

# The 2018 - 2024 Strategic Plan



*The Order  
of the  
Daughters of the King®*

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A 501(c)(3) supported by member dues and donations.

# Mission Statement

The mission of The Order is the extension of Christ's Kingdom through Prayer, Service, and Evangelism.

# Vision Statement

Empowered by the Holy Spirit, our vision as Daughters of the King is to know Jesus Christ, to make Him known to others, and to become reflections of God's love throughout the world.

# Introduction

The world has seen many changes since The Order of the Daughters of the King® was first chartered in 1885 to spread Christ's Kingdom through prayer, service and evangelism. Over the past 133 years, through faith, love and perseverance, it is clear our Order has lived into its mission and vision. But truly, our work has just begun! Change is constant in this 21st century world and we face new challenges that require creative, bold and intentional approaches to living prayerfully, serving wholeheartedly, and sharing without reservation the love of Christ. The 2015-2018 National Council recognized an urgent need to develop a viable strategic plan to guide and empower the next generation of women in their commitment to pray, serve, and change the world.



This strategic plan is presented by the Strategic Planning Committee as the culmination of the vision of current and past presidents, National Councils and members. Yet this is your plan, birthed through the input and efforts of thousands of Daughters of the King. While it will serve as an invaluable road map, it is also intended to be a dynamic and flexible response to the changing needs of The Order.

The plan presents a set of strategic goals and objectives that will build on the inspired foundation of The Order's past and propel us into the future in order to respond to the Great Commission and draw more souls to Christ. In and through each step of this process, we choose to live out the promises of our Baptismal Covenant and our vows as Daughters of the King. We ask for your prayers and support for this wonderful work as we all seek to spread Christ's Kingdom in 2018 and beyond.

# Methodology

A Strategic Planning Committee was created during the 2015 National Council meeting and is comprised of the following members: The International Chair, Junior Daughters Chair, Daughters at Large Chair, National Enrichment Chair, Membership Chair, Province President Facilitator, the National Treasurer, and the current and past Presidents of the Order. These leaders represent multiple ministry areas of The Order.



The work of The Order is always bathed in prayer and this strategic planning effort was no different. Accordingly, a specific “Prayer for the Strategic Planning Process” was written. Used extensively, the prayer asked for God’s guidance during this lengthy process to keep our hearts and minds focused on God’s will for our Order.

The first assignment for the committee was to have each member critically review their respective area of ministry and compile this information in the form of a Ministry Review Worksheet. The Worksheet described past achievements in each area and proposed direction for the future.

In February of 2016, focus groups were convened in each province of The Order, either at diocesan or provincial assemblies, board meetings, or at a servant leadership retreat. Nearly 100 Daughters participated in the focus groups. The information gathered from the ministry worksheets and focus groups was then used to create the questions for an Order-wide survey, which was conducted in August/September of 2016. The survey, comprised of 63 questions, was completely anonymous, and allowed for individual comments to be submitted. Participation in the survey exceeded our expectation. With a statistically significant 1700 Daughters taking the survey, we can say with 95% confidence, that the responses apply to the larger population of Daughters of the King.

In February of 2017 the Strategic Planning Committee held a three-day retreat. A brief training session on strategic planning set the stage for a review of all of the data collected throughout this process. Using this information, the committee worked to create initial ministry-specific strategic plans. The committee also worked collectively to envision how each ministry area informs and strengthens the other areas. The 2018-2024 Strategic Plan for The Order of the Daughters of the King® is comprised of the specific strategic plans for each ministry.

This Strategic Plan charts an ambitious, but achievable, path for the next six years. We have been dreaming with God throughout this collaborative process and are deeply grateful to all the Daughters who have committed their time, skills and prayers to this valuable work.

# The Goals of the Strategic Plan for The Order

## Goal #1 Inspire Spiritual Growth and Development

*"Pour out upon us the seven-fold gift of the Holy Spirit" (The Prayer of The Order)*

### Objective

We live and move and have our being in Christ, guided by the Holy Spirit and imprinted by God to love as we have been loved. This is the core of our identity. The journey of spiritual wholeness is a lifelong process and it is central to our walk as Daughters of the King. Our Rule of Life guides us, surrendering to God's love and transforming grace as we grow spiritually and disciple one another within our chapters and (in the larger community of our) assemblies. It is vital that we enhance the spiritual growth of every member by building on our current resources and providing further education and knowledge of spiritual practices. Through intentional spiritual formation and growth, we will come to know Christ and be known by Him in order to share His love throughout the world.

