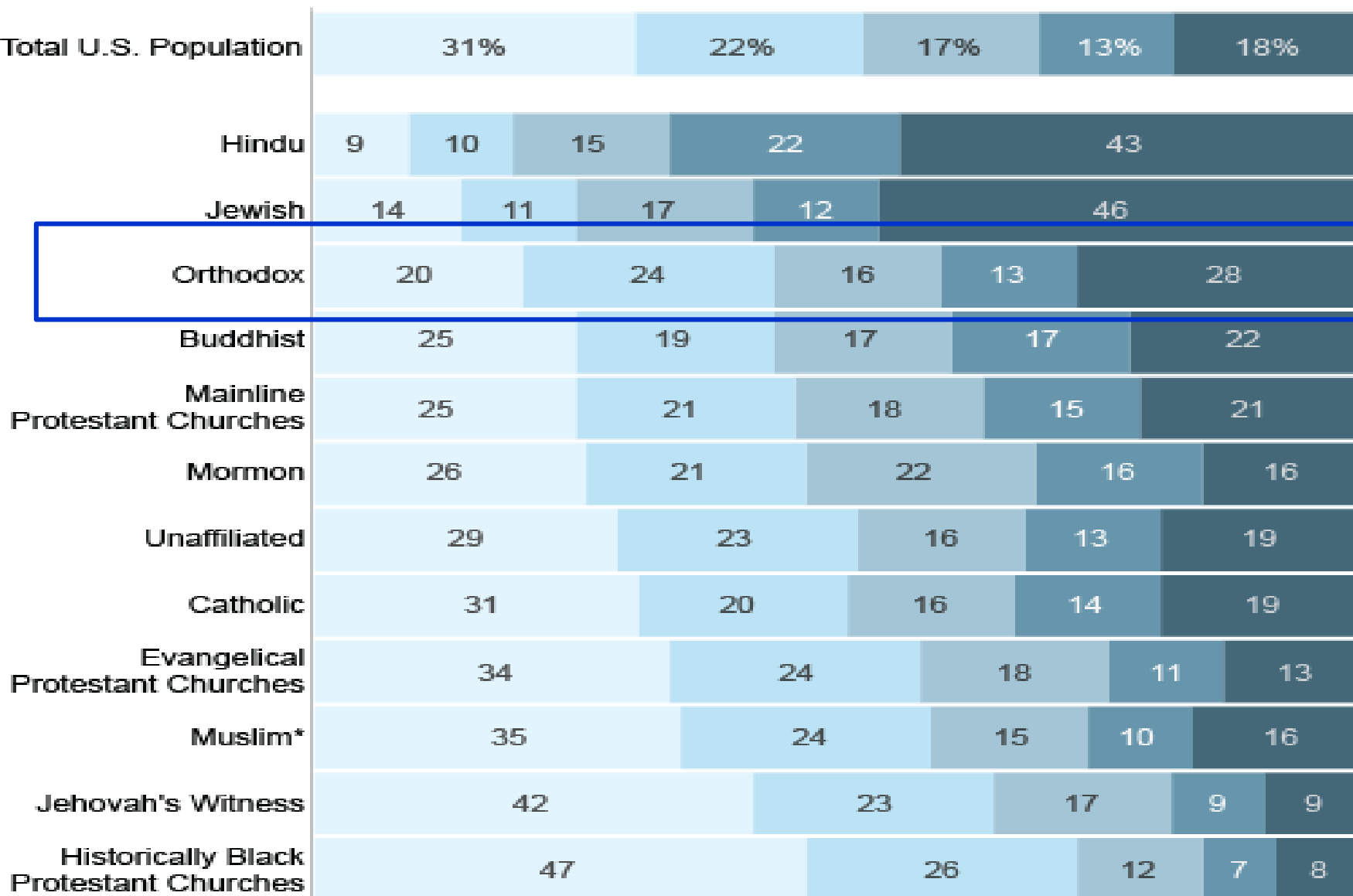
# Selected “Income” Financial Stewardship Challenge Facts



# The Giving Facts

- People are giving a lower percentage of income to churches in the 2000's than they did either during the Great Depression or the 1920's
- 37% of church goers give \$0 to the church

Percentage of each group making...





# **U.S. Christian Charitable Giving Statistics PER PERSON PER YEAR<sup>1</sup>**

	<u>\$</u>
<u>U.S. Christian</u> per person average =	<b>\$880</b>
<u>U.S. Evangelical Protestant</u> per person average =	<b>\$1,165</b>

**What is your Parish's PER PERSON  
average giving (not per family)?**

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<sup>1</sup>All numbers are per person - per year direct financial stewardship contributions



# Selected “Numbers” Challenge Facts



# Major Denominations That Are Declining





# **“Top 25” Denominations Reporting One Year Membership Decreases**

- |   |                    |
|---|--------------------|
| 1. The <b><u>Catholic Church</u></b> (68.2 M members)                     | <b>down 0.44%</b>  |
| 2. <b><u>Southern Baptist Convention</u></b> (16.1 M members)             | <b>down 0.15%</b>  |
| 3. The <b><u>United Methodist Church</u></b> (7.6 M members)              | <b>down 1.22%</b>  |
| 7. <b><u>Evangelical Lutheran Church in America</u></b> (4.2 M members)   | <b>down 5.9%</b>   |
| 10. <b><u>Presbyterian Church</u></b> U.S.A. (2.6 M members)              | <b>down 3.42%</b>  |
| 13. <b><u>The Lutheran Church – Missouri Synod</u></b> (2.2 M members)    | <b>down 1.45 %</b> |
| 14. <b><u>The Episcopal Church</u></b> (1.9 M members)                    | <b>down 2.71 %</b> |
| 19. <b><u>American Baptist Churches</u></b> in the U.S.A. (1.3 M members) | <b>down 0.19%</b>  |
| 21. <b><u>United Church of Christ</u></b> (1 M members)                   | <b>down 2.02%</b>  |

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<sup>1</sup> National Council of Churches' 2012 Yearbook of American & Canadian Churches (NOTE: **ALL BUT ONE OF THESE DENOMINATIONS HAD DECREASES IN MEMBERSHIP IN THE PRIOR YEAR ALSO**)

# How Are We Doing?



# Orthodox Christian Churches in the USA<sup>1</sup>

	<u>Ortho #</u>	<u>Ortho %</u>
1. Greek Orthodox Archdiocese of America	476,900	46%
2. Orthodox Church in America	84,900	8%
3. Antiochian Orthodox Christian Archdiocese	74,600	7%
4. Serbian Orthodox Church in North America	68,800	6%
5. Russian Orthodox Church Outside of Russia	27,700	3%
<b>6. Ukrainian Orthodox Church of the USA</b>	<b>22,400</b>	<b>2%</b>
7. Patriarchal Parishes of the Moscow Patriarchate	12,400	1%
8. Romanian Orthodox Archdiocese	11,200	1%
9. American Carpatho Russian Orthodox Diocese	10,400	1%
10. Vicariate for the Palestinian / Jordanian Orthodox Christian Communities	6,800	.07%
<b>20 ORTHODOX JURISDICTIONS TOTAL =</b>	<b>1,043,300</b>	<b>100%</b>

**US Christians = 227,590,000 All Orthodox = 0.5% UOC = 0.01%**

<sup>1</sup>Atlas of American Orthodox Christian Churches, by Alexei Krindatch



# 10 Largest Christian Church Parishes in USA <sup>1</sup>

<u>Rank</u>	<u>Church</u>	<u>Location</u>	<u>Lead Pastor</u>	<u>Size</u>	<u>Founded</u>
#1	<u>Lakewood Church</u>	Houston, TX	Joel Osteen	<b>43,500</b>	1959
#2	<u>North Point Ministries</u>	Alpharetta, GA	Andy Stanley	<b>39,056</b>	1995
#3	<u>Church of the Highlands</u>	Birmingham, AL	Chris Hodges	<b>38,346</b>	2001
#4	<u>New Spring Church</u>	Anderson, SC	Vacant	<b>33,761</b>	2000
#5	<u>Gateway Church</u>	Southlake, TX	Robert Morris	<b>28,399</b>	2000
#6	<u>Saddleback Church</u>	Lake Forest, CA	Rick Warren	<b>25,612</b>	1980
#7	<u>Willow Creek Community Church</u>	South Barrington, IL	Bill Hybels	<b>25,371</b>	1975
#8	<u>Christ's Church of the Valley</u>	Peoria, AZ	Don Wilson	<b>24,108</b>	1982
#9	<u>Christ Fellowship Church</u>	Palm Beach Gardens, FL	Todd Mullins	<b>23,845</b>	1984
#10	<u>Southeast Christian Church</u>	Louisville, KY	Dave Stone	<b>23,799</b>	1962

<sup>1</sup> As of 2016 - Outreach Magazine



**UOC of USA doesn't formally collect or publish all of our "Numbers" so let's look at the biggest Orthodox jurisdiction that does**

