

WASHINGTON NATIONAL CATHEDRAL
2012-2014 STRATEGIC PLAN



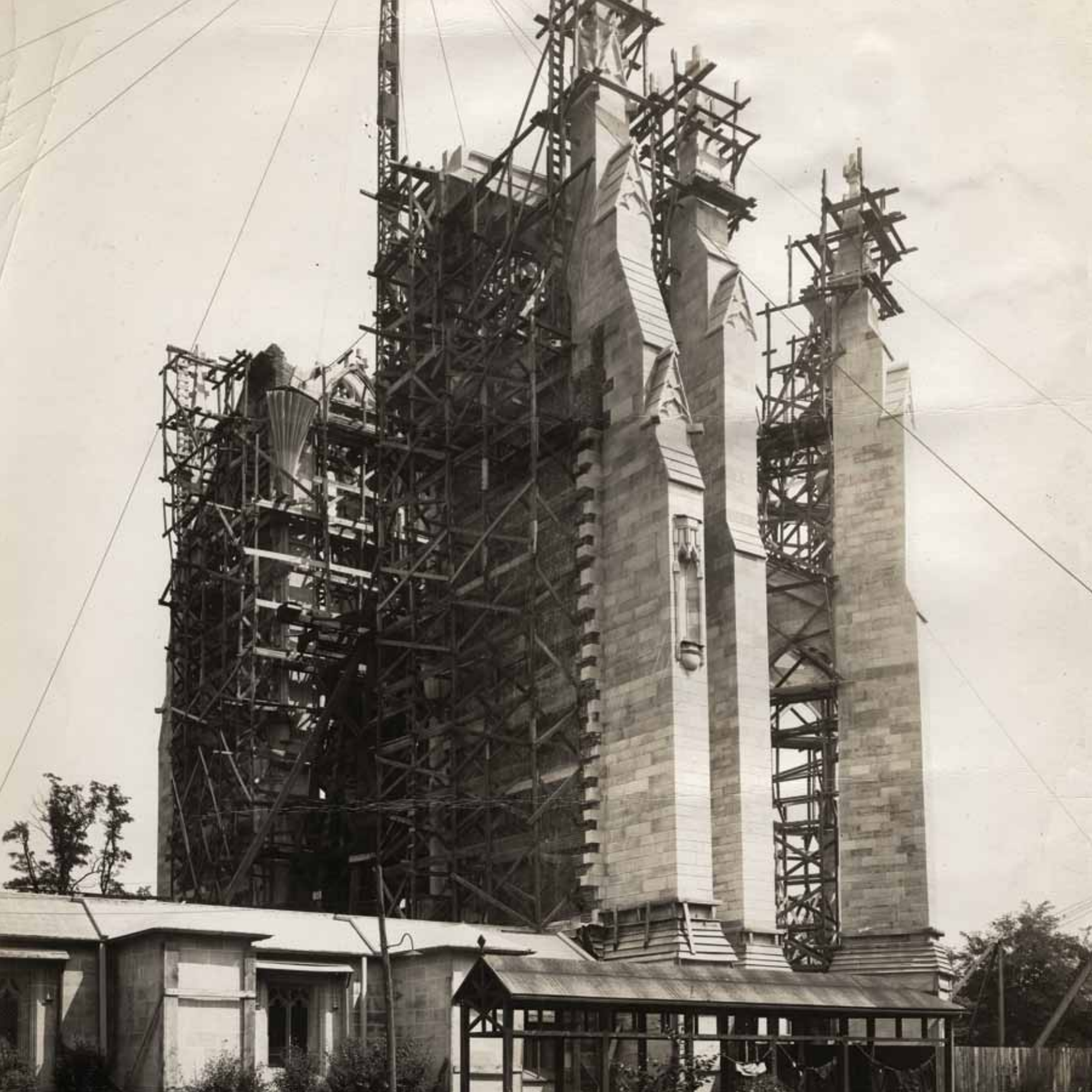
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letter from the dean

Just over a century ago a visionary group of Episcopalians launched an ambitious enterprise to build an immense cathedral to serve as the spiritual home for their young nation. Another group named the National Cathedral Association was also formed and would become the backbone of a fundraising effort spanning more than 90 years to ensure the nation's cathedral was built. It would be located at one of the highest points in the city of Washington, overlooking the halls of government, the monuments, and the signs and symbols of the nation's life. From the laying of the foundation stone in 1907 to the lowering of the final finial stone in 1990, the consuming focus of what would be called Washington National Cathedral was the building of the great edifice and the raising of the funds that would make that possible.

The drive to complete this massive Gothic Cathedral faced many challenges that halted construction for five different periods and at times threatened the ultimate completion of the project. These included two world wars, the Great Depression, crippling inflation, the deaths of deans, bishops, and architects, and severe debt.

At the same time there were major moments of celebration as the central tower, the transepts, and ultimately the nave, the west towers, and the west rose window were brought to magnificent completion. Those who oversaw this extraordinary undertaking were driven by a vision of a sacred gathering place for the nation's spiritual life. They persisted in their labors knowing full well that they were collaborating in an endeavor that would not be completed in their lifetimes.

