



ORGANIZATIONAL DEVELOPMENT PLAN

presented to

2014 Forma Board of Directors

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presented by

Forma Organizational Development Plan Working Group

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Vision

The vision of Forma is to bring continuity and quality to lifelong formation ministry within and through institutions of The Episcopal Church and other related Christian communities.

Mission

A grassroots association of members of The Episcopal Church and kindred individuals and institutions, Forma *supports, networks, advocates for, resources, and celebrates* Christian formation leaders in their Christian formation ministries.

Goals and Objectives

Supports

Invites and encourages Christian formation leaders to pursue spiritual disciplines, theological studies, and other practices that ensure vocational excellence.

- found and oversee a certificate program for Christian formation ministers
- hold an annual conference at which members develop supportive relationships

Networks

Creates a forum for Christian formation leaders to network and explore issues of lifelong formation ministry.

- maintain a digital communication forum and interactive social networking presence for Christian educators using methods that meet the needs of membership
- host an annual conference at which members meet ministry colleagues

Advocates

Focuses the larger Church on the lifelong Christian formation process, including advocating for robust and adequate resources for formation ministry.

- sponsor a presence on behalf of Forma membership at the triennial General Convention of The Episcopal Church
- shape and endorse legislation that supports lifelong formation ministry, including the church-wide triennial budget and other General Convention resolutions
- promote equity in the workplace for Christian formation leaders through education and church-wide legislation

Resources

Uses available means to share resources and best practices for Christian formation ministry.

- catalog, create, and share resources, strategies, and tools
- model effective practices
- participate in the development of an online formation resource hub
- host an annual conference that offers ministry development

Celebrates

Affirms and joyously lifts up our personal and communal formation ministries at church-wide and local events, on the internet, and one-on-one.

- dream the present and future of Christian formation
 - celebrate milestones and promotions of members
 - console members at times of loss and difficulty
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TABLE OF CONTENTS

Working Group Process.....	2
Survey Results and Other Research	3
Working Group Draft Motions.....	6
In Conclusion	10
Appendix A: Forma Organizational Development Plan Working Group Charter	11
Appendix B: March 2014 Working Group Meeting Minutes	14
Appendix C: Summary of Survey Results	18
Appendix D: Interviews with Similar Organizations.....	27
Appendix E: Proposed Executive Director Job Description.....	34
Appendix F: Sample Two-Year Budget	36
Appendix G: Sample One-Year Cash Flow.....	38

WORKING GROUP PROCESS

The Forma Organizational Development Plan Working Group was established by a vote of the Forma Board of Directors at the January 2014 board meeting, held in Alexandria, Virginia. See Appendix A for the charter of the working group.

Boards members Andrew Kellner, Myra Garnes Shuler, and Lyle SmithGraybeal agreed to serve on the working group, with Andrew being convener and Lyle as recorder. Heidi Clark and Jamie Martin-Currie, Forma members, said yes to serving as well.

In February, the group received direction via Andrew on the purpose of the working group and made arrangements for a face-to-face meeting on March 6-7 in Philadelphia.

The working group purpose was to utilize its experience and networks and a series of surveys to help Forma clarify its immediate and long-term goals in the following areas:

- Board of Directors: structure, terms, etc.
- Diversity: expanding the face and presence of Forma across the Church
- Fundraising: allowing for organizational capacity to support formation ministry church-wide
- Program Development: discerning needs, successes, and opportunities
- Finances: organizational viability and growth
- Staff: employee(s) to address needs and opportunities

Recommendations on all of these matters, including research summaries and motions for board consideration, make up the balance of this report.

March 6-7 the group focused its work, set calendar goals, laid plans for research, designed a number of surveys, and began discussing the outline and content of the final report.

Following from March to June, the group worked via shared documents, phone calls, and emails. Lyle with the assistance of Randall Curtis put the surveys for Forma members, bishops, priests/deacons, youth leaders, seminarians, and similar organizations/networks online and, along with the entire working group and others, promoted their availability and encouraged their completion. Jamie designed and conducted an interview of several nonprofits similar to Forma to discover their specific purpose, history, future plans, and other lessons that could be learned.

In July and August the group considered the results of the surveys and interviews and planned for a face-to-face gathering in Winter Park, Colorado.

On September 3-5, the working group met in Winter Park, compiled the survey and interview results, considered motions to be made to the Forma board of directors, and composed the report first draft. Following the meeting the group provided feedback on and finalized the document.

In early October the report was forwarded to the Forma board of directors for review and consideration. It will be discussed November 5 in Houston, Texas.

SURVEY RESULTS AND OTHER RESEARCH

The working group spent a substantial amount of time surveying and interviewing various groups—Forma members, bishops, priests/deacons, youth leaders, seminarians, and similar organizations/networks—to better understand their interest in intentional formation ministry and the role of Forma in it. Highlights from the surveys are below, while full summaries can be found in Appendix C. The interviews in full can be found in Appendix D.

FORMA MEMBERS AND OTHER FORMATION LEADERS

A cross section of 106 volunteer and staff formation leaders—the majority were Forma members—who serve parishes and dioceses throughout the US and beyond answered the 12 question survey. Learning about trusted resources and creating connections are by far how they found Forma most helpful. Half of the respondents have attended one to three of the annual conferences while a third have yet to attend at all. The majority read the listserv for information, while half ask questions and half post answers. The website is mainly used to find resources and register for the conferences. A significantly small number of the participants reported using the job corner. Two thirds of the respondents have “Liked” the Facebook page but less than half are interested in the leadership certification process.

In terms of how to diversify the board and membership, we collected many ideas including:

- posting Spanish resources on website
- offering scholarships for leadership in minority groups
- providing scholarships for people who need it
- linking to national groups
- creating culturally specific Sunday observances
- connecting through the House of Bishops and seminary marketing

General hopes for Forma’s future include:

- archive and organize past resources from listserv
- easier access to resources by keeping documents on website
- mentors and/or vehicles to welcome new members
- conference scholarships
- affinity groups at conference, i.e. regional, geographical, youth, older adult ministries
- General Convention representation
- equal pay advocates
- YouTube videos and /or webinars of what is working
- diocesan leadership training
- monthly member newsletter
- recommended reading lists

BISHOPS

A total of five Bishops responded to a survey specifically created for them. Overall, they relayed that their specific formation role in parishes is to instruct, encourage, and provide resources through their staff although they would like to be able to teach more in their local parishes. The

Bishops feel Forma can support them by continuing to curate resources, create network opportunities, and remind them of Forma at the House of Bishop gatherings.

PRIESTS/DEACONS

Eighty-three priests and deacons participated in the survey. All but one agreed that the need for lifelong learning is important and half are familiar with the Charter for Lifelong Formation. An overwhelming majority indicated preaching and preparing individuals for sacraments as their primary role of formation in their parishes as well as leading Bible studies and adult forums regarding children and youth formation. A little less than half provide formation oversight, support, input, and encouragement. Only ten identified themselves as being involved directly in teaching children and/or youth.

The clergy indicated they need help with:

- discerning, motivating, and training volunteer leaders
- assistance in identifying quality resources for education, specifically for confirmation
- help in supporting families and homes as primary formation places
- information about certification for current/potential leaders
- insights on how to motivate learners
- connection with parishes of same size and demographics
- best practices regarding areas of formation
- finding listserv knowledge and resources

YOUTH LEADERS

We received 45 responses from youth ministers, both volunteer and staff, some who serve as their own administrators in addition to coordinating the children's and family ministries at their parishes. Over half of the respondents had a Christian mentor growing up and more than half have received training in discipleship practices. The majority state that their biggest challenge is sporadic attendance of youth and low volunteer rate. Relevant curriculum resources and finding engaging activities for youth also pose a challenge. Most have a diocesan staff member for support and just as many participate in Happening weekends and have a camp/conference center. A smaller number of participants have access to resource centers and curriculum training.

