**U.S. Strategic Initiatives**

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|  | INITIATIVE | By WHOM | UPDATE | Response for Fall ARC | Examples/Updates |
| 1. | Facilities Planning: Evaluate all facilities on Villa Campus, their current state, maintenance, and long term value. | Sr. Rachel,  Brenda Prejean |  | Facility decisions are guided by the findings of the previous study.  Decision regarding use of space and resources are made with input of Local leaders/contacts and the Sisters. | **Examples of Updates of Facilities in last 2 years**  1. Renovation of St. Austin  2. Remodeling of St. Placidus making rooms more accessible.  3. Consciousness of replacing appliances and electronics as they wear out with more energy -efficient models.  4. Repurposed the Dubuis Conference Center to house the Literacy program during the renovation of St. Austin.  **Examples of Decisions regarding Space and Resources**  1. The decision to share space with Dominican Sisters and others at St. Placidus Convent.  2. Campus Vespers weekly at St. Placidus  3. CCVI Gathering every two months.  4. Sharing one lunch in the Villa dining room. |
| 2. | Joint Sponsorship Initiative: Provide concrete resources to help Sisters understand the ministry of sponsorship and implications for sponsoring Congregation. | Congregational Leadership | Resource: “Understanding the Meaning of Sponsorship”  available to Sisters | The CHRISTUS Corporate Members are planning a comprehensive program of preparation for future Board Members and Corporate Members; we had 2 very successful Board workshops for the Sisters in general in all three sponsoring Congregations. We continue to send individual Sisters to the two-year CHA program and place Sisters on Boards for mentoring. | 1. CCVI Houston, CCVI San Antonio and CSFN are planning a new initiative that will consist of a three-year program of preparation of Sisters from the three Congregations for Committees, Boards and Member in any arena.  2.Three of our Sisters are participating in a one year  CHRISTUS Health “Formation and Mentoring for Sisters” regarding Governance.  The program is designed to prepare the sisters from the three CHRISTUS HEALTH Co-Sponsoring Congregations for Board and Corporate Member service should they serve in the future. The program was launched in January  2020.  3. Governance workshops for Sisters of the three co-sponsoring Congregations: CCVI’S of San Antonio and Houston and CSFN Holy Family of Nazareth. Approximately 70 attended in January 2018 and February 2019.  4. CHA Sponsorship 2 year program (two Sisters) and one CCVI serving as a mentor in that program.  5. Sisters are being Mentored on Committees and Boards.  6. Tri-Council/Corporate Member 2020 Conference on Ethics & Sponsorship Responsibility. (January, 2020). |
| 3. | New Co-Ministry Development; discern, identify and collaborate with compatible organizations | Congregational Leadership/Sr. Rachel (previously) and Sr. Christina (currently) | St. Austin Center | St. Austin Center is being renovated with a new St. Mary’s clinic | St. Austin Center houses the **Literacy Program** which offers classes in English as a second language, Citizenship classes, Speaker Series and RUAH Spirituality Center provides opportunities for the students to attend reflection sessions, prayer groups and meet with one of the spiritual directors from RUAH. **Social Concerns** relocated to St. Austin addresses Dubuis Grants, Community Investments, Claude Marie Grants, Loyola Scholarship, Care of Creation, Human Trafficking, Immigration, Death Penalty Advocacy and Socially Responsible Investing.  The following are also housed in St. Austin:  **Life Houston** provides emergency food and other needs for babies. Their goal is to ensure that a baby has good nutrition and a strong start for a strong future.  **United Against Human Trafficking** has as its mission to end human trafficking through preventing exploitation, educating the community, and empowering survivors.  **Krist Samaritan Counseling** is a nationally recognized organization offering counseling services to individuals and families in the Greater Houston /Galveston Area.  **Chicanos Por La Causa** provides direct services in five areas: Health and Human Services, Housing, Education, Economic Development and Advocacy.  **East End Community Collaborative (EECC**) also has their offices at St. Austin. |