### Actions

- Strengthen chapter life by providing guidance and resources to transform our chapters into sacred spaces. By developing solid study programs, personal and group prayer resources, and emphasizing chapter service to church and community, we will draw nearer to each other and to our Lord Jesus Christ.
- Develop new literature and resources for spiritual formation and discipleship including instruction on Bible study, prayer vigils, healing teams, and all forms of individual and corporate prayer. Provide additional spiritual formation programs, such as "Daughters Going Deeper" and the Junior Daughters "Metamorphosis Journey." Offer a Bible study each year that can be used throughout The Order.
- Create a directory of spiritual formation materials and devotionals, sharing resources and developing partnerships with other ministries. Update the website to make all spiritual resources easily accessible.
- Create a directory of speakers and retreat leaders, both within and outside The Order.
- Integrate a contemplative expression of faith into the literature of The Order. Provide substantive resources on centering prayer, meditation, the mystics, and the desert fathers and mothers.



- Promote a deeper understanding of how to develop and renew our Rule of Life as Daughters of the King by adapting materials offered by the Society of Saint John the Evangelist, Companions of Mary the Apostle, and Renovare.
- Explore the possibility of professed nuns in The Order of the Daughters of the King®.




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## Goal #2 Strengthen Our Call to Service and Evangelism

*"Give us the grace to work to spread your kingdom..." (The Prayer of The Order)*

### Objective

Dedicated to our vows, we must raise up women who pray unceasingly, serve with great love, and spread the Good News by all means possible. As Gospel-bearers we manifest the love of God in Christ Jesus both quietly and boldly, in our prayerful service and through the power of our testimony.

As a primary commitment for Daughters of the King, praying for others motivates us to reach out to the people or situations we hold in our hearts. When we listen, care, and serve, we have opportunities to tell of Christ's work in our lives and the meaning of the cross we wear. Yet too often, we miss opportunities to make Him known to others.

By Intentionally linking our acts of service with the love that motivates them, "For His Sake," Daughters can more effectively bear witness to Christ while we serve. Empowered by the Holy Spirit, we pray that our stories and service will spread Christ's Kingdom.

### Actions

- Emphasize the prayer-care-share concept that is already associated with The National Study Guide, integrating it more fully into the chapters on service and evangelism.
- Challenge Daughters to incorporate into their Rule of Life regular prayer for at least one person who needs Christ.
- Provide assemblies, workshops, and study guides that encourage us to have conversations about faith and incorporate a spiritual dimension into service projects to consciously reflect Christ's love.

- Highlight ways Daughters enact and/or tell God's Good News in many organized settings (VBS, Christian Education, choir concerts, Junior Daughters, mission trips, feeding programs, prison ministry, visitation).
- Share our stories and experiences in all our media (The Royal Cross, Cross+Links, Cross+Currents, The Order's Facebook pages) and celebrate the ways in which ordinary women are empowered to do extraordinary things.
- Continue to share The Order with women in our own and other countries and encourage them to plant more chapters and support one another.
- Encourage mission trips, especially for Junior Daughters.
- Reframe our understanding of giving to mission projects through Self Denial, the Alpha Fund, and International Development as part of our commitment to evangelism.




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### Goal #3 Nurture and Grow Our Members

*"...to gather your scattered sheep within your fold." (The Prayer of The Order)*

#### Objective

As we support our members we are answering Jesus' charge to feed His lambs and tend His sheep. We pledge to provide programs that teach, enrich and encourage us on our journeys to wholeness in Christ. Nurtured, supported and spiritually fed, Daughters will then be empowered to spread the Kingdom and gather His scattered sheep within His fold.

As we expand the opportunities available for leadership and spiritual development, our membership will grow and thrive and more women will be called to this fellowship of love and prayer. Both our numerical and spiritual growth will in turn promote the most important growth of all - the expansion of the Kingdom of Christ.

