



Executive Director Update/WRC Visioning  
Board of Directors Meeting  
July 8, 2020

Via Zoom

[www.WRCollaborative.org](http://www.WRCollaborative.org)

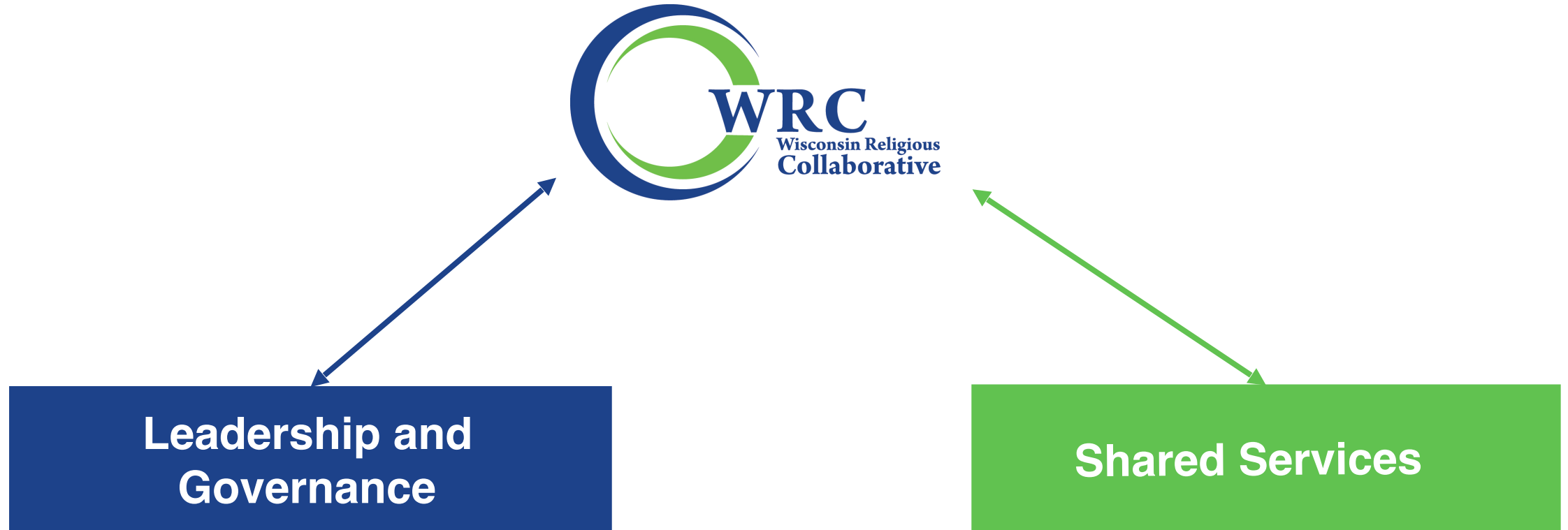
1. Executive Director Update: Goals and Actions
2. Visioning Discussion: WRC Into the Future
3. All Other Business



