



Strategic Plan

WASHINGTON NATIONAL CATHEDRAL

2019–2023



a bold vision

Dear Friends,

Since I arrived as dean in 2016, I have been struck by the complexities of this Cathedral and the creative tensions that lie at the heart of our identity:

- In a country that has no national church, the Cathedral's founders envisioned a church for national purposes.
- We are a Christian cathedral within the Episcopal Church, yet we welcome and value the wisdom of other faiths.
- Though national in scope, we are committed to the schools on the Close, our city and the Diocese of Washington.
- In a city of solemn monuments and memorials, the Cathedral is not only an architectural treasure but also a vibrant and active faith community.

As we plot a course for the Cathedral over the next five years, we choose to embrace these creative tensions rather than run from them. We cherish these multiple identities, and we are committed to sustaining and expanding each of our vital relationships.

In a world that seems in constant turmoil, our faith compels us to answer the Prophet Isaiah's call to be repairers of the breach. This Cathedral has been blessed with a distinctive position at the intersection of civic and sacred life, and we aim to be a witness for Jesus Christ and to serve as an agent of reconciliation and moral leadership.

We make no claims of having all of the answers; rather we seek to serve using the unique gifts God has given us. We recognize that the stones that make up this Cathedral—with their rich history and visibility within our nation's capital—need to be living stones, providing a distinctive voice within the civic and religious life of our city and our country.

As you will see, the pillars of our plan are anchored in four key areas: **Welcoming**, **Deepening**, **Convening** and **Serving**. In each of these four areas, we will build and expand on the strengths of our existing work and provide opportunities for people to experience a deeper faith through our investments in worship, music and programming. We will also make a focused commitment to meaningful interfaith dialogue, the work of racial justice and reconciliation and the needs of our military families and veterans.

At the same time, we will continue to respond to issues of moral and spiritual significance, both in our nation and in the church. We know that we cannot do this work alone, and we actively seek partnerships from individuals and organizations who share our commitments and values.

Across all of our work, we commit ourselves to serving our sisters and brothers in the Episcopal Diocese of Washington, the Close schools and the wider Episcopal Church. All that we do will be animated by the core values of **excellence, innovation, responsible stewardship** and **effective communication**.

Most importantly, we will do all of this with our hearts wide open, striving to welcome everyone to the Cathedral with a warmth and hospitality that matches the grandeur of the building. We do this because welcoming is the beginning of dialogue, dialogue is the beginning of understanding, and understanding is the foundation of real relationships.

Finally, this plan seeks to take advantage of the opportunity to reimagine and reopen the **Cathedral College** as a primary tool to achieve many of the priorities of the plan. Since 1929 the Cathedral College has had a powerful impact on the lives of many people across our country, including my own. Now, through several transformative gifts, we have the exciting possibility of reopening the College as space for retreat, pilgrimage, faith development, civic engagement, moral conversation and interfaith dialogue.

I am grateful to the many dedicated staff, volunteers and constituencies who contributed their time, energy, and expertise to developing this plan. This plan sets the strategic direction for the Cathedral, and I look forward to continuing to work with these committed members of the community and others as we take steps to develop an implementation plan for our programs and ministries.

Generations ago, skilled artisans and craftsmen relied on detailed plans and drawings to assemble this Cathedral. In the same way, this strategic plan, developed in close collaboration with the Chapter and literally hundreds of other stakeholders, provides a blueprint for the work we will do over the next five years.

May God continue to bless you and the work of this Cathedral.

Faithfully in Christ,



The Very Rev. Randolph Marshall Hollerith
CATHEDRAL DEAN



our purpose

WHO WE ARE

Grounded in the reconciling love of Jesus Christ, Washington National Cathedral is a house of prayer for all people, conceived by our founders to serve as a great church for national purposes.

WHAT WE DO

Washington National Cathedral holds a unique place at the intersection of sacred and civic life. As the Cathedral of the Episcopal Diocese of Washington, we strive to serve God and our neighbors as agents of reconciliation, a trusted voice of moral leadership and a sacred space where the country gathers during moments of national significance.



our priorities

CORE PRIORITIES

Over the next five years, the Cathedral community will focus on **four core priorities**:



WELCOMING

We will be warm and generous in spirit, opening our hearts and our doors to all people.



DEEPENING

We will proclaim a vision of God's Kingdom that is grounded in love, compassion and justice, and we will create opportunities for spiritual growth through worship, music and the arts.



CONVENING

We will bring people together to engage in the work of reconciliation, promote interfaith engagement, and support the efforts of the wider church to discern a vision for Christianity in the 21st century.