#### Actions

- Implement and expand the National Enrichment Program (NEP) nationwide. This Program will focus on nurturing and strengthening our chapters and diocesan assemblies through chapter development, leadership training, community building and spiritual enrichment.



- Inspire Junior Daughters to transition to senior Daughters and encourage every senior chapter to sponsor a Junior chapter wherever possible. Explore ways to engage in intergenerational conversation, building bridges to enrich all members.
- Encourage members to invite more young women into The Order and to adjust chapter meetings and programs to accommodate their needs.
- Endorse the appointment of Membership Chairs at all levels of The Order. Key responsibilities include assisting in forming new chapters and fostering communication with Daughters at Large, members in unassembled dioceses, and chapters with less than three members.
- Expand outreach to clergy, seminarians, and women in denominations where a chapter may be formed.




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## Goal #4 Raise Up and Mentor New Leaders

*"Always remember it is your work we are called to do." (The Prayer of The Order)*

### Objective

Strong, Spirit-led servant leaders are the key to fulfilling our mission and vision, but many of us have been hesitant to step into leadership because of the lack of necessary tools and preparation. In recognizing this need, we acknowledge the importance of creating an environment in which members are excited to serve, feel empowered in ministry, and confident in mentoring the Daughters who are to follow. Equipping us to respond to the call is the major thrust of the process of leadership training and development. Providing the necessary means to lead and support one another helps us feel empowered to serve our sisters and our Lord.

### Actions

- Implement the National Enrichment Training Program (of the NEP) which focuses on developing strong chapter and diocesan assembly presidents and leaders.
- Develop strong training programs such as a Servant Leadership Program and Train the Trainer programs for chair positions such as Daughters at Large Chair, Directresses, Treasurers, Study Guide leaders, and others.





- Provide training opportunities wherever Daughters gather, incorporating educational time at assemblies, regional gatherings, Bishops chapters, and Junior Directress retreats.
  - Organize International regional meetings to assist International chapters to multiply and form self-governing assemblies as their chapters increase.
  - Promote and encourage the use of the instructional literature of The Order: The Chapter Manual, Junior Directress Manual, Diocesan Assembly President's Primer, and the International Leaders Guide.
  - Complete new instructional literature: The Province President's Handbook, The Treasurer's Manual, A Transitioning Junior Daughter Mentor Guide, an International Policy and Procedure Manual, and DOK Press Kit to help promote The Order.
  - Create a mentoring program for The Order at all levels to foster continuity and to allow former leaders to share their wisdom and experience with future leaders.
  - Make greater use of electronic training and meeting formats such as webinars, online training courses, virtual classrooms, GoToMeeting™, and Skype.
  - Recognize and celebrate the dedicated service of Daughters in leadership positions throughout The Order.
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## Goal #5 Foster Community and Build Connections

*"Give your blessing to our Order wherever it may be throughout the world."  
(The Prayer of The Order)*

### Objective

We are created in love for relationship and one of the primary gifts of our beloved Order is the sacred sisterhood that we share. Community is at the heart of who we are and we must celebrate the centrality of this unique intimacy. We see our community as a safe place where we share our faith stories, serve others more capably and grow in knowledge and love for God and one another. As Sister Joan Chittister says "Alone, I am what I am, but in community I have the chance to become everything that I can be."

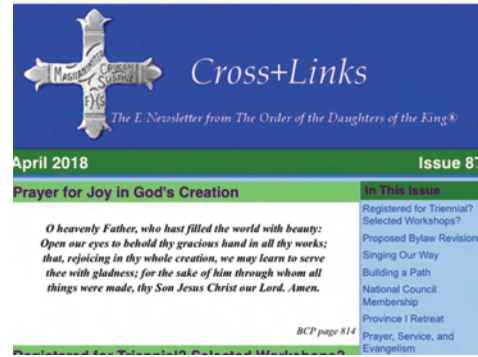
We are blessed and supported by the wonderful community within our local chapters - where we pray, serve, and study together. But there is so much more! We are enriched and empowered when we attend assemblies and events beyond our chapters ... and beyond our borders! As a worldwide Order, we inspire and disciple each other when we connect with our sisters throughout the US and in the twenty-one countries that currently have chapters. Recognizing the great value of this unique international community that transforms and empowers women, we intend to enhance connection and communication between all Daughters, seeking Christ in everyone we meet.