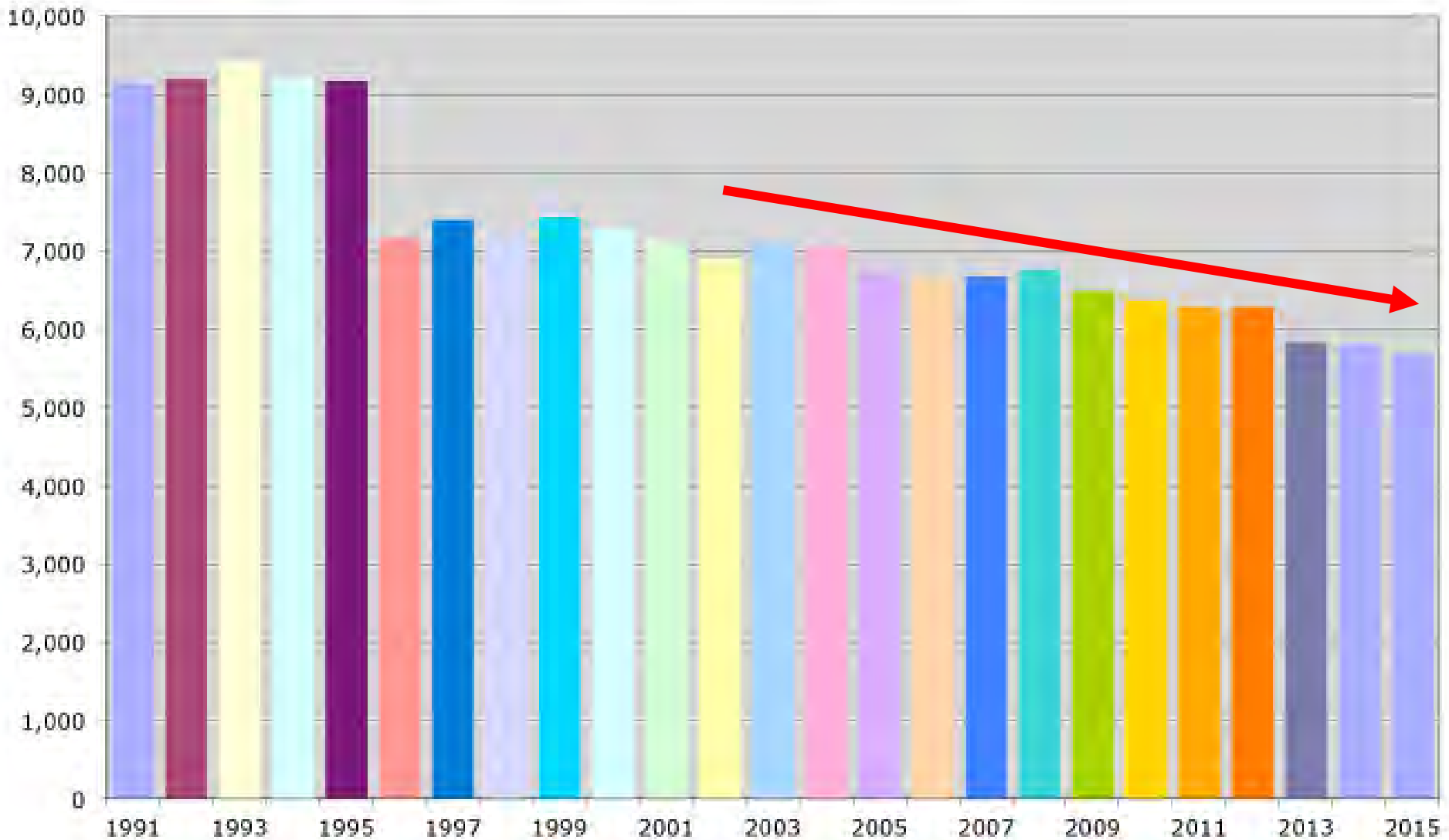


# GOA Baptisms Are Declining



# Baptisms 1991 - 2015

*Greek Orthodox Archdiocese of America*



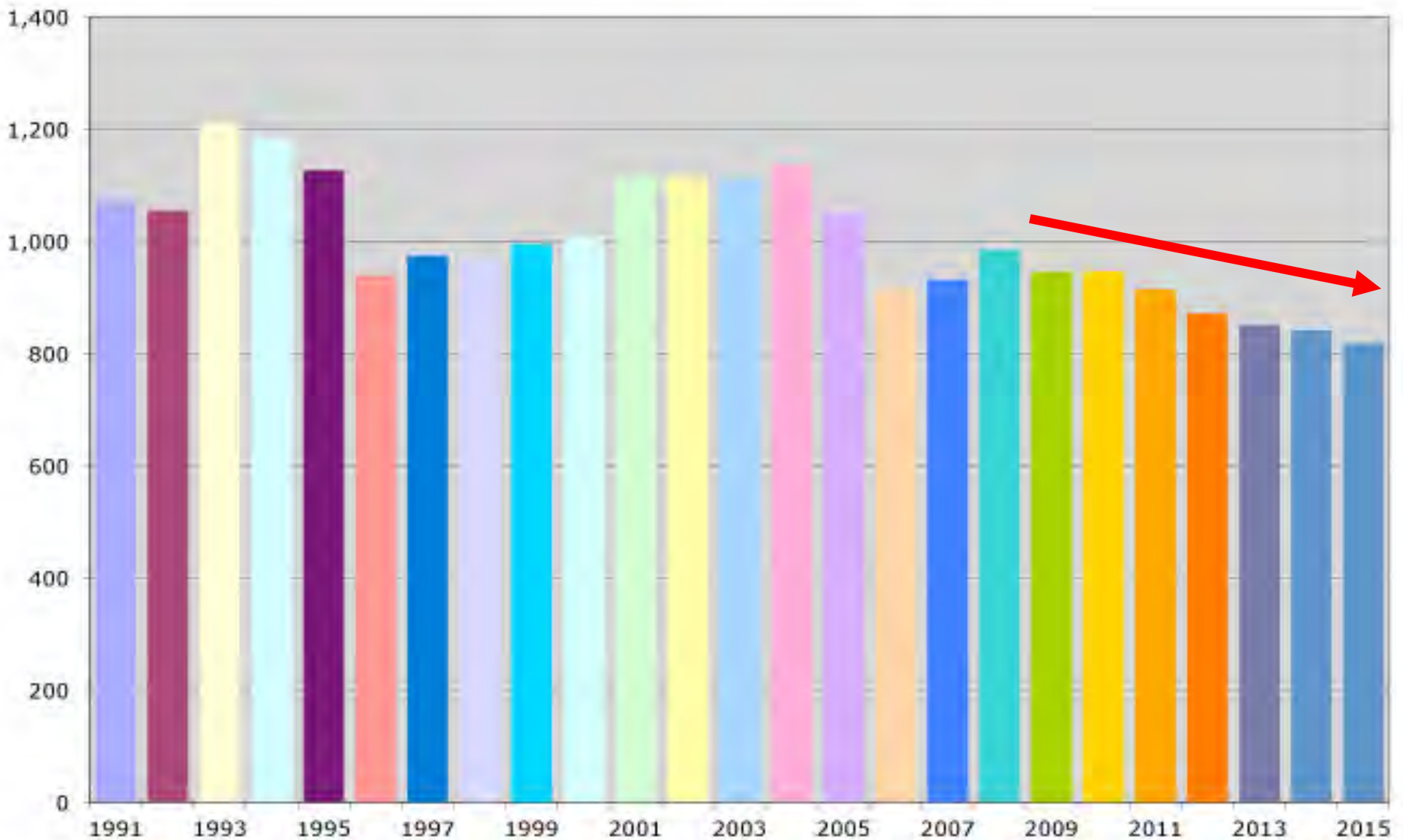
*Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.*



# GOA Chrismations Are Declining

# Chrismations 1991 - 2015

Greek Orthodox Archdiocese of America



Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.