The founders launched this Cathedral with three purposes in mind: to be "a house of prayer for all people," "the chief mission church of the diocese," and "a great church for national purposes." Over the past century those phrases have continued to serve as touchstones defining the Cathedral's essential work. And with those signposts, the Cathedral has become the sacred place to which the nation turns in times of crisis and celebration—as wars have begun and ended, as American presidents have been inaugurated and as the nation has later mourned their deaths, and as the nation has dealt with national and international events and crises.

It was here that President Woodrow Wilson was buried in 1924, and through the years nearly every president has been honored with a funeral or memorial service, including most recently Presidents Reagan and Ford. In the dark days following the terrorist attacks of September 11, 2001, all eyes focused on the service at the National Cathedral. And so it has continued—with interfaith services of prayers for peace in the Middle East, for victims of Hurricane Katrina, and for ending global poverty.

In recent years we have become aware of new emphases that bear directly on our mission. One has been the urgent work of interfaith understanding and collaboration, especially in the wake of 9/11. A more globally interconnected world is requiring far more attention to be paid to religious differences and multi-faith engagement.

Another key emphasis is the importance of the Cathedral's role in telling the story of faith in America. Faith has played a major role at every turn in the unfolding story of the United States: from the faith expressions of Native Americans and the waves of new arrivals bringing their faith traditions to the centuries of Christian dominance of American culture and today's new multi-faith, multi-cultural context. No monument or museum exists in the nation's capital that seeks either to tell that story or to lift it up symbolically as an essential dimension of an American identity. In important ways the National Cathedral is the primary, perhaps even the singular, public expression, of the religious dimension of America's story.

A third new emphasis has been the importance of the Cathedral as a public embodiment of an intellectually alive, spiritually rich Christian faith—a *generous-spirited Christianity*, as we have termed it—that engages the major questions of the day. This important role has emerged as both secularism and fundamentalism have claimed prominent public attention and mainstream Christianity has largely been in decline.

Cathedrals are by nature multi-dimensional. They are acts of spiritual, aesthetic, and technological exuberance, expressions of visions that transcend human knowing, meeting places for the spirit, libraries of stories, cornucopias of artistic achievement. And they are places where worship takes place in countless forms, music pours forth in daily offerings of resonant beauty—where spiritual growth and education deepen the mind and spirit, and where faiths meet in search of common ground and a common good. Every arch and chapel, statue and window, speaks of God's presence in human history.

This is our legacy and our calling—to be *the spiritual home for the nation*. The strategic plan before you describes the shape we believe the life and ministry of Washington National Cathedral should take in these early years of the twenty-first century. We present it in a time of immense opportunity as the Cathedral sees before it vital work that it is uniquely positioned to accomplish. We look forward now to making this plan a reality.