### Actions

- Offer assistance to bring more Daughters (both senior and Junior) to assemblies, retreats and meetings. Continue to allocate resources to bring International Daughters to the US Triennial Assembly and, for the first time, sponsor a regional leadership meeting for International Daughters in each of the next two trienniums.
- Build relationships across generations, nations, those in chapters and Daughters at Large by expanding the Prayer Partner Program to include not only International Daughters, but all chapters, Daughters at Large, senior Daughters and Junior Daughters.
- Expand communication among Daughters through every means possible: including our national and international e-newsletters, social media, messenger applications, and an improved, updated, and interactive website.
- Develop a DOK and Triennial mobile app, live stream events, and create a YouTube® channel to help inform and connect us all.
- Make current publications available in Spanish, French, and Portuguese, and other languages as needed.



- Provide professional quality translations of all new literature within one year of publication. Translate the current promotional video, “A Closer Walk with God” into Spanish, French and Portuguese.



## Goal #6 Instill a Spirituality of Giving

*"That all we think, do or say, may be pleasing in your sight." (The Prayer of The Order)*

### Objective

The extension of Christ’s Kingdom is our mission. The four Funds of The Order speak to our commitment to fulfilling that mission as we give intentionally of our financial resources. By supporting mission work (Self Denial Fund), women in ordained ministry (Master’s Fund), our Junior Daughters (Alpha Fund), and the future of The Order itself (Endowment Fund), we proclaim our dedication to the tenets most important to us. But we can always do more! In ministering to each other and sharing our gifts, we work together to spread the Kingdom of Christ. The more we envision, and use the resources we’ve been blessed with, the more we can accomplish. As we embody the Good News, we participate with the Spirit in changing the world.

### Actions

- Set annual goals for donations to the Funds of The Order and promote support for our various mission-driven accounts such as the International Development and National Enrichment accounts.
- Create a plan for the best use of the National Enrichment Program account.
- Seek out grants and other unexplored resources to increase funding for special projects and mission-work that supports the vision of The Order.
- Invest in the vision and sustainability of The Order by promoting lifetime memberships, planned giving, and regular donations to the Endowment Fund.
- Include, along with publication information, the phrase “A 501(c)(3) supported by member dues and donations” on our literature to witness to our primary commitment to ministry.



# Making a Difference

The Order of the Daughters of the King began with the vision of one woman, Margaret Franklin, who started a Bible study for young women desiring a deeper relationship with Jesus Christ. One hundred and thirty-three years later, we have grown into a worldwide Order with over 28,000 members in 22 countries. Our commitment to prayer and service not only infuses our daily living but is a transformative force throughout the world.

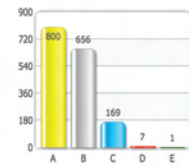
We are encouraged to go deeper in our faith through continued study and spiritual formation, and we are charged with becoming reflections of God's love wherever we go. We move from a place of knowing about Jesus to knowing Him, loving Him and serving Him within our churches and communities.

The 2016 survey results showed that being a Daughter of the King strengthens our relationship with Jesus Christ, enhances our prayer life, inspires us to greater service, and makes it easier to share our faith with others. Living by a Rule of Life affords us an opportunity through our vows of prayer and service to go deeper in our faith. While being "in the world" The Order helps bring the sacred into ordinary life. The Order provides a safe place in a busy world where we can come together in community to support and pray for one another and for the whole world.

## Question – Serve my church and community?:

Being a Daughter of the King has inspired me to serve my church and my community.

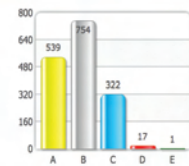
- A. Strongly agree (800 out of 1633)
- B. Agree (656 out of 1633)
- C. No change (169 out of 1633)
- D. Disagree (7 out of 1633)
- E. Strongly disagree (1 out of 1633)



## Question – Easier to share my faith?:

Being a Daughter of the King has made it easier for me to share my faith with others.

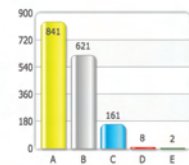
- A. Strongly agree (539 out of 1633)
- B. Agree (754 out of 1633)
- C. No change (322 out of 1633)
- D. Disagree (17 out of 1633)
- E. Strongly disagree (1 out of 1633)



## Question – Strengthened my relationship to Jesus?:

Being a Daughter of the King has strengthened my relationship with Jesus Christ.