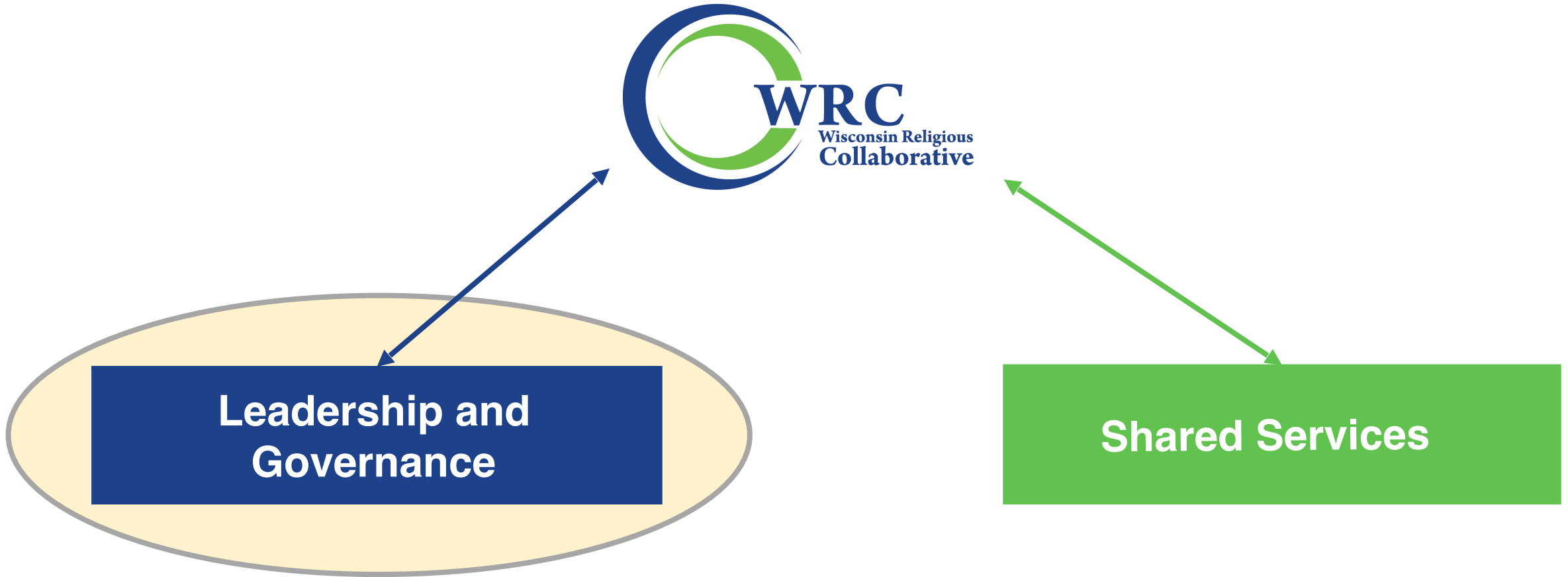
Agenda!



# Two Pillars of WRC



# Two Pillars of WRC



# Leadership and Governance

WRC provides guidance and thought leadership to members, region, and broader global community on futures thinking, planning, execution

- Guidance: WRC Board of Directors, and Governance Advisory Committee providing guidance, advising, decision-making, emerging models and solutions, etc.
- Outreach: Open sharing of information with other collaborative organizations
- Communications/PR: Providing updates to relevant organizations
- Marketing: Website/blog
- Connections: Facilitating and participating in “Networks of Networks”
- Grants: Sharing learnings and progress

# Leadership and Governance: Goals & Actions

1. Recruit and incorporate additional member institutes
  - Establish parameters, policies, and processes for new members (continues)
  - Continue to reach out to nonmember institutes in region and respond to inquiries (ongoing)
  - Share updates at LCWR 9 meetings (4/20 virtual), participate in communicators, treasurers, and legislative network meetings (ongoing)
  - Develop process for sharing WRC information through Communicators network (5/20)
  - Present at Chapter and other meetings of member institutes (some postponed or moved to virtual; SLW 6/20)
  - Launch and continually update WRC blog (4/20 and ongoing: <https://www.wrcollaborative.org/library/blog.cfm>)

# Leadership and Governance: Goals & Actions cont.

2. Share information and presentations about WRC with other regions of LCWR and RCRI
  - Selected to participate in panel at RCRI Annual Conference (now canceled)
  - Present to LCWR regional meetings for Illinois and Iowa (interest received but now postponed)
  - Establish regular communications with other collaborative organizations, such as Carmelites, Australia, St. Louis, San Antonio, etc. (ongoing)
  - Share WRC updates via national publications including RCRI and Global Sisters Report (ongoing)
  - Present information on WRC website (average 103 new users, 737 page views per month; see following)