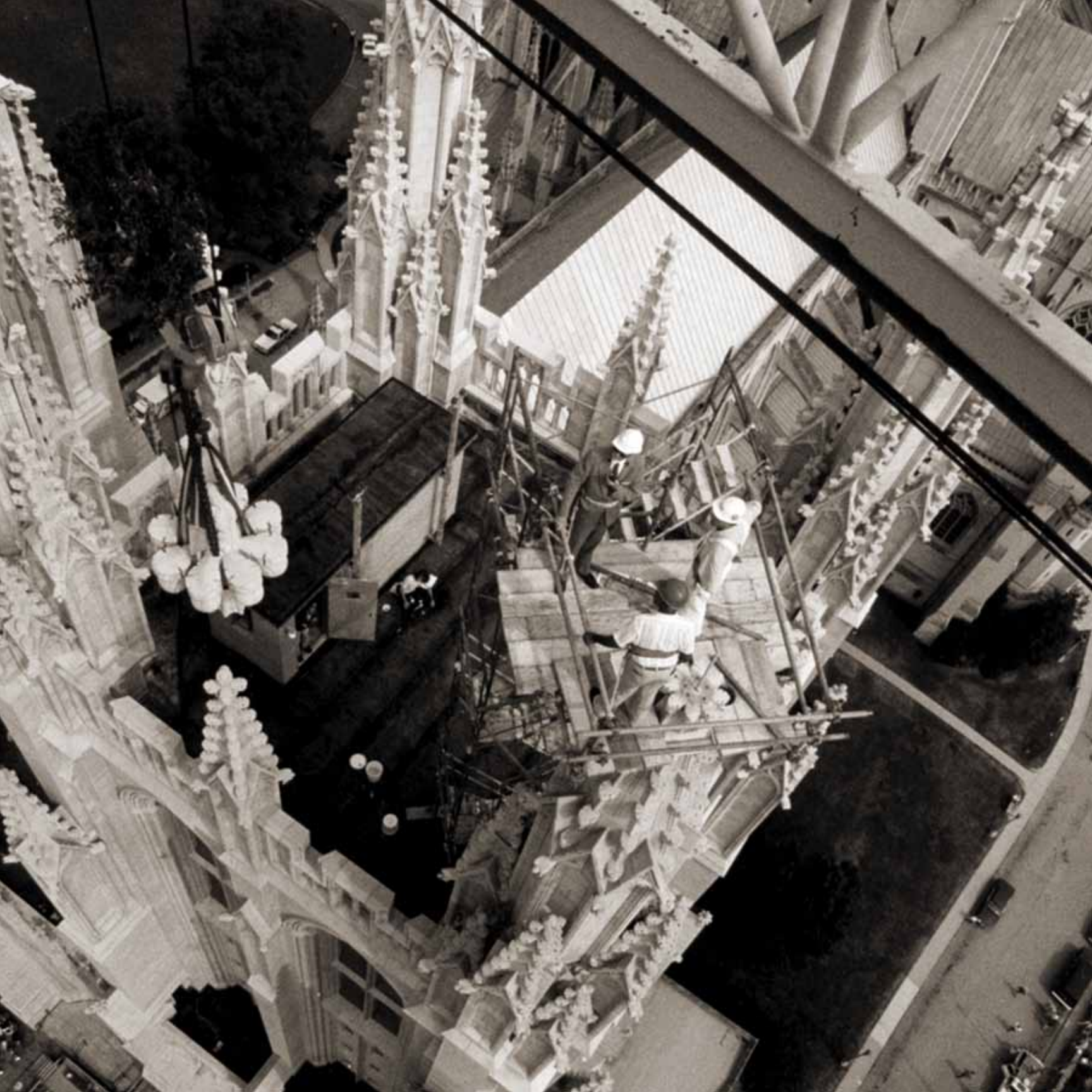


Cathedral Dean Samuel T. Lloyd III

APRIL 2011



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executive summary

With the completion of the Cathedral edifice in 1990, its leadership was able to begin asking wide-ranging questions about the shape and focus of its ministries. For most of the twentieth century, the plan had been simple: to complete construction of the building, while all the while, and in whatever ways were feasible, to live into its three historic purposes: as a church for the nation, a house of prayer for all people, and the chief mission church for the Diocese of Washington. Beginning in the 1990s, and continuing in the early years of the twenty-first century, there have been a number of efforts either to describe more effectively the Cathedral's mission (as in a major marketing study) or to enter into strategic reassessments of the Cathedral's mission and ministry and new articulations of its core work.

A formal strategic planning effort completed in 2006 produced the seminal report *A New Century, A New Calling*, which introduced a new vision for the Cathedral, encompassing a series

of recommendations on the directions in which the Cathedral should be moving and the kinds of programs that might best fulfill its mission. It was this new vision that informed the centennial celebrations in 2007-2008; but, as these recommendations were being implemented, the Great Recession rolled through the Cathedral's financial infrastructure like a rogue wave, and significant time and energy were spent righting the ship.

This crisis forced on the Cathedral some reassessment of the recently concluded visioning effort and made clear the necessity that it place at the center of every part of its planning the establishment of a secure financial foundation, something the Cathedral has never had. We revisited the Cathedral's history of financial difficulties and reflected on the great Dean Francis Sayre's insight that the Cathedral has suffered since its inception from what he called "monetary asphyxiation," a perpetual lack of



the fundamental resources necessary to sustain the Cathedral's life and ministry. This has led to periodic crises and to constant calculating and penny-pinching simply to keep the essentials of its operation intact.

This strategic plan has woven together the Cathedral's commitment to fulfilling its mission and its determination to achieve the financial stability that has eluded it over the first century of its life. This plan contains new mission and vision statements and a set of goals, objectives, and short- and long-term strategies to carry the Cathedral through June 2014.

Our methodology has been comprehensive and exhaustive (see p. 32). We began by establishing a set of problem statements, benchmarking data, and analysis of external factors. We then moved on to working with the Cathedral Chapter and senior staff to create new mission and vision statements and to determine our core objectives. Along

the way, we also heard from a wide spectrum of Cathedral supporters. Work has proceeded beyond this report to ensure operational readiness and disciplined execution of this plan, including a high-level gap analysis, an implementation road map, preliminary performance metrics, and a new organizational model.

We are pleased and excited to present this strategic plan to the Cathedral community. These pages contain, we believe, a bright future for the National Cathedral. The plan is visionary and bold and will require substantial financial support. We are eager to move forward to implement this plan and look forward to the future plans that will build on what we accomplish here and now.

mission

Washington National Cathedral is called to be the spiritual home for the nation.

The earliest plans for a capital in the young United States, stemming from the designs of President George Washington and the architect Pierre L'Enfant, called for a national church as part of its original vision. Religious faith had been a driving force in the lives of all the colonies. It had undergirded the writing of the Declaration of Independence, and was in its various Christian-denominational manifestations, an essential part of American life.

A century later a group of Episcopalians decided that they and their denomination should be the ones to remedy a gaping hole in the spiritual and symbolic landscape of the nation's capital by launching at last the construction of a *spiritual home for the nation*. There would at last be a sacred space to which the nation could turn in its moments

of celebration and transition, of grief and joy. A national church would provide holy ground for the country as it faced periods of crisis and struggled with the great moral, ethical, and spiritual issues of the times. It has come to combine in one endeavor the missions of three great churches in England: Westminster Abbey, the nation's shrine; St. Paul's Cathedral, the cathedral for Britain's capital city; and Canterbury Cathedral, the mother church for Anglicans.

