



Centers for Spiritual Living

CSL - Strategic Plan As of February 12, 2015

Executive Summary Created by OnStrategy

MISSION STATEMENT

Our **MISSION** is to provide spiritual tools for personal and global transformation.

VISION STATEMENT

Our **PURPOSE** is to awaken humanity to its spiritual magnificence. Our **VISION** is a world that works for everyone.

CORE VALUES

1. Spiritual Living: As we learn and practice our philosophy, the Science of Mind, we live in constant realization of the Divine Presence and we see, feel, and trust this Presence in everyone and in everything. We live principle-centered, Spirit-led lives and turn to our principles for guidance in all moments and all areas of our lives.
2. Love: We embrace Love as the Self-Givingness of God to all creation, moving through us into expression and that all condemnation and fear arise out of a false sense of separation from God.
3. Vision: We see the Divine Idea in all circumstances and situations and make welcome its revelation and expression.
4. Community Service: We dedicate our time, talent, treasure, and expertise to the healthy and joyful evolution of our spiritual community, the community in which we live, and the greater community of the world.
5. Education: We walk a path of awakening, growth, and spiritual deepening through classes, workshops, seminars, and spiritual practices that allow us to embrace education as a lifelong endeavor.
6. Integrity: We express wholeness, honesty, and fairness in all relationships and activities.
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7. Safety: We create a communitywide climate conducive to honest reflection and deep and direct communication.
8. Financial Health and Prosperity: We express order and balance in our finances and experience optimal financial well-being. Through the richness of our teaching and its application, we value the principle of abundance and its expression as prosperity as a means to provide resources to empower our personal and collective vision.
9. Compassion and Caring: We express interest in and support for the well-being of ourselves and others. We express unconditional love when observing the suffering of others and do what we can to give aid and show compassion. [Amended by Resolution at San Diego Annual Meeting, February, 2011.
10. Diversity and Inclusivity: We value, embrace, and celebrate the individual uniqueness and contribution of all people as they express through differences of gender, ethnicity, culture, history, experience, talents, and sexual orientation. We include representatives from all our organizational constituencies in leadership, sacred service, and decision making.
11. Transformation and Evolution: We do deep inner personal work of self-discovery and healing to reveal the greater truth of our divinity, wholeness, and freedom. We allow this deep inner transformation to be expressed outwardly in alignment with and in support of the joyful expansion and conscious evolution of life on our planet. We value and cultivate deepening and expansion on the part of individuals, spiritual communities, centers/centres, churches, and ministries. We envision ourselves as an organization that cultivates a flow of realizations that inspire continual enhancements and evolution.

ORGANIZATIONAL PRIORITIES

Communication
 Cultural Integrity & Evolution
 Diversity
 Education
 Prosperity
 Information Technology
 Ministerial / Practitioner Education and licensing
 Youth
 Prosperity

CUSTOMER SEGMENTS

Study Groups

Licensed Practitioners

Laity

Youth

Affiliated Communities

Minister

member churches, focus ministries, virtual ministries

Licensed, Ordained and Retired

CSL - STRATEGIC PLAN - AT-A-GLANCE

OPERATIONS STRATEGIC OBJECTIVES 3-5YRS & 2 YEAR OUTCOMES

1 [Culture] A pathway is established to bring our culture into alignment with our updated values where necessary.

1.1 The results and evaluation of our Values Assessment are presented to Member Community delegates at our 2015 Convention.

2 [Culture] Direct teaching of our culture is done by equipping people to know what our values are and how to integrate them into routines and behaviors.

2.1 [Culture] Focus (discussion) groups are convened at the 2015 Spiritual Living Convention in Las Vegas to review and discuss results of our Values Assessment.

3 [Culture] Role Modeling of our culture is done by key members of the culture, agreeing to show up in such a way that what they do and say demonstrates the updated values.

3.1 [Culture] A large conversation with our world-wide spiritual leadership is convened to distill and agree upon the main talking points. This conversation may include dissent, disagreement, but must stay focused on the Member Communities who are inclined to participate.

4 [Culture] The Centers for Spiritual Living Facebook page on Global Vision and Shared Values is widely visited and has over 10,000 "likes."

4.1 [Culture] A Facebook page is developed specifically for the Global Vision and Shared Values where Member Communities can post related testimonials and community activities.

5 [Culture] By osmosis, by or establishing an atmosphere through agreement in our public events, literature and Member Communities, Centers for Spiritual Living models it's culture without requiring explanations to observers.

5.1 [Culture] A four-week Sunday Service Series based on our Global Vision and Shared Values for Member Communities is available to our pulpit ministers, in the style that the January First Four Chapters of Science of Mind textbook are used.

6 [Culture] Our elected leaders and directors refer to the vision, values and culture of Centers for Spiritual Living in all administrative matters, decision-making moments, discussions within leadership meetings and conversations with our Member Communities.

6.1 [Culture] Member communities are enrolled to talk about, present, study Global Vision in a synchronized, unified way that supports our values of Coherence (consistency, continuity and solidarity), Unity (all standing together), Oneness (shared identity), Action (looking and moving forward, together, in the same direction).

7 [Culture] Centers for Spiritual Living conferences reflect the vision, values and culture of our organization.

7.1 [Culture] Various media expressions of Centers for Spiritual Living vision, values and culture are provided for conferences, events and use in centers and communities.

8 [Culture] Candidates for election and potential employees receive extensive orientation on the tenets and practices of Centers for Spiritual Living's vision, values and culture. Each has a deep understanding, alignment with, and embodiment of these ideas and intentions.

8.1 [Culture] A certificated four-week class based on Global Vision and Shared Values for Member Communities is developed through interface with our Education Committee and Education Department. This class could include online and/or recorded presentations from our Spiritual Leader and others and is offered for no registration fees.

9 [Culture] Our Spiritual Leader actively connects with other New Thought organizations and spiritual groups, creating alliances around what we want to cause/bring into being together.

9.1 [Culture] Our Spiritual Leader attends National Prayer Breakfast in Washington, DC beginning in 2015.

10 [Culture] Centers for Spiritual Living Policies & Procedures are in alignment with our Shared Values. [REVIEW 2016]

10.1 [Culture] Centers for Spiritual Living Policies & Procedures are in alignment with our Shared Values.

11 [Prosperity] A 4-week online/phone program is established to build prosperity consciousness and create greater abundance program within our Member Communities. [REVIEW 2016]

11.1 [Prosperity] A 4-week online/phone program is established to build prosperity consciousness and create greater abundance program within our Member Communities.

12 [Prosperity] The Science of Mind Foundation is in contact with every community that is interested in building an endowment program. [REVIEW 2016]

12.1 [Prosperity] The Science of Mind Foundation is in contact with every community that is interested in building an endowment program.

13 [Prosperity] Communities whop have established and proven prosperity programs will be featured on calls to discuss expanding prosperity consciousness among our Member Communities. [REVIEW 2016]

13.1 [Prosperity] Communities whop have established and proven prosperity programs will be featured on calls to discuss expanding prosperity consciousness among our Member Communities.

