



Twenty Year Strategic Plan
as approved by the Leadership Council
of
Centers for Spiritual Living

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Executive Summary

In accordance with the Organizational Design Model of Centers for Spiritual Living, the Growth and Development Commission offers this draft Strategic Plan for your review, modification and approval. This document is the culmination of a highly collaborative, participative process founded in prayer/treatment and visioning. It has been developed over the past two years by the twelve member Growth and Development Commission, nine Development Teams comprised of seventy team participants and considerable input from myriad groups and individuals throughout Centers for Spiritual Living.

The purpose of this plan is to establish clear direction with which our organization can effectively move forward. The contents of this plan include information relating to our purpose, vision, stakeholders, strategic initiatives, operational activities, program evaluation, and performance measurement methodologies.

This Strategic Plan identifies the strategic priorities that align our operations and business activities with the highest purpose and vision of our global community. Our collective intentions in this pursuit are as follows:

- To fulfill the mission, vision, and purpose of Centers for Spiritual Living to awaken humanity to its spiritual magnificence and create a world that works for everyone.
- To reveal the path for the next expanded expression of the Science of Mind in the world.
- To release our individual attachments so the newness of Spirit manifests.
- To work by consensus with open and honest communication, expressing compassion and mutual respect.
- To generate regular reporting to stakeholders and inviting their feedback in this process.
- To be fully supported and financially prospered in the fulfillment of these intentions.

Beginning with the eight priorities established by the Leadership Council in 2012, the Commission and Development Teams took on the task of identifying a Twenty-Year Vision, Five Year Objectives, Two-Year Outcomes and First Action Steps to initiate the process for each priority.

All Development Team recommendations were first reviewed by members of the Growth and Development Commission, then, reviewed and modified by the leadership Council before being assembled into this report. The final version of this plan was presented at the 2015 Centers for Spiritual Living Convention.

As Centers for Spiritual Living continues to improve the quality of services and products to its stakeholders, our highest priority is to provide clear, meaningful and loving communication and support to Member Communities, Ministers, Practitioners, Lay Leaders and all other interested individuals and organizations within our sphere of influence. Our Home Office staff is committed to providing information and assistance to all who teach and practice the Science of Mind and Spirit and all who support the growth and expansion of our spiritual movement.

This 20-Year Strategic Plan constitutes a blueprint for empowering the vision of a world that works for everyone, by creating an organization that works for all its Member Communities and stakeholders. The initiatives presented in this plan are designed to ensure that Centers for Spiritual Living is operating at the highest levels of effectiveness and is providing the best possible quality and value that we as a spiritually based organization can offer.

The Twenty-Year Vision for each priority, along with a variety of additional supporting information, is provided in this report.

Centers for Spiritual Living Leadership Council (September 2014)

Rev. David Alexander, Chair and Minister, New Thought Center for Spiritual Living, Lake Oswego, OR

Tracy Brown, RScP, Vice Chair and Member, Center for Spiritual Living, Dallas, TX

Geoff Sindon, Secretary and Member, Center for Spiritual Living, Westlake Village, CA

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Dr. Heather Clark, Council Member and Minister, Center for Spiritual Living, Capistrano Valley, CA

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Juliet Vorster, RScP, Council Member and Member, The Centre for Spiritual Living, Bournemouth, England

Rev. Dr. Kenn Gordon, Spiritual Leader

and Minister, Center for Spiritual Living, Kelowna, British Columbia, Canada

Rev. Dr. John Waterhouse, President and Minister, Center for Spiritual Living, Asheville, NC

Mr. Steve Burton, Operations Director, Centers for Spiritual Living and Member Mile Hi Church, Lakewood, CO

Rev. Dr. Judy Morley, Member Support and Education Director

and Member, Centers for Spiritual Living and Member Mile Hi Church, Lakewood, CO

Centers for Spiritual Living Growth and Development Commission Members (2013-2014)

Dr. John Waterhouse	President, Centers for Spiritual Living and Commission Chair
Dr. Kenn Gordon	Spiritual Leader, Centers for Spiritual Living
Mr. Steve Burton,	Operations Director, Centers for Spiritual Living
Dr. Judy Morley	Communications Director, Centers for Spiritual Living
Rev. Gregory Toole	Member Support and Education Director, Centers for Spiritual Living
Dr. Steve Gabrielson	Sr. Co-Minister, Center for Spiritual Living, Saddleback Valley
Dr. Kathy Hearn	Dean, Centers for Spiritual Living School of Ministry, Encinitas, CA
Dr. Kathianne Lewis	Sr. Minister, Center for Spiritual Living, Seattle
Dr. Jim Lockard	Sr. Minister, Center for Spiritual Living, Simi Valley
Rev. Dore Patlian	Board Member, Hefferlin Foundation
Ms. Juliet Vorster, RScP	Member, Centers for Spiritual Living Leadership Council
Mr. Miguel Zulueta, RScP	Member, Spanish Language Support Group

Priority 1: Cultural Integrity and Evolution

Development Team Members

Dr. Kenn Gordon	Spiritual Leader, Centers for Spiritual Living
Dr. Kathy Hearn	Dean, School of Spiritual Leadership, Seaside Center for Spiritual Living and Former Community Spiritual Leader, United Centers for Spiritual Living
Dr. Jim Lockard	Sr. Minister, Center for Spiritual Living, Simi Valley
Dr. Michelle Synegal	Sr. Minister, Spiritual Empowerment Center, Baltimore
Dr. Edward Viljoen	Sr. Minister, Center for Spiritual Living, Santa Rosa

Preamble

The Cultural Integrity and Evolution Team met by telephone and in person to prepare this report. The Leadership Council has approved the conducting of a Cultural Values Assessment through consultation with The Institute for Conscious Leadership represented by Rev. John DePalma. This assessment will provide all necessary information for the appropriate development of the following recommendations.