Youth ministers would like to participate in future Forma offerings in the following manner:

- 37 – web-based
- 35 – annual conferences
- 28 – leadership for Christian formation certification process

Ways that Forma can support them in the future entail:

- 17 – resources, curriculum, best practices
- 9 – leadership training
- 8 – networking

SEMINARIANS

Eight seminarians responded to their survey. All stated they do/would attend a Forma conference as well as use web-based/listserv/blogs for the recommendations of resources. Five are interested

in the leadership for Christian formation certificate process and four are aware of the Charter for Lifelong Formation.

These are the ways that Forma can support seminarians:

- training for practical situations
- scholarships
- updates via listserv regarding publications and workshops
- promotion of materials that have updated long-standing programs for formation
- learning additional styles and models of education
- learning how to discern which approaches to take in different contexts

ORGANIZATIONS/NETWORKS

Seven organizations responded to the organizations/network survey: the Center for the Ministry of Teaching at Virginia Theological Seminary, Education for Ministry (EFM), the Episcopal Diocese of Indianapolis, Episcopal Health Ministries, Episcopal Mission Center, Kanuga Conference Center, and Living Compass.

The constituencies of the organizations vary from clergy, nurses, 40-60 year old lay learners/leaders, and youth/young adults. Most offer conferences and web-based resources. For most the primary source of annual revenue is donations; as an educational network which charges a fee for enrollment, EFM is an exception. Many are diverse in their constituency's size, geography, and culture. All are actively seeking ways to become more diverse in age, ethnicity, race, and gender by reaching out to diverse contributors, and some working with the Kaleidoscope Institute. Kanuga Conference Center is becoming more ecumenical. All have 501(c)3 status with the IRS, except for the Center for the Ministry of Teaching which is part of a larger institution. Only the Diocese of Indianapolis is a membership organization. The annual budgets of these organizations vary greatly. All have a paid full-time executive director and at least one more full-time employee.

WORKING GROUP DRAFT MOTIONS

The Forma Organizational Development Working Group was asked to consider the future work of the organization in at least five areas: board of directors structure and composition, paid staffing, program maintenance and development, cultural and ethnic diversity, budgeting and finances, and fundraising. As a result of research and conversations, the working group presents to the board the following motions for consideration.

MOTION 1 – BOARD STRUCTURE

Move that the Forma Board of Directors be comprised of nine members each serving a six-year term. Members to the board will be appointed by a vote of the board, from a pool nominated by a group comprising the exiting class plus three additional Forma members selected by the board. Board members will no longer be elected by the membership. Appointments to the board will be made bi-annually. The board will have as officers: a president (two-year term); a president-elect (two years as president-elect and two years as president); a secretary (two-year term); and a treasurer (two-year term). The board will elect a secretary from the incoming class to serve a term of two years. The membership will elect a president-elect during the third year of a board class; the president-elect will assume the presidency of the organization in their fifth year of service and serve as president for two years. The board will also appoint a treasurer for the organization, who need not be a member of the board, to serve a two-year term. Exiting board members will no longer serve as advisors to the board. The organization's corporate lawyer will draw up all necessary changes to the organization's Articles of Incorporation and Bylaws, to reflect this new structure.

Note: A six-year term per board member is sought to provide continuity for an executive director, with the board president having primary managerial responsibility for this position. The board member commitment under the current structure is for a total of five years. This proposed structure of the board will provide an odd number of members to facilitate decision making.

MOTION 2 – IMPLEMENTATION OF STRUCTURAL CHANGE

Move that the Forma Board of Directors select one of the following two implementation plans:

Plan 1

Extend the length of term for the Class of 2017 by one year and the length of term for the Class of 2018 by two years. At the annual meeting in 2015 no new board members will be appointed or elected. At the annual meeting in 2015 the membership will elect, from the Class of 2016, a president to serve a one-year term. The membership will also elect, from the Class of 2017, a president-elect, who will assume the role of president in 2016 and serve a two-year presidential term at that time. Board will elect a secretary from the Class of 2018 and appoint a treasurer to both serve one-year terms.

At the annual meeting in 2016 board appoints Class of 2022. Membership elects president-elect from Class of 2018, now Class of 2020, to serve two years then assume the role of president for additional two-year term. Board also elects a secretary from the Class of 2022 (two-year term) and appoints a treasurer to serve a two-year term expiring in 2018.

2015	2016-2017	2018-2019	2020-2021
Randall (2016)	Luke (2018)	Kyle (2020)	QQ (2022)
Myra (2016)	Shannon (2018)	Sue (2020)	RR (2022)
Lisa P (2016)	Missy (2018)	Emily (2020)	SS (2022)
Luke (2017)	Kyle (2020)	QQ (2022)	UU (2024)
Shannon (2017)	Sue (2020)	RR (2022)	VV (2024)
Missy (2017)	Emily (2020)	SS (2022)	WW (2024)
Kyle (2018)	QQ (2022)	UU (2024)	XX (2026)
Sue (2018)	RR (2022)	VV (2024)	YY (2026)
Emily (2018)	SS (2022)	WW (2024)	ZZ 2026

Note: As stated above no board members will be elected or appointed in 2015.

Plan 2

Extend the length of term for the Class of 2018 by one year. At the annual meeting in 2015 board appoints two members to the Class of 2021 and the membership elects one member to the Class of 2021. Membership elects president to serve a two-year term (2015-16) from Class of 2017. Membership elects president-elect to serve a two-year term then assume the role of president for a two-year term (2017-18) from the Class of 2018. Board elects a secretary from the class of 2021 to serve a two-year term (2015-16) and appoints a treasurer for a two-year term (2015-16).

At the annual meeting in 2016 no elections or appointments are made and normal cycle begins at the annual meeting in 2017.

2015	2016	2017-2019	2019-2020	2021-2022
Randall (2016)	Luke (2017)	Kyle (2019)	MM (2021)	QQ (2023)
Myra (2016)	Shannon (2017)	Sue (2019)	NN (2021)	RR (2023)
Lisa P. (2016)	Missy (2017)	Emily (2019)	OO (2021)	SS (2023)
Luke (2017)	Kyle (2019)	MM (2021)	QQ (2023)	UU (2025)
Shannon (2017)	Sue (2019)	NN (2021)	RR (2023)	VV (2025)
Missy (2017)	Emily (2019)	OO (2021)	SS (2023)	WW (2025)
Kyle (2018)	MM (2021)	QQ (2023)	UU (2025)	XX (2027)
Sue (2018)	NN (2021)	RR (2023)	VV (2025)	YY (2027)
Emily (2018)	OO (2021)	SS (2023)	WW (2025)	ZZ (2027)
MM (2021)				
NN (2021)				
OO (2021)				

Note: As stated above three members will be appointed and/or elected at the annual meeting in 2015.

MOTION 3 – EXECUTIVE DIRECTOR

Move that the Forma Board of Directors adopt the proposed job description for the executive director and establish a search committee to select a candidate to be presented to the board for

approval and hire. The search committee will consist of five members (two board members and three Forma members) representing diverse constituencies of the organization.

MOTION 4 – PROGRAM GOALS AND COMMITMENTS

Move that the Forma Board of Directors prioritize resources and efforts on the following programmatic areas:

- Annual Conference
- Advocacy
- Faith Formation Academy
- Resources (website, listserv, Facebook, etc.)
- Local/Regional Partnerships

MOTION 5 – ETHNIC/CULTURAL DIVERSITY

Move that the Forma Board of Directors adopt these four priorities and values/activities for ethnic/cultural diversity:

- invite Ethnic Missioners to be active participants in Forma conferences and events while also identifying members of their networks as potential Forma leaders and members
- board recruitment and member recruitment of constituencies not currently represented in the membership who identify as Asian American, Black, Indigenous, Hispanic/Latino
- invite Heidi Kim, Missioner for Racial Reconciliation, to serve as a diversity consultant to the board
- establish formal dialogue between Forma and ethnicity based organizations, e.g. UBE, New Community, Asiamerica Ministries, Latino Ministries, Black Ministries, Indigenous Ministries, etc.

