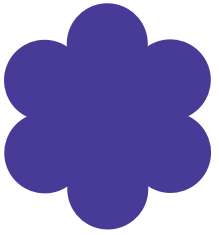




WASHINGTON
NATIONAL
CATHEDRAL

2026–2030 Strategic Plan





Dear Friends,

With their sturdy walls and soaring towers, cathedrals are meant to convey a sense of permanence, a steady refuge amidst the rhythms of change in the world. A cathedral is built to weather the storms around us — physical, political, economic or social. Even earthquakes.

Yet, at the same time, a cathedral must be able to pivot and adjust as needed, all while staying anchored in its core mission: to be a beacon of God’s love and God’s wide embrace of all people.

We saw the need to pivot in 2020, as the darkness of the pandemic set in and upended all Cathedral operations for 18 months. And yet, in a sure sign of God’s grace, that unexpected pandemic pivot revolutionized our ministries in ways we never could have imagined. Because of that pivot, our reach now extends all over the world with a new focus on digital access.

Now we find ourselves in a different moment as our country confronts extreme polarization that threatens our democratic underpinnings. It is time to pivot once again — all while staying true to our core priorities.

Under this 2026-2030 Strategic Plan, we will strengthen our commitment to **Worship & Sacred Music**, focusing on our core conviction that God in Christ is still at work in the world and calls us to repair the broken places. We will expand our emphasis on **Welcome & World-Class Experience** to create spaces and opportunities for our neighbors and visitors to experience the divine within these sacred walls. And we will remain steadfast in our commitment to faithful **Stewardship of Resources** so that we can ensure the Cathedral’s presence in our nation’s capital for centuries to come.

Some of our most important work will be at the intersection of the **Sacred & Civic**, where we are called to be a voice of moral clarity and conveners of conscience, bearing witness to sacred values in our civic life. These uncertain and anxious times demand something more from this Cathedral, and we will work for a democracy that protects the dignity of every person — because we believe that every person bears the image of God.

In all of our work, we will remain grounded in our commitments to four animating principles: **Excellence, Stewardship, Innovation** and **Communication**. We will use the tools available to us to nurture relationships, repair what is broken and invite new audiences to experience all that God is doing in this special place.

This new five-year Strategic Plan grows out of the success of our 2019-2023 Strategic Plan, and in many ways represents a continuation of what we know works. Yet new challenges require new strategies, and this plan will allow this Cathedral to meet the moment.

In 1937, as clouds of war gathered over Europe and Americans found themselves gripped by economic hardship, this Cathedral refused to stop building. Our founders saw the need for this testament to the presence of God in American life and remained focused on our mission. At the time, one of my predecessors put it this way: “If the Capitol is the place for determining policies, the Cathedral must be the place for determining principles.”

In this era of uncertainty, we are called to articulate the principles that must guide our life together, both on this hill and on Capitol Hill: Compassion. Justice. Dignity. Decency. Love.

I am grateful for your partnership in this work, and in all the years ahead.

Faithfully in Christ,

The Very Rev. Randolph Marshall Hollerith
Cathedral Dean





Mission & Vision

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.



Core Priorities

WORSHIP & MUSIC

We will expand our cherished traditions of worship and sacred music to proclaim a vision of God's Kingdom that is rooted in the reconciling love of Jesus Christ.

SACRED & CIVIC

We will use our trusted voice of moral leadership to lift up the values of our faith and defend the rights and dignity of every person – because every person is a beloved child of God.

WELCOMING & WORLD-CLASS GUEST EXPERIENCE

We will create a world-class experience for our guests and visitors, where hospitality and building relationships are a core part of our mission.

STEWARDSHIP & SUSTAINABILITY

We will prioritize the careful stewardship of gifts entrusted to us, and position this Cathedral for sustained viability — financial, personnel and operational — so that future generations can be transformed by this sacred space.

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 sustainability, maintaining its physical heritage, expanding the Cathedral's community of supporters and honoring their generosity.

INNOVATION

We are committed to nurturing innovation and a digital-first mindset, 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 and inspire, and to cultivating grace-filled relationships that invite others into the Cathedral community and a life of faith.



Worship & Sacred Music

Sacred music and vibrant worship that point to the divine will anchor our common life, where liturgy and art have the power to change lives. We aim to reflect the richness and diversity of the world around us, and to honor the breadth of wisdom that is found in other faiths and traditions.



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

We will...

ENHANCE

Enhance our worship and music life with diverse offerings that reach new audiences, strengthen our ecumenical and interfaith relationships and reflect the highest standards of excellence.

EXPAND

Expand alternative spiritual practices and worship experiences while elevating contemporary worship offerings and faithfully shepherding the richness of our Anglican tradition.

DEEPEN

Deepen engagement in our online worship community (including Cathedral Close Online) and expand our digital-first worship offerings and digital worship catalogue as a resource to the wider church.

NOURISH

Nourish the spiritual life and harness the gifts within the Cathedral Congregation as we continue to support the worshipping needs of the Episcopal Diocese of Washington, the Close schools and the wider Episcopal Church.



Sacred & Civic

We believe the gospel compels us to live faithfully at the intersection of the sacred and the civic, where we embody God's love as agents of reconciliation and offer a voice of conscience and a message of hope in a divided world.



We will...