14 [Prosperity] Prosperity Circles based on the small group model are established for Spiritual Leaders to share, collaborate, support and be supported around prosperity principles and programs. Conversations may include fundraising, financing, fund management, and 80/10/10 plan. [REVIEW 2016]

14.1 [Prosperity] Prosperity Circles based on the small group model are established for Spiritual Leaders to share, collaborate, support and be supported around prosperity principles and programs. Conversations may include fundraising, financing, fund management, and 80/10/10 plan.

15 [Prosperity] Centers for Spiritual Living allocates 10% tithe; and 4 percent savings and 86% investment and spending policy. [REVIEW 2016]

15.1 [Prosperity] Centers for Spiritual Living allocates 10% tithe; and 4 percent savings and 86% investment and spending policy.

16 [Prosperity] Centers for Spiritual Living is a \$10 million annual income organization.

16.1 [Prosperity] Centers for Spiritual Living is a \$6 million annual income organization.

MEMBER SUPPORT & EDUCATION STRATEGIC OBJECTIVES 3-5YRS & 2 YEAR OUTCOMES

17 [Diversity] Centers for Spiritual Living has a racially and ethnically diverse representation in major leadership positions.

17.1 [Diversity] Centers for Spiritual Living has evidence of diversity in our leadership.

18 [Diversity] Centers for Spiritual Living is known for inclusivity of all lifestyles, religious backgrounds, and political preferences.

18.1 [Diversity] Centers for Spiritual Living teaches diversity as wholeness, connecting everyone no matter their backgrounds.

19 [Diversity] Practitioners and Ministers are able to competently express diversity as an intricate aspect of Oneness.

19.1 [Diversity] Practitioners and Ministers receive training in which they experience diversity as an intricate aspect of Oneness.

20 [Diversity] Member Communities highly value diversity within their membership.

20.1 [Diversity] Diversity discussions are broadly included throughout Centers for Spiritual Living educational curriculum.

21 [Diversity] Centers for Spiritual Living sponsored events are utilized in furthering diversity goals. Event organizers invite speakers who are successful in ministering to multi-cultural congregations. [REVIEW 2016]

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22 [Diversity] Our Leadership reflects the composition of our communities.

22.1 [Diversity] Centers for Spiritual Living practices diversity and inclusivity in its committee appointments, program offerings, and conferences.

23 [Diversity] Diversity Commission provides resources and processes for member communities that want to consider demographics in their local strategy. [REVIEW in 2016]

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24 [Youth] Centers for Spiritual Living sponsors two annual family camps for youth of all ages and their families.

24.1 [Youth] Training and a plan to hold family camps is developed.

25 [Youth] A Youth and Family Program Model is available to serve three different sized communities.

25.1 [Youth] A Member Community needs and available resource assessment is completed and a program is developed to serve the needs of Youth Ministry programs throughout our organization. This could be a template for Youth Church, or a 'Turn-key' system that a center can utilize.

26 [Youth] Centers for Spiritual Living has created modular curricula (different tools and resources). Searches could be for age specific content to find books or songs related to a chosen topic of for complete Sunday lesson materials. [REVIEW 2016]

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27 [Youth] Centers for Spiritual Living offers youth curriculum that explores major religious faiths, to foster well-rounded youth education steeped in diverse religious understanding. [REVIEW 2016]

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28 [Youth] Young Adults serve in a variety of leadership positions throughout Centers for Spiritual Living.

28.1 [Youth] A recruitment and preparation process is developed to identify and prepare more youth and young adults to serve in leadership.

29 [Youth] Regeneration program is up, running and producing excellent ministers.

29.1 [Youth] Regeneration program is up, running and producing excellent Practitioners.

30 [Youth] Centers for Spiritual Living has creative programs for youth of all ages and on into adulthood with a special focus on young adult programming.

30.1 [Youth] A program is established to bridge the gap between teens and young adults.

31 [Youth] 1000 or more young people participate in Centers for Spiritual Living summer camps, and include youth beyond our Member Communities (i.e., inner-cities, etc.).

31.1 [Youth] Five hundred or more youth attend Centers for Spiritual Living Summer Camps with 1 trained advisor for every 4 teenagers (13-18) Growth of our winter regional camps yields higher numbers of participants and fully trained advisors for Summer Camps.

32 [Youth] Camp registration and payment is fully electronic and streamlined. [REVIEW 2016]

32.1 [Youth] Camp registration and payment is fully electronic and streamlined.

33 Centers for Spiritual Living has strategic alliances with at least two youth organizations.

33.1 [Youth] Centers for Spiritual Living creates at least one alliance with another youth organization within New Thought.

34 [Youth] First Centers for Spiritual Living Global Youth Camp is convened.

34.1 [Youth] Potential sites for global camp are identified.

35 [MPE] Enhancements to continuing ministerial education becomes part of the track to ordination for a licensed minister.

35.1 [MPE] The Minister and Practitioner Licensing Committee reviews the newly established ministerial education program to determine any needed enhancements to our ministerial licensing process.

36 [MPE] The Minister and Practitioner Licensing Committee institutes a new series of ongoing support conference calls for newly licensed ministers (to supplement existing orientation training, and mentors and sponsors). [REVIEW 2016]

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37 [MPE] Licensed Practitioners offer expanded levels of services to their communities and beyond, based on Practitioner Council recommendations.

37.1 [MPE] The Practitioner Council reviews and recommends appropriate changes to those services which can be provided by licensed Practitioners

38 [MPE] Centers for Spiritual Living implements appropriate Practitioner Council recommendations to diminish Practitioner attrition.

38.1 [MPE] The Practitioner Council gathers input on reasons for Practitioner attrition and submits recommendations to the Leadership Council for consideration.

39 [MPE] Enhancements to written exams and oral panels are implemented based on changes to Practitioner education.

39.1 [MPE] The Minister and Practitioner Licensing Committee reviews and implements enhancements to Practitioner renewal requirements (CLUs/CEUs) and process.

40 [MPE] Any changes to Licensed Practitioner designation (i.e., RScP) are implemented.

40.1 [MPE] New Practitioner orientation is available via teleconference/online to ensure clarity around licensing requirements.

41 [MPE] The Minister and Practitioner Licensing Committee recommends standards review for licensing Global Practitioners based on special needs outside United States/Canada.

41.1 [MPE] The Minister and Practitioner Licensing Committee develops recommendations for enhancements to licensing Global Practitioners to accommodate needs outside United States and Canada.

42 [MPE] Practitioner licensing exam is available online in at least one additional language beyond English, Spanish, and Russian.

42.1 [MPE] Practitioner licensing exam is available online in English, Spanish and Russian.

43 [Education] Existing courses developed by individual ministers are accessed and leveraged in the creation of shorter “life relevant” course offerings. [REVIEW 2016]

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44 [Education] A communications plan in place to promote education internally and externally with prioritized talking points on the expansion of the new Lifelong Learning coursework. [REVIEW 2016]

44.1 [Education] A communications plan in place to promote education internally and externally with prioritized talking points on the expansion of the new Lifelong Learning coursework.

