

CANYON RANCH *Institute*™

THE POWER & POSSIBILITY OF A HEALTHY WORLD



# Strategic Plan For 2011

*Submitted To:*  
**Canyon Ranch Institute Board of Directors**

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## Section One: Overview of Canyon Ranch Institute

### 1. Health and Wellness Issues of Our Time

Millions of people worldwide continue to suffer and die from preventable diseases. Globally, if the major risk factors for chronic disease were eliminated, at least 80 percent of heart disease, stroke, and type 2 diabetes would be prevented; and 40 percent of cancers would be prevented.<sup>1,2</sup> In regard to acute diseases, about four billion cases of diarrheal disease result in two million deaths annually, and approximately 90 percent of those deaths are among children under age 5.<sup>3</sup>

In the United States, chronic diseases are the leading cause of death and disability. Chronic diseases account for more than 70 percent of all death in the United States, with 1.7 million Americans dying each year from chronic diseases.<sup>4</sup> Chronic diseases account for more than 75 percent of the approximately \$2 trillion Americans spend each year on health care.<sup>5</sup> That translates to \$7,681 per person or 16.2 percent of the gross domestic product (GDP) of the United States. The United States spends more money on health care than any other nation, yet ranks 49<sup>th</sup> in life expectancy, down from 11<sup>th</sup> just two decades ago.<sup>6</sup> Economically disadvantaged communities and racial and ethnic minorities are disproportionately impacted by all diseases and have higher disability and mortality rates and lower life expectancies.

The leading contributors to this burden of chronic and acute disease include:

- **Obesity:** About two-thirds of adults in the United States are overweight (more than 120 million people), and almost one-third are obese (more than 60 million people).<sup>4,6,7</sup>
- **Disparities:** The presence of health disparities is well documented around the world. Health disparities affect every person in some way.
- **Unhealthy eating:** Despite the many proven benefits of proper nutrition, in 2007 only 24 percent of U.S. adults reported eating five or more servings of fruits and vegetables per day. More than 60% of children and adolescents consumed more saturated fat than recommended.<sup>4</sup>
- **Lack of physical activity:** Regular physical activity is one of the most important things a person can do for good health. However, one survey found 25 percent of U.S. adolescents did not do any physical activity for at least 60 minutes on any day. Nearly the same percentage of adults (23 percent) reported no leisure-time physical activity.<sup>4</sup>
- **Tobacco use:** Despite clear evidence of the risks from tobacco use, every year approximately 15 billion cigarettes are sold around the world. More than 43 million Americans adults (1 in 5) still smoke tobacco.<sup>4</sup>
- **Unsafe water and inadequate household hygiene:** Simply washing hands with soap and water would cut global rates of diarrheal disease by one-third.<sup>3</sup>

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1. World Health Organization. Preventing Chronic Diseases: A Vital Investment. 2005. Available at: [http://www.who.int/chp/chronic\\_disease\\_report/en/index.html](http://www.who.int/chp/chronic_disease_report/en/index.html)

2. World Health Organization. Chronic Disease and Health Promotion. Available at: <http://www.who.int/chp/en/>

3. UNICEF. Water, Sanitation, and Hygiene. Available at: [http://www.unicef.org/wash/index\\_wes\\_related.html](http://www.unicef.org/wash/index_wes_related.html)

4. Centers for Disease Control and Prevention. The Power of Prevention: Chronic disease...the public health challenge of the 21<sup>st</sup> century. Available at: <http://www.cdc.gov/chronicdisease/pdf/2009-Power-of-Prevention.pdf>
5. Centers for Disease Control and Prevention. Costs of Chronic Diseases. Available at: <http://www.cdc.gov/nccdphp/overview.htm>
6. CIA. World Factbook. Life Expectancy. Available at : <https://www.cia.gov/library/publications/the-world-factbook/rankorder/2102rank.htm>
7. Agency for Healthcare Research and Quality. National Healthcare Quality Report. Washington, D.C.