CONVENE

Convene leaders from civic, cultural and religious institutions through the College of Faith & Culture and equip them with the tools to lift up our highest ideals as Americans and as citizens of the Kingdom of God.

OFFER

Offer a voice of moral clarity in polarizing times, with the ability to respond swiftly to threats to human dignity and fundamental rights and freedoms.

UTILIZE

Utilize the Cathedral's sacred spaces and digital footprint to create programming opportunities for encounters that nurture wellness, spiritual well-being and restoration.

DEEPEN

Advance the College of Faith & Culture and deepen our engagement with diverse audiences no matter their attachment or attraction to the Cathedral, with an eye toward meaningful participation, growth and retention.

EXPAND

Expand the range of Cathedral programming in ways that support our mission while ensuring efficiency, scalability and sustainability through rigorous evaluation and careful allocation of resources.



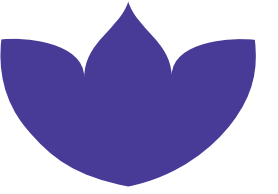
And let us consider how to provoke one another to love and good deeds, not neglecting to meet together... but encouraging one another.

Hebrews 10:24-25



Welcoming & World-Class Guest Experience

We will be warm and generous in spirit, opening our hearts and doors to all people, welcoming our visitors with a world-class experience that is excellent, deepens engagement and reflects the beauty and embrace of the Cathedral.



We will...

BUILD

Build relationships that bring people closer to God, closer to each other and closer to this Cathedral by establishing Cathedral-wide standards of welcome that emphasize accessibility, hospitality, deepening engagement and our commitment to excellence.

DELIVER

Hold ourselves to the highest ideals as we harness technology, standardized operations and guest feedback to deliver a best-in-class guest experience that is rooted in consistency, excellence and professionalism.

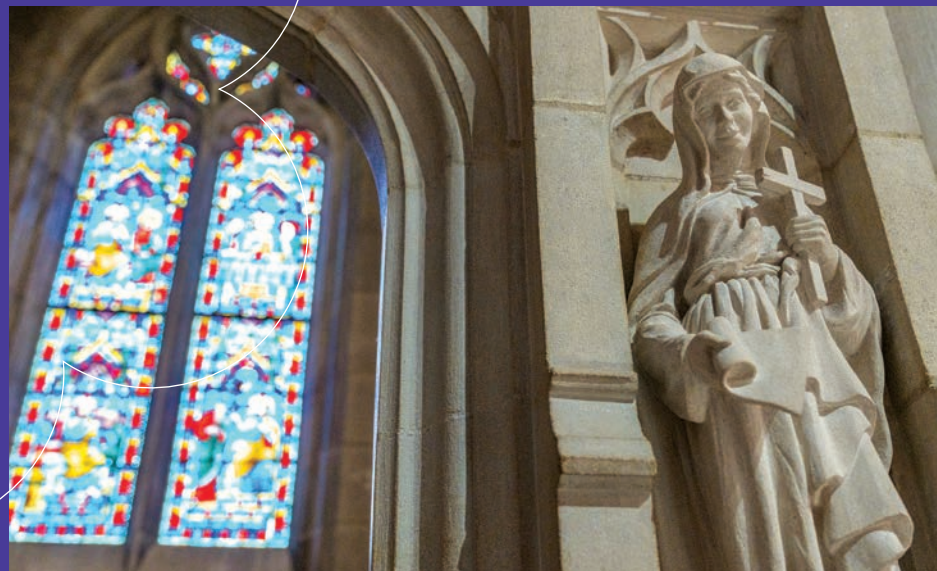
EXPAND

Expand our current activities with programs that inform and inspire new and nonreligious audiences, while creating pathways for ongoing engagement, seeking innovative ways to increase revenue and expand our internal capacity.



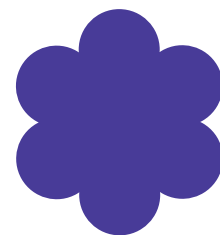
Do not neglect to show hospitality to strangers, for thereby some have entertained angels unawares.

Hebrews 13:2



Stewardship & Sustainability

We are privileged to be the inheritors of an investment in time, talent and treasure made by those who came before us, and we are called to ensure that this Cathedral continues to be available for generations yet unseen. In all that we do, we aspire to be the careful custodians and responsible stewards of this amazing gift.



We will...

PLAN

Plan annual budgets and multi-year financial plans with the ability to grow or contract as necessary, with careful metrics to monitor performance.

DEPLOY

Deploy industry-standard tools to ensure maximum efficiency and invest in online systems that will support professionalized operations with the goal of data-driven decision making in the faithful execution of priority programs.

INCREASE & DIVERSIFY

Increase and diversify our revenue streams, including growing our endowment, expanding opportunities for earned revenue and accompanying our supporters along a journey where deepening engagement is reflected by increased support.

BUILD, SUSTAIN & RETAIN

Build, sustain and retain a Cathedral workforce that embodies a clear sense of inclusion and belonging, and utilizes the highest professional standards to support equity, advancement and professional development of our talented staff.

CULTIVATE

Cultivate a thriving community of invested volunteers who are engaged, informed and activated to serve as effective ambassadors for the Cathedral's mission and witness.



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 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

Washington National Cathedral is A House of Prayer for All People





Learn more at [cathedral.org/about](https://www.cathedral.org/about)