Surprisingly, the site selected for the nation's church was not near the Capitol nor near the White House nor in the midst of the downtown cluster of government and commercial buildings, but on a hill above the city. It would occupy the city's other great promontory in addition to Capitol Hill, thus marking the two great dimensions of American



life—Church and State, sacred and secular. This has resulted in a Cathedral that is visible from almost any area of the city, and indeed many vistas reveal this holy building seeming to float on a sward of green above the busyness of city life.

Our mission statement speaks of our being *called* into this mission. We use that word purposefully, out of a sense that our role has not so much been invented but accepted and claimed. We believe that this is a mission that we have allowed to find us, and that this claim has its roots in our efforts to be faithful to God and to meet a vital need for our nation.

Spiritual home suggests a place to which we as a nation can turn when it is needed, to remind us of who it is, where we come from, what our values are, and why we citizens belong to and need each other. *Home* reminds us of our identity, our

past, our relationships, our common hopes, our sense of destiny. All these Washington National Cathedral believes it is being called to offer in the key moments of commemoration, celebration, and mourning that are inevitably part of our nation's life.

Nation emphasizes that we seek to serve the entire country in all its variety, including its vast potpourri of faiths. We will continue to be sustained by our roots in the Christian and Anglican traditions, but we will also continue our commitment to welcoming people of all faiths, perspectives, and convictions. We look forward to exploring ways of representing the multi-faith character of our country in our iconography, program offerings, and public services for the nation.





vision

The National Cathedral will be a catalyst for spiritual harmony in our nation, renewal in the churches, reconciliation among faiths, and compassion in our world.

By virtue of its calling to be the spiritual home for the nation and a community of faith in the Christian tradition, the Cathedral is by nature captive to a vision of God's reign of love being manifest in every order of human existence. We are prisoners of a hope that God's healing and new life are the ineluctable destiny for all. Those are convictions that drive the Cathedral's determination to be an agent of newness in every corner of the world it touches.

We cannot alone be the agents of this work of "repairing the world," as the prophet Isaiah called it. Through our worship and our welcoming pilgrims, through our public conversations and interfaith engagements, through the beauty of music and the faithfulness of a loving hand

extended to a child in the city, God can work to bring what we cannot—spiritual harmony, renewal, reconciliation, and compassion.

We chose the word *catalyst* carefully because it emphasizes that there are many forces and energies at work beyond ours in any situation. And the role of a catalyst is to release the energies already present in a situation. We believe that we are extraordinarily positioned and uniquely equipped to help goodness prevail in many contexts.

As the nation's church we can help to create not a unity or uniformity of religions in our country, but a *harmony* made up of the complementary gifts the different denominations and religions bring, and



a spirit of appreciation and respect. We envision a nation where all religions are respected, where differences are honored and common ground is found, and where there can be a sense of grateful friendship and collaboration in addressing our common challenges.

We also seek *renewal* in the church. Christianity in the North American context (as well as the European) is going through a time of contraction and dispiritiveness. As a place of worship that seeks at once to be Episcopal, ecumenical, and often interfaith, we are committed to presenting worship and preaching at their most compelling, experimenting with new ways of attracting the increasing percentage of our population who are “spiritual but not religious.” We have and will continue to explore in conferences and conversations the future of Christianity in a post-Christian society. We intend to contribute as both participant and leader to delineating the shape of a revitalized Christianity in the twenty-first century.

We believe that *reconciliation* among all faiths is indispensable if there is to be peace in our world. Because of its extraordinary convening power and the widespread conviction that the Cathedral has been described by our interfaith friends as a “safe” place for members of non-Christian faiths to meet, we believe that we are well positioned to bring international faith leaders together for both continuing conversations and especially for cooperation and collaboration in addressing the critical realities that diminish life around the globe. We believe that we can apply the content generated from these discussions to other forums and presentations, as well as educational programming for our younger visitors.

And finally, we envision ourselves serving as a catalyst for *compassion* as we seek to stir human hearts to be moved by the pain of the world and stirred to act.

goal 1

To be a sacred place, welcoming the country to pray, commemorate, celebrate, and mourn.

The Cathedral's ability to serve as the nation's church is inextricably tied to its magnificent edifice. Its prominence on the Washington skyline and its soaring beauty both outside and within provide inspiration to visitors and residents. The uniqueness of place is critical and helps position the Cathedral as the country's venue of choice for significant spiritual events.

The centerpiece of Goal 1, however, is the actual ministry we offer in seeking to fulfill our mission for the nation. Our purpose must be to create an experience of space, human encounter, community, public ceremony, worship, and music that enables those who enter our doors to experience the holiness of this place and perhaps even the presence of God.

Clearly the most powerful instances of our ministry to the nation have been our national services—from special events during the Great Depression and the world wars, the service following 9/11, and President Reagan's funeral to the inaugural prayer services and special events such as the prayer service for Haiti and the funeral for civil rights leader Dorothy Height. Our televised broadcasts of Christmas morning services have also had a nationwide presence, and our webcasting of services and events have helped us build a wider and more global audience.