45 [Education] The training needs of our member communities are identified. [REVIEW 2016]

45.1 [Education] The training needs of our member communities are identified.

46 [Education] Curriculum is developed for those intending to lead non-center based ministries. This exploration is intended to enhance non-traditional community development. Training is provided for Spiritual Leaders who intend to work in Focus Ministries, Study Groups or other non-traditional forms of ministry. [REVIEW 2016]

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47 [Education] Centers for Spiritual Living has a sequential and cohesive Life-long Learning curriculum in place. [REVIEW 2016]

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48 [Education] The best adult learning methodologies are applied in the development of all curricula. [REVIEW 2016]

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49 [Education] Teachers offering Spiritual Development Education courses through Centers for Spiritual Living are well-trained and prepared. [REVIEW 2016]

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50 [Education] All our curriculum is in alignment with Centers for Spiritual Living Shared Values. [REVIEW 2016]

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51 [Education] Create a structure and system to store and distribute Audio Visual recordings to member communities. [REVIEW 2016]

51.1 [Education] Create a structure and system to store and distribute Audio Visual recordings to member communities.

51.2 Education Department begins investigating Audio Visual software options by January 2016.

52 [Education] Centers for Spiritual Living has a process for updating curricula so that reported issues are corrected in a timely manner. [REVIEW 2016]

52.1 [Education] Centers for Spiritual Living has a process for updating curricula so that reported issues are corrected in a timely manner.

53 [Education] Centers for Spiritual Living has multi-level access for all classes. [REVIEW 2016]

53.1 [Education] Centers for Spiritual Living has multi-level access for all classes.

54 [Education] Centers for Spiritual Living provides Lifelong Learning curricula in Spanish and Russian. [REVIEW 2016]

54.1 [Education] Centers for Spiritual Living provides Lifelong Learning curricula in Spanish and Russian.

55 [Education] Centers for Spiritual Living is training non-ministerial leaders for global centers. [REVIEW 2016]

55.1 [Education] Centers for Spiritual Living is training non-ministerial leaders for global centers.

56 All IT systems within Centers for Spiritual Living are updated and fully functional.

56.1 The IT Department of Centers for Spiritual Living is properly staffed and/or has adequate contractor support in areas of expertise to meet the organization's needs.

57 Centers for Spiritual Living has a fully functioning integrated database system that interfaces smoothly throughout all Home Office departments, including accounting.

57.1 A comprehensive architecture is created to map out the ways we use our data and make that data accessible to internal users, including our staff, ministers, practitioners and lay leaders.

58 Our external focus will identify technological solutions to facilitate spreading the teaching of Science of Mind to new audiences.

58.1 Social media strategies drive traffic to our websites, taking advantage of a high level of "likes" on existing social media sites and allows them to have access to our apps, products, online magazines, electronic prayer ministry, and social media.

59 Our website, csl.org has a blog module which establishes www.csl.org as a go-to site for spiritual inspiration.

59.1 Centers for Spiritual Living offers regular postings on the social media pages from our own leaders and the leaders of other spiritual movements that align with our spiritual principles and global intentions.

60 Centers for Spiritual Living Facebook has 500,000 "likes" [REVIEW 2016]

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61 Centers for Spiritual Living uses technology to automate registration functions for classes and events.

61.1 A registration portal is implemented so that centers can register students online from anywhere in the world.

COMMUNICATIONS STRATEGIC OBJECTIVES 3-5YRS & 2 YEAR OUTCOMES

62 Implementation of new software for internal communications is complete.

62.1 New software for internal communications is evaluated; recommendations are made, and implementation has begun.

63 Centers for Spiritual Living YouTube Channel is expanded to provide a series of "Three-Minute Miracle" videos for general audiences through the external website (with versions produced in multiple languages).

63.1 A Centers for Spiritual Living YouTube Channel is established to provide internal tutorials on such topics as creating accounts in the current database interface, renewing licenses, implementing internal programs, and other pertinent information.

64 Interactive online forums are developed to provide two-way communications between Home Office departments and all constituencies. [REVIEW 2016]

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65 Externally-focused marketing events are initiated.

65.1 Communication staff and leadership have a functional understanding of our different audiences (internal and external), and priorities are established for addressing these audiences.

66 Internal audiences have access to: a. Greater amounts of information, such as ceremonies, prayers, and ideas for operating a successful Member Community. b. Internal information and documents are featured more prominently for easier access to internal audiences c. More proactive methods of communication, reducing any need to dig for information on a website. [REVIEW 2016]

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67 Website (www.csl.org) is restructured as an external site for a more general audience. [REVIEW 2016]

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68 Eight "town hall" type forums are instituted to bring communities together to hear about the latest services from Home Office and network with one another. [REVIEW 2016]

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69 Podcasts are used to provide regular communication to Member Communities. [REVIEW 2016]

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70 MiFlyer and other mobile applications are utilized to send newsletters and inspiration to internal and external audiences as appropriate. [REVIEW 2016]

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71 Android and Apple applications provide prayer and daily inspiration content to the general public. [REVIEW 2016]

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72 Laity information is regularly captured and is internally accessible in the organization's database.

[REVIEW 2016]

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73 A global communication strategy is developed to provide literature and web presence in multiple languages. [REVIEW]

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74 Centers for Spiritual Living develops online Science of Mind brochures for Member Communities to use in their individual marketing. [REVIEW 2016]

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75 Centers for Spiritual Living builds relationships with media outlets that connect us to multicultural communities. [REVIEW 2016]

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76 Magazine Circulation increases to 100,000 readers/month for print and online.

76.1 Magazine Circulation increases to 80,000 readers/month for print and online.

CSL - STRATEGIC PLAN - DETAIL

OPERATIONS STRATEGIC OBJECTIVES 3-5YRS & 2 YEAR OUTCOMES

1 [Culture] A pathway is established to bring our culture into alignment with our updated values where necessary.

1.1 The results and evaluation of our Values Assessment are presented to Member Community delegates at our 2015 Convention. (President) (02/16/15)

Measure:
100

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
1.1.1 Initiate Values Assessment is conducted by Rev. John DePalma and Tom Rausch with The Institute for Conscious Leadership by October 2014. (President)		100%	06/01/14 10/01/14

2 [Culture] Direct teaching of our culture is done by equipping people to know what our values are and how to integrate them into routines and behaviors.

2.1 [Culture] Focus (discussion) groups are convened at the 2015 Spiritual Living Convention in Las Vegas to review and discuss results of our Values Assessment. (President) (02/19/15)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
2.1.1 Identify Facilitator to guide discussion regarding the results of values assessment and next steps at the 2015 Spiritual Living Convention by October 2014. (President)		50%	09/01/14 10/31/14

3 [Culture] Role Modeling of our culture is done by key members of the culture, agreeing to show up in such a way that what they do and say demonstrates the updated values.