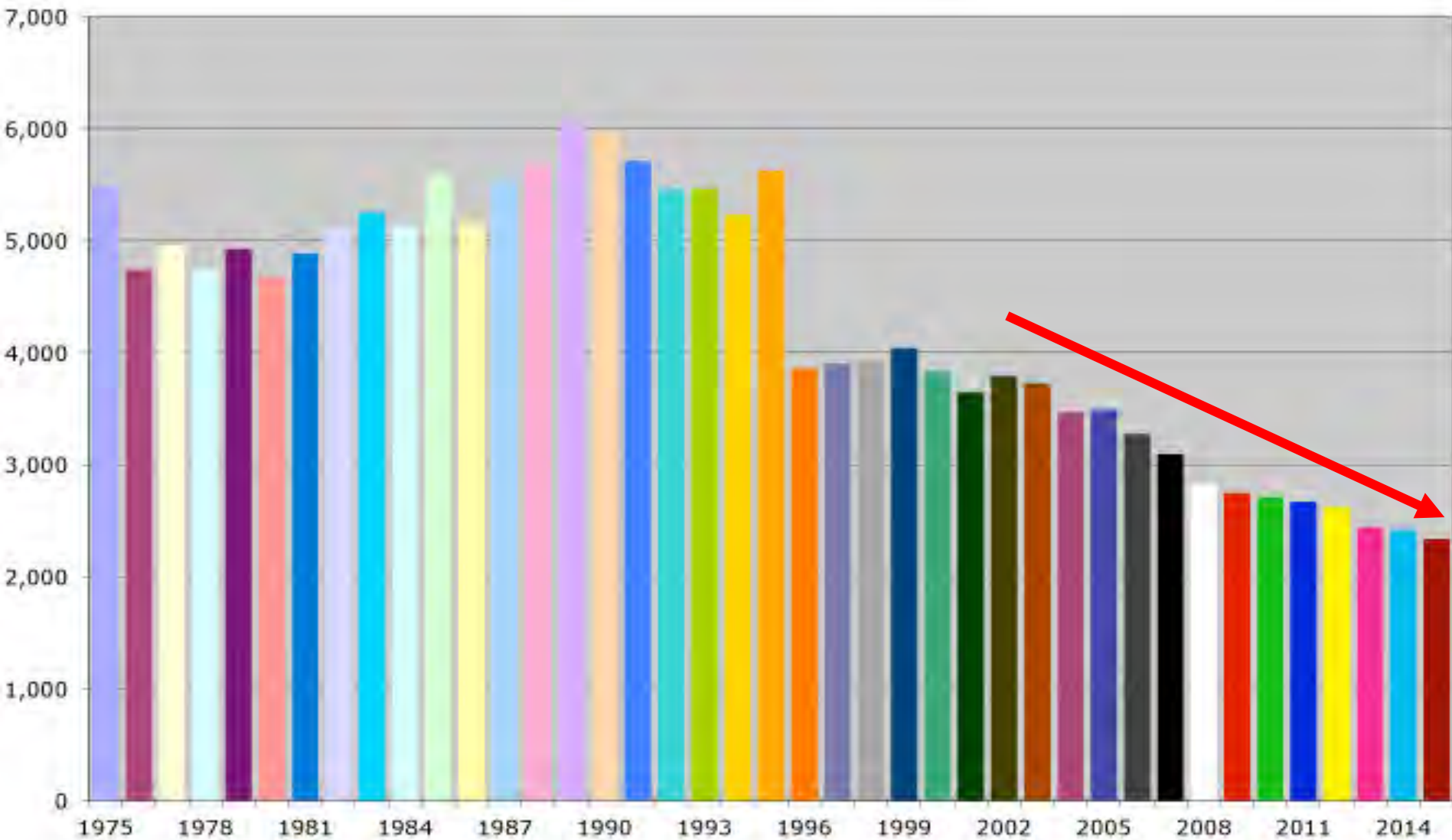




# GOA Weddings Are Declining

# Weddings 1975 - 2015

*Greek Orthodox Archdiocese of America*



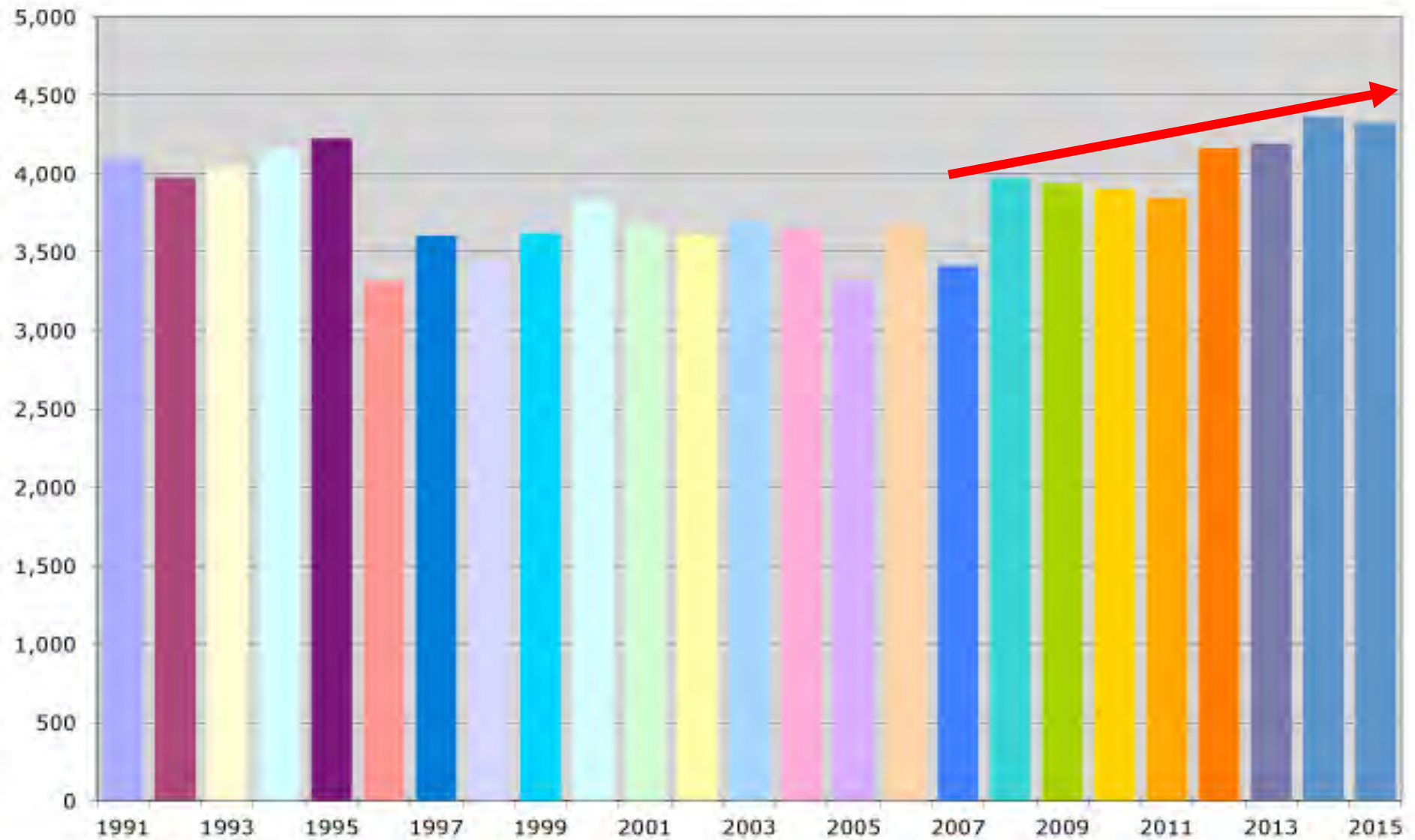
*Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.*



**And Finally, Something that is  
Generally Growing**

# Funerals 1991 - 2015

Greek Orthodox Archdiocese of America



*Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.*



# The Bottom Line

- Church membership (for all age groups) is declining in traditional Christian denominations
- Church sacraments are declining
- Church contributions are declining
- Church member spirituality is declining
- Church relevance is declining
- Church stewardship is declining
- Church attentiveness during services is declining
- Church disengagement by youth is increasing
- Church member deaths are increasing
- Church dependence on Festivals, raffles and fund raisers is increasing

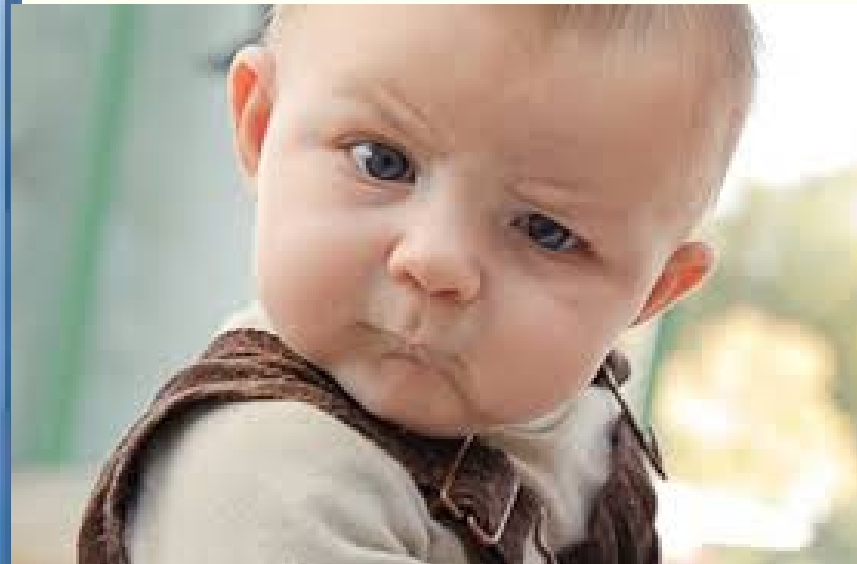
**So how are  
we doing at  
creating:**

**“a good  
account  
before the  
awesome  
judgment  
seat of  
Christ”?**





**Don't  
confuse  
me with  
the facts!!**



**What's The Typical  
Church Plan to deal  
with these challenging  
trends?**

**The F.U.D.D. Response**





Fear



Uncertainty



Doubt &  
Denial

# This Is How We Want To Solve Our Church's Challenges



# This Is What Christ Said Is The Answer

**“The Lord said... He who does not take his cross and follow me is not worthy of me...”**



**Matthew 10:38**



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of the United States of America



**So What Is Our  
Answer ?**





# **Courageous** (adjective):

**cou-ra-geous** kə'rājəs/

**1. not deterred by danger or pain; brave.**

**Synonyms: plucky, fearless, valiant, valorous, intrepid, heroic, lionhearted, bold, daring, unafraid, audacious, undaunted, unflinching, unshrinking, indomitable, gallant, gutsy, spunky...**

**“these courageous individuals refuse to be silenced”**



## **UOCUSA 6 Part Work Plan**

- Step 1** – Opening Retreat develops Statement of Why, SWOT Analysis, Core Values, Mission, Vision, Strategic Areas of Focus
- Step 2** – Task Force Monthly/Bi-Weekly Conference Calls to develop Strategic SMART Goals with several Public Feedback Loop Events
- Step 3** – Second Retreat (March 6/7/8, 2016) to finalize Strategic SMART Goals and comprehensive Action Plans to achieve Goals
- Step 4** – Finalize and Write Strategic Plan
- Step 5** – Public Presentation/Communication of Strategic Plan at the Sobor – October 2016
- Step 6** – Implementation of the Strategic Plan





# Our UOC of USA “70 Strategic Planning Disciples”

A broad,  
demographically  
diverse,  
representative  
cross-section of  
UOC of USA  
constituencies  
from throughout  
the country



*The 70 Disciples*

*Luke 10:1*

# The “70 Disciples” Strategic Planning Team

Metropolitan Antony  
Bishop Daniel  
Dn. Michael Abrahamson  
Florin Armenciu  
Wanda Bahmet  
George Cepynsky  
Ivan Chopko  
Olya Coffey  
Helen Crayosky  
Fr. Gregory Czumak  
Robert Danczak  
Carrie Frederick Frost  
Helen Greenleaf  
Lynne Gulak  
Fr. John Haluszczak  
Linda Hnатов  
Pani Matka Christine Holet  
Fr. Robert Holet  
Mark Host  
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Fr. Yurily Kasyanov  
John Korello  
Fr. Boris Kroner  
Luba Lewytzkyj  
Olga Liskiwsy-Liss  
Svitlana Lyamar  
Fr. Theophan Mackey  
Alex Mackiewicz  
Protodn Ihor Mahlay  
Charissa Sheptak Martin  
Fr. Steve Masliuk  
Janice Meschisen;  
Mark Meschisen  
John Micevych  
Paul Micevych  
Martha Misko  
Noreen Newsick  
Jeremy Oryhon  
Joshua Oryhon;  
Fr. Vasyl Pasakas  
Fr. Anthony Perkins