It is vital, though, that this ministry undergoes disciplined development and expansion. Our public services for the nation have been largely occasional and opportunistic. It is critical that we





build a more systematic round of services on an annual basis that reflects our role in the nation's spiritual life, creating, for example national services for Thanksgiving, Memorial Day, and Independence Day.

Our nation has an increasing diversity of faith traditions. The hour is already upon us to embody this richer interfaith dimension if we are to be both the nation's spiritual home and a cathedral with a global reach and impact.

In the same light, we need to evaluate the traditional services that we currently offer to determine how accessible they are to spiritual seekers. We must address the question of how

well we are making the Cathedral available for people looking for a place for quiet reflection, and how we can enhance our vital ministry as a place of pilgrimage.

And finally, we must continue to develop a nationwide community of families, friends, program participants, and supporters, building upon the long-standing commitment of the National Cathedral Association. The digital resources now available are opening major new possibilities for us to explore as we seek to create and recreate networks of Cathedral participation around the country.

OBJECTIVE 1

Establish the Cathedral as the nation's venue of choice for spiritual gatherings.

- S T** Create criteria, templates, media protocols, partners, and processes to respond quickly to current events.
- S T** Enhance and expand current offerings to observe significant moments in our nation's life.
- L T** Commemorate national events and holidays as part of the cycle of the Cathedral's year.

OBJECTIVE 2

Promote interfaith understanding, welcoming people to explore their faith and the faith of others.

- S T** Assess and communicate existing offerings.
- L T** Create an advisory board of faith leaders.
- L T** Establish a permanent presence of other faith traditions at the Cathedral (e.g., an interfaith chapel).

S T short-term strategy to be implemented within the first year

L T long-term strategy to be implemented in the second or third year

OBJECTIVE 3

Be a welcoming place where seekers can find God.

- S T** Build awareness of the Cathedral as an open and safe space for people seeking quiet reflection and prayer.
- S T** Provide guidance for people on their spiritual journeys by expanding offerings in prayer, devotional practices, and reflection.
- L T** Establish the Cathedral as a place of pilgrimage.

OBJECTIVE 4

Foster national engagement in the life of the Cathedral.

- S T** Assess current communities involved in the Cathedral and create a plan to strengthen relationships and expand the number of communities involved.
- S T** Continue a robust reintroduction and rebuilding of the National Cathedral Association.
- L T** Develop a digital engagement strategy for the Cathedral.
- L T** Implement the digital engagement strategy.



goal 2

To be an historic landmark and national treasure symbolizing the role of faith in America.

Serving as the nation's spiritual home entails four essential dimensions:

- * the physical building itself, a sacred place for the nation;
- * a place that receives, cares for, and ministers to the leaders and representatives of our country;
- * a destination to which pilgrims and visitors travel to experience the beauty and spiritual power of the Cathedral and to encounter this nation's story as told in stone, fabric, and glass; and
- * a museum and echo chamber of stories that have shaped the Christian story and the nation's identity.

Cathedrals have traditionally served as destinations for pilgrims who often traveled for days to be able to pray among the relics of saints and the stones that embodied their deepest convictions. Some came as tourists, some to worship, some out of curiosity, some to educate their children, some because they carried questions and yearnings they wanted to explore. Nearly 500,000 people from across the world visit the National Cathedral each year, and they

too come with many purposes—as tourists and seekers, and as pilgrims and devotees of art and music.

What is certain is that the building itself is the essential symbol, embodiment, and tool for the Cathedral's ministry. It is the foundation for all else. It is therefore of supreme importance that we be attentive stewards of the Cathedral building. Each generation of leadership bears this responsibility



to ensure that preservation and maintenance of the building's fabric, fine arts, pipe organs, and facilities are carried out comprehensively.

One of the major challenges at this moment is to undertake a thorough transformation of the visitor's experience. We are convinced that we can offer pilgrims and visitors an engaging, educational, innovative, and continuing experience. In 2007, the Cathedral was ranked by an American Institute of Architects survey as the third most popular building in the country. It is clear that there is already sustained interest in the Cathedral as a primary destination in Washington.

This strategic planning process has brought to our attention a number of visitor destinations that are impressive in their ability to capture the interest and enthusiasm of their visitors and while creating an encounter that will linger with them after they

leave. Happily, we have seen ample evidence that our goals of improving the visitor's experience and increasing our revenues are not contradictory, and that they can be complementary. We are also certain that we must count on both expanding the number of visitors and enhancing substantially our ability to derive support from them.

Finally, we are committed to expanding our exploration of the ways that the Cathedral can become a center for music and the arts. Our choral program featuring the boys' and girls' choirs is a rare gem on the musical scene in this country, and cathedrals have traditionally been havens for the arts and music in the city and beyond.

OBJECTIVE 1

Maintain the rich heritage and build on the legacy of the Cathedral as an historical landmark and national treasure.

- S T** Create a plan to address the preservation and maintenance of the Cathedral's fabric, fine arts, and facilities.
- L T** Implement a comprehensive stewardship plan.
- L T** Develop protocol to consider embellishments to the Cathedral's fabric, fine arts, and facilities.