## **2. Introduction of Canyon Ranch Institute**

When Canyon Ranch founders Mel and Enid Zuckerman and Jerry Cohen opened Canyon Ranch Health Resort in Tucson, Arizona, in 1979, a uniquely successful approach to lifestyle change was born. Since then, Canyon Ranch has become the premier life enhancement company in the world, renowned for its medical, nutrition, exercise physiology, and behavioral health staff as well as movement therapists, fitness experts, and other holistic health specialists.

The Canyon Ranch model uses an integrated, individualized approach to wellness and teaches self-responsibility as a means of prevention. At its core is a model of optimal living that helps people make a long-lasting personal and emotional connection to wellness.

From the outset, the Zuckermans and Mr. Cohen have dedicated themselves and Canyon Ranch to sharing knowledge and the power of their mission. By supporting numerous research and intervention projects and providing Canyon Ranch scholarships to thousands of people, they have demonstrated their commitment to improving the health and well-being of people of all ages, walks of life, and backgrounds.

Canyon Ranch Institute (CRI), a 501(c)3 non-profit public charity, was founded in 2002 by the Zuckermans and Mr. Cohen to translate the unique health and wellness philosophy and expertise of Canyon Ranch to communities beyond Canyon Ranch.

CRI initiated some projects between 2002 and 2006. In 2006, Richard H. Carmona, M.D., M.P.H., FACS, joined CRI as president and, with his fellow Board members Mr. and Mrs. Zuckerman and Mr. Cohen, Dr. Carmona determined that CRI should focus on the greatest health issues of our time. CRI recruited Jennifer Cabe, M.A. as Executive Director in 2007. Dr. Carmona and Ms. Cabe continue to serve as the CRI Executive Team charged with implementing the vision of CRI's founders.

In 2008, the CRI Board of Directors approved the "CRI Five-Year Strategic Plan (2008-2013)" as presented by Dr. Carmona and Ms. Cabe. The Five-Year Strategic Plan established CRI's principles and mission, as well as outcomes for CRI to achieve by 2013.

**CRI Principles (our “DNA”)**

- We believe that personal and emotional connections lead to behavior change that can empower individuals and communities to realize optimal health and wellness.
- Our approaches are proactive, integrative, and evidence-based, and adhere to the highest ethical standards.
- Our passion for the well-being of humanity drives all our actions.
- We approach each person and community as equal collaborators, drawing on our respective strengths to realize a whole that is greater than the sum of its parts.

**CRI Mission**

The CRI mission was devised to describe what CRI is, who it serves, and the scope of the impact it seeks to have. It was designed to be precise and urgent.

Canyon Ranch Institute catalyzes the possibility of optimal health *for all people* by translating the best practices of Canyon Ranch and our partners to help educate, inspire, and empower every person to prevent disease and embrace a life of wellness.

**3. Summary: 2008 to 2010**

Dr. Carmona and Ms. Cabe advanced CRI according to the CRI Five-Year Strategic Plan approved by the CRI Board. Most notably, between 2008 and 2010, they established multi-sector partnerships with organizations that are respected in the United States and globally for measurably improving disease prevention; they raised \$3,985,318.55 to support partnership and operations; and they recruited to CRI a full-time staff of health and wellness experts to collaborate with them in leading CRI.

By October 2010, CRI had achieved the outcomes that the strategic planners, reviewers, and Board members expected would require five years to accomplish. CRI:

- has earned a reputation for catalyzing the possibility of optimal health through multi-sector partnerships that measurably improve disease prevention and eliminate health disparities across communities;
- has established best practices in advancing health literacy that have been successfully replicated across communities through culturally competent methods; and
- is recognized as the wellspring for best-practice public health models and partnerships.

The achievement of outcomes two years ahead of plan did not indicate a lack of ambition or imagination among the experts who developed and approved the CRI Five-Year Strategic Plan. Instead, it was a testament to the tremendous dedication, ability, and selflessness of the CRI Board of Directors, Kitchen Cabinet, partners, donors, and staff.