# Website Analytics

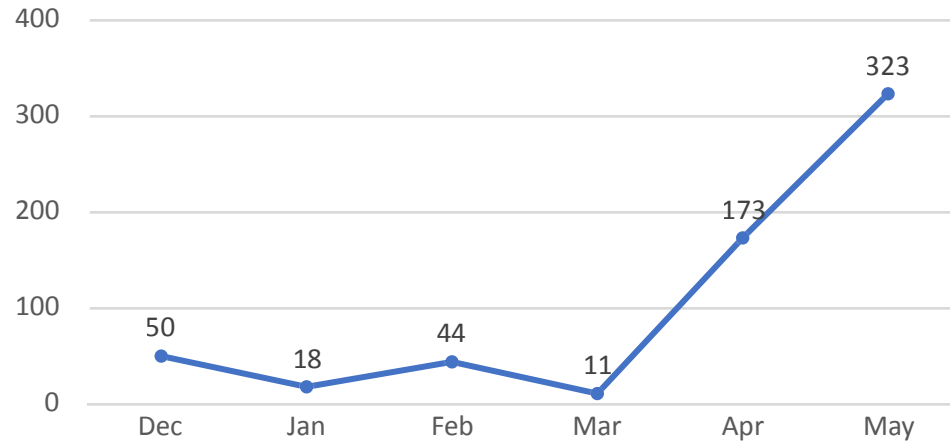
	Dec	Jan	Feb	Mar	Apr	May
Users	51	18	48	20	195	338
New users	50	18	44	11	173	323
Sessions	53	19	64	37	346	413
Page views	200	44	347	246	2,186	1,403
Avg session duration	1:04	0:33	3:17	5:02	5:56	2:02



