

# CSL 2025 Business Plan

February 10, 2025

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## Executive Summary

The 2025 Business Plan is comprised of the Operational Sustainability Plan (OSP) and the Abundance Plan. The OSP outlines the recent and expected adjustments to personnel, programs, systems, and revenue streams to achieve financial stability while maintaining alignment with our mission. Key actions include reallocating resources to high-impact areas, significant cost reductions across programs, closure of the master's program (Holmes Institute), refocused education and support services, and enhanced donor engagement. These measures ensure sustainability and operational effectiveness in 2025 and beyond.

The Abundance Plan is a set of short-term strategic initiatives that are deemed mission critical to ensure continued full engagement of CSL communities and in response to surveys that show more support and engagement is needed.

## Operational Sustainability Plan (OSP) A Summary of Operational Adjustments and Goals

### 1. Overall Personnel Adjustments

Due to reduced Committed Giving and lower magazine subscriptions, the organization conducted a comprehensive review of staffing levels and roles. Adjustments were made to weekly work hours and salaries, reducing costs while focusing on program priorities.

- Result: Reduction of 140 weekly hours (3.25 FTE), saving \$20,000 monthly (\$240,000 annually) guided by human resource experts.
- Goals for 2025 include:
  - Employee Manual: Develop and implement a fully updated manual tailored to a fully virtual, nationally based organization.
  - Employee SharePoint Site: Create a SharePoint site for staff, providing easy access to critical support, resources, and organizational documents.
  - Position Compensation Evaluation: Develop competitive analysis of key positions to ensure sustainable support for key organizational priorities and staff well-being.

### 2. Publications and Marketing

The SOM Magazine is an amazing publication that has experienced attrition over the years. New strategies are being developed to expand subscriber reach and financial sustainability:

- The double-issue format was introduced in 2023, saving \$80,000 annually in production, printing and postage.
- New pricing will be introduced in May/June 2025 to address inflated production costs.
- A commissioned advertising sales representative has been hired to generate new revenue.
- In addition, we are currently exploring potential print partnerships with other New Thought publishers to expand our reach and further reduce costs.

### 3. Global Services and Field Services

Global Services and Field Services have always worked together, and this collaboration will now be strengthened to reinforce the spirit of Oneness within the organization. These services are central to CSL, providing licensing of ministers and practitioners worldwide along with various support services such as transition and start up work, teen camp programs, and interim ministry support. Key initiatives include:

- Increased license fees (which haven't been increased in decades), projected to increase revenue by \$112,600 annually.
- The Interim Minister program will become licensed to standardize and increase support.
- A new Outreach Program with RSC and Leadership Council members connecting with Centers to better understand how to serve members and ministers more effectively (see Abundance Plan).
- The Sibling Share Program to foster enhanced best practice building (see Abundance Plan).
- The Revitalization Program (see Abundance Plan) will offer free workshops to focus on growth and abundance, in response to surveys requesting more support.
- Global World Ministry of Prayer improvements, including a better phone system to enhance accessibility and efficiency

### 4. Education

The Education Department has implemented a series of initiatives designed to expand learning opportunities to meet the diverse needs of our global community. Key enhancements include:

- **Professional Development Pathways Program:**  
A new initiative offering live and self-directed courses tailored to equip ministers, practitioners, and community leadership with essential skills and knowledge
- **Development of New Certificated Courses:**  
Three new courses will launch in 2025 including a SOM History Course, a Diversity course, and a new Foundational course.
- **Self-Directed Spiritual Enrichment Courses:**  
As part of our Spiritual Development Program, this fall we are introducing a series of self-paced courses focused on spiritual enrichment. These offerings allow individuals both within CSL and outside of CSL to explore transformative teachings and practices at their own pace, supporting transformative learning and spiritual evolution.

- **School of Spiritual Leadership**

The Holmes Institute accredited and master’s level program officially closed on December 31, 2024. To continue fostering excellence in ministerial education, select coursework was transitioned to the School of Spiritual Leadership (SSL). While the master’s program offered valuable learning opportunities, it consistently operated at a financial loss since its inception and proved unsustainable in the long term. This transition is expected to result in an estimated annual savings of \$140,000.

## **5. Philanthropy Department**

The Philanthropy Department supports financial sustainability through enhanced donor engagement and strategic appeals. There are two major areas of funding for CSL, Community Committed Giving and individual donations to Home Office Headquarters. In order to further financial stability in 2025 and beyond, we have

- Developed a comprehensive Case Statement to support new grant applications.
- Created a pilot Evergreen Grant Program to support community growth initiatives as part of the Abundance Plan. This program aims to be self-sustaining.