In November 2011, Dr. Carmona and Ms. Cabe decided that CRI would develop a one-year Strategic Plan for 2011. This document is the CRI Strategic Plan for 2011. In addition to following this Strategic Plan for 2011, Ms. Cabe will collaborate in 2011 with Dr. Carmona

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and the CRI Board of Directors, Kitchen Cabinet, partners, donors, staff, and other stakeholders to develop the next multi-year strategic plan for CRI.

#### **4. Strategic Priorities for 2011**

CRI will continue to follow our established principles in order to meet the CRI mission. However, in order to sustain the high level of contributions to public health and wellness that CRI has achieved to date, Dr. Carmona and Ms. Cabe determined that CRI would establish strategic priorities for 2011 that reflect both the success of 2008 to 2010, as well as the reality that an organization that is growing and achieving such success can falter unintentionally if it does not maintain its high standards and continue to challenge itself. The following strategic priorities will be addressed commensurate with CRI funding.

##### **CRI's Strategic Priorities for 2011 are to:**

- **Uphold** our three principles
- **Nourish** our 12 partnerships
- **Innovate** our many programs and processes
- **Grow** our
  - Partnerships and programs
  - Funding
  - Team members
  - Stakeholder engagement
  - Evidence base

**The CRI 2011 Strategic Plan can be summarized in the following “equation” –**

**UPHOLD + NOURISH + INNOVATE + GROW = SUSTAIN**

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## Section Two: Partnerships

### 1. Overview

As a means to achieve its mission, CRI develops, implements, measures, and innovates new and existing partnerships to prevent disease, advance health literacy, eliminate health disparities, and translate the best available science in order to enable communities to catalyze the possibility of optimal health for all people. The specific foci of each partnership vary.

From 2008 to 2010, CRI developed 12 partnerships and programs to target challenges and opportunities as diverse as wellness programs for underserved communities, policy approaches to prevent disease, and disease-specific prevention and survivorship. These partnerships were developed using the uniquely dynamic but structured CRI partnership development process.

All CRI partners share in our mission to help educate, inspire, and empower every person to prevent disease and embrace a life of wellness.

### 2. Partnership Balance Review: 2008 to 2010

To ensure that the balance of partnerships that CRI engages at any one time is optimally positioned to achieve CRI's goals and objectives, CRI staff engages in a bi-annual partnership balance review process. This process considers:

- The current balance of partnerships and their foci, timelines, and status;
- Existing and newly identified health and wellness opportunities and challenges of potential interest to CRI;
- Current progress in achieving CRI's mission and objectives;
- Current CRI resources and expertise available for partnerships; and
- Any other direction and input from the CRI Board of Directors, partners, donors, staff, or other stakeholders relevant to the partnership balance and CRI's future.

The chart on page 7 of this document outlines CRI's current partnerships against criteria based on the type of partnership, areas of focus, geographic and community reach, and alignment with CRI's objectives and strategies.

### 3. Next Steps

A comprehensive partnership balance review for the 12 CRI partnerships developed from 2008 to 2010, the partnerships that we are launching in 2011, and *potential* partnerships to launch in 2011 and 2012 is in process, as is a narrative description of the accomplishments and next steps for all CRI partnerships.



## **Section Three: Development Plan**

### **1. Overview**

CRI is an IRS-classified non-profit 501(c)3 public charity that seeks to attract contributions to support its partnerships, programs, and operating expenses and to establish an endowment for long-range stability. From 2008 to 2010, CRI raised \$3,985,318.55.

CRI raised these funds through a combination of contributions from individual donors, partners, foundation grants and awards, and corporate entities. It should be noted that foundation and corporate funding is appropriate not only as a source of financial support but also to enhance CRI's credibility as a professional health and wellness non-profit organization.

In 2011, CRI will continue to deploy our successful fundraising plan. In addition, due to a pledge made by the CRI Founders to support the health and well-being of Tucson and match donations from other funders, we will increase activities to leverage our significant access to high net-worth individuals who believe in the mission of CRI and can support programs in Tucson and beyond, as well as CRI operations overall.