The board will also allocate \$2,500 annually to a scholarship fund to support the attendance of ethnically diverse leaders at Forma conferences and events. This scholarship fund will be administered at the discretion of the president until such time as an executive director is hired.

MOTION 6 – MEMBERSHIP EXPANSION

Move that the Forma Board adopt membership expansion goals for each of the subsequent five years with a goal to have 1,000 members by 2020. The board will establish a Membership Working Group to lead the implementation of the membership plan. The Membership Working Group will incorporate value-added incentives for members including a one-year free membership for all Forma Facebook Group members that are Forma non-members.

MOTION 7 – BUDGET

Move that the Forma Board of Directors adopt a two-year budget to support staff and program growth, which relies upon \$160,000 in fundraising. Budget will only be enacted once \$80,000 has been raised and an additional \$80,000 has been pledged.

MOTION 8 – FUNDRAISING

Move that the Forma Board of Directors initiate a two-year advancement campaign to raise a minimum of \$160,000. The board authorizes the expenditure of up to \$7,500 for use in support of this campaign, and the establishment of an Advancement Working Group.

IN CONCLUSION

Forma is an important organization—for the life of its members, for the life of the Church, and for the life of the world. This is important to remember, that our deliberations on this document and the motions contained herein will have an amount of gravity to them.

At the same time, Forma is completely dispensable—the world will go on without it if at such time it is decided that this association be dissolved. We can also keep this temporality in mind, so that our conversations might have a levity and lightness about them, and that we not take ourselves too seriously.

It is between these two extremes—importance and unimportance—that the efforts of the Forma Organizational Development Plan Working Group has been done.

Our conclusion is that every possible and reasonable effort should be made to keep Forma going as a vital entity for The Episcopal Church and those she is called to serve. The members of the group—Andrew, Heidi, Jamie, Lyle, Myra—all feel that Forma has a great and important and vital life ahead of it, and that thorough consideration of and action upon the ideas contained herein—in partnership with God: Father, Son, and Holy Spirit—will assist in the creation of this future.

Thank you to the Forma board of directors and its membership for the opportunity to serve with this working group.

APPENDIX A

FORMA ORGANIZATIONAL DEVELOPMENT PLAN WORKING GROUP CHARTER

PURPOSE

Over a nine month period beginning in February 2014, the Forma Organizational Development Plan Working Group will write an actionable development plan that will guide the organization through the 2015 and 2016 budget years as it grows in capacity and potential for ministry. Elements of this plan will also be used as a fundraising tool and for promotional purposes.

At its completion the plan will be presented to the Forma board of directors for discussion, revision, and ratification/rejection.

WORKING GROUP ROLE AND COMPOSITION AND PROCESS

The Forma board of directors determines that the working group will:

- begin its work in February 2014
- be comprised of three active board members and two other Forma members
- provide a final report to the board at its Fall 2014 face-to-face meeting; at this time the board will spend an additional day in session to consider and discuss the report recommendations
- provide a brief check-in at each bi-monthly board meeting
- keep its work confidential but not secret; the board will see the final report first, but the board and working group are free to speak about the process with others
- establish on its own the number of meetings, face-to-face and via phone/video, and how often
- be intentional about prayer, reflection, and discernment in the process
- select advisors to the group, with advice from the board

PLAN COMPONENTS

It is anticipated the plan will address at least the areas of:

- research
- board of directors
- diversity
- fundraising
- program development
- finances
- staff

Research

Do a survey of Forma members to inquire of their aspirations for the future of the organization. Look at other organizations of similar size and/or mission (Episcopal Camps and Conference Centers, National Association of Episcopal Schools, Vibrant Faith Ministries, etc.) and gain from them:

- staff job descriptions
- annual budget

- growth plans
- other

Board of Directors

Questions such as these will be asked in relation to the board and its current role and composition:

- Is the present board too big? Too small?
- Should future board members continue to be elected by members, or be elected by other board members, or appointed, or a hybrid of these?
- Will the president begin being elected to a 2-year minimum term so s/he can build a good working relationship with the executive director?
- Should board memberships be renewable one time so there will be the possibility of longer standing board members? Perhaps move from 4-year to 3-year terms and be renewable one time?
- Does the board need to have a certain number of members with substantial financial resources?
- How does the staff interface with board? Open door for everyone? Only through board president?
- How to hold staff accountable and provide direction?
- Is the current board roles description sufficient?
- How to keep the board engaged/facilitated and not rely totally on staff?
- How to introduce the idea of paid staff to the membership?
- Should there be a board training program for existing and new board members?
- As the organization gains more visibility, who will be the primary spokesperson? The board president? The executive director? A third person?

Diversity

Traditionally the organization has included a primarily Anglo, middle-to-upper-middle class membership. What intentional means and efforts can be put in place to encourage a greater diversity?

Fundraising

Items for consideration include:

- method
- leads
- sponsorships
- Will wild apricot allow automatic receipt of donors and track transaction/donation history?
- If raising approximately \$200k over two years to hire staff, what is the goal from individuals? Grants? TEC @ 815?
- How much of the \$200K should be in the bank before making the hire?
- What if the board gets commitments for one half of the total (\$100k) before going public to the membership to ask for the rest? Could the board come up with this \$100k among only the board and its friends? 25 people at \$4,000 average over two years will be \$100k.
- Ongoing how much will be expected to be raised through donations/grants and how much through memberships/programs? 50/50? 33/67? 67/33?

Program Development

Items for consideration include:

- What activities should be 1) kept 2) added on. Currently actual and proposed items include annual conference, website, consultancy network, advocacy, certificate program, and collaborations.
- How can current program activities be improved?
- How to implement and manage new activities?
- What does the website look like when it is built out (given current capabilities)?
- How to continue mobilizing members/volunteers even though there is paid staff?
- What events will the staff be expected to attend (e.g. Tapestry, Kanuga, General Convention, e-Formation, regional events, etc.)?
- How will the staff advocate for formation ministry?

Finances

Needed items and questions for consideration:

- 3-year organizational budget
- 3-year cash flow
- How to process more volume of activity?
- Where will the bank account reside in the future?

Staff

Staff items include:

- How many FTE needed?
- What will they do?
- What are job titles?
- What does the hiring process look like?
- Who on board will manage executive director?
- What does the staff evaluation process look like?

WORKING GROUP AND ADVISORY BOARD MEMBERS

Andrew Kellner will convene the group. Other group members will include Heidi Clark, Myra Garnes Shuler, Jamie Martin-Currie, and Lyle SmithGraybeal (who will serve as recorder and write the plan first draft). The group will also have an advisory board which will read/review the thinking, writing, and materials that are being produced by the working group. The beginning advisory board will consist of _____. The working group will add additional advisory board members as needed, including a founding mother of the organization.

BUDGET

The group requests \$5,000 to do its work, which will be used for travel expenses, printing, other incidentals, and advisory board member stipends (as needed).

APPENDIX B

MARCH 2014 WORKING GROUP MEETING MINUTES

The Forma Organizational Development Working Group met on March 6-7, 2014, at St. Mark's Episcopal Church, Philadelphia. These are the minutes of the meeting:

“What are we doing?” was the initial and primary question.

Andrew began the meeting with these thoughts...