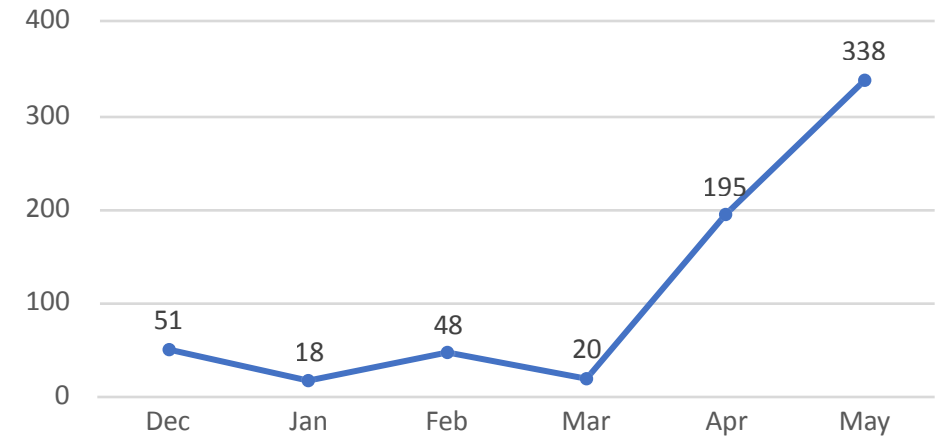


# Website Analytics Highlights

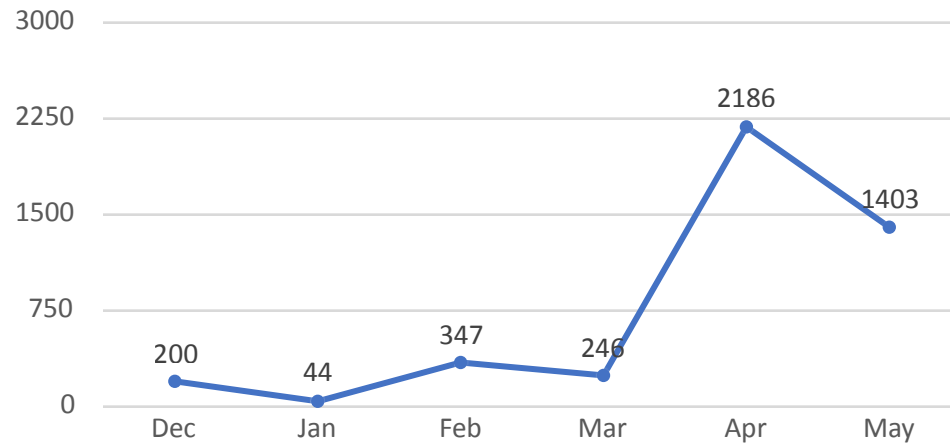
## New Users



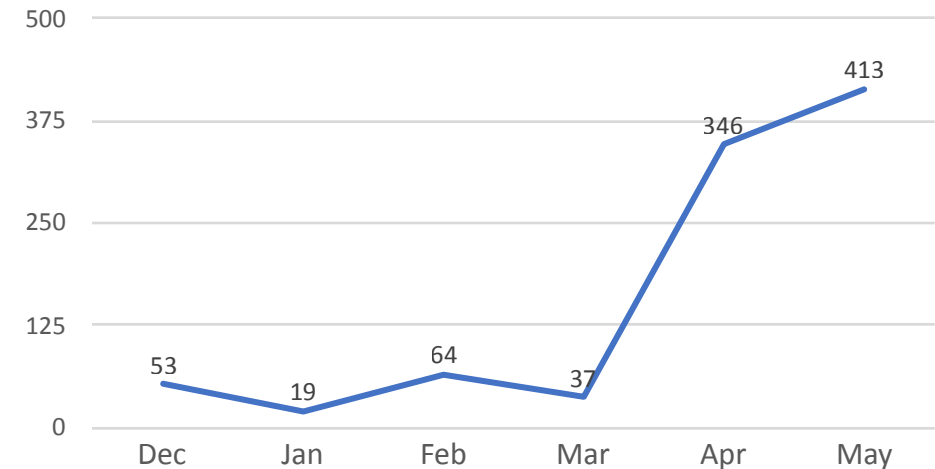
## Users



## Page Views



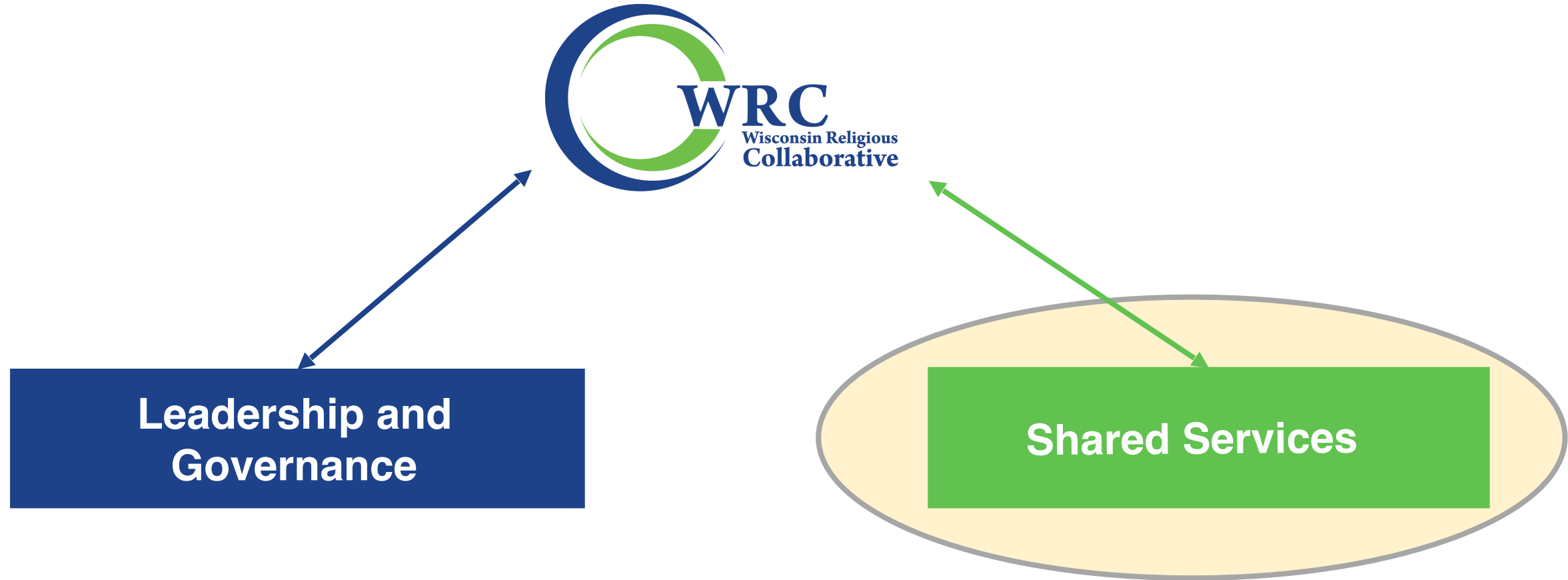
## Sessions



# Leadership and Governance: Goals & Actions cont.

3. Seek additional grant funding of WRC
  - Provide progress and learnings to GHR per original grant agreement (submitted 3/20)
  - Researching potential grants (Q2 and Q3 priority)
4. Explore whether Canonical status as a Public Juridic Person would enhance the services available to member institutes
  - Kick off WRC Governance Advisory Committee (4/20) and develop global network of experts (ongoing)
  - Governance Advisory Committee reviewing existing and emerging models, developing a spectrum of current activity, and defining ideation, testing, and advising process going forward (monthly virtual meetings)