OBJECTIVE 2

Position the Cathedral as a top destination by developing a new educational visitor experience.

- S T** Develop a business case as well as an implementation plan for a new visitor experience.
- L T** Build, publicize, and launch an interactive, content-rich visitor experience that engages people before, during, and after their visit.
- L T** Develop educational curricula and programs onsite and online.
- L T** Implement plan for educational programming, applying new content captured from summits, forums, and presentations in the Cathedral.

OBJECTIVE 3

Maintain the strong tradition of music and art at the Cathedral and build on that legacy.

- S T** Develop a framework for a sustainable music programming model.
- S T** Assess current approaches to the development of artistic talent.
- L T** Expand and sustain these efforts.

S T short-term strategy to be implemented within the first year

L T long-term strategy to be implemented in the second or third year

goal 3

To be a living, Christian community in the Episcopal tradition welcoming people of all faiths.

With an average annual attendance of more than 300,000 worshipers and many more during telecasts of special services, the Cathedral is already a magnet for those seeking a voice of Christian welcome and conviction. Those numbers become even more impressive when we add our online audience for the webcasts and archived recordings of services and special events.

Beyond those numbers, we continue to be committed to offering the highest quality of Anglican liturgy and preaching, with guest preachers from other traditions. We offer this worship in as welcoming and engaging a way as possible in our regular round of some 30 services each week, and will continue to make our services for the nation fully representative of other faith traditions. We also aspire to create a regular service that has as its focus seekers and young adults.

The Cathedral possesses extraordinary resources in music and the arts. There is a surpassing beauty in many of the services offered in the Cathedral, nowhere more so than in our daily offerings of Choral Evensong—one of the treasures of Western music, which is available nearly every evening of the week. We believe that we have untapped reservoirs of interest and potential support in our midst for sustaining our boys' and girls' choir programs and for expanding our liturgical music and arts offerings. Those who are in the Cathedral's ambience, or who wander into its life, find a rare trove of artistic and spiritual riches.

Undergirding Cathedral life is a vast array of communities including the National Cathedral Association, the Center for Prayer and Pilgrimage, the Community of Reconciliation, the Cathedral Choral Society, our many dedicated docents and volunteers, All Hallows Guild, school alumni,



members of our various governance committees, and many more. The Cathedral indeed is a community of communities.

We have recently added the Cathedral Congregation—a community of prayer, worship, and service living its life at the heart of the Cathedral week in, week out. A cathedral that embodies God’s love is greatly enhanced when it is rooted in a common life where people are praying together and living out their faith with one another. This congregation is a new enterprise, and there are no real parallels to it in this country. With this plan, we will be addressing many questions about the shape and direction of their ministries.

Out of the life of the Cathedral flows the Cathedral’s outreach ministries in the city of Washington—serving the homeless, visiting prisoners, advocating for peace, tutoring new arrivals to this country, and welcoming each summer 45 “Cathedral Scholars,” students from underserved parts of Washington who come to the Cathedral for academic enrichment and work experience.

As the seat of the bishop of the Diocese of Washington and also the seat for the presiding bishop of the Episcopal Church, the Cathedral continues to serve in the Diocese, the national Episcopal Church, and the Anglican Communion. For years the Cathedral has served as such a resource on the local and national level. We now seek to create opportunities to collaborate and partner with local parishes and organizations in the Diocese of Washington as well as other cathedrals and churches throughout the country and worldwide for shared opportunities anchored to our mission and vision.

OBJECTIVE 1

Become known for the highest quality of preaching and liturgy that engages people across divisions of age, race, gender, sexual orientation, socio-economic status, and religious affiliation.

S T Assess the current state of liturgical offerings and identify innovative ways to enhance and refine those offerings.

L T Expand and enhance the guest preacher program to include a wide diversity of outstanding preachers.

OBJECTIVE 2

Expand our rich tradition of music and the arts in a way that engages the increasing diversity of worshipers.

S T Develop a model to sustain current liturgical music offerings.

S T Convene partners from different faith and cultural traditions to enhance our offerings.

L T Implement new, creative, and sustainable ways to expand liturgical music and arts programs.

OBJECTIVE 3

Continue to discern the special role of this congregation within a twenty-first century National Cathedral.

S T Discern how the congregation supports the mission and vision of the Cathedral.

S T Assess the resources needed for the congregation to support the mission and vision of the Cathedral.

L T Implement programs and activities that are consistent with the assessment.

OBJECTIVE 4

Identify and develop outreach ministries.

- S T** Assess current and potential outreach ministries that align with the strategic plan.
- L T** Implement local and national programs and activities that are consistent with the assessment.

OBJECTIVE 5

Strengthen the Cathedral's role within the Diocese of Washington, the Episcopal Church, and the Anglican Communion.

- S T** Assess the current landscape of relationships.
- S T** Open dialogue with the presiding bishop and staff on opportunities for collaboration and shared mission.
- S T** Open dialogue with the new bishop of Washington and staff on opportunities for collaboration and shared mission.
- L T** Define how the Cathedral can be a leader, resource, and partner.