## **6. Streamlined financial and IT systems and processes**

- Significant improvements in financial systems and processes yield savings and operational efficiency: modern accounting, merchant, payroll, and online banking systems have saved \$70,000 annually in fees while reducing labor costs and improved controls, while maintaining timely and accurate reporting.
- Strategic IT optimizations and software adjustments have resulted in meaningful cost savings and improved functionality, with more savings expected in future years. Result: through software changes, retired services, and improved license management, total annual savings are projected at \$33,000.

# **The 2025 Abundance Plan**

## **A set of short-term strategic initiatives**

A strategic plan is the application of unique resources to accomplish specific objectives that are outside of normal day-to-day operations and are typically long-term focused.

The 2024 strategic planning focus was on an operational and sustainability plan, supported by our councils and committees. Longer-term strategic planning was initiated with visioning and phase development. This is important work, but the long-term Strategic Planning work has now been paused and will restart with the new Executive Director. However, an “Abundance Plan” has been developed to launch a set of short-term strategic initiatives for 2025 in response to surveys requesting more support.

The Abundance Plan is about strengthening and growing Communities in response to their desire to recognize the abundance, ease and joy in our communities.

1. **Outreach Program:** Leadership Council members will collaborate with Regional Service Coordinators to connect with Communities, assess needs, and explore ways to provide additional support. This will be supported by Global and Field Services who will collaborate with RSCs and Leadership Council members to create a set of questions as well as a coordinated schedule. Notes from meetings will be collected and shared with leaders across CSL.
2. **Sibling Share Program:** Selected Communities will formally agree to pair up in support with each other and to share best practices and learnings at the Reno convention in 2026 and thereafter. This initiative includes a small grant of \$200 to each community chosen and will be managed by Global and Field Services and will start mid-year. Global and Field Services will create an application form for communities interested in developing best practices (or sharing their best practices – it does not need to be a pair of “equals”). The application will be a simple document that affirms the interest of the community, documents why they are interested, and what they hope to accomplish in terms of growth and abundance. The document will also commit the participants to the sharing of best practices with (at a minimum) a write-up of lessons learned within 12 months. The grant will be paid half upon the start of the pairing and half when the write-up is completed. If the pilot program of 20 communities is successful based on the best practices generated by the Siblings and based on the evaluations provided by the Siblings, the program will be expanded.
3. **Evergreen Grant Pilot Program:** Selected Communities will receive seed funding (up to \$4,000) for growth initiatives, with repayment expected upon achieving measurable success at some point in the future. This program will be managed by the Resource Development Committee, which will develop a simple application in which the community identifies the nature of the investment, how the funds will be spent and what they hope to accomplish in terms of growth and abundance. The document will also commit the participants to the sharing of best practices with (at a minimum) a write-up of lessons learned within 12 months. If the pilot program of 5 communities is successful based on returned capital and best practices shared, the program will be expanded as it becomes a self-funding program.
4. **Community Revitalization Pilot Program:** Workshops and consulting support will be offered to assist communities to revitalize abundance and growth programs. Attendance at the free workshops (estimated cost \$15,000) will be open to all and required to be eligible for the consulting phase (estimated cost \$40,000) for four communities. Selected communities for the consulting phase will receive strategic spiritual planning support and friend- and fund-raising guidance. Progress will be shared at the Reno convention and

beyond. Funding is expected but not yet secured. As the pilot communities are able to demonstrate success, the program will be expanded. This will be managed by the Executive Team.

These and other initiatives, shaped by input from our members, ministers and practitioners will strengthen connections, communication and engagement across CSL Communities. Success will be measured by increased engagement and satisfaction through surveys, and by increased abundance across CSL.

### **Conclusion**

The 2025 Business Plan ensures financial stability and operational effectiveness by focusing resources on high impact areas while implementing strategic cost reductions, program consolidations, system optimizations, revenue enhancements, and strengthened donor relationships. Temporary salary reductions help allocate resources to support both the Operational Sustainability Plan and Abundance Plan.

This proactive approach supports CSL's mission and long-term sustainability by raising additional revenue and cutting costs for a projected (conservative) net benefit of over \$400K in 2025 (excluding temporary personnel cuts). We are excited about the opportunities to serve our members, ministers and practitioners, as we continue working together to create a world thriving in harmony!