# Two Pillars of WRC



# Shared Services

WRC builds resources via people, systems, and technology to deliver and/or manage services for religious institutes

- Financial: Finance/accounting management and reporting
- HR: Employee relations and management
- IT: Support, consultation
- Facilities, Fleet: Resource management/negotiations
- Archives: Resources and future planning
- Ministries/Sponsorships: Resources and connections
- Formation: Shared programming and opportunities
- Pastoral Care: Resources and programs
- Mental Health: Resources and programs
- Health Care: Resource management/negotiations
- Social Justice: Shared programming and opportunities

# Shared Services: Goals & Actions

1. Establish programs/projects able to provide management assistance in requested areas of need
  - Member institute needs assessment (completed 2019)
  - Develop plan to address needs, including prioritization (completed 2019)
  - Establish infrastructure for WRC organization (completed 2019)
  - Establish WRC branding and website presence (completed 2019)
  - Establish Advisory Committees (5 of 7 completed April 2020)
  - Develop programs (ongoing, see following examples)

# Example: IT Shared Services



- Monthly IT Roundtable Call
  - 20-25 participants on Zoom format
  - WRC IT Advisory Committee serves as expert resources
  - 90 minutes, kicks off with a topical case study (managing employees and computers remotely, holding virtual chapter or large group meetings), followed by Q&A, open topics discussion, and requests for upcoming topics
  - Notes and recording posted on website along with subsequent discussion and recommendations
- Ongoing Support
  - Collating tips and how-to resources to post on website
  - Advisory Committee available for questions
- Considering possibilities for Helpdesk shared services

# Example: Formation Shared Services



- Sharing current programs across member institutes
- Planning Book Club/Discussion Groups
- Planning Quarterly Formation Roundtable Calls
- Soliciting and sharing Recommended Resources on WRC website:  
<https://www.wrcollaborative.org/resources/ongoing-formation.cfm>



# Emerging: Financial Shared Services

## People

- Contractor/freelancers
- Vendor/partner
- Shared staff
- Hired staff

## Systems

- Bill management and payment
- Contract management and negotiation
- Accounting/finance reporting
- Accounting/finance controls

## Technology

- Accounting/finance software/program



# Emerging: HR Shared Services

## People

- Contractor/freelancers
- Vendor/partner
- Shared staff
- Hired staff

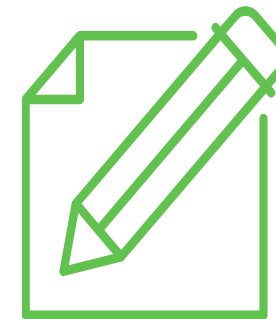
## Systems

- Manuals
- Policies
- Processes
- Talent acquisition
- On-boarding
- Performance management
- Termination/unemployment
- Payroll
- Salaries/wages
- Benefits
- Employee relation
- Ongoing training & development