Lisa Ryan  
Charles Sanderson  
Eric Senedak  
Michael Siwko  
David Skocypec  
Andrew Smyk  
Fr. Volodymyr Steliac  
Dn. James Stickel  
Elizabeth Symonenko  
Fr. Ivan Synevskyy;  
Fr. Timothy Tomson  
Tanya Tschaikowsky  
Fr. Anthony Ugolnik  
Pani Matka Elaine Ugolnik  
Ginny Ulbricht  
Linda Winters  
Gayle Woloschak  
Janet Woyewoda  
Valentina Yarr  
Ed Zabowski  
Fr. Bazyl Zawierucha  
Edward Zetick  
Facilitator: Bill Marianes  
Graphics: Chris Harrison





# Strategic Planning



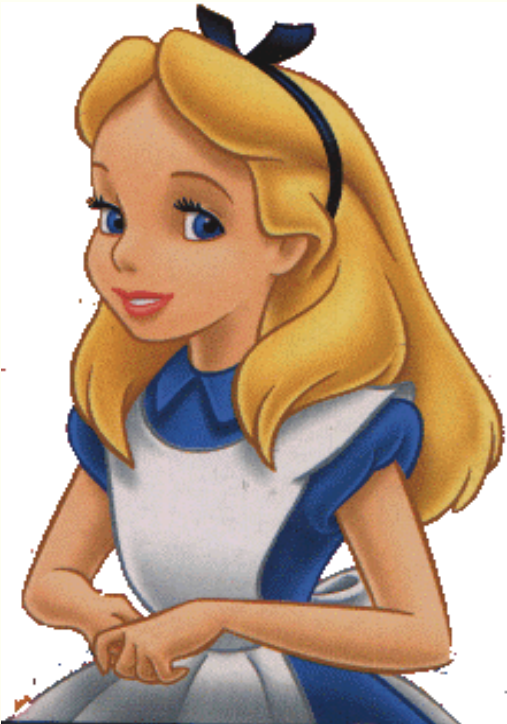
**(See Part I of your Strategic Plan Book - pages 10-23)**



# Strategic planning is described in: Alice in Wonderland







*ALICE stands at  
the fork in the  
road and asks the  
CHESHIRE CAT.*



Alice: Which road should I take?



Cheshire Cat:

Where do you want  
to go little girl?



Alice: I don't know.

Cheshire Cat: Then it makes no difference...





# What is Strategic Planning

- **A process for defining our strategy to organize and allocate our resources to achieve our vision**
- **It's a way to manage the “busyness” of the Church without turning the Church into a business**



# What is Strategic Planning

**A Strategic Plan must answer 4 fundamental questions:**

- 1. Why do we exist?**
- 2. Where are we now?**
- 3. Where do we want to be?**
- 4. How will we get there?**



# **QUESTION 1**

## **Why Do We Exist?**

**Why does our church exist and why should anyone want to be a part of our Church and its ministries?**





# **QUESTION 2**

## **Where are we now?**

### **(current state)**

- **A "brutal facts" assessment of current internal strengths and weaknesses, and external opportunities and threats**
- **Evaluation of the interest in the Church and its ministries from the differing perspectives of various stakeholders**



# **QUESTION 3**

## **Where Do We Want To Be?**

### **(desired future state)**

**Following our sense of God's calling, what comprehensive vision will we achieve in a reasonable time.**



# **QUESTION 4**

## **How Will We Get There**

### **(action plan)**

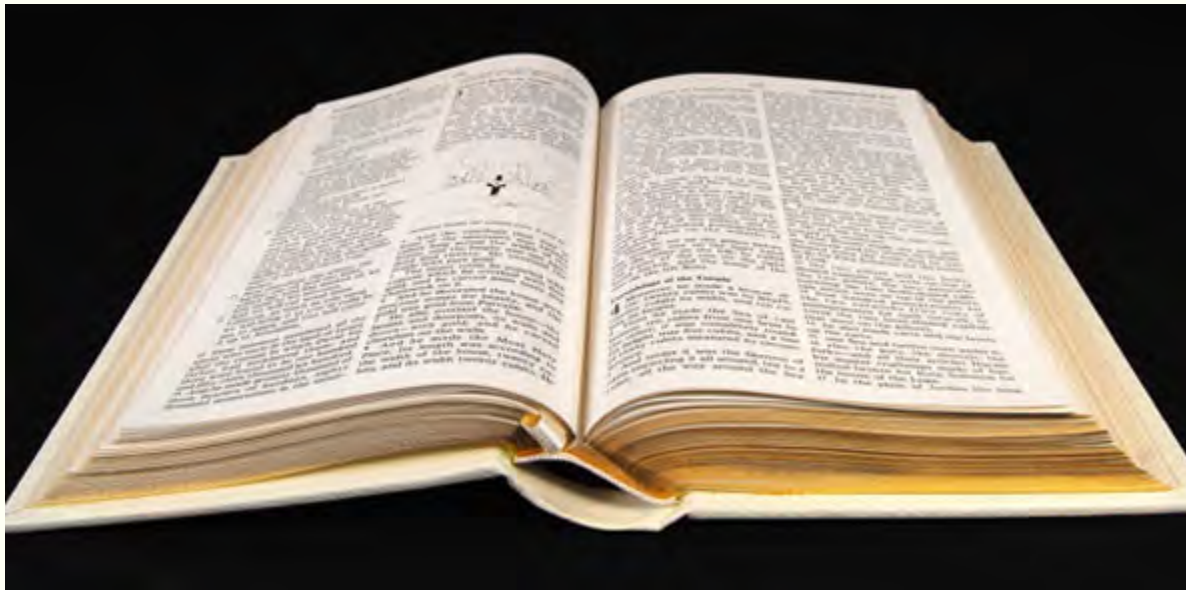
- **The "rubber hits the road" where we outline very specific Strategic Goals and detailed actions and timelines**
- **For each action step to achieve the goal, you must identify:**
  - 1) **The specific detailed action**
  - 2) **Who must do it**
  - 3) **The deadline for its completion**
  - 4) **How you will know when it is completed**



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# Strategic Planning is Biblical







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***“Where there is no  
vision, the people  
will perish”***

**Proverbs 29:18**



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***“For I know the plans that I have for you, declares the LORD, plans for well-being, and not for calamity, in order to give you a future and a hope.”***

Jeremiah 29:11-12



## A Strategic Plan answers four questions:

1. Why do we exist?

2. Where are we now?

3. Where do we want to be?

4. How will we get there?



## **Statement of WHY?**

**Can we articulate a  
compelling and  
inspirational reason why  
our Church exists and  
why anyone should join  
us?**

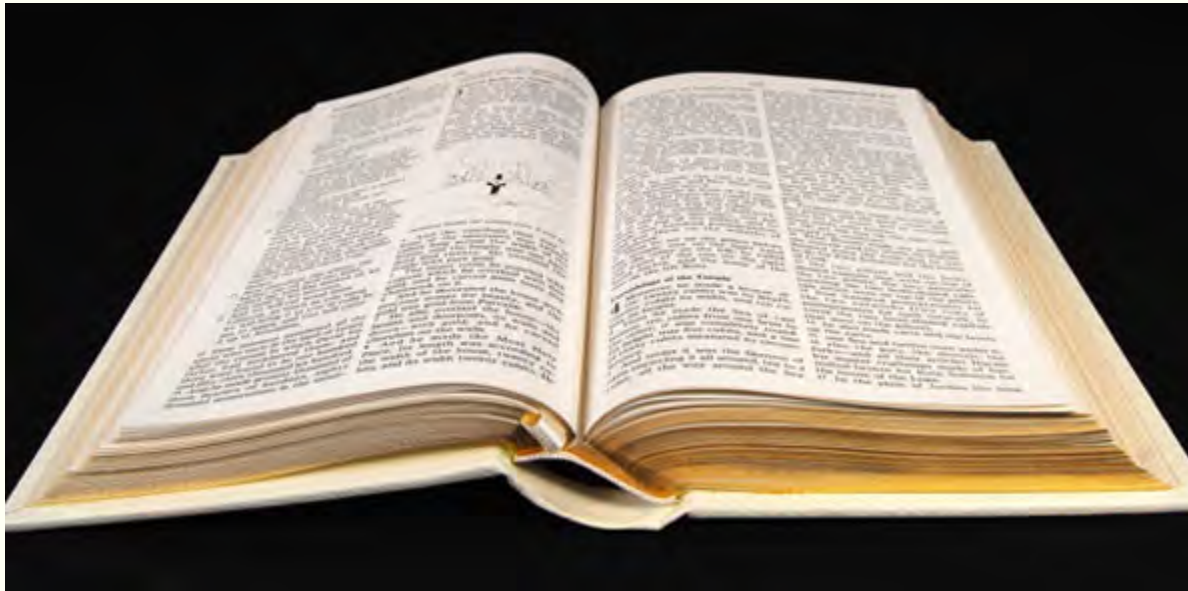
**(See Part I of your Strategic Plan Book – page 6)**





# WHY?

## A Statement of Why is Biblical





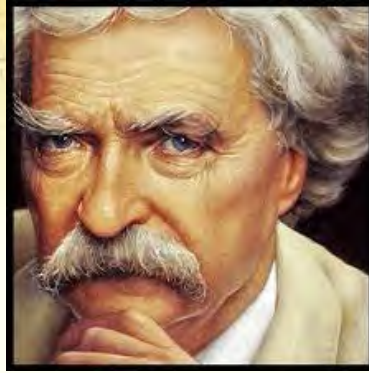
***“Men, WHY are you  
doing these things?”***

**Acts 14:14**



***“Therefore I speak to them  
in parables, because seeing  
they do not see, and  
hearing they do not hear,  
nor do they understand.”***

**Matthew 13:13**



**The 2 most important days of  
your life are:**

- 1. The day you were born**
- 2. The day you figure out  
why**





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# **Ukrainian Orthodox Church of the USA**

## **Statement of WHY**



## **UOC of USA Statement of WHY**

**We embrace those  
who hunger for love,  
comfort, fulfillment  
and hope.**



## A Strategic Plan answers four questions:

1. Why do we exist?

2. Where are we now?

3. Where do we want to be?

4. How will we get there?



## **2. Where we are now is:**

**a "brutal facts" assessment of  
our current strengths,  
weaknesses, opportunities and  
threats**

**(See Part I of your Strategic Plan Book – page 9-11)**





# **Internal factors**

## **Strengths and Weaknesses**

(a) **Strengths** include things we do well and characteristics that give us advantages.