- S T** short-term strategy to be implemented within the first year
- L T** long-term strategy to be implemented in the second or third year





goal 4

To be a leader in convening people of all faiths to examine and respond to important issues in the world.

Religion is a powerful, multivalent, global force. It moves multitudes to perform spectacular acts of mercy while driving others to terrorism. Both of these dynamics are poorly understood, a reality which in turn stymies progress on a host of pressing global issues including climate change, poverty, and ethnic and regional conflicts. If the world is to make significant progress on these issues, it is imperative that leaders marshal the best resources of religion in pursuit of creative and global solutions.

Through its history, the National Cathedral has demonstrated areas of strength on which it is prepared to build: the power to convene, to teach, and to transform. The Cathedral's *convening power* has been on display from its earliest days. Its

mission to serve the nation, its architecture and location, grant it a powerful platform from which to address the role of religion in shaping the common good. This has been manifest in a wide array of conferences, summits, public addresses by world leaders, dialogues, forums, and lectures attesting to the Cathedral's ability to draw a diverse range of significant individuals to meet on its grounds and elsewhere in its name.

The *power to teach* is at the center of the very purpose of a cathedral. With the National Cathedral's location in Washington, D.C., it is surrounded by leading institutions of higher learning, both secular and religious. But Washington lacks an institutional framework in which theological and moral questions can

encounter and challenge the often-utilitarian calculations of policy makers; it is a virtual desert in terms of public space for fruitful discourse involving faith and values. The Cathedral can fill that space, as has already been amply demonstrated in Sunday forums, international summits, and many public conversations bringing the perspective of multiple faiths to bear on public issues of the day.

Finally, the Cathedral possesses the *capacity to transform*. The Cathedral is committed to inspiring and equipping people actually to bring about needed change. This requires the vital work of creating understanding and cooperation among people of various faiths and perspectives. It does not come as a result of the triumph of one set of views over others, but by the slow work of building relationships, mutual understanding, and interdependence.

The Cathedral will bring two major focuses to its convening work. The first will be on religion and public life and will address the role of religion in shaping the common good, both domestically and internationally—interpreting what is happening within religious traditions with a special emphasis on Christianity, exploring the major issues of the day through the lens of faith, and promoting respect and tolerance. The second will entail interfaith engagement with the purpose of addressing regional, national, and global issues. This will build on a record of significant success in facilitating interfaith dialogue, creating practical opportunities for cooperation and collaboration in addressing global issues, and engaging leaders in interfaith action.

Washington National Cathedral serves a vital role as a convener—a meeting ground where people of all faiths and perspectives can come together to discuss the important issues at the intersection of faith and public life. In our nave, Jews, Muslims, and Christians, people of faith and skeptics, world leaders, and little-known activists have found a safe place for important conversations. We are committed to acting as a catalyst for reconciliation and interfaith dialogue amid the conflicts and divisions of our times.

OBJECTIVE 1

Offer high-quality public presentations that focus on the intersection of faith and public life.

S T Identify innovative ways to engage people in discussions about how faith and religious organizations can tackle regional, national, and global issues of the day.

S T Implement innovative ways to engage people in discussions about how faith and religious organizations can tackle regional, national, and global issues of the day.

L T Capture content from these presentations, make them available online, apply ideas to educational programming, and explore ways to apply ideas to outreach ministries.

OBJECTIVE 2

Use the convening platform of the Cathedral to engage national and international leaders to foster interfaith understanding and create practical opportunities to address pressing global issues.

- S T** Define a full cycle for convening initiatives outlining how the Cathedral will encourage the transformation of ideas into action.
- S T** Identify ways to strengthen current capabilities to support convening initiatives.
- S T** Identify ways to track outcomes and measure impact over time.
- L T** Expand and sustain convening initiatives over time.

OBJECTIVE 3

Bring people together to learn the role of faith in furthering the common good.

- S T** Define opportunities to encourage generous-spirited Christianity through acts of compassion.
- S T** Define programs that engage people to explore diverse issues of faith.
- L T** Foster a space for theologians to explore and discuss diverse issues of faith and ways to turn ideas into action.

S T short-term strategy to be implemented within the first year

L T long-term strategy to be implemented in the second or third year



methodology

This strategic plan is a result of the input of numerous Cathedral constituents and supporters. The final push to complete this plan began in late 2010 and involved the participation of people locally in Washington as well as from across the country in a national online survey.

Beginning at a workshop in November 2010, the Cathedral's senior staff and Chapter members crafted a set of problem statements to describe the challenges facing the institution. The overall content created during the workshop was used to outline a strategy for the institution to build sustainable financial and operational models. Beginning in calendar year 2011, the Cathedral initiated the processes to launch a massive fundraising campaign, revitalize the visitor experience, reinvigorate convening efforts, and welcome a new bishop.

Parallel to these activities, and in response to the problem statements, leadership began a strategic planning initiative to guide the institution on a path toward sustainability. The strategic planning initiative kicked off in early January 2011 with an effort to define the mission and vision of the Cathedral. Working toward defining the goals, objectives, and strategies that would buttress the Cathedral's mission and vision statements and ensure accountability, senior leadership created the Strategic Task Force. This task force held weekly workshops to see the plan completed on an aggressive schedule. Senior leadership also met regularly to validate the content and exercises of the task force. Over the next three months, numerous stakeholders, staff, and Chapter members contributed to the overall effort.