- Forma is living into a broader ministry in the life of TEC. Has a good foundation of raising up people to do formation ministry. But the external resources are declining for formation ministers. How does Forma fill these voids; honoring its history, and being part of church-wide visioning for the future?
- The organizational name change (NAECED to Forma) was important to create a role that extends beyond “education” and also to include people that work with children, youth, and adults. How does Forma become the place for these ministry groups to go to for connection, networking, resourcing, etc.?
- In addition to becoming the place for people to go for formation connection, Forma has picked up some longstanding goals of other groups in the church (such as the Standing Commission for Lifelong Formation) and is acting on them, such as the certificate program for lifelong formation and the certificate program for youth. If these activities are to be sustainable, Forma needs to become an organization that can facilitate them ongoing and sustainably.
- What is the heart of Forma and where is the work it is doing bearing fruit? How to continue making the annual conference a rewarding experience for people that have been in the field for a while? What is the culture of the conference? How do we maintain and expand the electronic presence? Expanding the diversity of membership (ethnicity, language, etc.)? How to make programs accessible to all people who want to attend (accessing diocesan scholarship funds, developing our own scholarship program, etc.)? Governance, what does it look like for a future Forma? How do we listen to the church, God, membership, one another? How do we respond? What does our recommendation to the board look like? These are all questions for this group to answer.

The group agreed that we have enough information at present to make up a pretty good recommendation to the board for how we see Forma moving forward, without doing more research, but that we should do the research to back up our recommendations and to connect with a broad church constituency; each time we reach out for information and advice is a little opportunity to let people know that Forma is expanding its capacity for the future.

Some main uses of time for this meeting will be suggesting how the board relates to and manages paid staff and fundraising options.

ANTICIPATED MEETING OUTCOMES

Some expected outcomes of this meeting:

- develop research surveys
- determine how we are going to move forward as a working group (activities, meeting schedule, division of work, etc.)
- develop suggested budget including revenue per person from each product (annual conference, certificate program, etc.)
- develop projected one-year cash flow
- develop new proposed governance structure, including refinements to board recruitment and makeup of skills included among board members

SURVEY DISCUSSION

The group developed a number of surveys to send out to various people and constituencies to collect ideas as we develop recommendations for the board. This will be sent to formation colleagues (Forma members and non-members), bishops, other clergy, youth leaders, seminarians, other membership organizations and networks (see below list), and past and present Forma board members. Andrew will develop a first draft of the board members survey after the meeting.

This is a list of other membership organizations (Episcopal and other), to survey on their feelings towards formation and how they accomplish their work. From those that respond, we will also want to get their annual report, IRS 990, and by-laws:

- college chaplains (http://archive.episcopalchurch.org/8020_53813_ENG_HTM.htm)
- Brotherhood of St Andrew
- Christians Engaged in Faith Formation (United Methodist educators)
- ChurchNext
- The Church Pension Group
- Companions of the Cross
- Daughters of the King
- Education for Ministry (EFM)
- Episcopal Camp and Conference Centers
- The Episcopal Church Center (Bronwyn's networks and ethnic missionaries)
- Episcopal Church Foundation
- Episcopal Church Women (ECW)
- Episcopal Communicators
- Episcopal Health Network
- Episcopal Relief and Development (ERD)
- Episcopal Service Corps
- Girls Friendly
- The National Association of Church Business Administration
- National Association of Episcopal Schools

- organization for religious communities (Andrew has these contacts)
- organization for religious orders (Andrew has these contacts)
- The Periodical Club
- seminary deans
- Society of St. John the Evangelist
- Standing Commission on Lifelong Formation

Jamie will interview organizations that have made the transition from unpaid (board) to paid (staff) facilitation of their work. A beginning list includes:

- Association of Presbyterian Christian Educators (APCE)
- The Association of United Church Educators
- The ELCA Youth Ministry Network
- Episcopal Camps and Conference Centers (ECCC)
- Episcopal Relief and Development (ERD)
- The Episcopal Network for Stewardship (TENS)
- Lutheran Association of Christian Educators (LACE)

GOVERNANCE DISCUSSION

Typically for a nonprofit, the board sets policy, oversees finances, addresses legal matters, hires and manages the executive director, and sets strategic direction. The executive director then implements the will of the board and the board supports the work of the executive director.

The future size of board membership depends on the number of board roles. It seems that at present there are too many board members for the number of defined roles.

It was agreed it would be good to suggest that the board develop some standing working groups. These would likely meet at least bi-monthly, include one board member and other Forma members and non-members (no limit on size), and would advise the board. These include the below. The person named in parenthesis will write 1-2 paragraphs on the purpose and activities of each of group:

- annual conference (Lyle)
- certificate program (Andrew)
- development/fundraising (Andrew)
- finance (Heidi)
- leadership and diversity (Myra)
- marketing/membership (Jamie)
- resources/website (Randall and Kyle)

It was agreed to recommend to the Forma board to (will review this again as a group before we actually recommend):

- decrease the size of the board from 12 to 9 members
- members would serve for six years
- elections would be held every two years
- three new people would be included in each new class
- of these three, two would be elected by the membership and one would be appointed by the current board

- the board secretary would always be elected out of the incoming sophomore class; so one of the new members would also be nominated and elected on for secretary
- the president-elect would be elected out of the junior class (no longer have a board vice president)
- when the junior class becomes the senior class the president-elect would become the president (doing it this way would allow both the president and president-elect to be involved in the management of the executive director)

It was acknowledged that it would be good to have on the board a few members with substantial financial resources, and also other specific skills that may not be present in members that come from the Forma membership.

It was felt that the managerial contact between the executive director and board should be limited to one to two board members. Also that good management practice would be to have scheduled monthly phone meetings between the board president and the executive director and that the executive director should be formally evaluated annually.

While the current board role description is sufficient for a succinct statement of board member responsibilities, it was agreed that a more involved description of board member specific activities should be developed. In addition to creating board member expectations, this will help keep the board engaged/facilitated so that the organization doesn't become totally reliant on staff.

It was agreed that board skills development—helping members understand what it means to be a nonprofit board of director member—should be accomplished by the executive director through the board president.

Most likely the primary “voice” of the organization will include the board president and the executive director.

FUNDRAISING AND PROGRAM DISCUSSION

A primary discussion for the board will be if we want to be enterprise based in what we do, to charge prices for the Forma products/offerings that will not only pay direct costs but contribute to the annual budget of the organization. There will likely always be a need for donations and membership dues, but the more that can be raised through enterprise the less the organization will need to rely on donations. What will the revenue model look like?

While there may be other uses of time, it was agreed that the three primary programs for staff to work on in the first two years would be the annual conference, the certificate program, and website/virtual resources. It would be good to set a strategic direction for two years and then stick to it as opposed to doing new things.

Fundraising tact: when fundraising, ask the question, “Do you want formation in the Episcopal Church? If so, give to Forma.” Three sources to consider for paid staff start-up funds are Church Pension Group, the Lilly Endowment, and seminaries.

APPENDIX C

SUMMARY OF SURVEY RESULTS

The below are summaries of the surveys of Forma members, bishops, priest/deacons, youth leaders, seminarians, and similar organizations/networks conducted online in May and June 2014. Thank you to Heidi Clark and Jamie Martin-Currie for their work on this data.

FORMA MEMBERS AND OTHER FORMATION LEADERS

106 responses

How has Forma helped you?

47 – resources; trusted suggestions for curriculum, books, speakers, etc. by people who have used them, including pros and cons

34 – making connections/relationships with others in this ministry; support

25 – listserv; provides a forum for sharing stories, success and struggles, and best practices across the field of formation

19 – opportunities for networking

7 – language about advocacy; articulating the need for parishes to be engaged in formation and education across the generations (helps with not just results and support, but with budget and hiring)

How many Tapestry/NAECED/Forma Conferences have you attended?

