

NECHE Focused Report for Holy Apostles College and Seminary
Responding to NECHE Letters of February 26, 2021 and March 23, 2022

Prepared by

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Introduction

The February 2021 and March 2022 NECHE letters (see Attachment 1 & Attachment 3) both outline the parameters for this report, as well as demonstrate the progress HACS has made (see Attachment 2 for the December 2021 HACS NECHE-ARFE). This report will document additional progress on select items, as well as outline steps taken to more fully develop HACS in all respects. The requested report focuses on the following:

1. Enhancing its financial health, including by improving fundraising efforts and reducing its reliance on reserve to meet operating losses;
2. Integrating financial planning into its strategic planning;
3. Developing and implementing a regular process of academic program review that incorporates an external perspective and substantive involvement of the faculty;
4. Developing and assessing student learning outcomes across the curriculum and using assessment data for improvement;
5. Continuing to enhance the effectiveness of its governing board, with attention to the composition of the board, updating the bylaws, clarifying the role of the board in fundraising, and assuring attention to board orientation, development, and evaluation;
6. Assuring the effectiveness of student services, including in the area of mental and physical health.

Context:

Some brief context is helpful in understanding recent developments at HACS (Attachment 3 outlines some of this). In the fall of 2019 decades of leadership turned over with Fr. Peter Kucer named as President/Rector. Fr. Kucer inherited an institution that had served well as a seminary, but that was being transformed by online delivery to a college as well as a seminary. HACS was also primed for a similar transformation from an informal organization, as Fr. Kucer has noted, into one more fully developed as a modern institution of higher education.

The challenges associated with such change, impacting all corners of HACS, are well-documented in the exchanges between HACS and NECHE. It must be noted, however, that HACS, under the leadership of Fr. Kucer, has heard, understood, and taken to heart the necessity

of changes in areas noted by NECHE. Significant change has already happened, while much more is in progress.

These changes are impacting not just form, but process, thereby including both culture and personnel. In the past year alone, substantial changes have occurred administratively and within the Board of Directors. These have brought new talent and experience to HACS, while also building new organizational pathways. Just in terms of personnel and organizational structure these changes include, but are not limited to:

- Vice President for Administration—new position and personnel
- Vice President for External Affairs—interim position/temporary
- Vice President for Academic Affairs—revised from Chief Academic Officer and new personnel
- Associate Dean for Academic Affairs—revised position and promoted personnel
- Field Education Coordinator- online and on-campus, and Dean of Women- new personnel
- Human Formation Coordinator- new position and personnel
- Instructional Designer—new position and personnel
- Executive Director of Enrollment Management and Student Affairs—new position and promoted personnel
- Assistant Director of Campus Operations—revised position and promoted personnel
- Registrar—revised position and promoted personnel
- CFO—search underway for new hire
- Associate Vice President for Advancement and Outreach—search underway
- Grant Writing—contracted with new vendor
- ITS services—new vendor
- Director for Human Resources—revised position/personnel search underway
- Board of Directors—new members/bylaw revisions/leadership changes
- Revised Mission Statement and Strategic Plan
- Revised budgeting process and strengthening of the fiscal status
- Institutional Research—refined processes and internal personnel appointment

Financial Health:

The December 2021 NECHE-ARFE (see Attachment 2) and the responding March 2022 NECHE letter (see Attachment 3) document several of the more significant developments at HACS which have positively impacted the overall fiscal health of the institution. These include, but are not limited to:

- Retirement of leveraged debt making HACS essentially debt free
- Hiring of both a fundraising vendor for communication with donors as well as contracting for professional grant writing services
- Actual fundraising for the current fiscal year (ending June 30, 2022) of over \$2 million
- Revision of key revenue issues regarding seminary student tuition

Enrollment has remained steady to strong, both throughout the pandemic, and in recent months as the pandemic moderates (see Attachment 2—updated enrollment will be provided for the fall visiting team).

Attachment 4 is a three-year trendline of HACS audits—2020, 2021, and 2022 (Note: the attached 2022 audit is a draft. A final audit will be provided by the time of the team visit). It is clear that HACS has made significant progress on various fiscal fronts. Highlights from these data suggest an institution grappling rationally and successfully with fiscal matters. And, as indicated in the following section on planning, HACS is also trending rationally in terms of fiscal process.