3.1 [Culture] A large conversation with our world-wide spiritual leadership is convened to distill and agree upon the main talking points. This conversation may include dissent, disagreement, but must stay focused on the Member Communities who are inclined to participate. (President) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
3.1.1 The Cultural Integrity & Evolution Committee initiates enrollment of a team of ministers to be partners in making phone calls to present and discuss results of the Cultural Assessment with our community of ministers before materials are disseminated to Member Communities by December 2014. (President)		0%	09/01/14 12/31/14

4 [Culture] The Centers for Spiritual Living Facebook page on Global Vision and Shared Values is widely visited and has over 10,000 "likes."

4.1 [Culture] A Facebook page is developed specifically for the Global Vision and Shared Values where Member Communities can post related testimonials and community activities. (President) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
4.1.1 Our Marketing Coordinator will begin development of a Facebook page for Centers for Spiritual Living Global Vision and Shared Values by March 2015. (Operations)		100%	10/01/14 03/31/16

5 [Culture] By osmosis, by or establishing an atmosphere through agreement in our public events, literature and Member Communities, Centers for Spiritual Living models it's culture without requiring explanations to observers.

5.1 [Culture] A four-week Sunday Service Series based on our Global Vision and Shared Values for Member Communities is available to our pulpit ministers, in the style that the January First Four Chapters of Science of Mind textbook are used. (President) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
5.1.1 The Cultural Integrity & Evolution Committee initiates development of a four-week Sunday Service Series on Centers for Spiritual Living Global Vision and Shared Values by June 2015. (President)		100%	10/01/14 06/30/15

6 [Culture] Our elected leaders and directors refer to the vision, values and culture of Centers for Spiritual Living in all administrative matters, decision-making moments, discussions within leadership meetings and conversations with our Member Communities.

6.1 [Culture] Member communities are enrolled to talk about, present, study Global Vision in a synchronized, unified way that supports our values of Coherence (consistency, continuity and solidarity), Unity (all standing together), Oneness (shared identity), Action (looking and moving forward, together, in the same direction). (President) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
6.1.1 The Cultural Integrity & Evolution Committee designs a plan for presenting our Global Vision and Shared Values to our entire movement by September 2015. (President)		100%	10/01/14 09/30/15

7 [Culture] Centers for Spiritual Living conferences reflect the vision, values and culture of our organization.

7.1 [Culture] Various media expressions of Centers for Spiritual Living vision, values and culture are provided for conferences, events and use in centers and communities. (President) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
7.1.1 The Cultural Integrity & Evolution Committee begins development of Global Vision and Shared Values orientation materials for the following applications by September 2015: a. Leadership Council and local Board of Trustees orientation materials, b. New Member/Discovery Class orientation materials, c. Guidance materials for teaching in alignment with the vision, values and culture, d. Themes for conference workshops. (President)		100%	10/01/14 09/30/15

8 [Culture] Candidates for election and potential employees receive extensive orientation on the tenets and practices of Centers for Spiritual Living's vision, values and culture. Each has a deep understanding, alignment with, and embodiment of these ideas and intentions.

8.1 [Culture] A certificated four-week class based on Global Vision and Shared Values for Member Communities is developed through interface with our Education Committee and Education Department. This class could include online and/or recorded presentations from our Spiritual Leader and others and is offered for no registration

Measure:

EOY Target:
100%

fees. (President) (12/31/16)

Initial Actions	Measure	EOY Target	Start Date, End Date
8.1.1 The Cultural Integrity & Evolution Committee meets with Spiritual Development Education Manager and Education Committee Co-Chairs to begin development of curriculum for a four class course on Centers for Spiritual Living Global Vision and Shared Values. (President)		100%	10/01/14 12/31/15

9 [Culture] Our Spiritual Leader actively connects with other New Thought organizations and spiritual groups, creating alliances around what we want to cause/bring into being together.

9.1 [Culture] Our Spiritual Leader attends National Prayer Breakfast in Washington, DC beginning in 2015. (President) (02/05/15) Measure: We need to be invited EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
9.1.1 Our Spiritual Leader is scheduled to address public and secular audiences that will resonate with our message. (President)		0	10/01/14 02/05/15

10 [Culture] Centers for Spiritual Living Policies & Procedures are in alignment with our Shared Values. [REVIEW 2016]

10.1 [Culture] Centers for Spiritual Living Policies & Procedures are in alignment with our Shared Values. (President) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
10.1.1 A process and/or committee is established for the review of Center for Spiritual Living policies and procedures in relation to our Shared Values as identified through the Values Assessment. (President)		100%	10/01/14 12/31/16

11 [Prosperity] A 4-week online/phone program is established to build prosperity consciousness and create greater abundance program within our Member Communities. [REVIEW 2016]

11.1 [Prosperity] A 4-week online/phone program is established to build prosperity consciousness and create greater abundance program within our Member Communities. (Operations) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
11.1.1 [Prosperity] Centers for Spiritual Living Operations Director establishes a new Finance and Faith Academy featuring J. Cliff Christopher to be launched April 2016. (Operations)	/20	100%	10/01/14 04/29/16

12 [Prosperity] The Science of Mind Foundation is in contact with every community that is interested in building an endowment program. [REVIEW 2016]

12.1 [Prosperity] The Science of Mind Foundation is in contact with every community that is interested in building an endowment program. (Operations) (12/31/16) Measure: EOY Target: 50%

Initial Actions	Measure	EOY Target	Start Date, End Date
12.1.1 The Science of Mind Foundation creates a webinar to introduce the Foundation's endowment program to Member Communities by June 2015. (Operations)		0%	10/01/14 06/30/15

13 [Prosperity] Communities whop have established and proven prosperity programs will be featured on calls to discuss expanding prosperity consciousness among our Member Communities. [REVIEW 2016]

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14.1 [Prosperity] Prosperity Circles based on the small group model are established for Spiritual Leaders to share, collaborate, support and be supported around prosperity principles and programs. Conversations may include fundraising, financing, fund management, and 80/10/10 plan. (Operations) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
14.1.1 Prosperity/Debt Reduction Committee sponsors a Prosperity Circle Program that provides a forum for creating prosperous Member Communities by June 2015. (Operations)		100%	10/01/14 06/30/15

15 [Prosperity] Centers for Spiritual Living allocates 10% tithe; and 4 percent savings and 86% investment and spending policy. [REVIEW 2016]

15.1 [Prosperity] Centers for Spiritual Living allocates 10% tithe; and 4 percent savings and 86% investment and spending policy. (Operations) (12/31/16) Measure: EOY Target: 0%

Initial Actions	Measure	EOY Target	Start Date, End Date
15.1.1 Leadership Council adopts the 10% tithe, 4% savings and 86%, investment/ spending plan by September 2016. (Operations)		0%	10/01/14 09/30/16

16 [Prosperity] Centers for Spiritual Living is a \$10 million annual income organization.

16.1 [Prosperity] Centers for Spiritual Living is a \$6 million annual income organization. (Operations) (01/01/17) Measure: \$5,000,000 currently EOY Target: \$4,855,970

Initial Actions	Measure	EOY Target	Start Date, End Date
16.1.1 Centers for Spiritual Living Directors and Managers meet to explore possible new income streams for 2016 budget by June 2015. (Operations)		0%	10/01/14 06/30/15

MEMBER SUPPORT & EDUCATION STRATEGIC OBJECTIVES 3-5YRS & 2 YEAR OUTCOMES

17 [Diversity] Centers for Spiritual Living has a racially and ethnically diverse representation in major leadership positions.