SERVING

We will partner with our neighbors locally, nationally and internationally to work to address issues of social and racial justice.

We will pursue this plan with a commitment to excellence, stewardship, innovation and communication.

FOUNDATIONAL COMMITMENTS

Four foundational commitments will inform how we pursue our goals:



EXCELLENCE

We are committed to excellence in everything we do.



STEWARDSHIP

We are committed to ensuring the Cathedral's financial sustainability, maintaining its physical heritage, expanding the Cathedral's community of supporters and honoring their generosity.



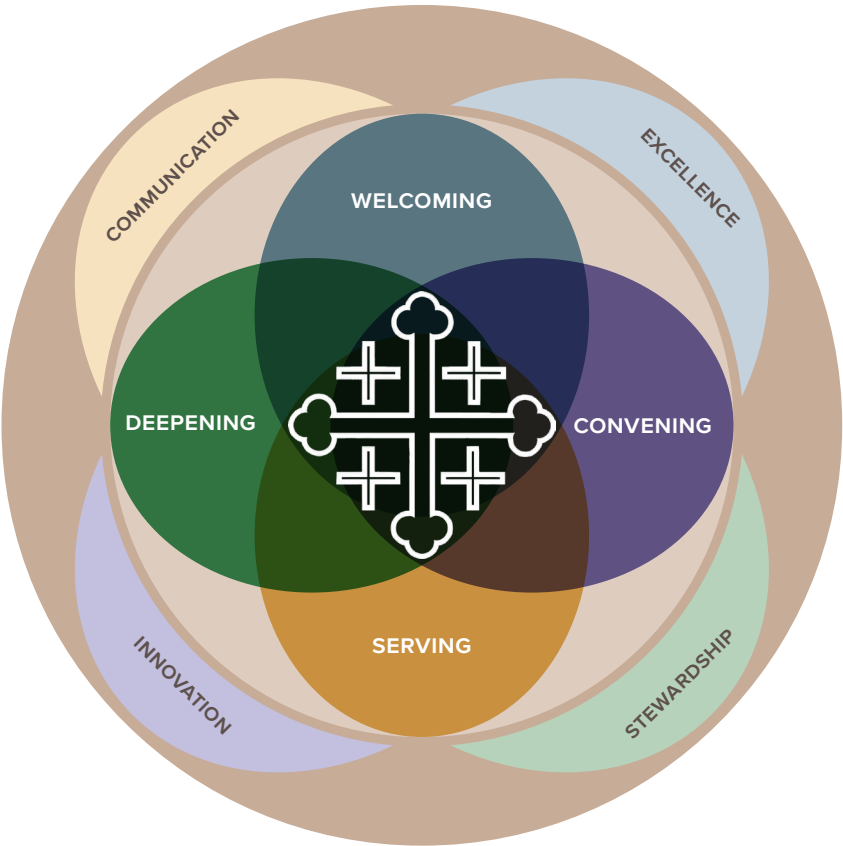
INNOVATION

We are committed to nurturing innovation, including investing in technology to expand the Cathedral's power and presence in people's lives within and beyond its physical space.



COMMUNICATION

We are committed to communications that inform, inspire and invite others into the Cathedral community and a life of faith.





our



plan



As a house of prayer for all people, Washington National Cathedral invites everyone who comes through our doors to encounter the sacred and to be transformed. As a Cathedral community, we strive to be as warm and generous in spirit as the Cathedral is grand in physical space and beauty. We will:



Ensure all communities in the Washington, D.C., region experience the Cathedral as warm and accessible



Work with all the Close institutions to build community, seeking new ways to invite students, families and faculty of the Close schools into the life of the Cathedral



Evaluate and enhance our programs and policies in order to provide a world-class visitor experience that is hospitable, efficient, memorable and transformative



Invest in programming designed to serve and welcome the religiously unaffiliated, with a focus on sharing Jesus' message of love and building lasting relationships



Honor the many different ways in which people participate in the life of the Cathedral and invite them to enter more fully into the Cathedral community

Do not neglect to show hospitality to strangers, for thereby some have entertained angels unawares. HEBREWS 13:2



As a Cathedral in the Episcopal Church, we are a witness for Jesus Christ, dedicated to the work of the Gospel and seeking to go deeper in our faith. We will:



Proclaim God's reconciling love for the world through excellence in worship, music and the arts



Recreate Cathedral College as an intimate venue for spiritual growth, innovative thinking and collaborative ministry, serving both lay and ordained, within the Episcopal Church and beyond