(b) **Weaknesses** include problems we must overcome and characteristics that place at a disadvantage.



# External factors

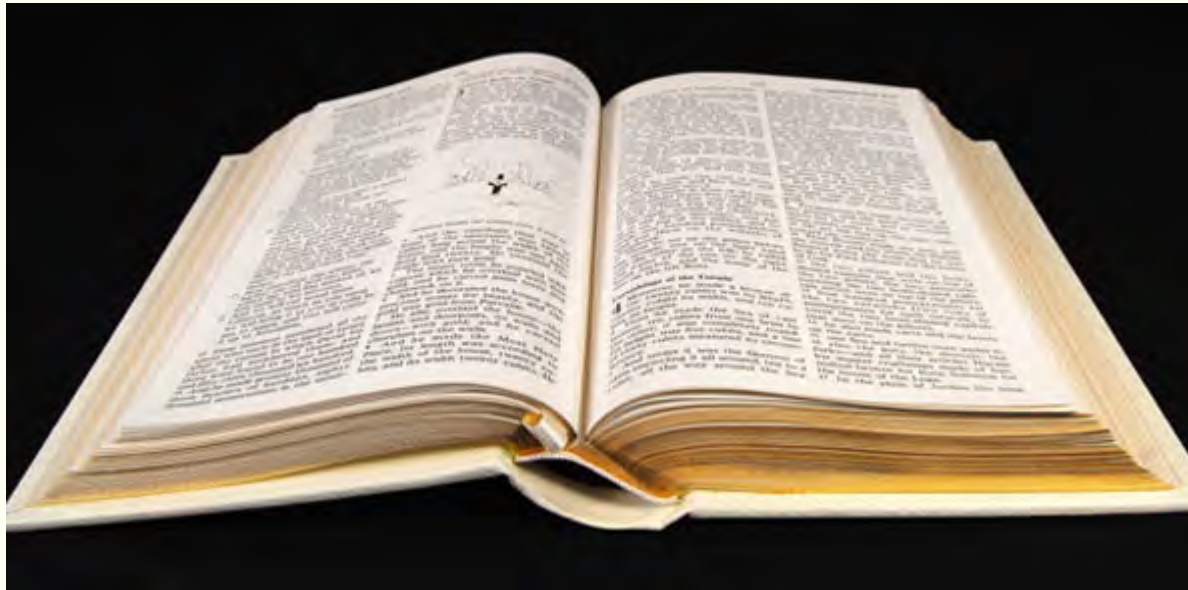
## Opportunities and Threats

- (a) Opportunities include external chances to improve our performance in our environment.
  
- (b) Threats include external elements in our environment that could cause trouble for us.



# SWOT

A SWOT Analysis  
is Biblical





***“Examine yourselves as to whether you are in the faith. Test yourselves!”***

**2 Corinthians 13:5**





# **Ukrainian Orthodox Church of the USA**

## **SWOT Analysis**

# Strengths

1. **Certain Youth Ministries** (camping, Church sponsored missionary trips)

2. **Excellent servant-leader Hierarchs**

3. **Certain Charitable Ministries** (Ukrainian orphanage, Ukrainian soup kitchens, Great Lent Giveaway, sisterhoods, scholarship)

4. **Church assets and properties** (existing and missions)

5. **Seminary** and clergy programs

6. **Communications and Technology**

7. **Orthodoxy** - true theology, liturgical, beautiful esthetics and traditions

8. **Flexibility and responsiveness** to the linguistic and cultural needs of the communities and parishioners

9. **Ukrainian heritage**

10. **Internal identity** (shared experience and shared struggle) and external perception of progressive social values

11. **National unified administrative structure** facilitates communication

# Weaknesses

1. **Language** can be exclusionary (exclusive use of one language)
2. Heavy emphasis on **ethnicity** can be exclusionary to those who do not identify with that ethnicity
3. **Insufficient numbers of U.S. clergy**
4. Insufficient **pastoral education and care** for clergy
5. Insufficient **trust** between clergy and laity
6. Decline in **parish size** and membership
7. Parish **geographic challenges**
8. Lack of **engagement by laity and clergy** (apathy)
9. Ineffective **retention of youth**

10. **Parishioners uneducated in faith**
11. **Lack of understanding of stewardship**
12. **Low financial support** for priests and families
13. **Lack of welcoming attitudes**
14. **Lack of community outreach and engagement**
15. **Insufficient communications** between national church and parishes
16. **Absences of empirical metrics and processes**
17. **Lack of administrative support** and capabilities at the National, Deanery and Parish level

# Opportunities

1. People are needy and vulnerable
2. People have a need to belong
3. People long for truth
4. Social media
5. Technologies
6. Other Orthodox Christians can be united (strength in numbers and resources)

7. Connect the dots between faith and science and logic
8. Answering the falseness that exists in the world
9. Serving the growing needs of the youth and empowering them
10. Immigrants

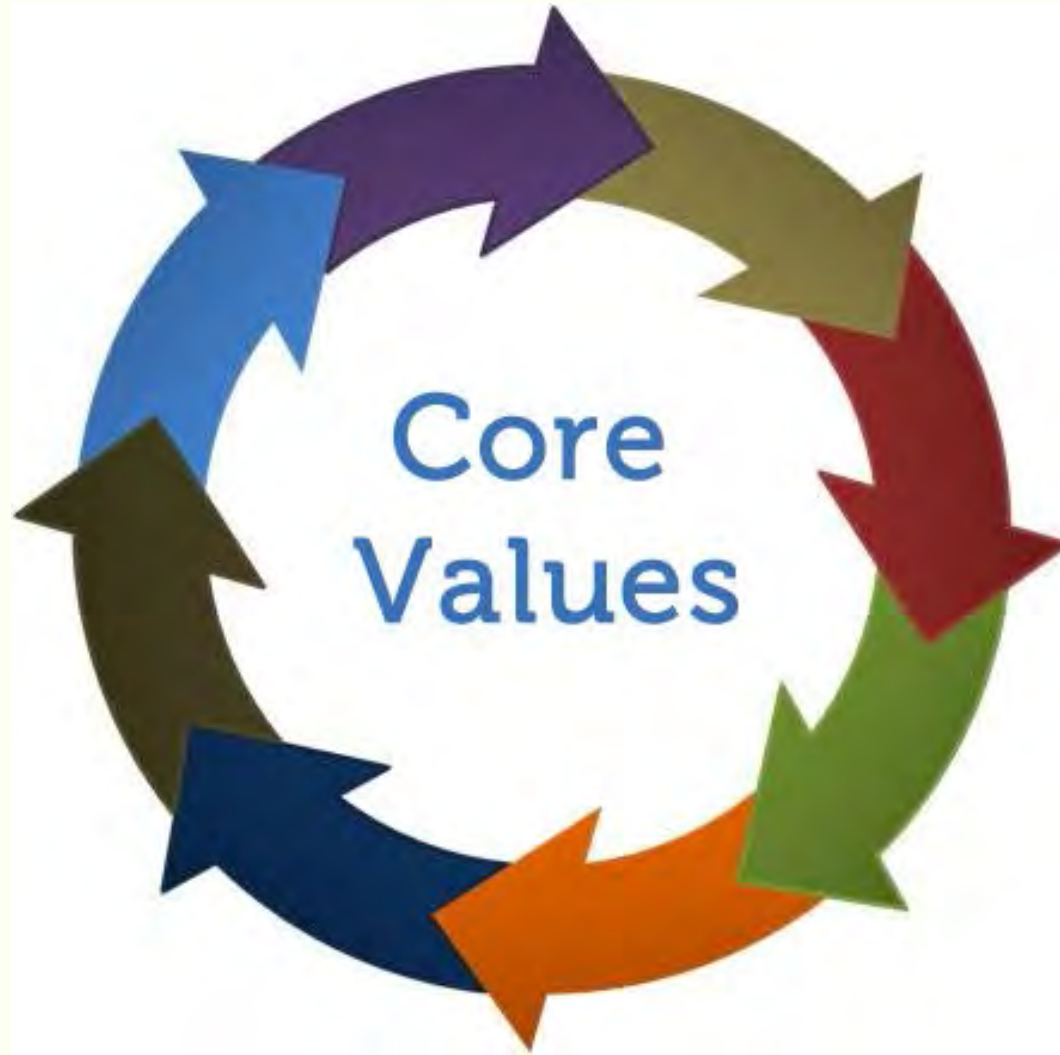


# Threats

1. Lack of understanding of the Orthodox faith
2. Lack of structure in society (breakdown of family, addiction, domestic violence, etc.)
3. Tension between intellectual integrity and faith
4. Other faiths are perceived to offer more meaningful solutions to contemporary problems
5. External perception of alignment to one ethnic culture could be a barrier to entry and welcoming
6. Legal Threats from outside the church
7. External economic pressures impacting church stewardship