34 – 0

53 – 1-3

12 – 4-6

7 – 7+

How have you made use of the Forma listserv in the last year?

79 – read for information

56 – posted responses

53 – posted questions

24 – do not use

6 – posted announcements

How have you made use of www.Episcoforma.org website in the last year?

60 – looked for and/or downloaded a resource

49 – registered for the conference

36 – read the blog

9 – used the job corner

What resources do you look for and expect to find on the website?

23 – resources

9 – best practices

9 – job openings and information

6 – archive/index of wisdom

3 – calendar and conference information

- 3 – help arranging regional gatherings
- 2 – reviews of new stuff
- 2 – cross denominational resources
- 1 – online training modules
- 1 – training information
- 1 – youth ministry information
- 1 – responses to current events
- 1 – up to date bibliographies

Have you liked the Forma FB page?

- 73 – yes
- 35 – no

Are you interested in participating in the Forma leadership certification process?

- 40 – yes
- 68 – no

What specific ideas do you have to help us diversify the Forma membership and ministries?

- 52 – “no idea” or left blank
- 7 – scholarships for people who need it, including congregational leaders in small parishes, for membership and conferences; provide webcasts for people who lack funds to travel
- 6 – direct marketing including personal invitation to minority groups, and advertising in local parish/regional newsletters papers
- 5 – ask members to personally invite, then encourage colleagues representative of the larger diversity of the church; maybe even offering a invite-a-friend rebate?
- 3 – Spanish resources on website
- 3 – linking to national groups—indigenous, non-contiguous states, Puerto Rico, etc.
- 3 – local groups will pull in a diversity of parishes; where you meet might determine participation
- 3 – make sure diocesan staff is being proactive in letting ethnically diverse parishes know about Forma
- 3 – give members opportunities to be connected to others, specifically to people in similar situations to theirs
- 2 – members would like easier avenues to share their gifts
- 1 – create culturally specific Sunday observances
- 1 – scholarships for leadership in minority groups (UBE, Ethnic Ministries, etc.)
- 1 – diverse leadership at the board level makes a difference
- 1 – use the House of Bishops, general convention and seminaries for direct marketing and invitation, including encouragements for more diversified diocesan CE staff
- 1 – the rural west is lacking in resources
- 1 – targeted phone calls
- 1 – aim workshops to diverse persons
- 1 – ask canons to the ordinary to recommend specific people
- 1 – encourage ecumenical partnerships with like-parishes in similar demographics
- 1 – continue to be intentional about this

How do you hope Forma will support you in your future ministry?

- archive and organize past resources from listserv
- easier access to resources by keeping documents on website
- mentors and/or vehicles to welcome new members
- conference scholarships
- affinity groups at conference, i.e. regional, geographical, etc.
- general convention representation
- equal pay advocates
- YouTube videos and/or webinars of what is working
- diocesan leadership training
- monthly member newsletter
- recommended reading lists

BISHOPS

5 responses

What is your specific formation role in parishes?

- “It’s important”
- I feel obligated to provide resources, primarily through staff
- I strive to be/still learning to be a teacher
- I try to teach and write about the life practice of Christian faith in an engaging, hopeful, and compelling manner
- I would like to teach more in the local parish
- I would like to be able to provide resources to my parishes in Christian ed for all ages to instruct and encourage formation throughout the diocese

How can Forma support you in your role as Bishop?

- reminders at House of Bishop gatherings
- reminders of the importance of the ministry so Bishops can advocate for budgeting
- curating resources and creating network opportunities for Christian formation leaders
- having representatives of Forma talk with my clergy is helpful
- communicate resources available for all ages, and suitable for churches of differing sizes

PRIESTS/DEACONS

83 responses – ASA ranged from 5-700, with an average of around 150

How important is the need for lifelong learning?

74 – Very

6 – Somewhat

1 – “essential”

1 – “this is an UNDERSTATEMENT, the sacraments are ancillary to it”

Are you familiar with the Charter for Lifelong Formation?

41 – Yes

42 – No

What is/are your specific roles in formation in your parish? (listed in order of most frequency stated)

Preaching – an overwhelming majority indicated this as their primary role

preparing individuals for sacraments: Baptism, Confirmation, Marriage

reception/inquirers

leading/planning adult forums regarding children and youth formation and Bible studies

34 – respondents provide “oversight, support, input, encouragement”

10 – identified themselves as being involved directly in teaching children and/or youth

What help do you need from Forma? (listed in order of most frequency stated)

- help with discerning, motivating, and training volunteer leaders
- assistance in identifying quality resources for education, specifically for confirmation
- help in supporting families and homes as primary formation places
- information about certification for current/potential leaders
- insights on how to motivate learners
- connection with parishes of same size and demographics

Additional Comments

- there was also an overarching request regarding the listserv and website:
 - indicate “best practices” regarding areas of formation
 - index and make available the vast archive of knowledge from the listserv and posted resources so far

YOUTH LEADERS

45 responses

Did you have a youth leader/minister/mentor that showed you how to have a Christian life?

19 – No

26 – Yes

quotes:

- “Catechesis of the Good Shepherd leaders are personal mentors in adulthood”
- “Presbyterian summer camp director and counselors”
- “my parents”

Have you received training (formal/informal) in discipleship practices?

25 – Yes

20 – No

What is the biggest challenge you currently face in developing ministry for children, youth, and families?

- 21 – some iteration of “families are too busy,” “youth are over scheduled,” “attendance is sporadic due to other conflicts,” “not a priority”
- 8 – not enough/dwindling/can’t find adult leaders
- 4 – curriculum for programs
- 4 – formal training, either for my own fortification, or to validate my qualifications for others
- 4 – identifying relevant, engaging activities
- 2 – communications with parish, parents, and participants
- 2 – divided/divorced families
- 2 – growth; building on a small but established group, getting a critical mass
- 1 – the cost of running events
- 1 – clergy who do not understand the importance of ministering to the family as a whole
- 1 – not enough administrative help with desk work so I can spend more time in ministry
- 1 – setting my own priorities when people are coming at me from all directions
- 1 – uncertainty as to whether the messages we mean to get through, are getting through; are we connecting with the youth?; do they understand that we mean it when we say we are here for them beyond the meetings?

As a youth minister, what is your specific role in Christian formation of your youth group members?

Responses to this question identified the respondents as falling in the following categories:

- youth ministry leaders on Sunday mornings and non-Sunday morning fellowship/service/formation activities
- administrators for youth and family ministries programs
- people who serve as role models, hoping to help form faith in those entrusted to them
- individuals who are active in the larger family ministries, including parent formation and support
- leaders of Catechesis of the Good Shepherd and/or Godly Play in their parishes
- people who seek to create an affirming, safe, supportive space for children and teenagers

What current diocesan resources are available to you?

- 36 – staff person
- 31 – youth weekend/Happening
- 30 – camp and conference center
- 26 – mission trip or service learning
- 15 – resource center
- 11 – children/youth curriculum training
- 1 – youth at convention
- 1 – youth leadership program
- 1 – Christophany
- 1 – the awesomeness of Randall Curtis ;)

Which Forma offerings do you/would you participate in to support parish ministries?

- 37 – web-based
- 35 – annual conferences
- 28 – leadership for Christian formation certification process

What additional resources do you need to do Christian Formation more effectively in your youth group? How can Forma support you?

responses fall into the following categories, listed by highest to lowest frequency:

17 – resources, curriculum, best practices

- establishing big-picture goals and focus
- curriculum updates, info, effectiveness, better quality
- lists of recommended books, Bible studies, icebreakers, confirmation/Lenten series
- “a one-stop shop for good program ideas”
- what works and doesn’t work, from practical tools to larger theological effectiveness
- help with communications and marketing
- help connecting with the larger family, and supporting parents of teens

9 – leadership training

- how to be a good leader
- certification process—in person and online
- on-demand training
- developing ordained youth leaders

8 – networking

- we need diocesan youth gatherings
- a forum/listserv for youth ministry
- peer-support networks to exchange ideas and get inspired
- help local youth leaders and groups band together in ways that are affordable

Are you familiar with the Charter for Lifelong Formation?