17.1 [Diversity] Centers for Spiritual Living has evidence of diversity in our leadership. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
17.1.1 Leadership continues diversity training with Diversity Commission at its face-to-face meeting in February 2015 (Members Support & Education)		100%	01/01/15 02/16/17

18 [Diversity] Centers for Spiritual Living is known for inclusivity of all lifestyles, religious backgrounds, and political preferences.

18.1 [Diversity] Centers for Spiritual Living teaches diversity as wholeness, connecting everyone no matter their backgrounds. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
18.1.1 By February 2015 Diversity Commission up levels dialogue within centers on the value of cultivating diverse communities. (Members Support & Education)		100%	01/01/15 02/28/15

19 [Diversity] Practitioners and Ministers are able to competently express diversity as an intricate aspect of Oneness.

19.1 [Diversity] Practitioners and Ministers receive training in which they experience diversity as an intricate aspect of Oneness. (Members Support & Education) (12/31/16) Measure: EOY Target: 100

Initial Actions	Measure	EOY Target	Start Date, End Date
19.1.1 Diversity Commission develops Diversity Workshop curriculum by June 2015 (Members Support & Education)		100%	01/01/15 06/30/15

20 [Diversity] Member Communities highly value diversity within their membership.

20.1 [Diversity] Diversity discussions are broadly included throughout Centers for Spiritual Living educational curriculum. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
20.1.1 Diversity Commission creates pamphlet on "Science of Mind and Diversity" by February 2015. (Members Support & Education)		0%	02/28/15

21 [Diversity] Centers for Spiritual Living sponsored events are utilized in furthering diversity goals. Event organizers invite speakers who are successful in ministering to multi-cultural congregations. [REVIEW 2016]

21.1 [Diversity] Centers for Spiritual Living sponsored events are utilized in furthering diversity goals. Event organizers invite speakers who are successful in ministering to multi-cultural congregations. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
21.1.1 The Events Department of Centers for Spiritual Living reflects the cultural diversity of our organization in event marketing by October 2014. (Members Support & Education)		100%	10/01/14 10/31/14

22 [Diversity] Our Leadership reflects the composition of our communities.

22.1 [Diversity] Centers for Spiritual Living practices diversity and inclusivity in its committee appointments, program offerings, and conferences. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
22.1.1 Members of the Diversity Commission brief the Annual Convention Event Committee on the importance of diversity beginning in October 2014. (Members Support & Education)		100%	10/01/14 11/01/14

23 [Diversity] Diversity Commission provides resources and processes for member communities that want to consider demographics in their local strategy. [REVIEW in 2016]

23.1 [Diversity] Diversity Commission provides resources and processes for member communities that want to consider demographics in their local strategy. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date

23.1.1 The Diversity Commission begins research to determine our organization's current diversity parameters by June 2015. (Members Support & Education)		100%	10/01/14 06/30/15
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24 [Youth] Centers for Spiritual Living sponsors two annual family camps for youth of all ages and their families.

24.1 [Youth] Training and a plan to hold family camps is developed. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
24.1.1 A Youth and Family Development Committee is established by June 2015 to develop a family camp model. (Members Support & Education)		100%	10/01/14 06/30/15

25 [Youth] A Youth and Family Program Model is available to serve three different sized communities.

25.1 [Youth] A Member Community needs and available resource assessment is completed and a program is developed to serve the needs of Youth Ministry programs throughout our organization. This could be a template for Youth Church, or a 'Turn-key' system that a center can utilize. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
25.1.1 A Youth Ministries Committee is established by May 2015 to create and administer an organization wide needs and available resource assessment by December 2015. This strengthen relationships with our ministers by determining effective ways of communicating with and supporting them. (Members Support & Education)		100%	10/01/14 05/31/15

26 [Youth] Centers for Spiritual Living has created modular curricula (different tools and resources). Searches could be for age specific content to find books or songs related to a chosen topic of for complete Sunday lesson materials. [REVIEW 2016]

26.1 [Youth] Centers for Spiritual Living has created modular curricula (different tools and resources). Searches could be for age specific content to find books or songs related to a chosen topic of for complete Sunday lesson materials. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
26.1.1 A Youth Education Committee is established by June 2015 to develop an assessment or survey of our Member Communities that will identify how they can best be served. Research programs established by United Church of Christ, Unity and others. (Members Support & Education)		100%	10/01/14 06/30/15

27 [Youth] Centers for Spiritual Living offers youth curriculum that explores major religious faiths, to foster well-rounded youth education steeped in diverse religious understanding. [REVIEW 2016]

27.1 [Youth] Centers for Spiritual Living offers youth curriculum that explores major religious faiths, to foster well-rounded youth education steeped in diverse religious understanding. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
27.1.1 [Youth] The Golden Thread of Truth curricula continues to be developed and is available for multiple grade levels and in Spanish by December 2015. (Members Support & Education)		100%	10/01/14 12/31/15

28 [Youth] Young Adults serve in a variety of leadership positions throughout Centers for Spiritual Living.

28.1 [Youth] A recruitment and preparation process is developed to identify and prepare more youth and young adults to serve in leadership. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
28.1.1 The Leadership Council establishes a Youth Recruitment Committee by February 2015 to support young people in becoming more involved in Centers for Spiritual Living leadership. (Members Support & Education)		100%	10/01/14 02/28/15

29 [Youth] Regeneration program is up, running and producing excellent ministers.

29.1 [Youth] Regeneration program is up, running and producing excellent Practitioners. Measure: (Operations) (12/31/16) EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
29.1.1 Regeneration funding and administration are in place by January 2016. (Operations)	20 churches @ 250/mo	20	10/01/14 01/01/16

30 [Youth] Centers for Spiritual Living has creative programs for youth of all ages and on into adulthood with a special focus on young adult programming.

30.1 [Youth] A program is established to bridge the gap between teens and young adults. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
30.1.1 Curriculum writers explore ways to bridge the gap between teens and young adults beginning in January 2016. (Members Support & Education)		100%	10/01/14 01/01/16

31 [Youth] 1000 or more young people participate in Centers for Spiritual Living summer camps, and include youth beyond our Member Communities (i.e., inner-cities, etc.).