Purpose for the Cultural Integrity and Evolution Development Team

A central and fundamentally important part of the integration of International and United Centers for Spiritual Living was the distillation of the Organizational Design Model and the Global Vision that initiates it. The Organizational Design Model articulates the vision, culture and values of Centers for Spiritual Living -- making clear who we are and what we are about in the world. It was created to be a source and guide for the unfolding expression of the organization's culture and practices. It is intended to exist through time as a living, dynamic and expanding philosophical and visionary document that is consistently integrated, referred to and practiced at all levels of the organization and by each and every leader and member of the organization.

It is toward this intention that the Cultural Integrity and Evolution Development Committee offers the following strategic goals. Our understanding is that we must first organizationally and individually become in consciousness and practice what we desire to share with the world, and that it is this coherence with who we say we are and what we intend to do that actually makes our strategic plan possible to achieve.

Guiding Principles of this Team

- Coherence (consistency, continuity and solidarity)
- Unity (all standing together)
- Oneness (shared identity)
- Action (looking and moving forward, together, in the same direction)

Guiding Intentions of this Team

- *Create universal recognition of what we share in common so that when experienced from the inside and observed from outside of the culture, there is a high recognition of the culture.*
- *Create a plan that contributes to coherence among the constituent parts of Centers for Spiritual Living.*
- *Create a coherence that serves as the oneness at the base of our culture that allows for diversity to flourish.*
- *Create a standing together that honors variations, customization, and differences.*
- *Create a plan that honors our history and values innovation.*

Twenty-Year Vision for Cultural Integrity and Evolution

1. Full internalization, embodiment and living of the intentions and values of our culture as expressed in the Organizational Design Model.
2. Universal recognition of what we share in common so that when experienced from the inside and observed from outside, there is a high recognition of the culture.
3. Leaders within our organization coherently represent the vision, values and culture of Centers for Spiritual Living to the world.
4. Centers for Spiritual Living is supporting a world that works for everyone through sharing the tenets of Science of Mind and our vision, values and culture.
5. Love, light, inclusivity and joy are natural ways of being across our organization and into the world.
6. Centers for Spiritual Living is networked and connected with like-thinking organizations.
7. Centers for Spiritual Living is present everywhere and invited to faith-based conferences and events.
8. We are recognized for our integrity, honesty, openness, and neutrality.
9. Our Organizational Design Model is widely published as an example of a visionary and cultural guide.
10. Our integration process is publicized and studied as an example of peaceful organizational change.
11. Governments, corporations, and NGO's call on Centers for Spiritual Living to mediate world issues and peacemaking initiatives.
12. Centers for Spiritual Living reaches critical mass in global recognition.
13. Centers for Spiritual Living continues to deepen its practice of spirituality in its day-to-day operations.

Priority 2: Communications

Development Team Members

Rev. David Alexander
Diane Bishop, RScP
Sara Horton
Rev. Judy Morley, Ph.D.

Sr. Minister, New Thought Center for Spiritual Living and Leadership Council Chair
Editor, Science of Mind magazine
Vice President, Horton Interactive Media
Director of Communications and Growth and Development Commission Liaison

Internal Communications Objectives

- Finding effective ways to communicate information from the Home Office to member communities
- Finding effective ways to communicate information from the Home Office to our various constituencies
- Maintaining websites and electronic strategies for the easy access of materials to our constituencies
- Being responsive to questions and concerns of our internal audiences
- Creating events and opportunities to support our internal audiences and effectively conduct the business of the organization.

External Communications Objectives

- Communicating the teaching of Science of Mind to new audiences
- Providing outstanding, inspirational materials to people who are not able to or interested in connecting with our Member Communities.
- Creating events that will introduce new audiences to the philosophy of Science of Mind
- Marketing our philosophy, our constituencies, and our member communities to new and expanded audiences.

Twenty-Year Vision

1. Centers for Spiritual Living is a full-functioning state-of-the-art web presence to serve our internal and external audiences.
2. Our organization uses current social media methodologies to reach all constituencies with accurate and up-to-date curriculum, interactive communication platforms, and compelling approaches for addressing spiritual concepts and humanitarian issues online and in person.

Priority 3: Information Technology

Development Team Members

Ray Bunch	Centers for Spiritual Living Webmaster
Marty Bunch	Centers for Spiritual Living Webmaster
Karl Bunch	Vice President, Product Management, AppNexus
Brandon Ehrhart	Centers for Spiritual Living IT Specialist
Laura Evans	Music Director, Center for Spiritual Living, Greely and Government Database Contractor
Rev. Judy Morley, Ph.D.	Communications Director and Growth and Development Commission Liaison
Rev. Elizabeth Rowley	Sr. Minister, Center for Spiritual Living, Solano Bayside
Rob Shaver	Member, Austin Center for Spiritual Living

Purpose

Our purpose is to create an integrated, comprehensive strategy for both internal and external uses of Information Technology.