More specifically, significant fiscal trends of the past year are as reported by the HACS CFO:

- Each category of tuition income increased, with the largest gain in the online program. The net online tuition for the fiscal year increased by over \$200,000.00 or 6.7%. Total revenue will exceed the previous fiscal year by slightly more than \$3,000,000.00. Note that these figures are also impacted by the following points regarding major gifts and market losses.
- HACS was the beneficiary of two estates, one valued at \$135,000.00 and the other, \$2,500,000.00. The School has begun an aggressive development program including the hiring of a dedicated grant writer, but the results of these efforts will not be realized until subsequent fiscal years. As noted above, a search is underway for a development officer.
- HACS, like most institutions, has been at the mercy of the financial markets for the last half of the fiscal year. HACS and its money managers understand that the School is not a trading institution, but an investing institution and markets will have down times. For the current fiscal year, the investment pool unrealized gain was more than \$2,000,000.00 compared to the previous year's gain of \$1,750,000.00. Holy Apostles has been reluctant to use funds from the investment pool, and in this fiscal year, only used \$300,000.00 which was less than 50% of realized gains and earned income. At this writing, the pool has already recouped more than \$400,000.00 of the unrealized loss. We remain in close contact with our financial advisors.
- The School has made more \$100,000.00 in major renovations/improvements to its facilities. The School continues to remain debt free.
- The program to require new full-time students studying on campus to contribute 50% of their tuitions is progressing.

Planning:

Until recently planning tended to oscillate between a very large and complex strategic plan adopted in 2019, and the requirements of urgency on various fronts. However, one of the stronger processes in recent months has been the review and revision of the HACS Mission and Strategic Initiatives (see Attachment 5), the development of budgeting processes (see attachment

6.1), and the development of a new strategic plan for adoption in January 2023 (see Attachment 7 for strategic plan draft).

Work on all these fronts is the product of a newly formed Executive Committee (see Attachment 8), comprised of senior administrators representing all key institutional functions and personnel. In planning-specific meetings other staff were invited to participate. Ultimately, all such revisions were then submitted to the HACS community generally for review and endorsement. This work included the HACS Board of Directors Chair and MSA Chancellor, Fr. Martin Rooney, so as to ensure BOD and MSA review and approvals. The document produced by this effort (see Attachment 5) substantially focuses institutional attention the most critical of definitions, values, needs, and strategic directions.

Based on this revision of mission HACS then engaged a process of initial strategic planning. Taking place in both March and June 2022 the Executive Committee and invited staff began the process of interpreting the identified strategic initiatives emanating from the mission into a workable and focused strategic plan (see Attachment 7). The purpose of this newly developed strategic plan is to give life to a more fully integrated set of processes, engaging relevant parts of the institution in ways that promote, rather than hinder common cause. An important element of this is a revised organizational chart (Attachment 9).

Some critique of past practice is in order at this point, primarily to demonstrate just how much HACS is developing relative to planning. Many administrative roles “evolved” from need and urgency. Personnel tended towards “all hands on deck,” and “wearing many hats.” While a point of pride in some ways, such staffing tended to fracture work processes and isolate information. Simply revising the organizational chart, supplemented by some key personnel changes/retirements/hiring, etc., have led to more routinization of processes and sharing of critical information across the institution. It is fair to say that these changes are still in process at HACS.

A further statement is in order regarding the emerging strategic plan targeted for implementation in 2022 or January 2023. The implementation date will be decided by the Board. This new plan may be reasonably be seen as a substantial change from the 2019 strategic plan. The 2019 plan, while comprehensive, was nearly overwhelming to administration and staff. Though comprehensive, it was not built with regard to institutional capacity. This capacity is precisely what is being addressed in the organizational redesign, including onboarding of new personnel. Yet even with better capacity, ensuring the plan is appropriate for HACS in the present is critical.

To this end an effort was made to limit the statement of strategic initiatives—captured in the revision of mission—to a minimum; in this case six. In convening the administrators and staff for planning purposes the six strategic initiatives were then distributed to relevant persons and offices within HACS for articulation. For example, the strategic initiative to systematically promote and market HACS was assigned to the Executive Director of Enrollment Management and Student Affairs. In turn that office, and associated personnel, needed to identify ways to realize that initiative. However, contrary to the previous strategic plan, an effort was made to keep the list of steps required to fulfill that initiative to a minimum. Across all initiatives this meant typically 3-5 action steps at the most. Key was identification of action steps that had some

reasonable chance of being both addressed and satisfied with current HACS resources. Overly ambitious initiatives were recognized and set aside for some later assessment. In addition, reasonable timelines and related statements were included to further ensure achievement. In the end, all such steps are currently under review with the goal of final approval of the new plan slated for January 2023. Critically, it has been agreed to review action on this plan routinely so that it may be revised as necessary going forward.