## Technology

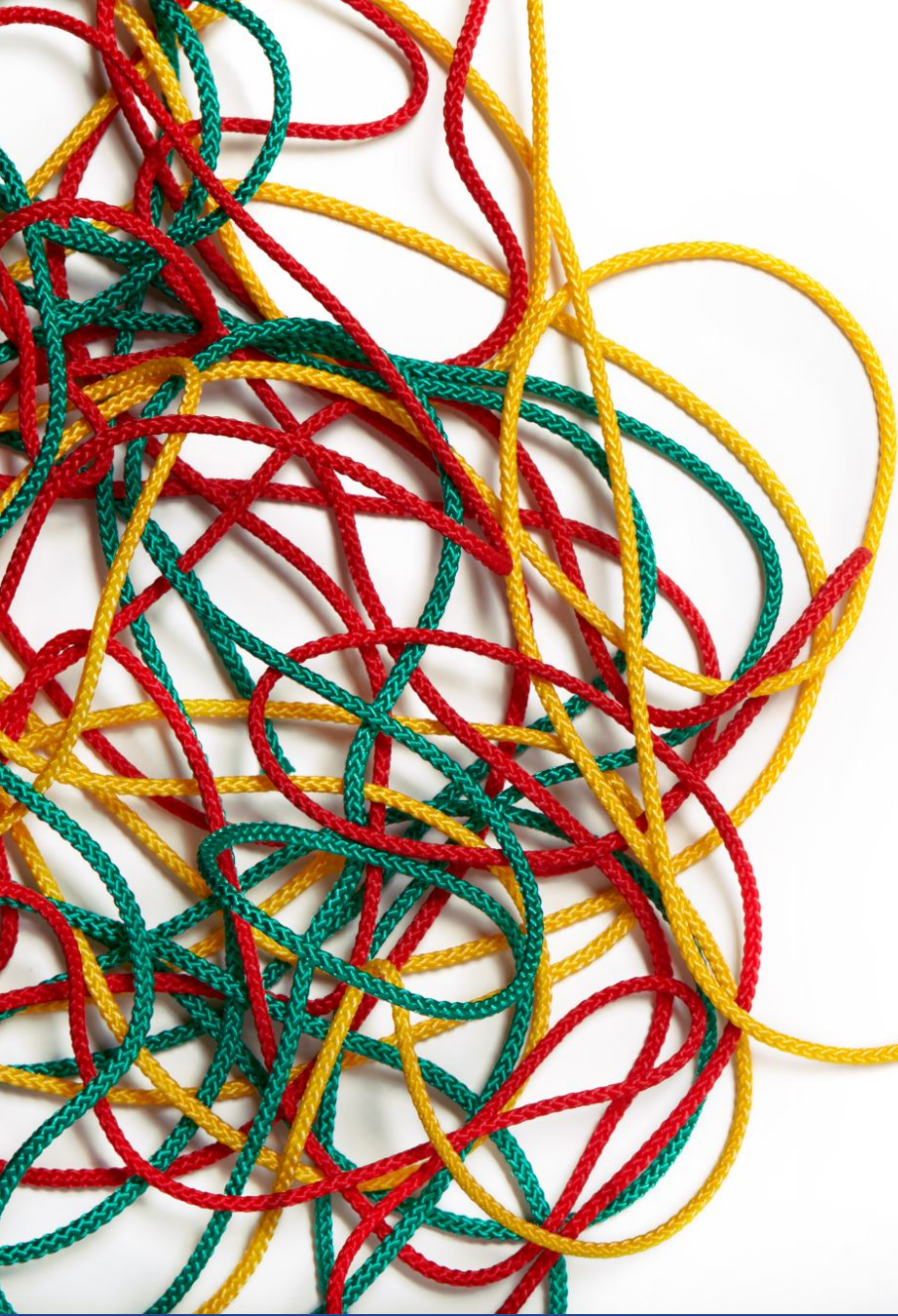
- Employee relations software/  
program

# Learnings & Challenges



- Access to women religious with capacity to advise on program development
- Managing priorities with a broad spectrum of needs across member institutes
- New opportunities continue to arise
- Many institutes cannot participate via membership because of structure or governance issues but still want to collaborate
- Consideration of geographic and financial parameters for WRC to serve institutes effectively





**Visioning:  
WRC into the Future**

# Considerations

The initial GHR grant expires June 2021.

What happens to WRC thereafter if no new members and no new grant?

Member communities are likely to experience governance and/or structural changes through the course of time.

How will these changes affect WRC and institute participation?

As we develop shared services, scalability and scope must be clarified.

How do we define parameters, levels, and participation/cost for services?

We continue to receive interest in WRC model and participation.

What financial and geographical models will best serve WRC in long-term?