Intentions

Our highest intentions are to use information technology as a pathway to fulfill the mission, vision, and purpose of our Organization—to awaken humanity to its spiritual magnificence and create a world that works for everyone.

Primary Objectives

There are two primary objectives within the area of IT. The first is to upgrade our internal systems so that they are functional for every department within Centers for Spiritual Living. This includes creating an Enterprise Resource Platform for our internal network.

The second is to more effectively apply technology to create an expanded awareness of our philosophy, our mission, and our message to audiences beyond our established constituencies. This includes updating websites, incorporating blogging, developing apps, becoming more proficient at the use of social media and making our educational products and services universally available online.

To meet the objectives of this priority, it is necessary for the Organization to take into account that we have internal and external users of IT. The internal users are members of the Organization that need to interface with our database and websites in order to update their personal or community records, renew licenses, download curricula, or find vital organizational information.

Budget Considerations

Our external users are the people we want to reach through technology. These are people who will be introduced to our philosophy through our website, live streaming of events or recorded messages, apps, and electronic newsletters.

In order to serve our external audience, we must also find ways to capture data from those who visit our website. This will allow us to get information from non-affiliated audiences and build relationships with people who might be casually interested in the Science of Mind philosophy and are seeking more information from Centers for Spiritual Living.

We also need to optimize our search engine ranking so that our external audience can find us when searching for certain key words.

Another activity that must be implemented in order to meet the objectives of this area is to identify new electronic channels through which external audiences can be introduced to Science of Mind and Centers for Spiritual Living, such as daily email affirmations or periodic newsletters.

Twenty-Year Vision for Information Technology

1. Centers for Spiritual Living maintains state-of-the art hardware and software for Home Office operations.
2. A method of harvesting data from all website visitors to csl.org and ourcsl.org is an integral part of our IT systems.
3. A database of social media contacts is established and maintained as a useful tool for ongoing improvement in providing useful information.
4. Centers for Spiritual Living is committed to ongoing quality improvement to remain a leader in the field of technology.

Priority 4: Diversity

Development Team Members

D. Jacquelyn Edwards, RScP	Interim Spiritual Director, First Church of Religious Science, Vallejo and Diversity Commission Chair
Rev. Georgia Prescott	Founding Minister Center for Spiritual Awareness
Rev. Martha Quintana	Sr. Minister Rio Grande Center for Spiritual Living and Vice Chair, Diversity Commission
Rev. Gregory Toole	Director, Member Support and Education and Growth and Development Commission Liaison
Miguel Zulueta, RScP	Growth and Development Commission Liaison

Rationale

For Centers for Spiritual Living to touch the greatest number of lives, we will need to attract populations from a variety of ethnic and racial groups, genders, sexual orientations, and other areas of diversity listed in this plan. This will involve educating our leadership around diversity, and having our leadership be comprised of the diversity it wishes to create. It will also require the consideration of diversity in all of our activities, Home Office staffing, and events to ensure that our efforts are welcoming and engaging across a broad spectrum of diversity.

Highest Intention

The highest intention for this priority is to be conscious of the idea of Oneness at a practical level. When new ideas are being developed and implemented, we bring God qualities of Love, Harmony, and Unity. We are an intercultural, interfaith and non-dogmatic organization that embraces all people regardless of their age, culture, religious faith, political beliefs, sexual preference, or race, thereby projecting a culture of inclusiveness. With this ideal, we can work toward building a world that works for everyone.

Guiding Principles for Diversity

- Reframe diversity from an action item on a to-do list. Diversity must become a constant consideration and measurement in all activities that is as important as feasibility and cost effectiveness.
- The Commission functions as an initiator and overseer of diversity initiatives. It should continue to include both high-ranking leaders and representatives from our Member Communities. The process of selecting members for this group is sensitive, and is as critical as any actual work that it does. The Commission must be perceived as not only institutionally legitimate but also must have the moral authority to influence the organization to action on these issues. It must also demonstrate diversity within its own ranks.

Guiding Principles for Diversity (continued)

- The Diversity Commission establishes input and feedback mechanisms so that its initiatives have as much transparency and involvement as possible.
- The diversification process cannot be a top-down process. Engagement should be encouraged at all levels, especially within individual Member Communities. All areas of the organization will not progress at the same rate. Some may develop diversity attributes more quickly than others. These communities will provide modeling and be examples for other communities to follow.
- Developing cultural literacy is akin to developing reading literacy. It takes time to develop and teach these skills. Over the next 5 years there will need to be substantial diversity training throughout our organization, including the continued development of “train the trainer” programs. Creating arenas for people to understand and recognize power and privilege dynamics, generically, is a key component and starting place for trainings.
- It will be essential to provide platforms for conversation at all appropriate arenas, including annual conferences, over the next 5-7 years to actively engage in diversity initiatives. Use forums as opportunities to further actions and celebrate accomplishments. Over time, emotional charge wears away and diversity is normalized.
- We will be called to integrate our focus on diversity by:
 - Building bridges with members from different backgrounds to enroll them in recruitment of new member efforts to targeted populations.
 - Reviewing where our resources are being allocated.
 - Considering organizations that are multicultural to determine synergies.
 - Creating personal commitments for growing our individual cultural competencies and teaching those whom we lead about cultural diversity and its benefits to our Centers and our entire organization.
 - Hiring toward the vision and seeking volunteers who represent the cultural backgrounds of those we wish to reach.
 - Networking and partnering with groups that have diverse memberships. Joining boards and having a presence in community events.