A crucial step, new for HACS, is a budget development process. Led by Dr. Sabbagh the process makes certain assumptions, such as “zero-based” budgeting, a calendar for budget development, and identifying relevant departments/participants in budget proposals. While HACS has managed over the years to allocate funds where needed, this practice tended to follow the usual patten of historical expenditures and/or urgencies. With the new process going forward HACS is now in a better position to connect budgets to priorities within the strategic plan.

A further tool in development is a key indicators dashboard. It has been recognized since the establishment of the Executive Council that up-to-date information was needed in order to make decisions, whether to stay the course, to make changes, etc. Such information has begun to make its way into Executive Council meetings particularly through enrollment reports which are becoming standardized under new leadership. The attached Dashboard (Attachment 6.2) is a model in development for HACS. Multiple sources are being consulted for relevance of key indicators, including the annual ATS/SIR (Attachment 6.3).

Student Learning Outcomes and Program Review:

As noted above, HACS has reviewed and revised its statement of Identity, Vision, Mission, Values and Strategic Initiatives (see Attachment 5). This document serves as the basis for revisions to the HACS Strategic Plan (see Attachment 7). All this work has been accomplished specifically within the 2021-2022 academic year, at the same time HACS is undergoing substantial reorganization on a wide variety of fronts.

These new statements are embedded in a culture and tradition that seeks to inspire and inform seminarians and students how:

- To transmit the Catholic Intellectual Tradition, rooted in Jesus Christ, with its approach to knowledge that upholds the continuity of faith and reason in the search for truth.
- To strive for excellence in teaching and learning, research, and service through the Liberal Arts, Philosophy and Theology in accord with the clear Magisterial teachings of the Catholic Church.
- To educate students to formulate and communicate a coherent Christian worldview to become effective evangelists for the Catholic faith.
- To form Catholic Servant leaders by cultivating their spiritual, human, and intellectual development to become missionary disciples impelled to serve the common good.

More broadly, HACS adheres to the Magisterium of the Catholic Church in the formation and education of our students. As a reflection of our commitment to the Magisterium, we are in union

with the ecclesiastical authority of the Church through, the Bishop of Norwich, the Most Reverend Michael R. Cote.

The Eucharist is the center of seminary life for those on campus, which radiates into all the programs we offer, for both our commuter students and those studying through our distance learning programs.

As we are a college and seminary, HACS is one of the very few Catholic colleges in America where lay students and seminarians attend together many of the same classes – both on-campus and online.

In HAC's efforts to update and modernize many changes are happening simultaneously across the institution. Of course, not all such changes are happening at the same pace. This is so regarding Academic Affairs. Since 2019, the Chief Academic Officer was affirmed as second to the President-Rector's role. This was not as evident prior to 2019 when much of the work of the Chief Academic Officer was completed by an off-site Vice-President of External Affairs. Since issues that accrediting bodies are concerned with, such as assessment, are not simply external realities but are highly internally relevant, an onsite capable, fully empowered Chief Academic Officer is essential. The hiring of Dr. Lesley DeNardis in July 2022 is both a substantial affirmative step in this direction, but also an indicator of what has transpired in Academic Affairs in finding the right person for this position with enhanced power and responsibilities. In the Summer of 2021 the sitting Chief Academic Officer, Dr. Cynthia Toolin-Wilson stepped into a new role for Institutional Research. She was followed by appointments of Dr. Andrew Blaski and Mr. Steven Schultz. While both were capable it was recognized that more experience was desired, and that Dr Blaski and Mr. Schultz were better fitted to other roles. All of this led to the hiring of Dr. DeNardis in a revised role of VPAA. In sum, this was the fourth CAO in approximately one year.

Experience all across higher education evidences "churn" in senior administrative positions. That in of itself is not necessarily problematic for HACS, especially considering the other substantial changes and revisions across the institution. However, it does argue for, or explain the slower pace of work on issues noted by NECHE. Nonetheless, in hiring Dr. DeNardis, HACS begun to settle the critical position of VPAA and provide needed leadership to faculty and the academic program.