| 4. | New Collaboration Model Development; the development of different models for collaborating with different organizations | Congregational Leadership/CHRISTUS Foundation/East End Committee/ Sr. Christina | East End Community Collaborative | The Congregation and CHRISTUS Foundation for Health Care are developing relationships with entities in the East End to better serve the Community. A Hogg Foundation grant was received by CHRISTUS Foundation to fund assistance for underserved children with emphasis on mental health. St. Austin Center serves as the Convener. | **East End Community Collaborative (EECC)** is a collaborative between the Congregation, CHRISTUS Foundation, SER Jobs for progress, El Centro de Corazón, Community Family Centers, and United Methodist Church. The goal is to reach out and assist the people in the East End who are in need of health care, education, affordable housing etc. |
| 5. | Ministry Strategic Alignment; ensure that current and future ministries are aligned with our stated Congregational priorities | Congregational Leadership | Casa San Jose | Casa San Jose is a support center for immigrants with service to children 2 times a week. Clinics and “Back to School” support have also been offered. | 1. Krist Samaritan Counseling and Legal Services from Catholic Charities support the efforts of Casa San José.  2. Caritas and Young Adult Ministry.  3. Youth Certification Program (aka Drop out Recovery School) in process and will be directed by SER.  3. Vietnam Pilot Program- CCVIs and Affiliates travel to teach English to the students in Vietnam each summer.  4. National and International Advocacy groups (Talitha Kum, NETWORK, Global Catholic Climate Movement, Houston Rescue and Restore Coalition). |
| 6. | Strategic Recruitment; refers to specific actions to ensure that the right people are in the right position with the right skills to implement the planned strategies | Villa Campus Administration/HR  /Department Heads | Additions/Changes | Pay scale reviewed annually with review of budgets and we ensure that we are well above minimum wage, offering a living wage.  Hiring in line with goals and objectives to ensure implementation of planned strategies.  New evaluation process now in place. | 1. In all open positions, we look comprehensively at how this will best serve in the future: Right Position with Right Skills. Before filling a vacant job position- the following is done:   * A needs assessment * Evaluation of past experience. * Review of job description and job qualifications required for the position. * An analysis of a need to replace the position or not.   2. Planned strategically for:  a) hiring new bilingual executive secretary,  b) addressing communication needs, tapping existing talent,  c) staffing of St. Placidus for broader service  3. Casa San José in the process of hiring a part-time bilingual individual to better respond to the ministry needs.  4. Shared services between VDM and CHRISTUS Foundation at St. Austin , e.g. Housekeeping, Maintenance  5. Realignment of some vacant job positions, e.g. The Grant Administrator position will be combined with The International Financial Analyst position.  6. The new evaluation process in place.  7. Paying a Living wage  8. Strategic relocation of offices, e.g. Relocating Social Concerns office from Heritage to St. Austin Center. |
| 7/14 | On-going member formation; development of member formation programs for life and ministry Transitions  Engage members and co-ministers in a process to clarify what these transitions mean/pass the torch  (Both for Sisters and Villa Associates) | Congregational Leadership  Local Leaders  Villa Campus Administration | Avila Institute  Presentations on Aging/spirituality/transitions  Robust formation program for associates (employees) through RUAH and engagement in implementing overall planning. | Avila Institute—ongoing over all master plan for the year and recent assessment of needs.  Regular in-service program to all nursing personnel with emphasis on patient centered care.  Sisters received a session on the important aspects of transitions and retirement. | **Presentations for Staff:**  1.Palliative Care Vs Hospice Care  2. Critical Thinking Process (Assess, Act, Reflect and Correct)  3. Implementing and sustaining Palliative Care  4. Critical thinking and Communication Skills the Key to Success.  5. Overview of Dementia  **Presentations for Sisters**  1. Grief, Loss and Stress  2. Wellness and Reflections on Aging  3. Met with Leadership of Religious Communities in Houston to explore needs and collaboration (August 2019).  **Other:**  1. Monthly Avila meetings via conference call with Nursing.  2. Met with Council September 2018 for orientation.  3. Maureen Bacchi presented transition sessions to the Sisters  4. Sr. Mary McHale presented Visio Divino to the Sisters.  1. Local Leaders and Treasurers Workshop.  2. VIRTUS program online.  3. Representation at RICRI (The Resource Center for Religious Institutes) and NACPA (The National Association of Church Personnel Administrators).  4. Sisters participating in CLDP (Collaborative Leadership Development Program).  