Guiding Principles for Diversity (continued)

- We will be called to factor diversity into every aspect of the business of our organization by:
 - Linking diversity to Centers for Spiritual Living's vision and mission
 - Consistently articulating our Diversity Commission's vision, mission and goals
 - Mandating that Centers for Spiritual Living annually provide a report on growth of the organization emphasizing new international works.
 - Supporting leadership in demonstrating personal and organizational commitment to diversity by modeling behavior for the rest of the organization.
 - Establishing multiple measures of the Diversity Commission's success.
 - Extending outreach efforts to diverse communities and organizations (i.e., developing Ambassadors for diversity within centers to reach underrepresented groups within the geographic location of each center).
 - Re-orienting business practices towards diversity goals.

Diversity References in Organizational Design Model

Global Vision:

- We envision all people, all beings, and all life as expressions of God
- We envision a world that works for everyone and for all of creation

Section 3, Our Vision as an Organization:

- We demonstrate the Oneness of Spirit in everything that we do, knowing that this Oneness is inclusive of race, age, ethnicity, culture, history, religion, political affiliation, experience, gender, and sexual orientation.

Section 4, Our Organizational Culture:

- We are a healthy, effective organization honoring and respecting each other and all of creation.

Section 5, How Our Culture Expresses and Manifests:

- We are open, receptive, and welcoming of all people, all faiths, and all paths to God.

Diversity References in Organizational Design Model (continued)

Section 6, Our Shared Values:

- 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.

Section 7, Our Guiding Principles, Practices, and Processes:

- Our Guiding Principles...We welcome all into the experience of our spiritual community.
- Our Guiding Processes are personal and collective ways of functioning across our spiritual community that support the realization and revelation of our intentions to awaken humanity to its spiritual magnificence and create a world that works for everyone. These ways support us in living from the inner spiritual principles we embrace...

Section 11.2.4, Diversity Commission:

- This commission is charged with leading the organization's efforts in developing plans and programs for attracting and retaining a diverse population in its communities and for inclusion in leadership, conference speaking opportunities, committees, and all aspects of the organization in support of continuing growth of the Organization globally. This commission will make recommendations based on one-year, three-year and five-year plans to the Leadership Council. This commission consists of twelve (12) members appointed by the Leadership Council. This commission has its own annual budget and the Leadership Council shall have the authority to appoint and remove members, whom all serve at the discretion of the Leadership Council (terms of service are delineated in the Organization's Policies and Procedures Manual). [Added by Resolution at Vancouver Annual Meeting, February, 2013.]

Financial/Business Impact through Diversity

Diversity and inclusivity are key concepts that build a basis to attract new members to affiliated communities of Centers for Spiritual Living. While it is difficult to quantify such an effect, new members mean more revenue, more creativity, and a wider foundation upon which to build.

Our organization has stated that it intends to touch and transform more than one hundred million lives. By all reasonable accounts, this must be a diverse group. The way to attract this number is to demonstrate how we embrace and celebrate our human differences. We also have to figure out where, state-by-state or region-by-region, we are going to find the people we seek.

To do this requires a campaign with a name that encompasses our intention. The campaign would be the result of a team who would look at every state and region in the U.S. and the world to map out where we already have Centers, the current population, and the potential for new members. The next step would be to figure out which of these areas had the most potential for growth and development and a plan would be developed to nurture step-by-step, in a certain time frame, the areas of the country and world upon which Centers for Spiritual Living would focus.

Financial/Business Impact through Diversity (continued)

The plan is to place the first resources in the areas for most potential in coordination with the people who already live there. In partnership with the existing Centers, the team would determine what resources are needed to increase each center's population in that area in a certain timeframe. We continue with this plan until it is finished.

Primary Intentions

- Establish a Diversity Vision Core
- Get organization wide buy-in
- Develop organization wide cultural competency by:
 - Developing and delivering diversity training throughout the organization
 - Training to focus on the Science of Mind Principles as a basis of diversity and inclusivity.
 - Including diversity in every aspect of Centers for Spiritual Living activities, including certificated classes; ministerial, practitioner and laity training; publications; workshops/seminars and conference presentations.
- Develop tools for measuring/gauging success; establishing benchmarks.
- Establish a web presence that serves as a means of disseminating information, resources and communications to and from Member Communities.

Primary Intentions (continued)

- Partner with community organizations (religious and secular) to do diversity work in communities where we have a presence and especially in those where we seek to have a presence.
- Establish a means for recognizing/acknowledging and sharing success stories from diversity initiative within the organization.
- Continue central focus on race/ethnicity diversity while also giving attention to other areas such as sexual identity and physical abilities.

Twenty-Year Vision for Diversity

1. Every aspect of our organization is diverse.
2. Our Member Communities have representation of people as diverse as our world.
3. Centers for Spiritual Living elected leaders represent a broad spectrum of integrated and diverse views and backgrounds, reflecting the world population.
4. Centers for Spiritual Living hosts international conferences.
5. Centers for Spiritual Living has international programs that encourage diversity.
6. Centers for Spiritual Living is cited by the United Nations as an example of racial, ethnic, and cultural harmony.
7. Centers for Spiritual Living becomes known for its programs that break down color, race, and ethnic barriers.
8. Centers for Spiritual Living has spiritual community in every country.