# CORE VALUES





## **Core Values:**

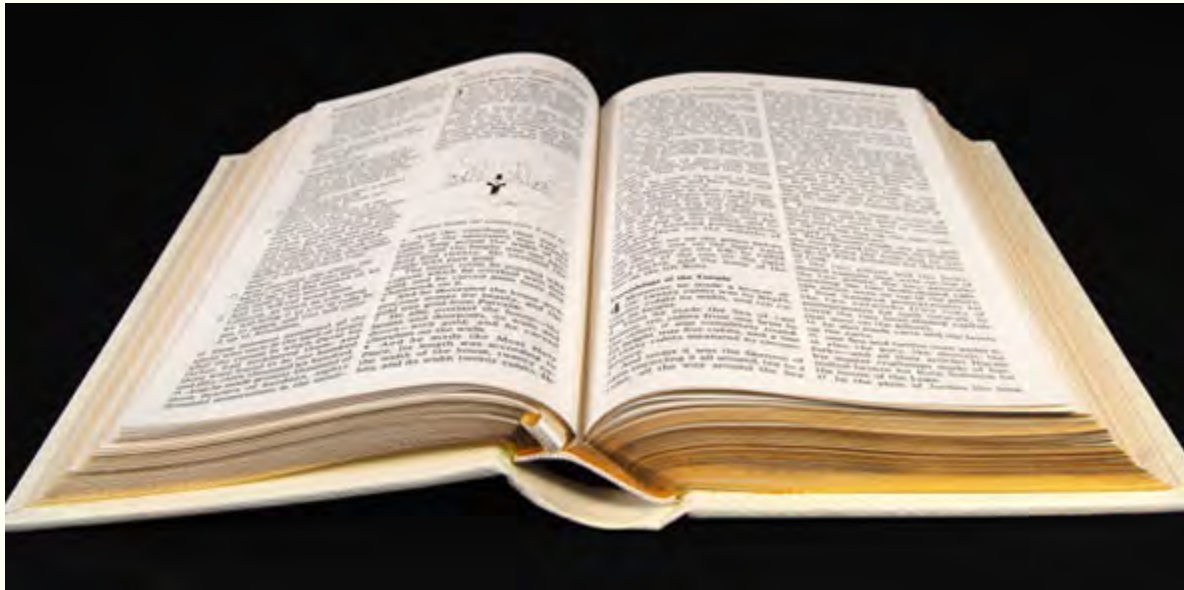
- 1. are beliefs shared among the stakeholders**
- 2. drive an organization's culture and priorities**
- 3. provide a framework for decision-making**

(See Part I of your Strategic Plan Book – page 12)



# CORE VALUES

Core Values Are Biblical







# GOD'S CORE VALUES

**I**  
**THOU SHALT HAVE**  
**NO OTHER GODS**  
**BEFORE ME**

**II**  
**THOU SHALT NOT**  
**MAKE UNTO THEE**  
**ANY GRAVEN IMAGE**

**III**  
**THOU SHALT NOT**  
**TAKE THE NAME OF**  
**THE LORD THY GOD**  
**IN VAIN**

**IV**  
**REMEMBER THE**  
**SABBATH DAY TO**  
**KEEP IT HOLY**

**V**  
**HONOR THY FATHER**  
**AND THY MOTHER**

**VI**  
**THOU SHALT**  
**NOT KILL**

**VII**  
**THOU SHALT NOT**  
**COMMIT ADULTERY**

**VIII**  
**THOU SHALT**  
**NOT STEAL**

**IX**  
**THOU SHALT NOT**  
**BEAR FALSE**  
**WITNESS AGAINST**  
**THY NEIGHBOR**

**X**  
**THOU SHALT**  
**NOT COVET**



# CHRIST'S CORE VALUES

## THE BEATITUDES

Blessed are the poor in spirit,  
for theirs is the kingdom of heaven.

Blessed are those who mourn,  
for they shall be comforted.

Blessed are the meek,  
for they shall inherit the earth.

Blessed are those who hunger and thirst  
for righteousness, for they shall be satisfied.

Blessed are the merciful  
for they shall obtain mercy.

Blessed are the pure of heart,  
for they shall see God.

Blessed are the peacemakers,  
for they shall be called children of God.

Blessed are those who are persecuted  
for righteousness sake,  
for theirs is the kingdom of heaven.



# **Ukrainian Orthodox Church of the USA**

## **CORE VALUES**



## Core Values

Christ-centered

Charity and Stewardship

Compassionate

Fidelity to Holy Tradition

Ministry of Service

Active Prayer Life

Community

Inclusion and Respect

Education

Humility

Sacramental Life

Sharing the Gospel and  
Evangelizing





## A Strategic Plan answers four questions:

1. Why do we exist?

2. Where are we now?

3. Where do we want to be?

4. How will we get there?

(See Part I of your Strategic Plan Book – pages 8-9 and 12)



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# Mission:

- A clear description of the fundamental purpose for which an organization.
- Mission answers the question:  
**What do we do?"**

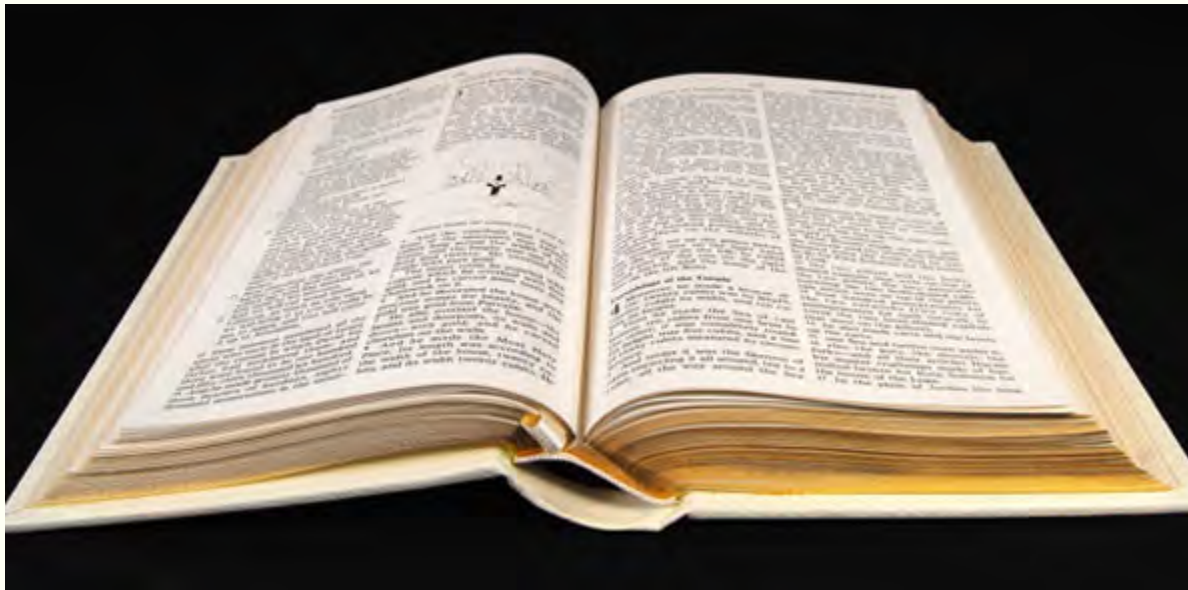


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# MISSION

**A Mission Statement  
is Biblical**







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# The Great Commission

(Mission – Part 1)

***“Go therefore and make  
disciples of all the  
nations”***

Matthew 28:18-20



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# **Ukrainian Orthodox Church of the USA**

## **MISSION Statement**



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## **Mission Statement**

**The Mission of the Ukrainian Orthodox Church of the USA is to offer healing, comfort, wholeness, spiritual fulfillment and joy as we work together to reveal the beauty of God's creation by proclaiming and living the Gospel of Jesus Christ.**



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# *Vision Statement*





# Desired Future State

## 3. Where do we want to be?

**Following our sense of God's calling, what vision do we hope to accomplish in a reasonable time in the future**





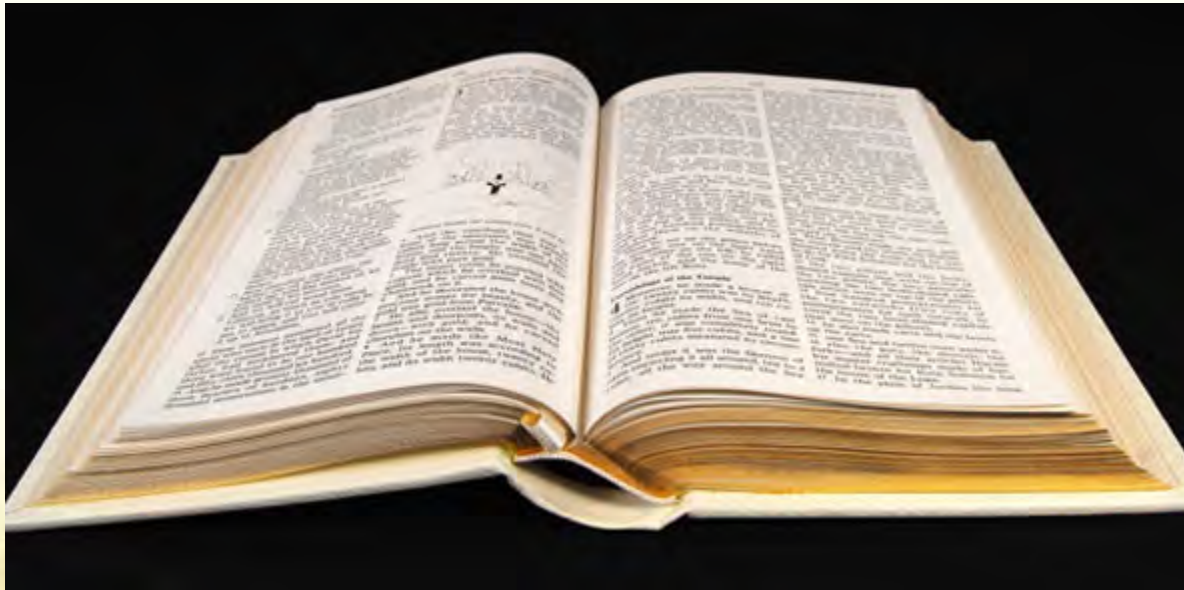
# Vision

- **Defines what the organization hopes to do in the future.**
- **Vision is a long-term view.**
- **Vision focuses on:**
  - **“What do we want to accomplish?”**
  - **“Where are we going?”**



# VISION

**A Vision Statement  
is Biblical**





# The Great Commission

(Vision – Part 2)

*“Go therefore and make disciples of all the nations  
...baptizing them in the name  
of the Father and the Son  
and the Holy Spirit, teaching  
them to observe all that I  
commanded you.”*

Matthew 28:18-20





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***“But you shall receive power when the Holy Spirit has come upon you; and you shall be witnesses to Me in Jerusalem, and in all of Judea and Samaria, and to the ends of the earth.”***

Acts 1:8





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# **Ukrainian Orthodox Church of the USA**