No – 29

Yes – 16

SEMINARIANS

8 responses

Why did you decide to attend seminary?

7 – preparation for sacramental ministry

5 – preparation for servanthood ministry

4 – preparation for teaching ministry

1 – “because I wanted to and had the funds to do it”

Have you received adequate tools to support parish level formation?

5 – Yes

3 – No

Which Forma Offerings do you/would you utilize?

8 – annual conference

8 – web-based/listserv/blogs with recommendations for resources

5 – leadership for Christian formation certification process

Are you familiar with the Charter for Lifelong Learning?

4 – No

4 – Yes

How can Forma support you?

- training for practical situations
- scholarships
- updates via listserv regarding publications and workshops
- promotion of materials that have updated long-standing programs for formation
- learning about additional styles and models of education
- learning about how to discern which approaches to take in different contexts

ORGANIZATIONS/NETWORKS

7 responses

Responders included:

The Center for the Ministry of Teaching at Virginia Theological Seminary (CMT)

Education for Ministry (EFM)

Episcopal Diocese of Indianapolis (DioIndi)

Episcopal Health Ministries (EHM)

Episcopal Mission Center (EMC)

Kanuga Conference Center (Kanuga)

Living Compass (LC)

Who is your constituency?

CMT – Parish-based faith formation leaders

EFM – Mostly 40-60 year old Episcopalians

DioIndi – clergy, leadership, and formation leaders

EHM – faith community, nurses, clergy, and others interested in health ministry

EMC – youth ranging from middle school to college age

Kanuga – 22,500 people per year who visit/engage for educational or religious purposes

LC – TEC leaders, clergy, staff, and laypeople

What products or services do you offer?

CMT – conferences, publications, and web-based resources

EFM – educational program, training for group mentors

DioIndi – conferences and web-based resources

EHM – conferences, publications, and web-based resources

EMC – conferences, retreats, and Happenings

Kanuga – conferences and product sales

LC – publications, web-based resources, training, and retreats

What are your annual sources of revenue?

CMT – donations, conference registrations, consulting fees, support of parent organization

EFM – enrollment

DioIndi – Diocesan budget

EHM – donations, grants, conference registrations

EMC – donations, grants, conference registrations

Kanuga – donations, grants, product sales, conference registrations

LC – donations

What does diversity look like within your organization?

CMT – offers diverse ministry settings, geography, and culture; seeks out diverse contributors and ways of reaching new audiences

EFM – mostly white, middle-class profile; working to diversify by age, ethnicity, race, and gender by working with the Kaleidoscope Institute for the last four years

DioIndi – diverse in age, race, sexual orientation, liberal and conservative, northern and southern outlook

EHM – rural vs. urban parishes, parishes vs. diocese, small vs. large parishes

EMC – no response

Kanuga – actively seeking to become more ecumenical

LC – lifts up leaders that stand for diversity by highlighting their teaching in formation resources

Are you a membership organization?

CMT – no

EFM – no

DioIndi – yes

EHM – no

EMC – no

Kanuga – no

LC – no

Are you a 501(c)3?

CMT – no

EFM – yes

DioIndi – yes

EHM – yes

EMC – yes

Kanuga – yes

LC – yes

What is your annual budget?

CMT – \$250,000?

EFM – \$280,000,000

DioIndi – \$3,600

EHM – \$11,000

EMC – NA

Kanuga – \$7,500,000

LC – very high

Do you have a paid executive director? Is this person full-time?

CMT – yes

EFM – yes

DioIndi – yes

EHM – yes

EMC – yes

Kanuga – yes

LC – yes

How many full-time staff do you employ?

CMT – 3

EFM – 9

DioIndi – 8

EHM – 1

EMC – 1

Kanuga – 65

LC – 4

How many part-time staff do you employ?

CMT – 5

EFM – 1,300 mentors, 50 trainers, 110 diocesan coordinators (contract workers)

DioIndi – 2

EHM – 1

EMC – 0

Kanuga – 35 year-round, 100 seasonal

LC – 5

APPENDIX D

INTERVIEWS WITH SIMILAR ORGANIZATIONS

ASSOCIATION OF PRESBYTERIAN CHURCH EDUCATORS

Web Address: www.apcenet.org

Phone Number: 866-338-7737

Executive Officer/President/Chair: Anne Wilson, President

Organizational Information: APCE is an all-volunteer organization that supports lay staff (both paid and volunteer) with educational opportunities and advocacy on the larger-church spectrum. APCE is an organization that supports religious educators from the Presbyterian, Reformed, Christian Reformed, and PCUSA denominations.

Transitional Information: APCE has recently undergone a major structural realignment. Due to some serious divisions within the broader Presbyterian denomination, broad collaboration is very difficult. APCE is an all-volunteer supported organization, with executive board direction undertaken by representatives from across the Presbyterian experience. At this time, and because of shifting political and theological realities, much of what APCE does is provide crash-course information to pastors who are left without either the human resources to have a dedicated DRE, or the financial resources to support one.

ASSOCIATION OF UNITED CHURCH EDUCATORS

Web Address: auce-ucc.org

Phone Number: 866-247-4421

Address: 475 East Lockwood Avenue, St. Louis, MO, 63119

Executive Officer/President/Chair: Debbie Gline Allen

Organizational Information:

- A membership organization, of and for lay and ordained, paid and volunteer educators and youth workers, which has been providing advocacy and support for church education and educators in the United Church of Christ since 1971;
- A network of collegiality which helps to broaden the scope and depth of faith formation and education ministries in the local, regional, and national settings of the United Church of Christ;
- A group that works in partnership with all of the education networks of the United Church of Christ;
- A support community to broaden the scope and depth of education ministries in the United Church of Christ;
- A national voice that advocates for excellence in faith formation and education ministries for people of all ages.

Transitional Information: AUCE is a very-loosely organized group of educators, who provide curriculum resources and training opportunities for volunteer and compensated DRE's. They are all volunteer, and organized by geographical region. They meet semi-annually for continuing ed and conference opportunities, and executive leadership conferences by phone frequently. At this

time, there is no paid staff for this organization, nor are there plans to do so, except to be able to employ a person as website administrator/master.

THE ELCA YOUTH MINISTRY NETWORK

Web Address: www.elcaymnet.org

Phone Number: 612-564-2195

Address: 11821 98th Place North, Maple Grove, MN, 55369

Executive Officer/President/Chair: Todd Buegler, Executive Director (todd@elcaymnet.org)

Organizational Information:

<p>Our Vision:</p> <p>We see a future where youth ministry in the ELCA flourishes and becomes ever stronger through:</p> <ul style="list-style-type: none"> • Renewal • Education • Connection 	<p>Our Core Values:</p> <p>Striving to be faithful witnesses of the Christian Gospel, we value...</p> <ul style="list-style-type: none"> • Faith formation for youth and adults as the key to growth in relationship with Jesus Christ. • Adult youth ministry leaders; equally valuing lay, rostered, volunteer and paid. • Healthy, supported and networked ministries. • The current and potential cultural and spiritual diversity of our communities and therefore seek to welcome all persons. • Professional relationships among adult youth ministry leaders. • Our partnership with the Evangelical Lutheran Church in America. • Practices that are informed by Biblical and theological wisdom.
<p>Our History:</p> <p>It began simply enough, with youth ministers gathering together for mutual support, friendship and prayer. We discovered at the same time that all over the country, small networks of youth ministry leaders were gathering for the same purpose. We decided to pull together these groups for a meeting at an existing youth ministry training event. From that first event, the Network, a truly “grassroots” organization, was born.</p>	

Transitional Information: This organization has consistently employed professional staff in key leadership roles, and has not dealt with volunteer/staff transitions, other than to move a single person into a role, as their finances allow, which is governed by their executive board, CFO, and strategic planning group.