CRI will also continue to secure financial resources for specific partnerships through the partner organizations themselves, in the form of restricted grants, unrestricted grants, and in-kind resources.

CRI has also created opportunities for individual donations through its website, and intends to use the website and other outreach efforts to solicit smaller gifts and awards from a wider pool of interested prospects. We anticipate, however, that major gifts through the CRI Founders Pledge and the upcoming campaign will drive the majority of our 2011 development.

### **2. Goals of the Development Plan**

CRI conducts an ongoing fundraising program to meet current and future funding needs and to amplify our organizational profile and credibility. Our fundraising goals include:

- Partnership funding;
- Organizational and operational funding;
- Endowment funding;
- Professional and issue-specific credibility; and
- Ongoing prospect and stakeholder identification and cultivation program.

### **3. Founders Pledge and Development Plan for 2011**

#### **A. CRI Founders Pledge**

CRI has received a very generous pledge from its founders, who have also committed to identify other donor candidates who are, or are inclined to be, invested in CRI's mission. CRI's goal is to raise approximately \$1.4 million in 2011 from new major donors, current CRI donors, and the CRI founders.

One prospect pool for CRI major donor prospects consists of long-time Tucson-area leaders and philanthropists as well as Canyon Ranch homeowners who are committed to the wellness philosophy and programs of Canyon Ranch and their implementation beyond Canyon Ranch to the public and particularly to underserved communities through CRI. Major donor prospects will also be identified through the networks and contacts of executives at Canyon Ranch and CRI, including Canyon Ranch founders, Canyon Ranch Advisory Board members, and CRI Board members.

Some current CRI donors will also be a source of major donor prospect identification, as they typically have colleagues, family members, and friends they can communicate with about CRI and who in many cases are likely to have major donor capacity themselves. Prospects are also identified through contacts and interactions carried out by Canyon Ranch and CRI executive management and CRI staff at presentations, speeches, and through follow-up and inquiries generated by CRI's communications efforts (publications, reports, and other outreach).

In addition, the CRI Founders Pledge will catalyze CRI to include prospects who may donate smaller amounts. These donations can be accepted through the CRI website, at an event to be hosted by CRI in Spring 2011 related to the CRI Founders Pledge, and through the mail.

#### **B. Development Planning and Tracking**

The CRI Executive Team of Dr. Carmona and Ms. Cabe meet regularly with Canyon Ranch and CRI leaders, as well as partners and donors, to maintain a current CRI fundraising plan. Ms. Cabe also meets with other potential sources of prospect identification, including current donors, Kitchen Cabinet members, and other CRI friends and stakeholders. Ms. Cabe and senior CRI staff update the plans on an ongoing basis as new prospects are identified and progress on current prospects is made.

In 2011, this planning will consist primarily of cultivating major donors as part of outreach related to the CRI Founders Pledge and hosting an event to celebrate the CRI Founders and increase contributions.

### **C. Cultivation**

In the cultivation process, a CRI Founder, Board member, or appropriate contact begins a fundraising relationship process with the prospect to ensure that he/she is knowledgeable of CRI's mission, goals, guiding principles, current programs, financial position, and other information in order to develop him/her as an informed, enthusiastic donor prospect. Prospect cultivation will vary depending on the prospect, his or her needs and level of current knowledge and investment in CRI, and his or her anticipated level of giving. In general, the larger the gift, the longer and more extensive the cultivation process is. In all cases, key principles drive the cultivation effort.

Cultivation is:

- Based on the mission, goals and partnerships of CRI;
- Focused on the donor's needs and interests first, CRI's second; and
- Organized and tracked through a CRI Donor Prospect Spreadsheet to ensure continuity and avoid missteps.

To launch the cultivation effort, CRI staff or the appropriate contact:

- Develops a list of qualified prospective donors;
- Develops a tailored case for support appropriate to the prospective donor(s);
- Identifies key collateral to share with the prospective donor(s);
- Brainstorms with CRI Board, staff, and any other appropriate stakeholders about partnership funding ideas, organizational needs, outreach opportunities, and other opportunities for CRI investment; and
- Asks the prospective donor(s) for the contribution.