## **VISION Statement**



## Vision Statement

**The Vision of the Ukrainian Orthodox Church of the U.S.A. is to transform lives through Christ-centered, compassionate and welcoming communities that embody Sacred Scripture and Holy Tradition while serving and ministering to people as they navigate contemporary life.**



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The Vision of the Ukrainian Orthodox Church of the U.S.A. is to **transform lives** through

**Christ-centered,  
compassionate and welcoming  
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navigate contemporary life.**



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## A Strategic Plan answers four questions:

1. Why do we exist?

2. Where are we now?

3. Where do we want to be?

4. How will we get there?

(See pages 13-19 of Part I, and all of Part II of your Strategic Plan Book)



# STRATEGIC GOALS







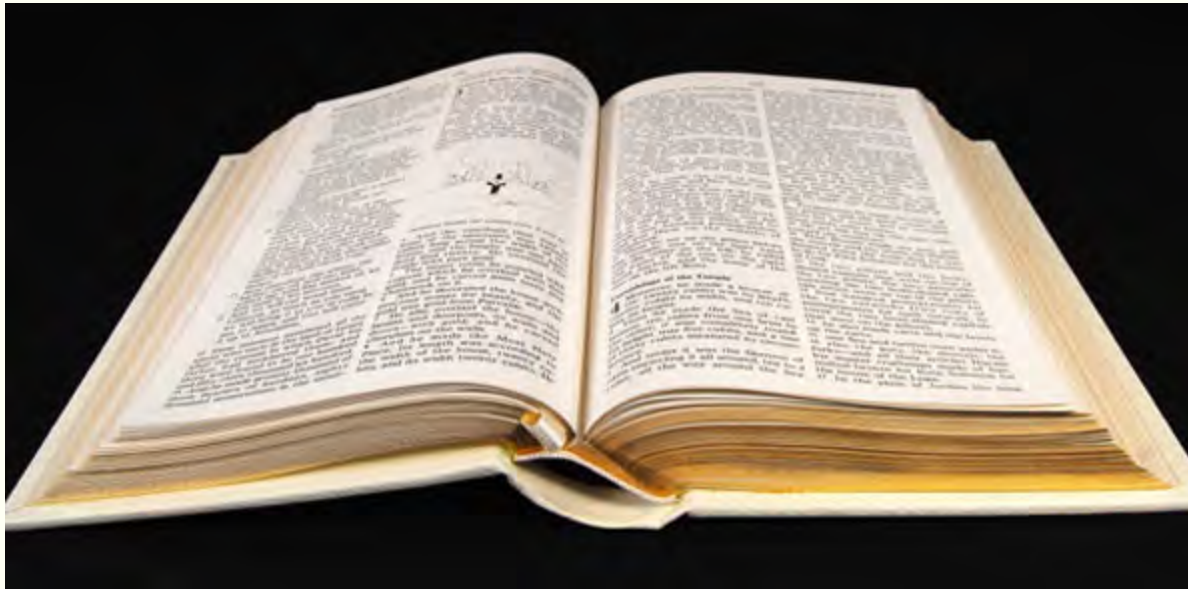
# Strategic Goals

- Strategic Goals are a **roadmap** of how to implement the vision and achieve the organization's goals.
- They keeps the organization going in the right direction.



# STRATEGIC GOALS

Strategic Goals  
are Biblical





***“These twelve Jesus sent out, charging them...***

***(1) go rather to the lost sheep  
of the house of Israel***

***(2) preach as you go...***

***(3) heal the sick,***

***(4) raise the dead,***

***(5) cleanse lepers,***

***(6) cast out demons.***

***You received without paying,  
give without pay. ”***

Matthew 10:1, 5-8



*“These twelve Jesus sent out, charging them...*

*(1) go rather to the lost sheep of  
the house of Israel*

*(2) preach as you go...*

*(3) heal the sick,*

*(4) raise the dead,*

*(5) cleanse lepers,*

*(6) cast out demons.*

**You received without paying,  
give without pay.** "





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***“Let your light so shine  
before men, that they  
may see your good  
works and glorify your  
Father in heaven.”***

**Matthew 5:16**



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***“A new commandment I give to you, that you love one another as I have loved you...***

***By this all will know that you are my disciples, if you love one another.”***

**John 13:34-35**



## Strategic Goals

Strategic Goals are only as effective as the process of achieving them.

The “**SMART**” goal process helps ensure our Strategic Goals are achieved.



## SMART Strategic Goals

**Specific**: Is the goal specific and clear enough so that everyone understands it?

**Measurable**: Is there a way to measure the success of the goal?

**Attainable**: Is the goal truly attainable by us within a reasonable time?

**Realistic**: Is the goal realistically written?

**Timeline**: Is there a timeline associated to the goal to ensure completion and accountability?





## 9 Strategic Areas of Focus

1. Administration
2. Clergy
3. Communications
4. Education
5. Family and Youth
6. Healthy Parishes
7. Outreach and Evangelism
8. Stewardship
9. Technology



## 25 Strategic Goals

### 1. Administration

- 1.1 Empirical Metrics
- 1.2 Skills Matching
- 1.3 UOC of USA Operational and Personnel Needs

### 2. Clergy

- 2.1 Clergy Development Program
- 2.2 Clergy Compensation and Wellness
- 2.3 U.S. Clergy Recruitment



## 25 Strategic Goals

### 3. Communications

- 3.1 Welcoming Ministry
- 3.2 Comprehensive UOC of USA  
Communications Platform
- 3.3 Cohesive UOC of USA Brand

### 4. Education

- 4.1 Orthodox Education Lifelong Learning  
Program
- 4.2 Orthodox Leadership Development  
Program



## 25 Strategic Goals

### 5. Family and Youth

5.1 Family Lifecycle Program

5.2 College Student Outreach Program

5.3 Adolescent Outreach Program

### 6. Healthy Parishes

6.1 Healthy Parishes Program

6.2 Caring Ministry Program





## 25 Strategic Goals

### 7. Outreach and Evangelism

- 7.1 Outreach and Evangelism Ministry
- 7.2 New Successful Mission Parishes
- 7.3 Philanthropic Outreach

### 8. Stewardship

- 8.1 Comprehensive Stewardship Program
- 8.2 Long Term and Planned Giving



## 25 Strategic Goals

### 9. Technology

- 9.1 Parish and Ministry Web Resources
- 9.2 Church Services App
- 9.3 Parish Cloud Administration
- 9.4 National Collaboration Portal



# **Strategic Plan Book Tour**

**The Strategic Plan has 4 sections**

- **Executive Summary (pages 2-3)**
- **Part 1: describes our process, Mission, SWOT, Core Values, Vision and Strategic Goals (pages 6-19)**
- **Part 2: sets out our very specific action plans to achieve all 25 SMART Strategic Goals (pages 22-53)**
- **Part 3: provides some of the background data we considered (pages 56-64)**



# 3 Key Things To Know About Our Strategic Plan

- 1. It's all about the Parishes**
- 2. We have a step-by-step implementation strategy and separate teams**
- 3. We want / need your help**





# 3 Key Things To Know About Our Strategic Plan

## 1. IT'S ALL ABOUT THE PARISHES

- 23 of the 25 Goals are specifically focused on strengthening the Parishes or Parish ministries!
- The National church is more efficient vehicle to marshal the best resources to help its Parishes



# 3 Key Things To Know About Our Strategic Plan

- 2. We had a Strategic Planning Team and now are recruiting separate Implementation Task Forces**



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# Two Teams – One Dream

# The “70 Disciples” Strategic Planning Team

Metropolitan Antony  
Bishop Daniel  
Dn. Michael Abrahamson  
Florin Armenciu  
Wanda Bahmet  
George Cepynsky  
Ivan Chopko  
Olya Coffey  
Helen Crayosky  
Fr. Gregory Czumak  
Robert Danczak  
Carrie Frederick Frost  
Helen Greenleaf  
Lynne Gulak  
Fr. John Haluszczak  
Linda Hnatow  
Pani Matka Christine Holet  
Fr. Robert Holet  
Mark Host  
Natalia Honcharenko  
Betsy Hutnick  
Pani Matka Liz Hutnick  
Fr. Stephen Hutnick

Michael Kapeluck  
Natalie Kapeluck-Nixon  
Fr. Yurily Kasyanov  
John Korello  
Fr. Boris Kroner  
Luba Lewytzkyj  
Olga Liskiwsy-Liss  
Svitlana Lyamar  
Fr. Theophan Mackey  
Alex Mackiewicz  
Protodn Ihor Mahlay  
Charissa Sheptak Martin  
Fr. Steve Masliuk  
Janice Meschisen;  
Mark Meschisen  
John Micevych  
Paul Micevych  
Martha Misko  
Noreen Newsick  
Jeremy Oryhon  
Joshua Oryhon;  
Fr. Vasyl Pasakas  
Fr. Anthony Perkins

Lisa Ryan  
Charles Sanderson  
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Janet Woyewoda  
Valentina Yarr  
Ed Zabowski  
Fr. Bazyl Zawierucha  
Edward Zetick  
Facilitator: Bill Marianes  
Graphics: Chris Harrison



# The Implementation Team Leadership

<b>Task Force</b>	<b>Task Force Coordinator</b>	<b>Head Coach</b>
<b>1. Administration</b>	<b>Daria Pishko-Komichak</b>	Gayle Woloschak
<b>2. Clergy</b>	<b>Fr. Anthony Perkins</b>	Gayle Woloschak
<b>3. Communications</b>	<b>Elizabeth Symonenko</b>	Lisa Ryan
<b>4. Education</b>	<b>Mark Host</b>	Gayle Woloschak
<b>5. Family &amp; Youth</b>	<b>George Cepynsky</b>	Gayle Woloschak
<b>6. Healthy Parishes</b>	<b>Dn. Ihor Mahlay</b>	Gayle Woloschak
<b>7. Outreach &amp; Evangelism</b>	<b>Jeremy Oryhon</b>	Lisa Ryan
<b>8. Stewardship</b>	<b>Tanya Tschaikowsky</b>	Lisa Ryan
<b>9. Technology</b>	<b>Eric Senedak</b>	Lisa Ryan