31.1 [Youth] Five hundred or more youth attend Centers for Spiritual Living Summer Camps with 1 trained advisor for every 4 teenagers (13-18) Growth of our winter regional camps yields higher numbers of participants and fully trained advisors for Summer Camps. (Members Support & Education) (12/31/16) Measure: EOY Target: 500

Initial Actions	Measure	EOY Target	Start Date, End Date
31.1.1 Our Youth Department develops a fundraising package for teens/young adults to underwrite their participation in regional and/or international camps. This department also actively promotes youth camp to our existing centers to help grow regional camps. (Members Support & Education)		100%	10/01/14 12/31/15

32 [Youth] Camp registration and payment is fully electronic and streamlined. [REVIEW 2016]

32.1 [Youth] Camp registration and payment is fully electronic and streamlined. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
32.1.1 Our Youth Department establishes a fully functional electronic registration system by March 2015. (Members Support & Education)		100%	10/01/14 03/31/15

33 Centers for Spiritual Living has strategic alliances with at least two youth organizations.

33.1 [Youth] Centers for Spiritual Living creates at least one alliance with another youth organization within New Thought. (Members Support & Education) (12/31/16) Measure: EOY Target: 1

Initial Actions	Measure	EOY Target	Start Date, End Date

33.1.1 Youth Manager explores potential alliances with other youth organizations, including Unity, beginning in September 2015. (Members Support & Education)		100%	10/01/14 09/30/15
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34 [Youth] First Centers for Spiritual Living Global Youth Camp is convened.

34.1 [Youth] Potential sites for global camp are identified. (Members Support & Education) (12/31/16) Measure: EOY Target: 3

Initial Actions	Measure	EOY Target	Start Date, End Date
34.1.1 A site selection committee begins work on identifying potential sites for our first global youth camp by January 2016. (Members Support & Education)		100%	10/01/14 01/01/16

35 [MPE] Enhancements to continuing ministerial education becomes part of the track to ordination for a licensed minister.

35.1 [MPE] The Minister and Practitioner Licensing Committee reviews the newly established ministerial education program to determine any needed enhancements to our ministerial licensing process. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
35.1.1 The Minister and Practitioner Licensing Committee meets with the Manager of Professional Education annually to coordinate any changes to the licensing/ordination process beginning in April 2015. (Members Support & Education)		100%	10/01/14 04/30/15

36 [MPE] The Minister and Practitioner Licensing Committee institutes a new series of ongoing support conference calls for newly licensed ministers (to supplement existing orientation training, and mentors and sponsors). [REVIEW 2016]

36.1 [MPE] The Minister and Practitioner Licensing Committee institutes a new series of ongoing support conference calls for newly licensed ministers (to supplement existing orientation training, and mentors and sponsors). (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
36.1.1 The Minister and Practitioner Licensing Committee creates a subcommittee to consider procedures for establishing regular communication with newly licensed ministers beginning in January 2015. (Members Support & Education)		100%	10/01/14 02/28/15

37 [MPE] Licensed Practitioners offer expanded levels of services to their communities and beyond, based on Practitioner Council recommendations.

37.1 [MPE] The Practitioner Council reviews and recommends appropriate changes to those services which can be provided by licensed Practitioners (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
37.1.1 The Practitioner Council and Minister and Practitioner Licensing Committee will work together to create a survey by April 2015 for all licensed Practitioners to determine what services and support the Council and organization can provide to them. (Members Support & Education)		100%	10/01/14 04/30/15

38 [MPE] Centers for Spiritual Living implements appropriate Practitioner Council recommendations to diminish Practitioner attrition.

38.1 [MPE] The Practitioner Council gathers input on reasons for Practitioner attrition and submits recommendations to the Leadership Council for consideration. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
38.1.1 The above survey is to include questions about how the organization can support them in continuing to serve as active licensed Practitioners. (Members Support & Education)		100%	10/01/14 12/31/15

39 [MPE] Enhancements to written exams and oral panels are implemented based on changes to Practitioner education.

39.1 [MPE] The Minister and Practitioner Licensing Committee reviews and implements enhancements to Practitioner renewal requirements (CLUs/CEUs) and process. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
39.1.1 The above survey will also include questions about what level of CLUs/CEUs are considered appropriate for relicensing. (Members Support & Education)		100%	10/01/14 12/31/15

40 [MPE] Any changes to Licensed Practitioner designation (i.e., RScP) are implemented.

40.1 [MPE] New Practitioner orientation is available via teleconference/online to ensure clarity around licensing requirements. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
40.1.1 The Practitioner Council will begin developing an orientation program for newly licensed Practitioners in 2015. (Members Support & Education)		100%	10/01/14 12/31/15

41 [MPE] The Minister and Practitioner Licensing Committee recommends standards review for licensing Global Practitioners based on special needs outside United States/Canada.

41.1 [MPE] The Minister and Practitioner Licensing Committee develops recommendations for enhancements to licensing Global Practitioners to accommodate needs outside United States and Canada. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
41.1.1 The Minister and Practitioner Licensing Committee will work with the Global Service Committee beginning in January 2015 to create an ad hoc subcommittee to address any special needs for ministers and practitioners who are licensed outside United States and Canada. (Members Support & Education)		100%	10/01/14 12/31/15

42 [MPE] Practitioner licensing exam is available online in at least one additional language beyond English, Spanish, and Russian.

42.1 [MPE] Practitioner licensing exam is available online in English, Spanish and Russian. (Members Support & Education) (12/31/16) Measure: one additional language EOY Target: 1

Initial Actions	Measure	EOY Target	Start Date, End Date
42.1.1 The Global Services Coordinator will begin working in 2015 to identify resources for translating Practitioner licensing exams into Spanish and Russian. (Members Support & Education)	2: Spanish and Russian	2	10/01/14 12/31/15

43 [Education] Existing courses developed by individual ministers are accessed and leveraged in the creation of shorter "life relevant" course offerings. [REVIEW 2016]

43.1 [Education] Existing courses developed by individual ministers are accessed and Measure: EOY Target:

leveraged in the creation of shorter "life relevant" course offerings. (Members Support & Education) (12/31/16)

100%

Initial Actions	Measure	EOY Target	Start Date, End Date
43.1.1 Spiritual Development Education Manager requests Science of Mind calls for curriculum from curriculum writers within our Member Communities by January 2015. (Members Support & Education)		100%	10/01/14 01/31/15
43.1.2 Home Office Curriculum writers begin standardizing curriculum into coherent and complementary paths by January 2015. (Members Support & Education)		100%	10/01/14 01/31/15

44 [Education] A communications plan in place to promote education internally and externally with prioritized talking points on the expansion of the new Lifelong Learning coursework. [REVIEW 2016]

44.1 [Education] A communications plan in place to promote education internally and externally with prioritized talking points on the expansion of the new Lifelong Learning coursework. (Members Support & Education) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
44.1.1 Education Committee begins setting standards for quality and continuity of information in all Science of Mind courses by November 2015. (Members Support & Education)		100%	10/01/14 11/30/15

45 [Education] The training needs of our member communities are identified. [REVIEW 2016]

45.1 [Education] The training needs of our member communities are identified. (Members Support & Education) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
45.1.1 A curriculum development plan is complete by April 2015. (Members Support & Education)		100%	10/01/14 04/30/15

46 [Education] Curriculum is developed for those intending to lead non-center based ministries. This exploration is intended to enhance non-traditional community development. Training is provided for Spiritual Leaders who intend to work in Focus Ministries, Study Groups or other non-traditional forms of ministry. [REVIEW 2016]