In light of this there are five affirmative steps or conditions regarding the matter of student learning outcomes:

- Dr. DeNardis is a permanent hire, not an interim, raising confidence levels that critical needs in academic affairs will be tended in a timely manner.
- Administrative reorganization in Academic Affairs now includes an experienced team of professionals who are committed to supporting the new VPAA. This was lacking in previous structures.

- Priorities have already been set within the strategic plan, and some steps have already been taken to routinize what has largely been either informal or course by course assessments. Routinizing this across the faculty and curriculum has already begun, though is in early stages. Supporting this is a reformed Institutional Research function.
- Hiring of a dedicated Instructional Designer to ensure proper course and program design elements such that student learning outcomes are more readily produced for review and evaluation.
- Revisions to the policies governing faculty (see Attachment 10 for new policy document and <https://holypostles.edu/faculty-resources/> and for the faculty handbook) now speak to improved faculty development and hiring of faculty with demonstrated commitment to, and practices regarding assessment.

All of these efforts are ongoing, though at different stages of development. Documentation of progress on these efforts will be made available to the visiting team later this fall.

Program Review has been included within this section as the circumstances, challenges, and developments associated are the same as with student learning outcomes. There has, however, been new program development that serves as a model going forward and has implications for review of existing programs.

HACS has remained relevant for its students through program development. It is also fair to say that such development is not fully routinized. This is recognized by HACS as a need for further work and structure. However, the most recent development of the MDiv/NE serves as a model going forward. In this case HACS developed the MDiv/NE through a series of meetings that included administration, the Program Director, faculty, and an outside educational consultant. This included discussing program goals and objectives as outlined in the MDiv/NE Handbook (Attachment 11.1) and the Summative Evaluation Project (Attachment 11.2). Going forward, the MDiv/NE Program Director regularly reviews the program goals and objectives, along with holding meetings with program faculty to regularly discuss these topics.

It must be noted that both administrative turnover and the pandemic contributed to the current pace of development for student learning outcomes as well as program review. New personnel, particularly in academic affairs requires time to onboard and become oriented to the status of work as well as institutional history. Therefore, supplemental attachments, (noted as Attachments 15.1, 15.2, 15.3, 15.4 and 15.5), are included to demonstrate an array of proposals and early steps toward more comprehensive assessments. These are under review for revision and implementation by the current administration for academic affairs.

Finally, special attention needs to be brought to the functions of the HACS library and related information services. The Director of Library Services is a most organized and professional administrator. Her extensive experience at HACS is an added bonus as she can easily access any other relevant faculty or administrator regarding any number of academic needs or issues. This role and function is a clear strength of HACS Academic Affairs.

Governing Board:

Since the appointment of Fr. Peter Kucer as President/Rector in 2019 substantial challenges and changes have been in the works at HACS. Fortunately, the pandemic had somewhat less impact on HACS than it did for many institutions, as HACS has been delivering academic programs online far longer than most. This is not to say there were no impacts, but only to indicate that HACS was better positioned to weather the storm than many other colleges. HACS also benefited from CARES Act grants, allowing it to upgrade services and technology in meaningful ways.

However, it is fair to say that HACS governance and administration has operated according to practices: 1) informally with regard to structure and responsibilities, and 2) focusing on the short term or urgent, rather than planning strategically. While there was indeed a strategic plan approved in 2020, with a widely agreed upon mission statement, in some respects these were not fully operationalized.

More recently HACS has worked diligently, and productively to implement “best practices” for governance and administration, becoming more professional and formal in needed ways, while maintaining its essential care for the relationships that are at the heart of the institution. This has led to current restructuring of Board of Directors (BOD) and Administration responsibilities, administrative reorganization, hiring and searches for key personnel, and an emphasis on planning. Both a new mission statement and strategic plan are products of these efforts.

HACS is Sponsored by the Missionaries of the Holy Apostles (MSA). Five MSA members comprise the Membership Corporation and is chaired by the Provincial Animator of the MSA. Members of this Corporation are tasked with maintaining and protecting the charism of the MSA society at HACS, to serve as members of the HACS Board of Directors, to approve the purchase, sale and fundamental alteration or change of property owned by the Society and leased to the College and Seminary. The Board of Directors governs Holy Apostles College and Seminary by monitoring and approving policies and procedures, monitoring the implementation of recommendations of visitation and accreditation teams, awarding degrees, approving academic programs, approving academic planning, general supervision of development, administration and management.