Priority 5: Youth

Development Team Members

Rev. Mark Accomando	Youth Program Support Coordinator, Region 2
Doravne Breedlove	Youth Program Support Coordinator, Region 7
Rev. Keith Cox	Youth Events Manager
Kathy Daniels	Youth Program Support Coordinator, Region 9
Dr. Steve Gabrielson	Growth and Development Commission Liaison
Michelle Lang, RScP	Youth Program Manager
India McKinney	Youth Program Support Coordinator, Region 10
Rev. Joanne McFadden	Youth Program Support Coordinator, Region 11
Rev. Pattie Mercado	Youth Program Support Coordinator, Region 1
Rev. Gregory Toole	Director, Member Support and Education and Growth and Development Commission Liaison

Implementation strategy is to be developed by Youth Program Support Coordinators with the support of Youth Program Managers, Michelle Lang, RScP and Rev. Keith Cox.

Rationale

For Centers for Spiritual Living to touch the greatest number of lives and to continue as a vibrant movement, it will need to provide spiritual education and programs to youth and families in a much more complete and far-reaching manner. This can be accomplished by developing more Science of Mind schools, expanding youth camps and other programs on a regional basis, developing more family-friendly programs for our centers, and using technology to more fully engage our youth.

With strong programs for youth, we will provide the foundation for individuals to continue the practices of Science of Mind into adulthood. This will increase the likelihood that individuals and families stay engaged with the teaching and the movement throughout their lives. It will also encourage a much higher number to become Spiritual Leaders and to express other means of sharing Science of Mind around the world.

Twenty-Year Vision for Youth

1. Centers for Spiritual Living has unsurpassed youth curriculum.
2. Centers for Spiritual Living is a model for creating youth leaders.
3. Centers for Spiritual Living youth camps and programs are convened in multiple regions.
4. Centers for Spiritual Living develops programs that attract young families and children into our Member Communities.
5. Centers for Spiritual Living has a model for youth development that can be replicated.
6. Our organization is well represented by youth:
 - a. Youth serve on Leadership Council.
 - b. Youth are financially supported by the organization.
 - c. Centers for Spiritual Living invests in our youth.
7. Centers for Spiritual Living youth programs are as well-known and as participated in as Boy Scouts/Girl Scouts.
8. Centers for Spiritual Living has developed an after-school program template for public and private schools.
9. Our youth curricula is available in multiple languages.
10. Our youth camps reach beyond our Member Communities to attract inner-city and at-risk youth.
11. Centers for Spiritual Living sponsors global youth camps.
12. Centers for Spiritual Living establishes strategic alliances with other organizations serving youth.
13. Centers for Spiritual Living provides youth-scholarship programs for Practitioners and Spiritual Leadership training.
14. Centers for Spiritual Living owns its own events facility (including youth events) that accommodates more than 700 participants.

Priority 6: Minister and Practitioner Licensing

Development Team Members

Tracy Brown, RScP	Leadership Council Member
Rev. Eileen Brownell	Staff Minister, Center for Spiritual Living, Greater Chico
Deborah Ford, RScP	Practitioner Council Member
Rev. Mark Gilbert	Manager, Licensing and Credentialing Department
Dr. Jaine Ryder	Chair, Minister and Practitioner Licensing Committee
Rev. Gregory Toole	Director, Member Support and Education and Growth and Development Commission Liaison
Dr. Barbara Waterhouse	Chair, Minister Council
Dr. John Waterhouse	President, Centers for Spiritual Living and Growth and Development Commission Liaison

Introduction

The following strategic plan is founded on the awareness that all Centers for Spiritual Living Ministers and Practitioners are committed to the active demonstration of Science of Mind throughout the world.

The committee recommends that the implementation of these strategic initiatives will require contributions from the Minister and Practitioner Licensing Committee (MPLC), Minister Council and Practitioner Council.

Rationale

Our method of licensing Ministers and Practitioners in Centers for Spiritual Living must align with our intentions to develop and maintain dynamic growth in support of our teachings. Making our licensing and relicensing processes more practical, inclusive and supportive will aid in fostering such growth.

Twenty-Year Vision for Minister Licensing

1. An established advisory committee reviews continuing education standards and practices for ministers and Spiritual Leaders.
2. The path to ordination is aligned with an established ministerial continuing education program.
3. 5,000 licensed and ordained ministers are in service with Centers for Spiritual Living worldwide.

Twenty-Year Vision for Practitioner Licensing

1. Practitioners play an ever increasing role in service to their communities and the world.
2. Practitioners feel such a high level sense of service and personal spiritual growth that Centers for Spiritual Living maintains extremely high levels of license renewal.
3. Practitioners re-licensing standards are completely aligned with enhanced Practitioner continuing education programs.
4. 50,000 licensed practitioners are in service worldwide.

Practitioner Insurance Recommendation

The Legal Committee has spent considerable time reviewing the liability of licensed practitioners and the liability of the Member Community that holds the license as well as the licensing body, Centers for Spiritual Living.

1. For the Practitioner that holds a license at a center and helps with classes, services and the general functions of a community, the coverage provided by the community policy adequately covers the Practitioner, the Member Community and the organization.
2. Our concern is the gap in coverage, or often lack of coverage, for Practitioners that see clients as a practice and receive compensation for the session, be it at their center, or the Practitioner's home or office.
 - a. In many instances if a Practitioner has not notified their homeowner's insurance provider that they are conducting an "in-home" business and amended or added coverage, then a simple slip and fall by a client will not be covered by the homeowner's policy.
 - b. For Practitioners who rent a property, the risk of lack of coverage is much higher as a renter's policy will almost never cover "in-home" business activities.
 - c. Nor in most cases will these policies cover malpractice.

