



COMMUNICATORS FOR WOMEN RELIGIOUS

# STRATEGIC PLAN

2020-2022



CWR

COMMUNICATORS  
FOR WOMEN RELIGIOUS

*Advancing the Mission of Catholic Sisters*





# Strategic Plan

## TABLE OF CONTENTS

MISSION STATEMENT . . . . .PAGE 4

CORE VALUES . . . . .PAGE 5

VISION GOALS . . . . .PAGE 6

## OUR MISSION

CWR provides professional networking and education to members who communicate and advance the mission and ministries of women religious.





## CORE VALUES

### **We believe...**

1. the gospel values of women religious are vital to the world.
2. professional communication benefits religious congregations
3. in creative and innovative communication.
4. in supporting each other to achieve the highest level of professionalism and integrity.
5. collaboration and outreach are essential.
6. active member participation is critical.

# VISION GOALS

## 1

### 1. Increase member satisfaction

Just as religious life is evolving so too is CWR. It is vital that communication within CWR is clear, consistent and continually enhanced. In order to provide the services and benefits members require and assist members in meeting the evolving challenges facing religious life, CWR must be closely attuned to the "pulse" of those members. This goal can be expressed in measurable terms as 80% of CWR members expressing a satisfaction level of 4 or 5 on a 5-point scale.

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**STRATEGY 1:** CWR will conduct a member satisfaction survey and compare the results of that future survey to those produced by the 2018 member survey.

**STRATEGY 2:** CWR will use focus groups and membership audits to create more robust member satisfaction data.

**STRATEGY 3:** CWR will create and improve member feedback and communication structures.

**STRATEGY 4:** Members of the CWR Board of Directors and CWR members acting as "ambassadors" will personally contact first and second year CWR members in order to ensure newer members' needs are met and their concerns are addressed.

**STRATEGY 5:** CWR will continue to refine and improve member benefits by analyzing current offerings and determining additional member needs; creating additional content resources (e.g., stock photos); teaming with partner organizations to offer additional membership incentives; and enabling member developed awareness campaigns.

**STRATEGY 6:** CWR will create new structures for member feedback including member satisfaction surveys and online forum(s).

**STRATEGY 7:** CWR will implement a comprehensive member recognition program.





## 2. Increase membership by 20% at the end of three years.

A larger membership base means a more vital CWR offering enhanced networking and educational opportunities. Continuing outreach to communicators outside the United States is key to the effort to increase membership. While staying true to its mission, CWR can also share a broader understanding of what a communicator advancing “the mission and ministries of women religious” looks like: peace and justice promoters, development and mission advancement leaders, vocation directors, sponsored ministries and many more are also engaged in work vital to CWR’s mission. There is and will continue to be a place in CWR for these individuals in addition to the communicators who make up our core membership.

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**STRATEGY 1:** CWR will develop and launch a member recruitment and branding initiative.

**STRATEGY 2:** CWR will develop an outreach program for communicators in countries outside the United States.

**STRATEGY 3:** CWR will develop a leadership support campaign in order to increase congregational leadership teams’ understanding and acceptance of the vital importance of communicators and dedicated communication departments.

**STRATEGY 4:** CWR will strengthen outreach to communicators who advance the mission of women religious and will share a more inclusive understanding of who those communicators are.



### 3. Increase revenue/reach financial self-sustainability.

Financial self-sustainability is our ultimate goal. These strategies are steps toward that goal that reduce CWR's dependence on any single source of income, including grants. Initiatives such as monetized conference session recordings would help defray speaker expenses while both providing access to conference content to those unable to attend and maintaining the value of conference attendance. Additional workshops and/or resources for which we charge a reasonable fee help members increase their professional qualifications at an affordable cost.

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**STRATEGY 1:** CWR will increase membership and conference revenues through not only fee increases but also increases in membership and conference attendance retention.

**STRATEGY 2:** CWR will research, identify and pursue new fundraising opportunities.

**STRATEGY 3:** CWR will increase conference revenues obtained through sponsorships and exhibitors.

**STRATEGY 4:** CWR will create and implement one new paid online educational offering.

**STRATEGY 5:** CWR will investigate the feasibility of building a stock multimedia library of women religious content to be developed as a billable service.

**STRATEGY 6:** CWR will monetize recorded conference sessions.

**STRATEGY 7:** CWR will hold a one-day workshop, evaluate its benefits and determine whether to move forward with additional workshops.

**STRATEGY 8:** A feasibility study will be conducted to determine whether traditional fundraising methods such as individual gifts could be a viable revenue source for CWR.



## 4. Increase educational programming and conference attendance

CWR members' professional development needs can vary widely and CWR education and conference programming must therefore be not only substantial but also varied. Creating an experience that can accommodate both the relative newcomer and the experienced communicator—and all those in between—is at the core of building a successful conference and an effective catalogue of educational opportunities. To accomplish this, educational offerings will need to be widened. This challenge is accompanied by the opportunity to attract new conference attendees and new members.

**STRATEGY 1:** The CWR Board of Directors will establish an overall conference mission and vision to guide annual conference planning.

**STRATEGY 2:** The Executive Director and current and future conference planning committee chairs will review and update the conference planning guide.

**STRATEGY 3:** CWR will create one-day workshops to be held in locations near concentrations of CWR members and/or congregations and will also investigate holding a "pre-conference" day for CWR collaborators.

**STRATEGY 4:** The CWR Board of Directors and staff will evaluate completed conferences and workshops by reviewing evaluation data and comments provided by attendees and will make recommendations based on that data.

**STRATEGY 5:** CWR will create a marketing strategy to attract new conference attendees as well as those who have not attended recent conference(s) but have done so in the past.



## 5. Strengthen relationships with the media, Church and wider public and network with related organizations.

Enhancing CWR's relationships will raise awareness of the organization, its work and the work of women religious; provide a voice for individual members in national and international conversations; and expand opportunities for professional networking. Initiatives such as Cycling with Sisters and Catholic Sisters Week provide examples of campaigns that can both strengthen relationships and draw attention to the work of sisters.

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**STRATEGY 1:** CWR will collaborate with other associations and organizations that support women religious worldwide.

**STRATEGY 2:** CWR will arrange for reciprocal attendance at collaborator organizations' conferences and trade shows for CWR board members and members.

**STRATEGY 3:** CWR will implement large scale awareness campaigns like Catholic Sisters Week and Cycling with Sisters and will solicit member input on what initiatives would be most suitable.

**STRATEGY 4:** CWR will serve as a network connecting its members with the media and will launch an outreach campaign in support of this role.





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