



Advancing the Mission of Catholic Sisters

STRATEGIC PLAN

2016-2019





JANUARY 1, 2016 - JANUARY 1, 2019



COMMUNICATORS
FOR WOMEN RELIGIOUS

Advancing the Mission of Catholic Sisters

STRATEGIC PLAN | 2016-2019

TABLE OF CONTENTS

| | |
|--|------------|
| OUR VISION | PAGE 4 |
| OUR MISSION | PAGE 5 |
| MEMBERSHIP SERVICES | PAGE 6-7 |
| LEADER AND RESOURCE TO ORGANIZATIONS | PAGE 8-9 |
| MEDIA AND OUTREACH TO THE PUBLIC | PAGE 10-11 |



VISION:

to become the
go-to organization
for communications
about women religious
by 2019



COMMUNICATORS
FOR WOMEN RELIGIOUS

Advancing the Mission of Catholic Sisters

STRATEGIC PLAN | 2016-2019

MISSION:

As a network of professionals, CWR:

- 1.** provides members with the communication tools necessary to promote understanding of women religious, enhance their image and advance their mission;
- 2.** is a leader, providing direction and resources, in the area of communications for organizations serving women religious; and
- 3.** is a resource for media and the wider public about the diversity and changing role of women religious in the 21st Century

AREA: MEMBERSHIP SERVICES

GOAL: *to provide members with the communication tools necessary to promote understanding of women religious, enhance their image and advance their mission*

OBJECTIVE 1 *Enhance Organizational Infrastructure*

| | |
|-------------------|--|
| STRATEGY 1 | <i>CWR will hire an Executive Director by February 2016 to facilitate the implementation of the Mission and Vision of the organization and to be the face of the organization both internally and externally.</i> |
| STRATEGY 2 | <i>CWR will provide the Executive Director with the human and financial resources necessary to support day to day operations.</i> |
| STRATEGY 3 | <i>CWR will direct the Executive Director to facilitate the design of an interactive website that supports and enhances the Mission and Vision of the organization.</i> |
| STRATEGY 4 | <i>The Executive Director will update organizational policies and procedures and bring such to the Board for approval on an annual basis.</i> |
| STRATEGY 5 | <i>The Executive Director will design and implement an annual calendar of meetings and events so the organization functions more efficiently and effectively with the Executive Committee, Board, Committee Chairs and support staff in service to the membership.</i> |
| STRATEGY 6 | <i>The Board will establish a Nominating Committee responsible for identifying and cultivating new Board members.</i> |
| STRATEGY 7 | <i>The Board will move to add non-members to the Board as vacancies occur.</i> |
| STRATEGY 8 | <i>The Executive Director will oversee establishing a physical office for CWR and increasing the paid hours of the coordinator and will report the results to the Board with costs, location, scheduling, etc.</i> |



OBJECTIVE 2 *Enhance Member Services*

| | |
|-------------------|--|
| STRATEGY 1 | <i>CWR will offer its members opportunities for professional education in all facets of modern communication, for example, through social media, webinars ... utilization of members' expertise and that of outside professionals.</i> |
| STRATEGY 2 | <i>The Executive Director will work with conference planners to develop tracks within the annual conference to account for the diversity of experience within the membership.</i> |
| STRATEGY 3 | <i>The Executive Director will prepare a fact sheet about CWR that can be personalized by members for use with their various audiences and can be posted on the CWR website.</i> |
| STRATEGY 4 | <i>The Executive Director will prepare a three to five year schedule of projected dues and conference fees as a planning tool for members.</i> |
| STRATEGY 5 | <i>The Executive Director will facilitate regional groupings of members and encourage the use of video technology to reach those who cannot be physically present at meetings.</i> |
| STRATEGY 6 | <i>Members will volunteer their time and talent in service to other members and the overall organization.</i> |
| STRATEGY 7 | <i>To assist in membership growth current members are encouraged to identify and reach out to counterparts in CMSWR by inviting their counterpart to a CWR meeting, promoting the annual conference and sharing resources on communications.</i> |
| STRATEGY 8 | <i>The Executive Director in conjunction with the conference planning committee will present a proposal to the Board for livestreaming of the keynote speakers without cost to members as a membership benefit.</i> |

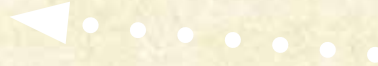
AREA: LEADER AND RESOURCE TO ORGANIZATIONS

GOAL: *to be a leader, providing direction and resources, in the area of communications for organizations serving women religious*

OBJECTIVE 1 *Leadership and Direction for Organizations*

STRATEGY 1 *The Executive Director will further develop relationships with LCWR, CMSWR, NRVC, Catholic Press Association, organizers of National Catholic Sisters' Week, etc. to inform them of CWR's strategic goals and objectives.*

STRATEGY 2 *CWR will periodically convene representatives from comparable groups such as A Nun's Life Ministry, National Catholic Sisters Week, Giving Voice, etc., to examine areas of mutual cooperation and propose strategies to enhance such collaboration while simultaneously proposing strategies to reduce overlap as each organization carries out its distinct mission.*





OBJECTIVE 2 *Resource to Organizations*

- STRATEGY 1** *The Executive Director and support staff will poll members about the communication needs specific to the congregations they serve, research members' expertise in those areas and network the two.*
-
- STRATEGY 2** *The Executive Director will use the information gleaned in Strategy 1 to establish a skills bureau to provide service to members and religious organizations.*
-
- STRATEGY 3** *The Executive Director will develop new funding sources, research grants and prepare a case for support to potential corporate, foundation and individual funders.*

AREA:**MEDIA & OUTREACH TO THE PUBLIC****GOAL:**

to be a resource for (to inform) media and the wider public about the diversity and changing role of women religious in the 21st Century

OBJECTIVE 1*Media & Outreach to the Public*

| | |
|-------------------|--|
| STRATEGY 1 | <i>The Executive Director will outline strategies to position CWR within the framework of media and public relations.</i> |
| STRATEGY 2 | <i>CWR will maintain an archive of active sisters in ministry and make it available to media requests, e.g. photos, stories, etc.</i> |
| STRATEGY 3 | <i>The Executive Director will be proactive in contacting media outlets concerning the archive.</i> |
| STRATEGY 4 | <i>The Executive Director will seek foundation, corporate and individual donor support for the archive.</i> |
| STRATEGY 5 | <i>The Executive Director will request members to supply materials for the archive and provide them with the necessary documentation to permit use of the materials.</i> |





- | | |
|--------------------|--|
| STRATEGY 6 | <i>The Executive Director will facilitate marketing materials for a national/international campaign for recognition of women religious that members can adapt to their local scene.</i> |
| STRATEGY 7 | <i>The Executive Director will research possible methods and fees for media subscriptions to CWR resource materials.</i> |
| STRATEGY 8 | <i>The Executive Director will circulate the fact sheet on CWR to a wide circle of media outlets, USCCB, communication directors of dioceses, CMSM members and parishes.</i> |
| STRATEGY 9 | <i>The Executive Director will request support from media outlets for support of CWR programs and the national/international campaign.</i> |
| STRATEGY 10 | <i>The Executive Director will utilize existing forms and structures within the communication profession including social media, keep abreast of new ones and network with other organizations working to educate the wider public about the role of women religious</i> |



**COMMUNICATORS
FOR WOMEN RELIGIOUS**

Advancing the Mission of Catholic Sisters

PO Box 1049
Williams Bay
WI 53191
262-721-0839

c4wr.org