The BOD is clearly transitioning from the more informal advisory role to that of governance, with fiduciary responsibilities (see Attachment 12.1 for the November 2021 ATS Interim Report, plus Documents Attachment 12.2). The survey work implemented by BOD Chair Fr. Martin Rooney is one such step in this process. Currently the BOD is in process of recruiting and seating new members that will add diversity and depth. In its focus on governance new members are being sought from new sources, expanding the pool for those best qualified, and driven by the HACS mission. Board experience, in particular board committee work experience, as well as diversity in experience are priorities (see Attachment 13 for BOD members).

The BOD’s roles, responsibilities, composition, etc. are currently under review, as part of the BOD’s self-assessment. This includes not only routine BOD matters, but also full review of by-laws. This, of course, is a long-term project, and will be a continuing focus of the BOD (see

Attachment 16 for current bylaws). Nonetheless, the BOD has already approved both mission and strategic initiatives statements and will be approving a new strategic plan for implementation in January 2023.

The ongoing revision of by-laws and the introduction of new members with diverse experiences and potential for contribution is serving to remake the BOD. Among other things, a lay member is to chair the BOD, rather than the Chancellor, who must be either a priest or bishop, as is presently the case. It is anticipated that this will happen at the December 2022 BOD meeting. All of this is part of formalizing the BOD as a governance entity, rather than as advisory. According to NECHE standards it was important to ensure no conflicts of interest, especially regarding any BOD members receiving compensation for their work. That is now being resolved to the levels compatible with NECHE standards. By the time of the team visit new BOD members will be known and credentials can be reviewed.

In this restructuring there is emerging a new relationship between the BOD and the President/Rector. While there is a formal relationship defined in the by-laws, it is important that the President/Rector have an appropriate, yet fulsome working relationship. The details of this are clearly emergent at present, but the work of the BOD Chair and President/Rector in shepherding the new mission and strategic initiatives documents, both throughout the HACS organization, as well as through the BOD and the MSA demonstrate an affirmative understanding of respective roles.

It is important to quote somewhat extensively from the ATS interim report. The relevant part of that report indicates BOD self-awareness, including noted responsibilities and intended directions for BOD action:

To this end the BOD has begun, in earnest, to fully evaluate itself, and its primary responsibility in hiring the President/Rector. As a fundamental step the BOD has undertaken an initial survey assess its members individually and collectively as a board. This assessment is setting the stage for BOD development in the coming months. The following quotation summary from the BOD Chancellor/Chair perhaps communicates best the intent and effects of the survey results:

Although the Board by-laws have always seen the Board as a governance Board, it never acted as such. This survey provided the Board opportunity to evaluate themselves as a Board, assess their knowledge of Holy Apostles College & Seminary, and also provided opportunity to offer suggestions for moving forward. After receiving the results of this evaluation, the new Board Chair has made the following observations:

To bring in someone to help the HAC&S Board understand their role as Board members in the areas following:

- Fiduciary
- Leadership & Governance (oversight)
- Knowledge of the Mission of HAC&S
- Strategic Planning

- Accreditation
- Recruitment of new Board Members
- Orientation for all Board members.

To redevelop the Board Committees and members

To update the By-Laws of HAC&S to reflect changes that have taken place.

After receiving recent NECHE and ATS reports it was necessary for the Board to start asking tough questions about why there were the same ‘notices’ year after year. Along with the President/Rector the Board started to ask who we (the Board) would hold responsible if these notices of concern continued.

A further, and most important step has been initiated by the current President/Rector to insure evaluation of his own performance. This proposal-- Yearly Assessment of HACS President Rector—squarely puts responsibility on the BOD for insuring adherence to HACS objectives. While some college/university presidents still resist such evaluative processes, the current President/Rector is demonstrating substantial leadership in this regard.

Most recently Chancellor and BOD Chair, Fr. Martin Rooney, has outlined additional steps in development of governance structure and processes. These are noted as follows:

1. Change in the composition of the Board with new members for September 2022 meeting.
2. By-Laws (updated as much as possible)
3. Committee structure and expectations updated
4. Professional development for BOD members, as well as new member orientation
5. A focus on Budgeting and Fundraising
6. A review of the revised statements on Identity, Mission, Vision, Values and Strategic Initiatives already approved at the April BOD meeting.

The concept of shared governance is not new to HACS, nor to the MSA community. It is, however, the case that such evidence of shared governance has largely been embedded within the informal ways of the HACS organization for much of the previous forty years. It is for this reason, primarily, that the concept of shared governance ranging from the BOD to the rest of the institution is less developed than shared governance within the organization. Under Fr. Kucer’s leadership a wide array of committees, general meetings, and other communication forums have arisen to ensure dissemination of essential, as well as community information.