Cultivation outreach varies with each prospect, but in all cases CRI ensures that the initial outreach and follow-up are thoughtful and tailored to each prospective donor. During the outreach and follow-up process, CRI staff engages in a cultivation management effort that is focused on understanding when the prospect is sufficiently engaged and ready for an Ask. The CRI staff person, Board member, or other appropriate contact looks for a high level of interest in and knowledge of CRI, receptiveness to conversations that CRI stakeholders and staff have had with the prospect about the vision and partnerships, and a sense that the prospect will entertain an Ask.

### **D. The Ask**

Once CRI has identified a prospective donor, CRI staff firms up an appropriate funding opportunity and Ask amount. Depending on the prospective donor, CRI Founders, staff, or the appointed contact reviews the funding opportunity with any other individuals associated with the solicitation process and the prospective donor's relationship to CRI.

Once the Ask and strategy have been approved, CRI staff implement the following Ask process:

- Identify the Ask team (e.g. the Executive Director, President and/or another aligned CRI stakeholder closely associated with the prospect and the cultivation process). Ideally the Ask team consists of two people.
- Create the prospect-tailored case for support.
- Determine the size of the request and gift disbursement approach;
- Develop talking points and rehearse with the Ask team. Ask team members will have:
  - An elevator speech or key talking points;
  - Financial information;
  - A written proposal if the prospective donor wants one or the team believes it is appropriate;
  - Anticipated possible queries or objections with responses; and
  - Leave-behind materials (an Annual Report, activities report, brochure, executive summary of the strategic plan, a personal note from a CRI founder or CRI President, etc.)
- Conduct the appointment and Ask. Each Ask is unique, tailored to the prospect, and based on the research and cultivation conducted.

## **E. Stewardship**

Stewardship consists of establishing and maintaining an ongoing relationship with the donor after the gift is made. CRI staff or the appropriate contact person reaches out to the donor on an appropriately regular basis through phone calls, letters, the CRI Monthly Update e-newsletter, and other means to promote the shared vision of success for CRI, the anticipated return on the donor's investment, continued respect and appreciation for the donor and the gift, and general updates on the work of CRI that is made possible by the donor's contribution.

Immediately following confirmation of the gift, the appropriate contact follows up with a thoughtful and personalized acknowledgement phone call followed by a letter of acknowledgement and appreciation. The phone follow-up effort also confirms the recognition program that the donor expects, ensuring that it is based on the donor's desires and needs. Depending on the specific donor situation and preferences, the following stewardship efforts are engaged:

- Tours of CRI;
- Meetings with CRI Board members and other key donors, staff, and friends;
- Special treatment at the CRI Spring 2011 Founders events;
- Special information, emails, or mailings; and
- Specific communication regarding the gift's impact, including ongoing information about the impact on the partner organization and the partnership.

Ultimately, the stewardship process ensures that the ongoing relationship and communication matches the donor's interests, issues, and values and keeps donor connected and prepared for the next Ask.

#### **4. Resources**

The resources that CRI engages to conduct its major donor fundraising efforts will continue to include:

- CRI Founders;
- CRI Executive Team;
- CRI Board members;
- CRI staff;
- CRI partners and other friends;
- Budget for travel and ancillary materials development (e.g. website, brochure, any appropriate acknowledgement efforts, etc.);
- Materials (e.g. website, brochures, proposals, etc.); and
- The CRI 2011 Founders event.

#### **5. Timeline**

Elements of the development plan are being implemented on an ongoing basis with continued support throughout 2011.

Key dates in the timeline include:

- Announcement of CRI Founders Pledge: February 2011
- Outreach to all Canyon Ranch Homeowners: February and March 2011
- Outreach to potential major donors: March 2011
- Update CRI website to be able to accept online donations: April 2011
- CRI Founders Pledge Event: April or May 2011 (depending on the availability of CRI Founders and other major committed donors)

## Section Four: Communications Plan

### 1. Overview

In order to fulfill our mission, CRI will continue to support a robust, flexible, and comprehensive communications plan that aligns with, supports, and gives voice to CRI's overall strategies and objectives. Reflecting our commitment to meaningful and collaborations with our partners, all of our communications will continue to be fully cognizant of and mutually respectful toward each partner.