Follow the call of our Presiding Bishop to reclaim Christianity as a faith that is grounded in love, compassion and justice



Equip visitors, pilgrims and worshipers with resources for personal spiritual growth



Create new avenues for discipleship and fellowship within the Cathedral Congregation

Jesus said, "Ask, and it will be given you; search, and you will find; knock, and the door will be opened for you." LUKE 11:9

A woman with blonde hair, wearing a dark blue turtleneck, stands behind an ornate, light-colored wooden podium in a cathedral. She is speaking into a microphone and gesturing with her right hand. The background shows the intricate Gothic architecture of the cathedral, including pointed arches and a large, glowing chandelier.

convening

In a spirit of humility and compassion, we seek to create a context for reconciliation, a place where individuals and communities can deepen mutual understanding and respect. We will:



Serve as a spiritual leader and community host for important conversations in our civic and religious life



Use the Cathedral's convening power to address issues of national significance through the moral lens of the Gospel



Focus on issues of racial justice, interfaith respect and engagement and the needs of veterans and active duty military personnel



Offer the Cathedral College as a center for conversation, study and innovation to help the wider church shape a vision for Christianity in the 21st century that is grounded in love, justice and compassion

And let us consider how to provoke one another to love and good deeds, not neglecting to meet together ... but encouraging one another. HEBREWS 10:24-25



As a Christian community shaped by the witness and mission of the Episcopal Church, we are called to engage locally, nationally and internationally to address critical issues of faith and social justice, loving our neighbors as ourselves. We will:



Develop collaborative partnerships across the Episcopal Diocese of Washington, the wider church and the nation to combat social injustice, focusing on issues including poverty, gun violence prevention, environmental justice and immigration



Expand interfaith conversations and programming that engage and respect the insights and contributions of the world's faith traditions



Create new opportunities for members of the Cathedral community to grow spiritually and draw closer to God through serving others



Continue to offer the grandeur and beauty of the Cathedral as a sacred space for celebration and consolation in moments of national significance

And what does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God? MICAH 6:8



our process

Washington National Cathedral aspires to be a house of prayer for all people, and the Cathedral's leadership believed this vision could best be achieved through a planning process that welcomed and reflected the thoughts and ideas of as many people as possible.

To that end, under the leadership of Dean Randy Hollerith and the Strategic Planning Committee of the Cathedral Chapter, we began the strategic planning process in October 2017, and throughout much of 2018 conducted more than 50 meetings with groups and individuals drawn from the Cathedral community and other relevant constituencies, including Cathedral volunteers, congregation, staff, visitors, the Close schools, the Episcopal Diocese of Washington, past and present members of the Cathedral Chapter and Dean's Council, and local and national civic leaders. The Strategic Planning Committee also considered carefully the report from the Washington National Cathedral Task Force, charged by Bishop Mariann Edgar Budde and Dean Hollerith in early 2017 to "explor[e] the role of the Washington National Cathedral in the life of our diocese, the wider church and the nation." In addition, the committee considered the results of focus group research conducted with individuals unaffiliated with the Cathedral and the feedback from over 300 individuals who responded to an online survey.

The advice we received through this process was substantive, thoughtful and robust. It made this plan—and will make the Cathedral's future—stronger.

We are grateful for the tireless work and contributions of all those who contributed to this process.



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A photograph of a Gothic cathedral, likely a cathedral, with yellow autumn leaves in the foreground. The sun is shining through the leaves, creating a bright spot. The cathedral's spires and arches are visible in the background.

our prayer

Almighty and everlasting God, we give you thanks for setting the minds and hearts of your people to proclaim your Word and to work your will, especially through the offerings and opportunities of this Cathedral Church. Inspire its ministry so that the knowledge of your truth in the world might be increased. Broaden its mission so that lives might be enobled and lifted up as examples of your boundless and loving care. Remember those who have built before us that we too may be builders of compassion and concord. And finally we raise up to you, O Lord, the hopes and aspirations of all in this good land, that our heritage of faith may not falter, and that in your light we may hallow the paths of justice and hope. Through the grace and love of Christ, the true foundation stone, we pray,
Amen.

—PRAYED AT THE DEDICATION OF THIS CATHEDRAL CHURCH



We invite you to join us in our work and offer your ideas, dreams and feedback as we equip the Cathedral for its second century of ministry and mission to the world.



THE VERY REV. RANDOLPH HOLLERITH

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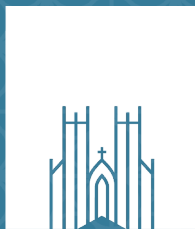
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