- A. Strongly agree (841 out of 1633)
- B. Agree (621 out of 1633)
- C. No change (161 out of 1633)
- D. Disagree (8 out of 1633)
- E. Strongly disagree (2 out of 1633)



# Facing the Future

Our prayers and commitment to this plan are vital to its success. Whether we use our own prayers or say "The Prayer for the Implementation of the Strategic Plan" we must pray for God's blessing on the work itself and on those who will carry out this plan. Ultimately, in praying for the plan's success, we are praying for the vitality and sustainability of The Order for many years to come. A successful plan means we are fulfilling our mission!

We are at a precipice. Our culture is squeezing the life out of our faith, and God's call to us to be instruments of transformation is urgent. It is our prayer that our Strategic Goals will enable us to respond to God's call and walk boldly from a place of total belovedness into what He is already doing.

Inspired by our founding mothers, we continue their work today. We hope to fulfill their dream, for we are their legacy. We believe that in implementing this plan, by 2024 we will see The Order grow larger and stronger, with more International Daughters, more Junior Daughters and more Daughters of all ages, spiritually enriched and on fire, reaching the world for Jesus as never before!

May we, The Order's leaders and members, be ignited and empowered by the urgency of God's call to us, as we pray and work to expand Christ's Kingdom through the 21<sup>st</sup> century. May we open ourselves to God's transforming grace and live joyously and fearlessly into our vision, and may we become brilliant reflections of God's love throughout the world!

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**For more information on the Strategic Plan, to follow its progress, and to learn how you can be a part of the future of The Order please check out our website at <https://www.doknational.org/page/StrategicPlan>**

**or**

**email us at: [strategicplan@doknational.org](mailto:strategicplan@doknational.org)**



### ***Prayer for the Future of The Order***

*To our God, Author of all life~*

*The words of this plan are more than words ~ they are the collective consent of Your Daughters throughout the world to love deeper.*

*This is our covenant with You to pray and be the prayer, to serve and be the servant and to speak and proclaim the Love that abides in all things, through all things and at all times.*

*We, by implementing ~ putting feet to these actions ~ promise to love as we have been loved ~ to die to all that is not of You ~ and to rise strong, proclaiming Your sovereignty to a world hungry and thirsty for the Truth.*

*May this plan, written and guided by the Holy Spirit, ignite the hearts of Your Daughters throughout the world.*

*May we trust and believe, empowered by Your grace, that our love for You will change the world.*

*To the glory of Your Name, we pray, may it be so. Amen.*

**We thank God for the hard work and contributions of the following:**

**The Strategic Planning Committee**

Lori Geres, Strategic Planning Co-Chair

Jennifer Mariano, Strategic Planning Co-Chair

Susan O' Brien, President of The Order of the Daughters of the King® (2015-2018)

Pamela Runyon, President of The Order of the Daughters of the King® (2012-2015)

Grace Sears, President of The Order of the Daughters of the King® (2009-2012)

Nancy Severin, Worship and Devotions Chair

Annemarie Delgado, Treasurer of The Order

Lindy Kirk, First Vice President and International Chair

Anna Stevenson, Junior Daughters Chair

Helen Bhagwandin, Daughters at Large Chair

Krisita Jackson, Membership Chair

Christine Budzowski, National Enrichment Chair

Janet Papa, Province President Facilitator

**Advisors and Assistants**

The Rt. Rev. Scott B. Hayashi, National Chaplain

The Rev. Janice Krause – Strategic Planning Retreat Leader and critical review

Susan Keith and all focus group leaders

All Daughters who contributed their hopes and dreams for The Order

*"... to know Jesus Christ, to make Him known to others,  
and to become reflections of God's love throughout the world."*

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The logo is a stylized cross with decorative, rounded ends. The vertical bar of the cross contains the letters 'FHS' in a serif font. The horizontal bar of the cross contains the Latin phrase 'MAGNANIMITER CRUCEM SUSTINE' in a serif font, with 'MAGNANIMITER' on the left and 'CRUCEM SUSTINE' on the right. A small registered trademark symbol (®) is located at the bottom right of the cross.