Instances of these, across the institution include, but are not limited to the newly established Executive Committee, all staff meetings—both in person and remotely—to update HACS personnel on status, initiatives, changes, etc., and various faculty chaired meetings regarding academic affairs such as learning outcomes/assessment, etc. It is reasonable to view these as still emergent actions within HACS, but substantive, nonetheless.

It must be noted, however, that the small size of HACS, and the proximity of MSA members to campus, both informally and as employees in various capacities, means there is a quite lively ecology of exchange. There is little to no structural barriers to access to persons, especially when community meals are daily shared in common. This is a strength of HACS on the plane of relationships.

It is reasonable to say that while much has been achieved by the administration of HACS, and under trying circumstances, that the administration is flux. This is not unique to HACS, as it is a condition across all of higher education. By bringing in outside expertise in the past year, Fr. Kucer has invested in building administrative capacity. By careful management of new hires and strategic retirements, more expertise is now invested in critical roles, such as enrollment management. Nonetheless, there are some challenges. The role of Chief Academic Officer—now defined as VPAA—has had much turnover and is in interim hands now. The very experienced CFO is looking to step down after many years of productive service. There are continuing needs in fund raising, and in administrative assistance. All of these are known by the President/Rector, and searches are underway. At the same time, talented personnel in various roles, some of them new, are still learning the best ways to coordinate and communicate. In light of all this, HACS administration is still productive, with an eye towards building better capacity in the near term.

Student Services:

An emphasis of the previous NECHE review regarding student services was health services. In response HACS engaged in a fulsome review, including visiting experts to evaluate the present circumstances. Attachment 14 thoroughly documents this effort, including data produced, general conclusions, and recommendations going forward. Specific to mental health the following findings are pertinent:

- Mental Health and Development. Here students also sense that HACS probably has help in this area but are not sure how or where to access the help. Half (49%) reported they know what HACS offers for guidance with mental health and personal issues and that they know how to access it. As a whole, students responded that if they needed to talk to someone about their mental health they would talk to family (89%), friends (56%), a priest (25%), spiritual director (25%), and/or therapist or counselor (24%). Some fear that seeking help would work against them when seeking ordination or vows.
- HACS response to Mental Health/Crisis in Future. Students feel that HACS responded responsibly during this crisis and offered the following suggestions among many: better online resources for how to deal with stress, clear communication of expectations during

crisis, help with financial stress for foreign students, and confidential access to mental health professionals.

Recommendations from this report are as follows:

- The strength of HACS is its students. Findings from the questionnaire and on-site team meetings led the project team to design and propose five recommendations for action to address student mental health issues. These are mission-critical for HACS.
 1. Strengthening communication and Internet-based services
 2. Deepening faculty and staff training
 3. Strengthening the English as a Second Language program
 4. Developing options for student health insurance coverage
 5. Exploring partnerships, particularly with other Catholic institutions.

The steps taken by HACS thus far are fair and reasonable. It is also the case that the cultural, organizational, and personnel changes taking place (as noted in the introduction) have stretched the timeline for implementation of a number of initiatives. For example, the new Executive Director for Enrollment Management and Student Affairs hired only on March 1, 2022. Nonetheless, it is clear to the new personnel that steps must be taken, and communication to all students regarding essential services must be improved.

It is the case, however, that while improvements should and will be made, services to students on a variety of levels is available.

Conclusion:

HACS has clearly heard from NECHE the necessity of addressing critical accreditation matters. This is evidenced in the substantial organizational and personnel changes made in just the last year. Of course, not all changes are at the same level of development, and it is reasonable to identify HACS as emerging into a more formal and professional institution.

The strengths of recent changes can be identified as,

- New organizational structure
- New professional and experienced personnel
- Revision and development of a new mission statement
- Development of a new strategic plan
- Strengthening of the institution's fiscal condition and budget planning process
- Revision of the Board of Directors function and structure and its relationship to administration

Those areas in which more work is to be done relate to

- Student learning outcomes
- Academic program review.

It must be said, however, that the leadership in these areas are well aware of what needs to be done and have already begun the process of addressing them.

Taken together, HACS has made tremendous strides and all indications are that these are durable. The commitment of the BOD and senior administration gives confidence to this assessment.