The project methodology consisted of nine components:

1 STAKEHOLDER INTERVIEWS

The first activity in the strategic planning process was to interview Cathedral stakeholders, including the bishop of Washington, past National Cathedral Association presidents, members of the Cathedral Chapter, members of the Cathedral's staff, and other key members of the Cathedral community. These sessions, conducted over the phone and in-person, provided a high-level review of the Cathedral's operating context, past strategic planning efforts, existing aspirations, and challenges to achieving strategic intent. Content from the interviews was used to inform other components of the initiative, most especially a mission and vision workshop.

2 BENCHMARKING AND EXTERNALITIES RESEARCH AND ANALYSIS

The team conducted benchmarking research to identify best practices and capture lessons learned from other similar institutions. Research was also conducted to assess the landscape of similar institutions in the non-profit, religious, and hospitality sectors. Finally, externalities were identified and compiled. The research was then presented to the Strategic Task Force to inform their planning input and for their situational awareness.

3 MISSION AND VISION

In January 2011, Cathedral leadership and Chapter members gathered for a two-day workshop to draft new mission and vision statements. The first day of the workshop was spent orienting participants to the strategic planning initiative and how it related to other current and potential activities. The second day of the workshop was spent discerning the strategic intent of the Cathedral and shaping the statements that express that intent. After the workshop, senior leadership and Chapter members refined the mission and vision statements to their current form.

4 STRATEGIC GOALS

Past Cathedral efforts with strategic planning informed the creation of strategic goals. In particular, the four core ministries of the Cathedral provided a starting point against which hypotheses could be tested. The team started with an initial hypothesis and engaged the senior leadership to validate the content. The revised set of goals was then presented to the Strategic Task Force in an open forum, and feedback on content and language was incorporated.

5 OBJECTIVES AND STRATEGIES

Similar to the process used for creating the strategic goals, the strategic objectives were informed by past Cathedral work. The team created an initial hypothesis around the strategic objectives, complete with short- and long-term strategies covering the first and second two years, respectively. The initial hypothesis was validated by senior leadership, revised, and presented to the Strategic Task Force. The final plan contains almost 50 short- and long-term strategies to guide execution.

6 GAP ANALYSIS

Once the strategic objectives were validated, the gap analysis exercise began. The gap analysis gauged the impact, ease of implementation, fundraising/ revenue potential, and costs of each strategy. The purpose of the exercise was to help the Cathedral identify where gaps were present between existing operations and future strategic initiatives and to inform the creation of an implementation roadmap. The gap analysis was also designed to identify open staffing needs and other operational challenges associated with implementation of the plan. The team made an initial hypothesis of the matrix and validated the analysis several times.

7 IMPLEMENTATION ROADMAP

After fully developing the content associated with the objectives, the task force worked to set the short- and long-term strategies on a timeline to help the Cathedral achieve its strategic goals and objectives. Informed by the gap analysis, a hypothesis was created by the senior leadership and the task force. Through facilitated discussion, several needed resources beyond those in the gap analysis were identified. Start dates and timeframes for each strategy were also estimated, and lead roles for the implementation of each strategy were assigned to ensure accountability.

8 PERFORMANCE METRICS

Senior leadership created an initial set of performance metrics associated with each strategy and the task force validated them. The metrics were then placed into a matrix designed to measure each short-term strategy across four stages during the plan's first year: benchmarking, planning, executing, and evaluation. Informed by the gap analysis exercise and the creation of the implementation roadmap, senior leadership determined that the Cathedral would revisit specific performance metrics later during the first year of the strategic plan. At that point, the Cathedral could decide to incorporate enterprise-wide metrics as well as establish target dates for each strategy to hit each stage of execution.

9

ORGANIZATIONAL MODEL

As the strategic planning evolved, it became evident that a number of organizational challenges around workforce management needed to be addressed to ensure that successful governance and organizational structures could be created. In an attempt to organize the challenges facing the Cathedral following the development of the strategic plan, an organizational architecture was applied. This process identified three interconnected characteristics operating independently from one another: decision authority, reward systems, and performance evaluation.

In addition to and informing the strategic planning process, six town hall-styled meetings were called to gain the perspectives of different constituent groups within the greater Cathedral community. Nearly 200 individuals attended with participation from the Washington Committee of the NCA, volunteers, the Cathedral Congregation and its 20s & 30s Group, and All Hallows Guild. Three sessions were also held with Cathedral staff, and one session was held with the Protestant Episcopal Cathedral Foundation's senior staff. A compilation of input from all sessions informed the strategic planning process.

A national online survey was also conducted with calls for participation sent to the Cathedral's entire email list, in the *Cathedral Voice* newsletter, and throughout the Diocese of Washington. More than 2,000 individuals responded to the survey, comprising a variety of stakeholders including visitors, volunteers, congregation members, website users, concert and event attendees, donors, NCA members, All Hallows Guild members, former staff, school alumni and parents, Cathedral Choral Society members, Washington diocesan members, and more.



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