EPISCOPAL CAMPS AND CONFERENCE CENTERS

Web Address: www.episcopalccc.org

Phone Number: 760-550-0028

Address: ECCC, 1038 Orchard Lane, Julian, CA, 92036

Executive Officer/President/Chair: Peter Bergstrom, Executive Director

Organizational Information: Episcopal Camps & Conference Centers (ECCC) is an organization that helps all camps, summer programs, retreat centers and conference centers in the Episcopal Church of the United States. In December of 1989 ECCC came into being. We were incorporated in May of 1990 as a nonprofit organization for religious, charitable and educational purposes.

The mission of ECCC is to sustain and enhance the ministry of all camps and conference centers of the Episcopal Church by:

- Nurturing professional growth and development of current and future leaders
- Fostering excellence in the operation and services of member centers
- Strengthening the network of communication, collegiality, and support among leaders of centers
- Securing faithful financial resources to sustain and expand the ministry of ECCC
- Advocating for camp and conference ministry within the wider Church

Transitional Information: ECCC maintains a small staff of paid professionals, who operate out of several Episcopal Camp or Conference Centers, including the Bishop Jones Center, San Antonio, Texas. ECCC does not have volunteer staff. The staff meet with each other several times throughout the year, and also do site visits for vetting and consultative purposes.

EPISCOPAL RELIEF AND DEVELOPMENT

Web Address: www.episcopalrelief.org

Phone Number: 855-312-4325

Address: 815 2nd Avenue, New York, NY, 10017

Email Address: info@episcopalrelief.org

Organizational Information:

Mission Statement – Episcopal Relief & Development is the compassionate response of The Episcopal Church to human suffering in the world. Hearing God’s call to seek and serve Christ in all persons and to respect the dignity of every human being, Episcopal Relief & Development serves to bring together the generosity of Episcopalians and others with the needs of the world. Episcopal Relief & Development faithfully administers the funds that are received from the Church and raised from other sources. It provides relief in times of disaster and promotes sustainable development by identifying and addressing the root causes of suffering. Episcopal Relief & Development cherishes its partnerships within the Anglican Communion, with ecumenical bodies and with others who share a common vision for justice and peace among all people.

Transitional Information: ERD is a professionally compensated organization. They operate in close contact with the Presiding Bishop's office. ERD's volunteers are routinely employed in the field, but do not have office roles.

THE EPISCOPAL NETWORK FOR STEWARDSHIP

Web Address: www.tens.org

Phone Number: 800-699-2669

Address: 840 Echo Park Avenue, Los Angeles, CA, 90026

Executive Officer/President/Chair: Laurel Johnston, Executive Director (ljohnston@tens.org)

Organizational Information:

TENS' vision is to provide training and resources for stewardship leaders across The Episcopal Church and beyond, around the following core competencies:

- Training clergy and lay leaders in the spirituality of money, and the skills required to address questions of money in the congregation;
- Providing targeted stewardship leadership training for clergy and seminarians, at seminaries and at the diocesan level, including both the theology and the practice of stewardship;
- Mentoring a new generation of stewardship leaders, with special attention to youth, young adults, Generation Xers, and newly ordained clergy;
- Developing and utilizing methods of providing resources using web-based and other electronic techniques.

Transitional Information: TENS employs a professionally compensated staff. They are housed at the ECC offices in Echo Park, and their office staffing needs are performed by ECC Echo Park's staff. TENS members volunteer their time with and for each other, in hosting and leading conferences and coaching sessions around the country. [TENS will most likely be very helpful in FORMA's realignment, as they seem to be very parallel organizations.]

LUTHERAN ASSOCIATION OF CHRISTIAN EDUCATORS

Web Address: www.faithfulteaching.org

Phone: 507-721-0057

Address: LACE, PO Box 9304, Rochester, MN, 55903

Executive Officer/President/Chair: Deborah Striecher, President

Organizational Information:

History:

- Since 1995, grassroots murmuring around the possibility and benefits of an association of Lutheran Christian educators was monitored by the Division of Congregational Ministries.
- In 2000, ELCA Partners in Education were invited to express their thoughts, feelings, and hopes for an association. Their positive observations affirmed the timeliness of moving the conversation forward.

- In early 2001, a “Christian Educators Association Questionnaire” was drafted and distributed to over 400 ELCA Christian educators. More than 200 individuals returned the survey, indicating their excitement and support for an association.
- A group of 12 congregational Christian educators from across the country were gathered in October 2001 to discuss the possibilities of an association. They committed to serving as a working “planning committee.”
- Over 30 congregational educators gathered at the first Lutheran Association of Christian Educators “public gathering” in Phoenix in January 2002. Input was gathered and a number of additional people made commitments to help move the association forward.
- By the summer months of 2003, bylaws, a handbook, nonprofit status and various other legal documents were completed, setting the stage for the birth of the Lutheran Association of Christian Educators.
- On September 25, 2003, the planning committee was dissolved and officers were selected for a new acting board. This is the official start date.
- In January 2004, a membership drive officially began and chapters began to form. The acting board with appointed representatives moved forward with plans for a national newsletter and locally sponsored workshops.
- In November 2004, ballots were mailed for the first national election of the Board. In December 2005, the first Christian Educator of the Year, Dr. Diane Shallue, was chosen. In January 2006, the National Board met and passed several new resolutions that looked to the future. One dealt with establishing an endowment fund for the Lutheran Association of Christian Educators, to further the mission of supporting Christian educators. A second resolution directed the research of a standards program for Christian educators within the ELCA.

Under the continued leadership of the Lutheran Association of Christian Educators National Board, a number of initiatives have been undertaken. Board members work at improving communication and providing more support by revamping the newsletter and adding the monthly e-newsletter. Other web-based resources like Facebook are also being evaluated for their value at linking people.

Vision and Mission

Our mission: Connecting and serving those dedicated to Christian faith formation.

Our vision: Building a community which equips, encourages, and empowers those engaged in lifelong faith formation in a changing world by:

- providing resources and educational opportunities
- facilitating communication and conversation
- offering networking, idea sharing, and mutual support
- nurturing spiritual growth

Our energy focuses on:

- organizational process and structure
- membership—individual/congregation
- e-news monthly emails with resources you can use
- web site—www.faithfulteaching.org
- directory—online (for members only)

Transitional Information: Much like our friends in the Presbyterian Church, our friends in this particular organization are feeling a lot of the pull between the polar sides of their denomination. They are solely volunteer driven, and in the midst of what seems to be a pretty rocky transition. They have no plans to employ any kind of professionally compensated staff.

NATIONAL EPISCOPAL HEALTH MINISTRIES

Web Address: www.episcopalhealthministries.org

Phone Number: 317-253-1277 ext. 34

Address: 6050 N. Meridian St, Indianapolis, IN, 46208

Executive Officer/President/Chair: Matthew Ellis (mellis@episcopalhealthministries.org)

Organizational Information:

vision

...that every Episcopal congregation becomes a vibrant, caring place of health and wholeness.

mission

...to promote health ministry in Episcopal congregations, assisting them to reclaim the Gospel imperative of health and wholeness.

commitment is to

- Christ as Healer
- Health as a holy, natural and continuous process
- Stewardship of the body and all God's creation
- Authentic and holy relationships
- Integration of the inner journey and the external life
- Reconciliation in a broken and fragmented world

who we serve

- Health ministers who promote health and healing within Episcopal congregations
- Episcopal congregations
- Episcopal clergy
- Episcopal dioceses and provinces

how we serve

- Educating leaders for Episcopal health ministry and parish nursing
- Supporting those engaged in health ministry in Episcopal congregations through membership opportunities
- Providing resources to local congregations, dioceses and provinces
- Collaborating with other faith communities, institutions and health organizations

Transitional Information: NEHM operates out of St. Paul's Episcopal Church, Indianapolis, where it was founded by Jean Denton. The first 10 years were subsidized by this endowed parish. When the church ran out of funds to support it, the Episcopal Church Medical Trust supported the organization with the understanding that the ED would write articles for the Trust. This has

not proved to be a sustainable model since the Medical Trust has decided to go in a different direction. NEHM is now looking for funding and is engaging a consultant to help them develop future financial strategies.