46.1 [Education] Curriculum is developed for those intending to lead non-center based ministries. This exploration is intended to enhance non-traditional community development. Training is provided for Spiritual Leaders who intend to work in Focus Ministries, Study Groups or other non-traditional forms of ministry. (Members Support & Education) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
46.1.1 [Education] Curriculum Review Committee begins researching the efficacy of offering curriculum for leadership in non-traditional member communities by April 2015. (Members Support & Education)		100%	10/01/14 04/30/15

47 [Education] Centers for Spiritual Living has a sequential and cohesive Life-long Learning curriculum in place. [REVIEW 2016]

47.1 [Education] Centers for Spiritual Living has a sequential and cohesive Life-long Learning curriculum in place. (Members Support & Education) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
47.1.1 Spiritual Development Education Manager identifies, updates and creates curricula for sequential use by July 2015. (Members Support & Education)		100%	10/01/14 07/30/15

48 [Education] The best adult learning methodologies are applied in the development of all curricula. [REVIEW 2016]

48.1 [Education] The best adult learning methodologies are applied in the development of all curricula. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
48.1.1 Education Committee ascertains the best adult learning methodologies and provides their findings to the Education Department for implementation by June 2015. (Members Support & Education)		100%	10/01/14 06/30/15

49 [Education] Teachers offering Spiritual Development Education courses through Centers for Spiritual Living are well-trained and prepared. [REVIEW 2016]

49.1 [Education] Teachers offering Spiritual Development Education courses through Centers for Spiritual Living are well-trained and prepared. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
49.1.1 A train-the-trainer course for adult learning is created through the Spiritual Development Education Department by September 2015 to sharpen the skills of those offering courses through Centers for Spiritual Living. (Members Support & Education)		100%	10/01/14 09/30/15

50 [Education] All our curriculum is in alignment with Centers for Spiritual Living Shared Values. [REVIEW 2016]

50.1 [Education] All our curriculum is in alignment with Centers for Spiritual Living Shared Values. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
50.1.1 Current curricula is evaluated by curriculum writers beginning in January 2015 to ensure alignment with Centers for Spiritual Living Shared Values. (Members Support & Education)		100%	10/01/14 01/31/15

51 [Education] Create a structure and system to store and distribute Audio Visual recordings to member communities.[REVIEW 2016]

51.1 [Education] Create a structure and system to store and distribute Audio Visual recordings to member communities. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

51.2 Education Department begins investigating Audio Visual software options by January 2016. (Information Technology) (01/31/16) Measure: EOY Target: 100%

52 [Education] Centers for Spiritual Living has a process for updating curricula so that reported issues are corrected in a timely manner. [REVIEW 2016]

52.1 [Education] Centers for Spiritual Living has a process for updating curricula so that reported issues are corrected in a timely manner. (Members Support & Education) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
52.1.1 Education Department begins addressing internal policies and procedures that insure curricula corrections in a timely manner by November 2014. (Members Support & Education)		100%	10/01/14 11/30/14

53 [Education] Centers for Spiritual Living has multi-level access for all classes. [REVIEW 2016]

53.1 [Education] Centers for Spiritual Living has multi-level access for all classes. (Members Support & Education) (12/31/16)

Measure:

EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
53.1.1 Education Department researches and leverages current available technology to provide inter-active educational experiences and create multi-level access to all classes by June 2015. (Members Support & Education)		100%	10/01/14 06/30/15

54 [Education] Centers for Spiritual Living provides Lifelong Learning curricula in Spanish and Russian. [REVIEW 2016]

54.1 [Education] Centers for Spiritual Living provides Lifelong Learning curricula in Spanish and Russian. (Members Support & Education)

Measure: Spanish and Russian

EOY Target: 2

Initial Actions	Measure	EOY Target	Start Date, End Date
54.1.1 . Education Department contracts with qualified translators to begin translating all curricula into Spanish and Russian by January 2015. (Members Support & Education)		100%	10/01/14 01/31/15

55 [Education] Centers for Spiritual Living is training non-ministerial leaders for global centers. [REVIEW 2016]

55.1 [Education] Centers for Spiritual Living is training non-ministerial leaders for global centers. (Members Support & Education) (12/31/16)

Measure:

EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
55.1.1 An International Spiritual Directors Program is initiated through the Department of Professional Education to train leaders outside of North America beginning in July 2015. (Members Support & Education)		100%	10/01/14 07/31/15

INFORMATION TECHNOLOGY STRATEGIC OBJECTIVES 3-5YRS & 2 YEAR OUTCOMES

56 All IT systems within Centers for Spiritual Living are updated and fully functional.

56.1 The IT Department of Centers for Spiritual Living is properly staffed and/or has adequate contractor support in areas of expertise to meet the organization's needs. (Information Technology) (12/31/16)

Measure:

EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
56.1.1 IT Team conducts a needs analysis which includes staff in 2016 budget. (Information Technology)		100%	01/01/15 07/31/15

57 Centers for Spiritual Living has a fully functioning integrated database system that interfaces smoothly throughout all Home Office departments, including accounting.

57.1 A comprehensive architecture is created to map out the ways we use our data and make that data accessible to internal users, including our staff, ministers, practitioners and lay leaders. (Information Technology) (12/31/16)

Measure:

EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
57.1.1 IT Team conducts an overall database assessment to determine current functionality and areas of opportunity with Raiser's Edge regarding the creation of a comprehensive architecture for all database needs by April 2015. (Information Technology)		100%	01/01/15 04/30/16

58 Our external focus will identify technological solutions to facilitate spreading the teaching of Science of Mind to new audiences.

58.1 Social media strategies drive traffic to our websites, taking advantage of a high level of “likes” on existing social media sites and allows them to have access to our apps, products, online magazines, electronic prayer ministry, and social media. (Information Technology) (12/31/16)

Measure:
50%

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
58.1.1 As part of our IT redesign, websites are optimized for search engines by September 2015. (Information Technology)		100%	01/01/15 09/30/15

59 Our website, csl.org has a blog module which establishes www.csl.org as a go-to site for spiritual inspiration.

59.1 Centers for Spiritual Living offers regular postings on the social media pages from our own leaders and the leaders of other spiritual movements that align with our spiritual principles and global intentions. (Operations) (12/31/16)

Measure:

EOY Target:
50%

Initial Actions	Measure	EOY Target	Start Date, End Date
59.1.1 Marketing Manager begins identifying and creating alliances with likeminded organizations to create a unified media presence beginning in July 2015. (Operations)		100%	01/01/15 07/31/15

60 Centers for Spiritual Living Facebook has 500,000 “likes” [REVIEW 2016]

60.1 Centers for Spiritual Living Facebook has 500,000 “likes” (Information Technology) (12/31/16)

Measure:

EOY Target:
500,000

Initial Actions	Measure	EOY Target	Start Date, End Date
60.1.1 Continue our ongoing promotion of Centers for Spiritual Living through social media. (Information Technology)		100%	01/01/15 12/31/16

61 Centers for Spiritual Living uses technology to automate registration functions for classes and events.

61.1 A registration portal is implemented so that centers can register students online from anywhere in the world. (Information Technology) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
61.1.1 Software is created by April 2015 through Education Department to allow ministers to register students online. (Information Technology)		100%	01/01/15 04/30/15

COMMUNICATIONS STRATEGIC OBJECTIVES 3-5YRS & 2 YEAR OUTCOMES

62 Implementation of new software for internal communications is complete.

62.1 New software for internal communications is evaluated; recommendations are made, and implementation has begun. (Communications) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
62.1.1 IT consultant is directed to do a needs analysis by October 2014. (Information Technology)		100%	10/01/14 10/31/14

63 Centers for Spiritual Living YouTube Channel is expanded to provide a series of “Three-Minute Miracle”

videos for general audiences through the external website (with versions produced in multiple languages).