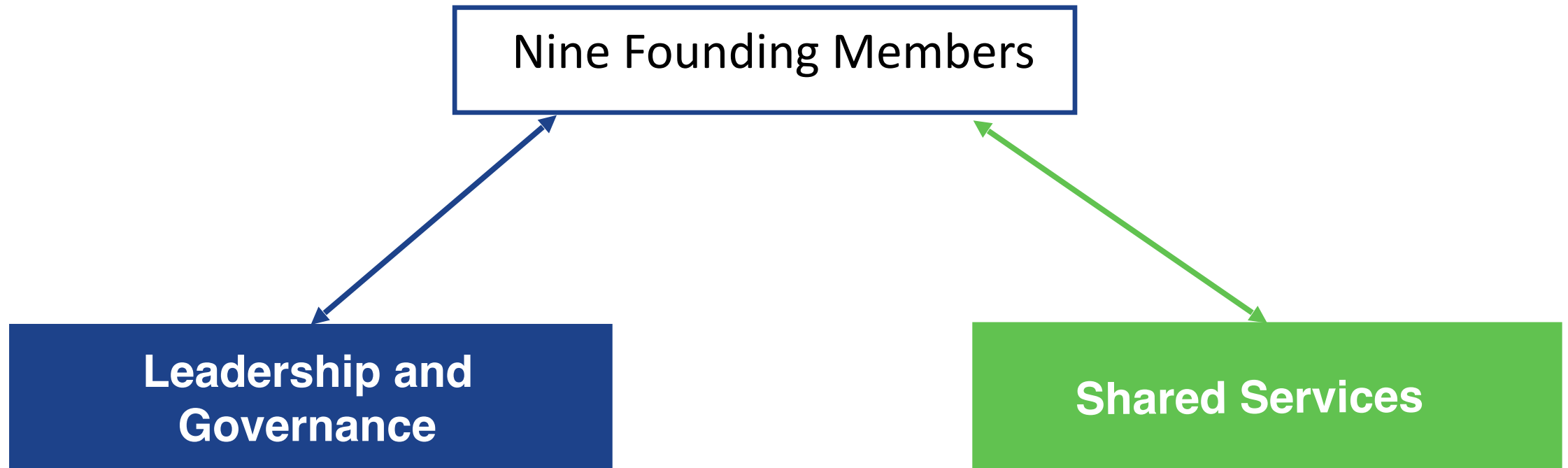
# Additional Questions

How will a change of status for a member congregation from province to canonical house affect things since the house superior is not a major superior?

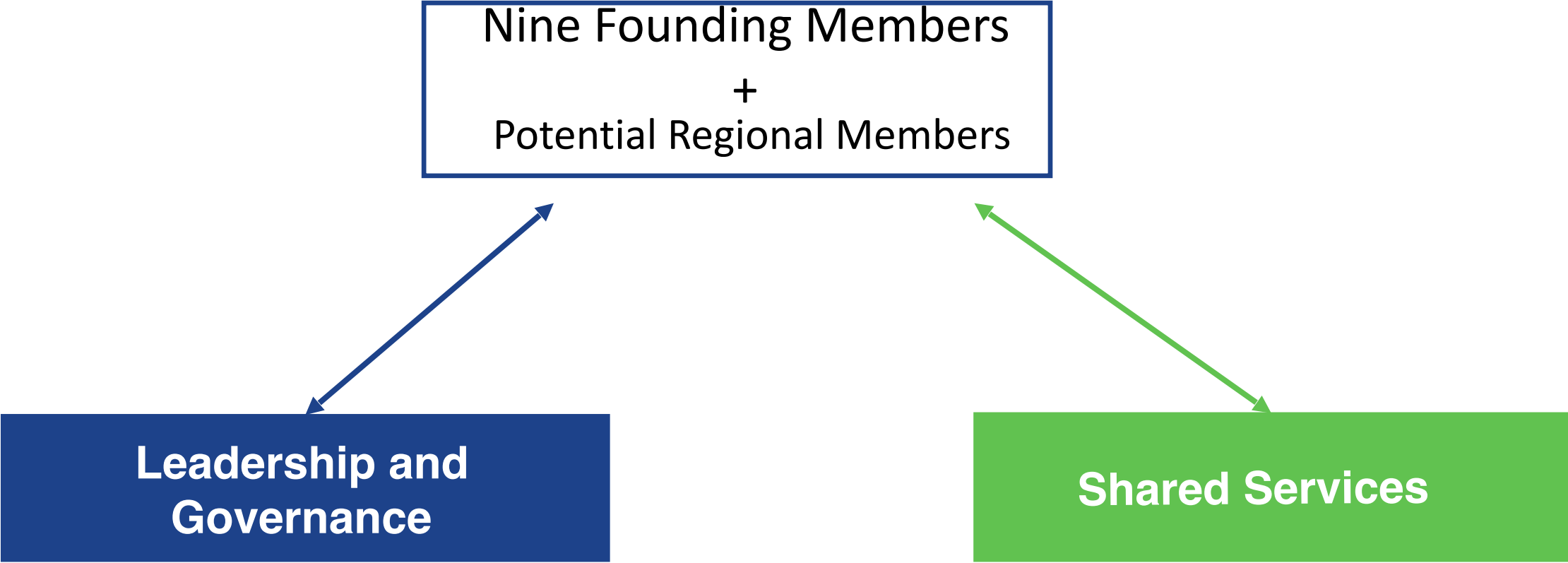
Are there financial limits regarding dues? How might those limits affect the financial model? Staffing of WRC?