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***“So we, being many,  
are one body in Christ,  
and every one members  
one of another.”***

Romans 12:5

**One One  
Team Dream**



# 3 Key Things To Know About Our Strategic Plan

**3. We want / need your help**



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**“Then he said to his disciples, ‘The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers...’ ”**

Matthew 9:37-38



# Our 2 Premises

**1. None of us is as smart as all of us are.**



**2. None of us can do as much as all of us can do together.**





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**WE WANT YOU**



**WE WANT YOU**



- We want YOU to fill out the  
Implementation Volunteer Form
- Tell us on which Goals you want to  
work



**“You will be my witnesses in Jerusalem, in all of Judea and Samaria, and to the ends of the earth.” Acts 1-8**

**“Go therefore and make disciples of all the nations”**

**Matthew 28-19**





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# Meet the Implementation Team Leadership to Achieve our 25 Strategic Goals

(See Part II of your Strategic Plan Book)





# Head Coach Gayle Woloschak



- 1. Administration**
- 2. Clergy**
- 3. Liturgy**
- 4. Education**
- 5. Family & Youth**
- 6. Healthy Parishes**



# Head Coach Lisa Ryan



- 3. Communications**
- 7. Outreach**
- 8. Stewardship**
- 9. Technology**



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# **ADMINISTRATION**

**Task Force Coordinator: Daria Pishko-Komichak**



## Administration Goal 1.1 Empirical Metrics

**(a) Within 1 year, we will complete and publish a comprehensive analysis of Parish, Deanery and UOC of USA Key Operation Metrics and Statistics obtained from UOC of USA Parishes.**

**(b) Within 2 years thereafter, we will train Parishes on how to collect and address the issues arising from their Key Operational Metrics.**





## Administration Goal 1.2

### Skills Matching

**Within 2 years, we will establish a process and a resource for collecting and matching parishioners' skills and talents with the needs of Parishes, Deaneries and the UOC of USA.**



## Administration Goal 1.3

# UOC of USA Operational and Personnel Needs

**Within 18 months, we will complete an administrative, operational and personnel assessment of the UOC of USA and fund any recommendations as necessary.**



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# CLERGY

**Task Force Coordinator: Fr. Anthony Perkins**



## Clergy Goal 2.1

# Clergy Development Program

**Within 18 months, we will develop a Clergy Continuing Education and Development Program to aid Clergy in their professional, spiritual and personal growth and effectiveness, which we will begin to implement within 18 months thereafter.**





## Clergy Goal 2.2

# Clergy Compensation and Wellness

**Within 18 months, we will assess our Clergy compensation and wellness needs and challenges, which we will begin to address within 18 months thereafter.**



## Clergy Goal 2.3

# U.S. Clergy Recruitment

**Within 24 months, we will develop and begin to implement a comprehensive U.S. Clergy recruitment program.**



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# COMMUNICATIONS

**Task Force Coordinator: Elizabeth Symonenko**



## Communications Goal 3.1

### Welcoming Ministry

**Within 18 months, we will develop and make available to all Parishes a multilingual comprehensive welcome package, as well as a concurrent training program to promote its successful implementation.**





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## Communications Goal 3.2

### Comprehensive UOC of USA Communications Platform

**Within 18 months, we will develop and implement a comprehensive and integrated communications platform for the Church, including all social media, to create extensive and effective communications between all levels of the Church and its present and future members.**



## Communications Goal 3.3

### Cohesive UOC of USA Brand

**Within 12 months, we will create a cohesive brand for the UOC of USA and its ministries, which will be fully implemented 12 months after its creation.**



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# **EDUCATION**

**Task Force Coordinator: Mark Host**



## Education Goal 4.1

# Orthodox Education Lifelong Learning Program

**(a) Within 18 months, we will develop an Orthodox “Lifelong Learning” Education Program for youth and adults; and**

**(b) Within 2 years thereafter, we will train Parishes how to implement the Orthodox Lifelong Learning Education Program.**





## Education Goal 4.2

# Orthodox Leadership Development Program

**(a) Within 12 month, we will develop an Orthodox Leadership Development Program focusing on seminarians, Clergy, Parish and ministry leaders, adults and youth; and**

**(b) Within 2 years thereafter, we will train Parishes how to implement the Orthodox Leadership Development Program.**



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# **FAMILY & YOUTH**

**Task Force Coordinator(s): George Cepynsky**



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## **FAMILY and YOUTH Goal 5.1**

### **Family Lifecycle Program**

**Within 3 years, we will develop and implement a Family Lifecycle program in Parishes that addresses all aspects of married and family life.**



## FAMILY and YOUTH Goal 5.2

### College Student Outreach Program

**Within 2 years, we will develop and implement a comprehensive College Student Outreach Program focusing on the spiritual, physical, emotional and intellectual needs of college students.**





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## FAMILY and YOUTH Goal 5.3

### Adolescent Outreach Program

**Within 2 years, we will develop and implement a comprehensive Adolescent Outreach Program focusing on the spiritual, physical, emotional, social and intellectual needs of adolescents.**



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# **HEALTHY PARISHES**

**Task Force Coordinator: Deacon Ihor Mahlay**



## Healthy Parishes Goal 6.1

### Healthy Parishes Program

**(a) Within 18 months, we will develop a comprehensive Healthy Parishes Program that identifies the elements of a healthy and growing Parish community and the process and techniques necessary to implement this program; and**

**(b) Within 18 months thereafter, we train each Parish how to successfully implement the Healthy Parishes Program.**



## Healthy Parishes Goal 6.2

# CARING MINISTRY PROGRAM

**Within 12 months, we will develop a Caring Ministry Program to assist Parishes to better evaluate and address the physical, emotional, spiritual and other needs of its parishioners, to be implemented within 18 months thereafter.**





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# **OUTREACH & EVANGELISM**

**Task Force Coordinator: *Jeremy Oryhon***



# Outreach & Evangelism Goal 7.1

## Outreach & Evangelism Ministry

**Within 24 months, we will create and staff an Outreach and Evangelism Ministry that provides our Parishes with the tools and training necessary to grow.**



## **Outreach & Evangelism Goal 7.2** **New Successful Mission Parishes**

**(a) Within 18 months, we will create the process and tools to establish new and successful mission Parishes in areas with potential population growth or the absence of an Orthodox church community; and**

**(b) Every 24 months, we will establish at least one new, successful mission Parish.**



## Outreach & Evangelism Goal 7.3

### Philanthropic Outreach

**Within 18 months, we will establish the team, tools and training to assist Parishes to better implement a Philanthropic Outreach Program to become more involved with philanthropic and charitable activities at both the local, national and international levels.**





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# STEWARDSHIP

**Task Force Coordinator: Tanya Tschaikowsky**



## Stewardship Goal 8.1

# Comprehensive Stewardship Program

**Within 3 years, we will research, design, and implement a comprehensive UOC of USA Stewardship Program that is applicable to all demographic groups.**



## Stewardship Goal 8.2

# Long Term and Planned Giving

**Within 2 years, we will develop and implement a comprehensive and strategic approach to assist the faithful in long-term financial stewardship planning, planned giving and estate and legacy planning.**



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# TECHNOLOGY

**Task Force Coordinator: Eric Senedak**





## Technology Goal 9.1

### Parish and Ministry Web Resources

**Within 2 years, we will establish and maintain an up-to-date, effective and standardized web-searchable Parish and national and regional ministry website directory tool and ensure all Parish websites meet a minimum standard.**



## Technology Goal 9.2

### Church Services App

**Within 2 years, we will develop and maintain an App that will dynamically compile the texts and music for church services in multiple languages.**



## Technology Goal 9.3

### Parish Cloud Administration

**Within 2 years, we will assist Parishes in implementing a cloud-based administrative tool to facilitate easier and more effective communications and management of financial, demographic, and personnel information.**



## Technology Goal 9.4

### National Collaborative Portal

**Within 2 years, we will implement a collaboration software platform to facilitate all national and regional communications, file sharing, project management, education and volunteer coordination.**





# What's Next Today

- **1:00 - 2:00 Lunch**
- **2:00 - 3:30 Break Out discussion 1**
- **3:45 - 5:15 Break Out discussion 2**
- **5:30 - 7:00 Metropolitan Antony's Final Charge (including open discussion, presentation of timetable and "Go Forth" video)**



# **What We Need You To Do**

- **Pick your 2 favorite strategic areas**
  - » Administration
  - » Clergy
  - » Communications
  - » Education
  - » Family & Youth
  - » Healthy Parishes
  - » Outreach & Evangelism
  - » Stewardship
  - » Technology
- **Attend 2 breakout discussion sessions (2:00 - 3:30 and 3:45 - 5:15) and hear the detailed action plans and ask your questions and engage in the discussion**
- **After listening to the Goals, please complete and submit Volunteer Forms**



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# **What We Need You To Do**

- **We need EVERYONE back in this room promptly at 5:30 for:**
  - **group open discussion and consensus building**
  - **presentation of implementation plan**
  - **consensus discussion and Metropolitan Antony's call to action and inspirational Go Forth video**



## **2 Break Out Sessions For Discussion**

**2:00 - 3:30 Break Out 1**

**3:45 - 5:15 Break Out 2**





## Task Force Breakout Room Assignments:

- » Administration.....1<sup>st</sup> floor Classroom 1
- » Clergy .....1<sup>st</sup> floor lecture room
- » Communications.....1<sup>st</sup> floor Classroom 2
- » Education.....1<sup>st</sup> floor Classroom 3
- » Family & Youth.....1<sup>st</sup> floor Maureen's office
- » Healthy Parishes.....1<sup>st</sup> floor Classroom 4
- » Outreach & Evangelism...2<sup>nd</sup> floor Classroom 1
- » Stewardship.....2<sup>nd</sup> floor Classroom 2
- » Technology.....2<sup>nd</sup> floor Classroom 3







*You have  
now been  
called as  
one of the  
70  
Disciples*

*Luke 10:1*