The communications plan outlined below is CRI's pathway for providing clear and actionable communications objectives and messages to key audiences, as well as the specific tools appropriate to fulfilling the CRI mission.

The communications plan includes:

- Four communications objectives;
- Key audiences for CRI communications; and
- Discussion of CRI communications tools.

### 2. Communications Objectives

We will continue to embrace our original three communications objectives, as outlined in the CRI Five-Year Strategic Plan (Objectives A through C), with the addition of a fourth objective (Objective D) to support CRI's new development efforts. These communications objectives ensure that we *uphold* our principles, continue to *nourish* our partnerships, while also exploring new opportunities to *innovate* within our programs and processes and *grow* as an organization.

Grounding our outreach and communications efforts against these foundational goals has led to increased visibility and awareness of CRI and our partnerships in a very short time period, as evidenced by:

- Over 2,500 stakeholders currently receive the CRI Monthly Update e-newsletter each month;
- From 2008 to 2010, CRI's website traffic has more than tripled ([www.canyonranchinstitute.org](http://www.canyonranchinstitute.org));
- From 2008 to 2010, CRI and CRI leaders have spoken at more than 120 public events and professional conferences;
- From 2008 to 2010, CRI and CRI leaders have been asked to serve on numerous prestigious Advisory Boards, Councils, and Roundtables focused on advancing health literacy, improving prevention, and eliminating health disparities.

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**A. Raise awareness of the power and possibility of optimal health and wellness for all people globally**

To achieve our mission of empowering all people to embrace a life of wellness, it is critical that CRI extend its mandate and passion to the wider global audience. This communications need affords the opportunity to leverage CRI's world-class resources and expertise through partnerships with existing and emerging organizations that share CRI's passion for the well-being of all humanity. Examples of such communications "extensions" include but are not limited to continuing to:

1. Identify and build collaborations with leading health and wellness-focused organizations to provide authoritative information (that is, information about health and wellness best practices that is innovative, evidence-based, measurable, documented, and easily shared) to multiple and diverse populations. Such collaborations allow CRI to share our unique expertise on prevention and wellness issues and best practices through several communications channels;
2. Collaborate with other leading health and wellness organizations to maximize the impact of CRI's expertise through participation and support of appropriate national and international meetings, events, etc., on health and wellness issues;
3. Partner with health leaders and leadership (e.g., U.S. Surgeons General; Institute of Medicine, American Public Health Association, etc.) to synergistically expand the reach beyond traditional health-focused audiences and impact of the respective organizations.
4. Engage and collaborate with key stakeholders that influence health (i.e. private sector, employers, and insurers) to create a cultural transformation and realize optimal health and wellness for all people.

**B. Raise visibility of CRI as a leader in empowering global health and wellness**

To maximize CRI's reach across a range of communities and on a number of key public health and wellness issues, it is critical that strategic communications efforts leverage CRI's most significant resource – the depth of knowledge and experience of its expert Board members, partners, and staff, and the innovative and evidence-based health and wellness findings they make. Thus, communications outreach leverages the expertise of CRI leaders individually and as a "faculty" through several venues, including but not limited to:

- a. Presentations at relevant national and international health and wellness conferences;
- b. CRI sponsorship of significant national and international conferences;
- c. Commentaries and op-ed pieces that provide thought leadership on health and wellness via appropriate media venues;

- d. An “expert speakers” bureau;
- e. A regularly published CRI e-newsletter on latest research, findings, and news;
- f. CRI “white papers” on critical topics in health and wellness, published both on the CRI website and, when appropriate, in leading journals; and
- g. Media outreach that includes regular placement of general stories and news about CRI’s unique approach, world-class resources, and program milestones in relevant national media (general and health-related).