63.1 A Centers for Spiritual Living YouTube Channel is established to provide internal tutorials on such topics as creating accounts in the current database interface, renewing licenses, implementing internal programs, and other pertinent information. (Communications) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
63.1.1 Website is redesigned to funnel through www.csl.org. (Communications)		100%	10/01/14 12/31/16

64 Interactive online forums are developed to provide two-way communications between Home Office departments and all constituencies. [REVIEW 2016]

64.1 Interactive online forums are developed to provide two-way communications between Home Office departments and all constituencies. (Communications) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
64.1.1 Communications staff continues working with outside consultants to develop effective strategies for our expanding web presence. (Communications)		100%	01/01/15 01/01/17

65 Externally-focused marketing events are initiated.

65.1 Communication staff and leadership have a functional understanding of our different audiences (internal and external), and priorities are established for addressing these audiences. (Communications) (12/31/16)

Measure:

EOY Target:
0%

Initial Actions	Measure	EOY Target	Start Date, End Date
65.1.1 Staff maintains regular means of communication with Member Communities, such as the weekly President's call and the Insider Update Newsletters. (Communications)		100%	10/01/14 12/31/16

66 Internal audiences have access to: a. Greater amounts of information, such as ceremonies, prayers, and ideas for operating a successful Member Community. b. Internal information and documents are featured more prominently for easier access to internal audiences c. More proactive methods of communication, reducing any need to dig for information on a website. [REVIEW 2016]

66.1 Internal audiences have access to: a. Greater amounts of information, such as ceremonies, prayers, and ideas for operating a successful Member Community. b. Internal information and documents are featured more prominently for easier access to internal audiences c. More proactive methods of communication, reducing any need to dig for information on a website. (Communications) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
66.1.1 An online instructional video is produced by July 2015 from which ministers can learn how to post and retrieve useful information and documents from their existing Google Group site. (Communications)		100%	10/01/14 07/31/15

67 Website (www.csl.org) is restructured as an external site for a more general audience. [REVIEW 2016]

67.1 Website (www.csl.org) is restructured as an external site for a more general audience. (Communications) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
67.1.1 IT Team meets weekly, to write content and create design of a general public website beginning in October 2014. (Information Technology)		100%	10/01/14 12/31/16

68 Eight “town hall” type forums are instituted to bring communities together to hear about the latest services from Home Office and network with one another. [REVIEW 2016]

68.1 Eight “town hall” type forums are instituted to bring communities together to hear about the latest services from Home Office and network with one another. (Operations) (12/31/16)

Measure:

EOY Target:
8

Initial Actions	Measure	EOY Target	Start Date, End Date
68.1.1 Three “Town Hall” styles forums are convened by October 2014 to test the efficacy of bringing communities together to hear updates on services from Home Office and networking opportunities. (Communications)		3	10/01/14 10/31/14

69 Podcasts are used to provide regular communication to Member Communities. [REVIEW 2016]

69.1 Podcasts are used to provide regular communication to Member Communities. (Operations) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
69.1.1 Marketing Coordinator creates content parameters by March 2015 to establish who will be responsible for writing podcasts by July 2015. (Operations)		100%	10/01/14 03/31/15

70 MiFlyer and other mobile applications are utilized to send newsletters and inspiration to internal and external audiences as appropriate. [REVIEW 2016]

70.1 MiFlyer and other mobile applications are utilized to send newsletters and inspiration to internal and external audiences as appropriate. (Operations) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
70.1.1 Marketing Coordinator recruits contributors of inspirational content for distribution via MiFlyer by March 2015. (Operations)		100%	10/01/14 03/31/16

71 Android and Apple applications provide prayer and daily inspiration content to the general public. [REVIEW 2016]

71.1 Android and Apple applications provide prayer and daily inspiration content to the general public. (Communications) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
71.1.1 Funds are allocated in the 2016 budget to retain a consultant to develop apps for prayer and daily inspiration. (Communications)			10/01/14 12/31/15

72 Laity information is regularly captured and is internally accessible in the organization’s database. [REVIEW 2016]

72.1 Laity information is regularly captured and is internally accessible in the organization’s database. (Communications) (12/31/16)

Measure:

EOY Target:
100%

73 A global communication strategy is developed to provide literature and web presence in multiple languages. [REVIEW]

73.1 A global communication strategy is developed to provide literature and web presence in multiple languages. (Communications) (12/31/16)

Measure:

EOY Target:
100%

Initial Actions	Measure	EOY Target	Start Date, End Date
73.1.1 Marketing Coordinator works with Global Service Committee to create a Global Strategic Communications Task Force to address dissemination of information in multiple languages by December 2014. (Communications)		100%	10/01/14 12/31/14

74 Centers for Spiritual Living develops online Science of Mind brochures for Member Communities to use in their individual marketing. [REVIEW 2016]

74.1 Centers for Spiritual Living develops online Science of Mind brochures for Member Communities to use in their individual marketing. (Communications) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
74.1.1 Marketing Coordinator begins editing content for brochures to be available online by January 2015. (Communications)		100%	10/01/14 01/01/15

75 Centers for Spiritual Living builds relationships with media outlets that connect us to multicultural communities. [REVIEW 2016]

75.1 Centers for Spiritual Living builds relationships with media outlets that connect us to multicultural communities. (Communications) (12/31/16) Measure: EOY Target: 100%

Initial Actions	Measure	EOY Target	Start Date, End Date
75.1.1 2016 Budget underwrites RFP from Public Relations firms to up level media relationships beginning in January 2016. (Communications)			10/01/14 12/31/15

76 Magazine Circulation increases to 100,000 readers/month for print and online.

76.1 Magazine Circulation increases to 80,000 readers/month for print and online. (Communications) (12/31/16) Measure: number of print EOY Target: 80,000

Initial Actions	Measure	EOY Target	Start Date, End Date
76.1.1 Develop promotions with newsstand outlets beginning October 2014. (Communications)		100%	10/01/14 12/31/14

APPENDIX A: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
Core Values/Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
Organization-Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
Long-Term Strategic Objectives 3-5yrs (3+ years)	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short-Term Items (1 year)	Short-term items that convert the Strategic Objectives 3-5yrs into specific performance targets. Effective goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Strategic Objectives 3-

5yrs?

Key Performance Indicators (KPIs)

Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to goals. How will we know we have achieved our goals?