



2026-2028 Strategic Plan

Write down the vision and make it plain.

-Habakkuk 2:2

PRIORITY AREA + Program Vitality

GOAL 1: Offer high-quality programs and services that are culturally responsive, utilize innovative program delivery, and meet the initial and ongoing formation needs of membership.

Objective 1.1 Survey the status of ongoing formation in the U.S. and design an approach that advances well-rounded formation throughout the lives of religious, promoting intellectual, human, affective, and spiritual integration.

Objective 1.2 Complete the reconfiguration of the ForMission program, implementing recommendations of the *ForMission Task Force Report*.

Objective 1.3 Evaluate and assess learnings from the Conference's newer programs (Ongoing Formation Circles, Quarterly Formator Meet-ups, and Group / Peer Supervision for formators) and incorporate member feedback.

Objective 1.4 Assess what is needed to provide support, programs, and resources for international religious in the U.S. as they navigate the American church and wider culture.

Action 1.4.1

In collaboration with the Confederation of Latin American and Caribbean Religious (CLAR), explore a partnership to offer *Compromiso de Vida*.

Objective 1.5 Ensure all programming is culturally and gender inclusive and addresses the global realities of consecrated life.

Objective 1.6 Assess the Conference's capacity to be responsive to emerging needs while innovating core programs and services that adapt to the signs of the times and member needs.

Action 1.6.1

Adjust the times of programs for greater access by participations outside of the North American time zones.

Objective 1.7 Evaluate the Conference's role with the *InterCongregational Collaborative Novitiate (ICCN)* and the *Together* program to assess alignment with the RFC's priorities and capacity.

PRIORITY AREA + Resourcing Religious Life

GOAL 2: Offer curated resources through the Resources Portal and the *Information* bulletin that address and support the global dimension of religious life.

Objective 2.1 Develop a strategy to curate, develop, and expand resources proactively, both those that attend to the specific ministries of initial and ongoing formation, as well as those for the larger landscape of religious life.

Action 2.1.1

Within the first year, explore formatting *Information* and other resources in such a way that they are easily translatable to any language for better access and ease of use.

Action 2.1.2

Within the first year, explore the possibility of producing the *Information* bulletin in Spanish.

Action 2.1.3

Within the first year, explore the cost and feasibility of translating other RFC resources into multiple languages, i.e., Spanish, French, Vietnamese, etc.

PRIORITY AREA + Collaborations & Partnerships

GOAL 3: Explore partnerships that align with the Conference's mission and expand and enhance the delivery of programs, services, and resources.

Objective 3.1 Network with organizations and entities that serve religious life to explore opportunities to serve women and men religious more efficiently and effectively.

Objective 3.2 Explore collaborations related to the biennial Congress, focusing on sustainable and mission-centered approaches for in-person gatherings.

Objective 3.4 Explore collaborations with organizations to sponsor formation opportunities for those in associate / affiliate programs.

PRIORITY AREA + Revitalization of Member Areas

GOAL 4: Revitalize Member Areas and support the development of Member Area Liaisons by investing in Member Area programs, services, and resources.

Objective 4.1 Establish Member Area Liaisons for each Area and offer a yearly opportunity for Liaisons to gather, build community, share challenges and opportunities, and surface best practices and resources.

Action 4.1.1

Explore offering Member Area Liaisons organizational incentives that honor their work and promotes their ongoing formation.

Objective 4.2 Support Member Area programming that engages and involves local members.

Action 4.2.1

Collaborate with Member Areas to sponsor programs and initiatives that foster connection, collaboration, and learning.

PRIORITY AREA + Fund Development & Revenue Diversification

GOAL 5: **Design and implement a comprehensive strategy that ensures the financial sustainability of the Conference.**

Objective 5.1 Fully implement the Board-approved *Development Plan* that outlines philanthropic goals, tactics and action steps, and a proposed timeline.

Objective 5.2 In concert with the *Development Plan*, employ a grant researcher / writer to assist the Conference in identifying and pursuing relevant grant opportunities.

Objective 5.3 Continue to monitor membership trends and adapt the membership structure to respond to demographic shifts in religious congregations.

Action 5.3.1

Cultivate membership among congregations based in the U.S. that don't have a strong member presence within the Conference.

Action 5.3.2

Identify and cultivate membership in international congregations based outside of the U.S.

PRIORITY AREA + Staff Succession Planning & Human Resources

GOAL 6 **Create a comprehensive succession plan that ensures a smooth transition of Conference leadership and staff, sustaining strong leadership and the seamless delivery of programs, services, and resources.**

Objective 6.1 Examine previous hiring practices to ascertain key learnings and adopt staffing models that advance religious-lay shared leadership and co-responsibility.

Objective 6.2 Review and revise the Conference *Personnel Handbook*, including policies on hybrid / remote work.

Objective 6.3 Explore staff structures that involve dialogue partners, consultants, and other resource professionals.



MISSION

The Religious Formation Conference educates and strengthens formators in their ministry of formation. The RFC engages religious communities with timely resources, services, and experiences that support initial and ongoing formation, that are responsive to an emerging future, in prophetic witness to Gospel values through personal and communal transformation.

VALUES

As a transforming and reconciling presence of God's love, the Conference brings its rich religious tradition into interaction with the contemporary and cultural realities of our world. This is done by:

- Promoting open, contemplative and collaborative dialogue;
- Modeling and encouraging inclusivity and respect for diversity;
- Welcoming inter-generational and inter-cultural viewpoints; and
- Responding to God's ongoing invitation to the "new" of religious life.

VISION

Animated by God's vivifying presence, the RFC will stand at the forefront of discerning the formative horizon of the emergent in religious life. In concert with members and collaborative partners, the Conference will lead in the areas of initial and ongoing formation and the professional preparation of formators.

A large, solid maroon rectangular box with a white circular graphic on its right side. The graphic is a circle that is cut in half, with the left half being solid white and the right half being a thin white outline. The text 'Formation for Mission' is centered within the maroon area.

Formation for Mission

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