Practitioner Insurance Recommendation

- d. Most church policies will not cover a Practitioner that is utilizing the center as a place to conduct a session in which they are paid by the client and have no direct contact with the minister during the session. The policy will not consider it an action by the church.
 - e. If a Practitioner is using the word **counseling** in their marketing material or on business cards then the Member Community's policy will, in all likelihood, not cover them or the community.
 - f. Practitioner's that give workshops in a rented location have no coverage unless a specific policy is issued.
3. The following recommendations are offered:
- a. Practitioners that see an average of five or more paying clients per month should be required, as a stipulation of relicensing, to carry professional coverage. The Insurance Department of Centers for Spiritual Living has two "Life Coach" policies from which to choose. A Practitioner can also choose to purchase a separate policy from another carrier that provides the following coverage:
 - i. A policy must cover physical liability, legal, professional misconduct and sexual misconduct.
 - ii. Damage minimums will be set by Centers for Spiritual Living and can be increased by a center at its discretion.
 - b. Coverage is to be reported on an honor system or a Member Community may choose to require proof of insurance before holding a Practitioner's license.
 - c. In any event, a Practitioner that does see five or more clients a month and fails to provide coverage will see his/her license suspended upon any claim. Followed by future disciplinary action or license revocation.

Priority 7: Education

Development Team Members

Mari Acavoli	Member, Laity Council (2011-13)
Diana Bull	Member, Education Committee
Dr. Arleen Bump	Sr. Minister, Center for Spiritual Living, Ft. Lauderdale
Dr. Heather Clark	Sr. Minister, Center for Spiritual Living, Capistrano Valley and Leadership Council Member
Rev. Bob Deen	Manager, Professional Education
Rev. Katherine Economou	Sr. Minister, Center for Spiritual Living, Temecula
Dianna Ferguson	Educations Service Coordinator
Dr. Deborah Gordon	Sr. Minister, Center for Spiritual Living, Kelowna
Dr. Kim Kaiser	Dean, School of Spiritual Leadership, Santa Rosa
Dr. Karen Kushner	Chair, Education Committee
Rev. Barbara Leger	and Spiritual leader, TEMENOS Spiritual Center, Ukraine
Dr. Jim Lockard	Sr. Minister, Center for Spiritual Living, Simi Valley and Growth and Development Commission Liaison
Dr. Tom Sannar	Sr. Minister, One Heart One Mind Center for Spiritual Living
Rev. Ras Smith	Dean, School of Spiritual Leadership, Mile Hi Campus
Maureen Thurston	Registrar, Holmes Institute and School of Spiritual Leadership
Dr. Christina Tillitson	Dean, Online Education
Rev. Gregory Toole	Director, Member Support and Education and Growth and Development Commission Liaison
Jeanette Vinek, RScP	Practitioner Council Member
Dr. John Waterhouse	President, Center for Spiritual Living and Growth and Development Commission Liaison
Dr. Petra Weldes	Sr. Minister, Center for Spiritual Living, Dallas

Vision

Centers for Spiritual Living provides education that transforms lives, igniting the potential of each individual to connect with their True Self and to apply and express love, facilitating personal and global stewardship, healing & connection.

Overview

The Education Committee convened a Summit to review and synthesize inputs on the direction of Education in Centers for Spiritual Living. Input was gathered from the Growth and Development Commission, Leadership Council, Member Communities, and the Education Committee's own visioning and previous planning. The intention of the Summit was to develop the beginnings of a cohesive and comprehensive Education Plan for moving Centers for Spiritual Living into a leading edge position with regard to its core competency, Education.

Those convening were the Education Committee, Education Department Staff, Deans from the School of Spiritual Leadership, and several others either in key roles or representing key constituencies. Those in attendance are listed above. Since the Summit, the Education Committee has continued to revise this document based on engagement with Member Communities through the Spiritual Living Convention in Orlando, February 16-21, 2014 and a subsequent online survey of Ministers, Practitioners and Lay Leaders.

Introduction

This document represents a draft strategic plan that is still evolving. Many tactical aspects of implementing this plan are still to be developed. The use of focus groups and subcommittees will be important in defining some of the details of the tactical plan that will require further research and analysis.

To reposition Centers for Spiritual Living to more aptly reflect its core competency of Education, this strategic plan addresses tracks for laity as its major audience and consumer of our educational offerings. It addresses laity education as an end unto itself, rather than as a means to professional licensure as a Practitioner or Minister. By refocusing our education in this manner, Centers for Spiritual Living broadens its vision and reach out into the world. With a reallocation of resources to create the highest quality education and educational delivery systems, we seek to meet the needs of a large population whose clear intent is to grow and develop spiritually.

This repositioning does not reflect a diminishing of Practitioner and Ministerial education. It simply recognizes that the professional track is only one track and that if we are to touch and transform more than one hundred million lives, we will need to dedicate far more resources to high caliber education with the intention of transforming lives.

This strategy increases the importance of professional training because our Practitioners and Ministers are essential teachers in the delivery systems of the spiritual development education we intend to offer to the world.