### **C. Raise the visibility of CRI partnerships and programs and key achievements**

Although all of CRI’s partnerships are “real life” reflections of CRI’s mission and objectives, it is critical that communications about individual partnerships and programs not only convey the core CRI story, but also capture the unique synergy and value created by these partnerships. It is also necessary that communications outreach be as collaborative as the partnerships and programs themselves, steeped in a deeply held mutual respect for each partner’s unique approach, human and other resources, and brand. Individual communications plans for each partnership and program include but are not limited to:

1. Language that resonates with all partners’ missions and maintains CRI’s principles, and a communications outreach process that satisfies both the internal requirements of CRI and those of partners; and
2. Communications activities that are tailored to each partnership and program that leverage partners’ existing stakeholder network and media activities where possible.

### **D. Enhance support of CRI fundraising and development efforts**

To attract additional contributions to support CRI’s partnerships, programs, and operating expenses and to establish long-term sustainability of CRI, it is critical that communications efforts support the fundraising strategies CRI currently employs. Building on its award-winning programs and successful partnerships, CRI will extend our development outreach to attract a broad range of donors and to secure the additional financial resources needed to help educate, inspire, and empower every person to prevent disease and embrace a life of wellness. Leveraging communications resources in support of CRI’s ongoing development efforts will include but not be limited to:

1. Outreach through the CRI stakeholder list to reach those individuals and contacts who already have awareness of CRI.;
2. Collaboration with current partners to demonstrate and communicate how these programs are having an impact on people’s lives and behavior;
3. Inclusion of easy-to-access methods for making a donation in printed material, CRI newsletter, and website; and

4. Evaluate use of additional digital communication methods, such as social media, to strengthen relationships with potential donors.

### 3. Key Audiences

Because the mission and objectives of CRI are based upon the power and possibility of good health for *all* people, it is important to realize that every communication from CRI is relevant to multiple audiences, and thus must be consistent and rigorous in its reflection of core CRI values and strategy. The primary audiences for CRI communications include:

- A. Partners and Potential Programmatic Partners  
Private and public organizations and individuals who share the vision of CRI and can collaboratively build specific projects that realize its fulfillment in concrete settings and communities
- B. Canyon Ranch Family  
Friends, guests, homeowners, and employees, who realize first-hand the transformative power of Canyon Ranch and who want to share it with others
- C. Public Health Practitioners, Experts, Leadership, and Organizations  
The natural allies of CRI, and important communications partners for achieving our global aims
- D. Appropriate Medical Societies, Health Scientists, Academicians, and Practitioners  
Critical resources for accurately translating the best practices of CRI and CRI's partners into additional health-related research and regular clinical practice
- E. Public Policymakers, Regulators, Health Insurers, Health Care System Providers, and Large Employer Health Plans  
Critical partners in changing the health paradigm from focus on treatment to focus on prevention and wellness
- F. Philanthropic Organizations and Individuals  
Potential donors who want to “invest” in CRI's mission
- G. Interested Public  
Any individuals or communities who seek to realize better health and wellness in their own lives who are seeking an authoritative source of information, guidance, and encouragement

### 4. Communications Tools

Building on the collection of discrete yet integrated communications tools developed from 2008 to 2010, we will continue to innovate through the development of more robust tools that meet the needs of our organization and the level of engagement with our partners.

New communications tools will include but not be limited to:

- A.** Upgrading the CRI website to better reflect today's CRI and better meet the needs of our stakeholders, including the ability for CRI to accept online donations;
- B.** Using social media to engage with our partners and stakeholders;
- C.** Producing inexpensive video segments to showcase the achievements and impact of CRI programs and partnerships;
- D.** Producing a brochure to disseminate at all Canyon Ranch properties in support of overall development and awareness efforts;
- E.** Producing print and electronic materials to support CRI fundraising;
- F.** Enhancing the online donation mechanism through the CRI website; and
- G.** Building a media engagement plan to support CRI programming and partnership visibility.

## **5. Timeline**

Elements of the communications plan are being implemented on an ongoing basis with continued support throughout 2011.