Are there practical geographic considerations for the delivery of services?

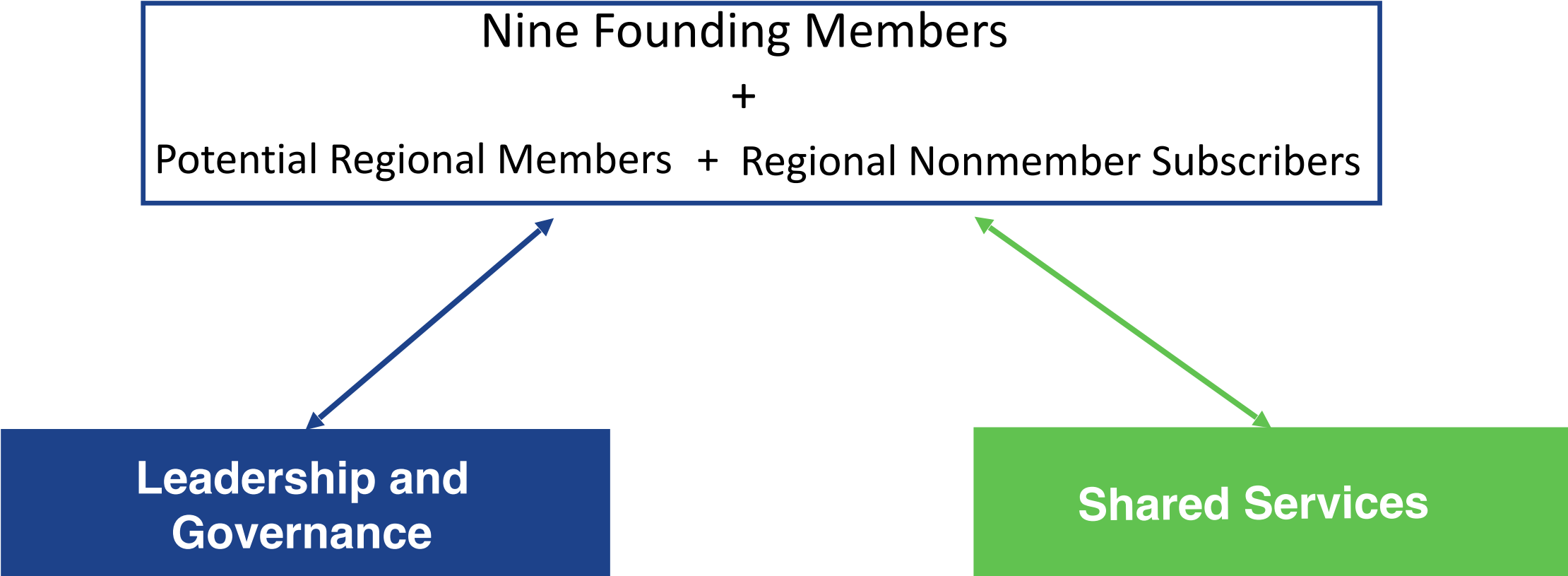
# Current WRC Model



# Potential: Regional Members



# Potential: Regional Members & Nonmembers





# Potential: Regional & Subsidiaries



**Leadership and  
Governance**

**Shared Services**



# Discussion

# All Other Business

- Future Board meetings: In-person versus virtual
  - Plan for virtual but hope for in-person?
  - Waupon Culver's meeting room has been offered at no charge for future board meetings (centrally located, coffee and water provided, easy lunch access, restaurant follows all sterilization and cleaning protocols)
- Anything else?