Introduction (continued)

This strategic plan also puts greater emphasis on technology as a core competency that has been previously underdeveloped in Centers for Spiritual Living. With the great technological advances of the last 20 years, the organization can have much greater reach, far beyond the limits of where we have “brick and mortar” centers, by utilizing technology to reach those who are currently outside of and not connected to a center. This use of technology will likely increase the number of physical centers simply because people desire community and once they are exposed to the teaching of Science of Mind, many will naturally seek out community with others of like mind.

This plan recognizes the importance of our affiliated communities and the need to have seamless communication and engagement with and between communities. It recognizes the importance of cultural differences and geographical differences that all need to be considered and are integral to the development of the content and delivery of our education.

In addition, the plan addresses organizational resources, setting a vision for Centers for Spiritual Living being well-funded in its educational vision.

While this plan will continue to evolve and many details need to be better understood and defined, it is a beginning point for launching Centers for Spiritual Living into its next generation of spiritual development education and professional education.

You are invited to join in consciousness and in action to bring this plan to fruition.

I. Lifelong Learning Tracks Twenty-Year Vision

The lifelong learning tracks envisioned here reflect a plan for all who seek a path of continued spiritual growth. These are learners who will be recognized for their educational achievements whether or not they choose to pursue professional education and licensing within our organization.

Centers for Spiritual Living provides fully developed learning tracks, such as in the following areas of focus:

1. Practical applications of Science of Mind in areas including business, relationships, finance, and conflict resolution.
2. Leadership training programs for Laity, Practitioners and Ministers.
3. Utilization of courses that are part of the School of Spiritual Leadership as advanced learning options.
4. Spiritual growth and development in everyday life.
5. Classes in applying Science of Mind to current events, global issues, and various crises or need categories.
6. Science of Mind and Spiritual Psychology.

II. Tracks/Paths for Practitioners and Spiritual Leaders/Ministers Twenty-Year Vision

The desire is to create multiple paths and more accessibility for students to engage in professional coursework, to allow consciousness to expand through time and immersion into their studies, and to create opportunities for assessment along the way, allowing qualified students to move more swiftly or more slowly as is deemed appropriate.

The tracks for professional education described here provide the greatest amount of flexibility for students, teachers, and organizational administrators to tailor our programs to each one's needs rather than functioning as a "cookie-cutter" or "one-size-fits-all" approach. Implicit in this vision is the realization that our students enter our centers with varying backgrounds – some have many years in other New Thought organizations and have amassed much spiritual education and practice, while others enter with little to no previous spiritual education or experience. Centers for Spiritual Living can meet each of these students where they are and provide educational programming that honors their current understandings and interests.

Other possibilities to be explored for facilitating ministers into service sooner include allowing ministerial students to serve in ministerial roles as part of their ministerial education thus allowing them to continue to deepen in their education and ministerial consciousness simultaneously.

1. Provide educational tracks in proportion to interests and intended outcomes.
2. Develop and offer Master Practitioner Continuing Education track.
3. All forms of leadership training are professional, excellent, emotionally intelligent, thorough, effective, diverse and organic.

III. Content and Methodologies Twenty-Year Vision

This vision addresses the objectives and actions for establishing use of the most modern education methodologies and approaches to creating leading-edge educational offerings. It is intended that our curricula take into account all aspects of the adult learner, and make use of multi-media presentation options, as well as blended learning with online accessibility.

1. Centers for Spiritual Living provides the world with transformative education.
2. Centers for Spiritual Living provides deep, rich, long-term opportunities to practice and study the Science of Mind and related topics.
3. We are a great sacred organization providing training for everyone that supports their highest recognition of each one and each other in the sacred language of the secular.
4. Curriculum has modules with various methods and options for teaching key points.

Content and Methodologies Twenty-Year Vision (continued)

5. As an alternative to some written curricula, Centers for Spiritual Living produces video presentations, which are shown to groups or presented as distance learning modules. Following video presentations, facilitators follow up with group discussions.
6. Centers for Spiritual Living teachers are cutting-edge in terms of their knowledge and skills in delivering spiritual education such that delivery of spiritual education is a core competency.
7. Centers for Spiritual Living creates an academic heart-centered space for our own theologians to emerge, write and teach.

IV. Technology in Education Twenty-Year Vision

Technology is a cornerstone of this Education Plan. Through the evolution of information and communications technology, Centers for Spiritual Living has the opportunity to make a quantum leap in our delivery of education, and a far greater reach into the world. No longer are we limited to where we have physical centers. While centers will continue to remain imminently important, research indicates that educational institutions today are reaching a far greater audience through online learning than from students in classrooms. Centers for Spiritual Living can have the same monumental growth in attracting students to the Science of Mind. Our task is to become more fully developed in our capacity and competency to use current and emerging technologies.

1. Centers for Spiritual Living is a leader in creating intimate, high-touch experiences in a high tech world.
2. We provide instant access to spiritual knowledge through the confluence of computer technology, nano-technology, and biotechnology making Science of Mind principles universally available.
3. We have a network of spiritual communities in every town and location worldwide. They are linked through internet connections with centralized leadership.
4. Centers for Spiritual Living is identified for its use of leading-edge technology.
5. Centers for Spiritual Living has a world-renowned “Life University,” teaching principle-based coursework “virtually” through current technology.