Webinars offered from UISG :  “Sustainability in the Spirit of the Integral Ecology of Laudato Si- Sowers of Prophetic Hope”.  “Leadership In Intercultural Communities”.  “The Catholic Climate Covenant- Care for Creation, Care for the Poor”.  Extraordinary Missionary Month on “The mission Ad Gentes of the Religious sisters”  Tent Creation (Prayer Space re: Amazon)  “Prayer online for the Amazon Synod: religious Sisters connecting Worldwide”.  “The Synod through the eyes and hearts of the Religious sisters who attended the Synod”.  Livestreams of major presentations: (UISG, May 2019, LCWR August, 2019).  Ecumenical World Day of Prayer for Care of Creation at the Villa Chapel (September, 2019).  National Immigrants Day- prayer at Villa Chapel (October, 2019).  Discernment Presentation (U.S. Region, January, 2020).  Ruah Center organized an evening of prayer and testimonies for Migrants (January, 2020). |
| 8/9/13 | Internal Communication; plan to keep members and co-ministers engaged in and informed about our strategic plan and its implementation.  External Communication; increase visibility of our Congregation, mission and co-ministries.  Technology Adoption: Ensure everyone has correct education and tools to implement plan with specific focus on social media and modern communication techniques. | Congregational Leadership  Villa Campus Administration  (Associates working in communication) | Communications Department  Website  Written Internal Communication  External Communications:  Written  Social Media  Press | Have increased the use of social media and now we link the webpage message with Facebook, Twitter and Instagram.  Have Zoom membership which has been used for international meetings and live streaming meetings and conferences. | The following are examples of enhanced internal communications:  1. Use of Zoom  2. CCVI confidential site on the Website.  Examples of increased external communications to increase our visibility  1. Houston Chronicle articles.  2. Digital Displays at VDM  3. VDM Chapel Tour Video  Examples of the adoption of technology for internal and external communications.  1.Increased use of social media  2. *The Word Among Us* on our Website  3. WordShare published periodically.  4. Improvements with the publication of News and Notes.  5. Zoom Webinars  6. Electronic communication.  7. QR technology for Ruah reservation.  Examples of education and equipment for use of social media and technology for communications.   1. Ongoing |
| 10/11 | Corporate stance: Review and Update Policy  Social Concerns: Specific actions to engage with our co-ministers/supporters to shape our external environment in service of the poor and marginalized | Congregational Leadership  Office of Social Concerns | What official corporate stances do we have?  Death Penalty  Care of Creation  Others  Recent efforts relating to:  Human Trafficking  Immigration  Vulnerable Families  Ecology | Corporate stances reviewed during Chapter 2018 and discussed at Regional visits by Leadership in 2018-19.  Significant work has been done on the Care of God’s creation.  Targeted grants are given to support the following priorities:  Human Trafficking  Immigration  Vulnerable Families  Ecology | Programs to enhance Care of Creation include:  1.Waste Audit through Zero Waste Strategies  2. Called to Conversion: Laudato Si and Catholic Ecological Awakening Conference at Villa de Matel.  3. Two half-day staff retreats for Villa Associates to do an “examination of consciousness” about their relationship with nature.  4. Spring 2019 ARCs focus on Care of Creation with a speaker, discussion, questions, and suggested resources.  5. Composting at Villa de Matel campus and St. Austin Center with continuous evaluation and ongoing education.  6. Earth Day Celebration at Dubuis Conference Center.  Community Investments, Dubuis and Claude Marie Grants awarded to the following congregational priorities:  1. Care of Creation.  2. Immigration Reform.  3. Human Trafficking.  4. Vulnerable Families which include women, children and youth at risk, as well as programs that serve these communities by increasing access to affordable housing and literacy education. |
| 12 | External Support: Grow external financial and In-kind support to ensure long term sustainability.  Develop business plan and budgets for US ministries  Explore opportunities to generate new resources to sustain and support US ministries | Congregational Leadership  Villa Campus administration |  | Focused planning and awareness of sustainability in terms of levels of service, e.g. Ruah increased number of retreatants served and therefore income | 1.Mission Appeals  2. Increase in number of retreatants coming to RUAH  3. Donations from Benefactors  4. Significant Sponsorship Fee (CHRISTUS) |