V. Organizational Support and Resources Twenty-Year Vision

Science of Mind teachings around prosperity assure us of infinite supply, and in this section we recognize our infinite source. We cast a vision of sustainability and a resource-rich Education Department that can bring the Science of Mind teaching to all who would welcome its benefits.

1. Money is abundantly available to develop and facilitate worldwide training.
2. We have a seamless connection for the use of all resources and educational materials across the movement (everything is available and accessible).
3. Proceeds from our Education Endowment covers the cost of our annual research and development expenses.

VI. Cultural Impact Twenty-Year Vision

This section recognizes that cultural differences impact how we learn and how we see the world. Therefore, it recognizes differing needs around curricula and delivery of education.

1. Content is culturally adaptable and fluid for major North American and Global cultural communities such as Native American, Asian, Hispanic, African American, Eastern European, Russian Speaking, and Arabic.
2. We experience a significant shift in the global consciousness towards Oneness and a world that works for everyone through the prevalence of Science of Mind classes.
3. Science of Mind curriculum is developed to communicate principles to people from other (non-Christian) spiritual traditions.
4. Science of Mind principles and values are present in schools, K-College. Universal spiritual principles and values are available in myriad ways to young people in many settings including local social organizations, educational programs in or out of schools and on college campuses.
5. People everywhere are personally empowered, self-actualized, and engaged in transforming our planet to a state of sustained peace.
6. Centers for Spiritual Living experiences an increased participation by multi-cultural community members and targeted constituencies in all levels of our education program.

VII. Global Reach Twenty-Year Vision

Similar to the Cultural Impact section, this section recognizes differing needs based on geopolitical differences and their importance in how we deliver our education to the world.

1. Content is culturally adaptable and relevant for all global communities.
2. Training/learning is accessible to everyone worldwide through myriad mediums.
3. The Science of Mind philosophy and teaching is available and accessible globally.
4. Every region has fully trained leaders and educators who are culturally competent to share Science of Mind in culturally sensitive ways.
5. Centers for Spiritual Living has learning centers throughout the world for people to experience personal transformational processes.

Priority 8: Prosperity

Development Team Members:

Dr. Patrick Cameron, Chair, Prosperity/Debt Reduction Committee and Sr. Minister, Center for Spiritual Living, Edmonton
Walter Drew, Treasurer and Finance Committee Chair and Member Center for Spiritual Living, Santa Fe
Alice Reed, Finance Committee Member and Sr. Minister, Center for Spiritual Living, Central Maryland
Steve Burton, Operations Director and Growth and Development Liaison
Rev. Dore' Patlian, Growth and Development Liaison

No 20-Year Vision was developed for this report.

Monitoring, Evaluation, Reporting and Modification

Communicating the Plan

Following approval by the Leadership Council, this Strategic Plan is to be communicated to Home Office staff, Constituent Council Members and then to all Member Communities. Home Office staff will participate in a special event for the express purpose of introducing them to the plan. At this event, staff members will be afforded an opportunity to ask questions and share any thoughts or concerns they may have regarding to the plan.

The Plan is then to be communicated to Constituent Councils via teleconference where they too can ask questions and share their thoughts about the plan.

Once these communications are complete, Member Communities will receive a written summary of the plan by email. Following its release to Member Communities, the Plan will be discussed on a President's Teleconference and will be a central topic of exploration during scheduled dialogue sessions at the 2015 Spiritual Living Convention in Las Vegas, Nevada.

Monitoring Implementation of this Plan

The success of any strategic plan dwells entirely within the organization's commitment to achieving their intended results and the willingness of individuals and groups to be evaluated on the effectiveness of their performance. There is no expectation that this or any strategic plan can be fully executed without adjustments to the plan during the course of implementation. It is however, critical that everyone involved is committed to the plan's success and that an effective monitoring system is established to maintain an objective overview of the organization's performance throughout the implementation period.

As implementation will require established timelines that identify what actions must be completed over the next two years, all intended benchmarks are recorded at OnStrategy.com (formerly MyStrategicPlan.com) where they can be updated and monitored on an ongoing basis.

A monitoring process remains the responsibility of the President of Centers for Spiritual Living with designated Leadership Council members having monitoring and updating responsibilities throughout the Strategic Plan's implementation process. This team of monitors will be responsible for reporting findings to the Leadership Council on a quarterly basis. These reports, once received, reviewed and approved by the Leadership Council are to be summarized and communicated to Member Communities through the Office of the President.

Procedure for Modifying the Plan

This Strategic Plan contains a Twenty-Year Vision, Five Year Objectives, Two-Year Outcomes and First Action Steps. The content of the Plan can change as members of the Leadership Council and Executive Staff perceive the need for those changes. Changes must not detract from the intended value of the plan for our organization and its stakeholders.

Therefore, the following procedure will be utilized whenever changes to the Strategic Plan are required:

1. Staff, Monitoring Team or Leadership Council members may request changes to the plan by submitting recommendations in writing to the Executive Team who will have responsibility for presenting appropriate changes to the Leadership Council.
2. Rationale for a recommended change and the wording of the change are to be directed in writing to the Executive Team, who will review and recommend all requests to the Leadership Council for final review, revision and approval as is deemed appropriate.
3. The Growth and Development Commission shall meet at least once each year for a comprehensive review and updating of the Strategic Plan. The Commission will then make recommendations in writing to the Leadership Council for review, revision and approval as is deemed appropriate.
4. Any changes approved by the Leadership Council are to be dated and noted as addenda to the Strategic Plan.