The organization does have members, but does not specifically promote membership. They are in the process of re-looking at this practice. There is one FT ED and one PT office manager. There are a high number of volunteers in the parish, diocesan and the province level. NEHM strives to partner with various health related organizations i.e. Center for Disease Control, Episcopal Public Policy Network and Episcopal Federal Ministries for cross promotional opportunities.

APPENDIX E PROPOSED EXECUTIVE DIRECTOR JOB DESCRIPTION

TITLE

Executive Director

SUPERVISOR

President, Board of Directors

SUMMARY

The executive director (director) is responsible for the day-to-day operations of the organization, and for developing and maintaining the operational systems upon which the organization depends. In so doing the executive director enacts the policy, procedure, strategic plan, and programmatic intentions of the board of directors (directors). The first two of these—policy and procedure—is dictated to the director by the board. The second two—strategic plan and program—are determined collaboratively between the board and the director. A high value is placed on the director including the board and other volunteers in the programmatic life of the organization.

SPECIFIC RESPONSIBILITIES

Program Management

Annual Meeting and Conference

- position responsibilities: hotel contract/contact; speaker recruitment/contact; sponsor and vendor recruitment/contact; facilitate promotions; authorize expenses
- board support: determine location, theme, speaker; conference coordinator; participate in promotions; attend
- other staff support: registrar and registrant contact; receive revenues; pay expenses; financial accounting

Internet Presence

- position responsibilities: curate and create website and social networking content; catalyze, monitor, and contribute to discussion boards and listserv; update website content
- board support: provide internet content
- other staff support: schedule website blog and social networking posts

Certificate Process

- position responsibilities: develop certificate process system, execute, and oversee; recruit mentors, teachers, and participants; serves as mentor and teacher (as necessary)
- board support: establish certificate process policies and procedures; provide mentor, teacher, and participant leads; serve as mentors and teachers
- other staff support: assist in executing and overseeing certificate process system

Collaborations

- position responsibilities: research potential collaborations; make suggestions to board; finalize collaborations including MOU (when necessary); maintain relationships
- board support: make collaboration suggestions and introduce key contacts
- other staff support: help maintain collaboration relationships

Perpetual Advocacy

- position responsibilities: implement perpetual advocacy system
- board support: work with director to develop perpetual advocacy system
- other staff support: provide assistance in implementing perpetual advocacy system

Organizational Management

- Facilitate board of directors organizational oversight including progress reporting and arranging for regular dispersed and face-to-face board meetings
- Create and oversee managerial systems including program reports, employee evaluations, etc.

Financial Management

- Devise fundraising plan with board; execute
- Monitor and enhance financial reporting system
- Provide regular financial reports to the board
- Create and oversee donor receipt provision system
- Oversee annual audit and submission of IRS 990
- Develop annual, event, and other budgets for board review/approval

Other

- Support and promote the organizational mission
- Other duties as assigned

SUPPORT

.5 FTE Administrative Assistant

COMPENSATION

Salaried Exempt - \$45,000-\$50,000/annual

Benefits – medical/dental/optical insurance, vacation, sick, long-term disability, retirement

APPENDIX F SAMPLE TWO-YEAR BUDGET

Income		# people		# people	
Membership Dues	avg \$50/person	350	\$17,500	450	\$22,500
Annual Conference	avg \$100/person	150	\$15,000	170	\$17,000
Annual Conference: Hard Cost Per Person	avg \$135/person + 20 full scholarships	170	\$22,950	190	\$25,650
Certificate Program	avg \$1,000/person	20	\$20,000	30	\$30,000
Certificate Program: Hard Cost Per Person	avg \$1,200/person	20	\$24,000	30	\$36,000
Product Sales and Royalties			\$2,000		\$3,000
Sponsorships and Donations			\$79,500		\$79,500
Total Projected Income			\$180,950		\$213,650
Expenses					
Banking					
Bank Fees	\$30 a month	\$360		\$378	
Credit Card fees	2.5 % per transaction	\$4,524		\$5,341	
Total Banking			\$4,884		\$5,719
Professional Fees					
Accountant	\$50/month	\$600		\$630	
Lawyer		\$500		\$525	
Total Professional Fees			\$1,100		\$1,155
Online					
Constant Contact	\$15 a month	\$180		\$189	
Hosting	\$50/month	\$600		\$630	
Redesign		\$1,000		\$1,050	
Total Online			\$1,780		\$1,869
General					
Insurance-General Liability		\$600		\$630	
Internet	\$40/ month	\$480		\$504	
Photocopy/Printing		\$3,000		\$3,150	
Postage		\$750		\$788	
Office Supplies	\$40/month	\$480		\$504	
Promotions/Advertising	Kanuga, other	\$5,000		\$5,250	
Triennial Convention	save some \$ each year	\$2,000		\$2,100	
Total General Expenses			\$12,310		\$12,926
Annual Meeting and Conference					
Conference Coordinator		\$1,000		\$1,050	
Facility		\$3,250		\$3,413	
Publicity		\$2,800		\$2,940	
Registrants	meals, reg mat, etc	\$22,950		\$25,650	
Speakers		\$3,340		\$3,507	
Contingency		\$1,775		\$1,864	
Total Annual Meeting/Conf Expenses			\$35,115		\$38,423
Certificate Program					
Cost Per Person	avg \$1200/person		\$24,000		\$36,000

Board				
Board/Member Recruitment		\$5,000		\$5,000
Board Meeting – Annual Meeting/Conf				
Hotel Rooms	17 peple x \$125 x 1 ngt	\$2,125		\$2,231
Meals	17 peple x \$50 x 1 day	\$850		\$893
Travel	ground/board subsidy	\$1,000		\$1,050
Other		\$125		\$131
Total Board Meeting – Ann Meeting/Conf		\$4,100		\$4,305
Board Meeting - Fall F2F				
Hotel Rooms	17 peple x \$125 x 1 ngt	\$4,250		\$4,463
Meals	17 peple x \$50 x 1 day	\$1,700		\$1,785
Travel	ground/board subsidy	\$1,000		\$1,050
Other		\$250		\$263
Total Board Meeting - Fall F2F		\$7,200		\$7,560
Total Board Expenses			\$16,300	\$16,865
Staff				
Executive Director				
Salary		\$45,000		\$47,500
Benefits	26% of salary	\$11,700		\$12,350
Travel		\$10,000		\$10,500
Other		\$1,000		\$1,050
Total Executive Director		\$67,700		\$71,400
Administrative Assistant				
Wage	\$16.50 x 17 hr x 52 wk	\$14,586		\$15,315
Benefits	FICA	\$1,116		\$1,172
Travel		\$2,000		\$2,100
Other		\$500		\$525
Total Administrative Assistant		\$18,202		\$19,112
Total Staff Expenses			\$85,902	\$90,512
Total Projected Expenses			\$181,266	\$203,344
Surplus (deficit)			(\$316)	\$10,181

APPENDIX G SAMPLE ONE-YEAR CASH FLOW

	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL	Assumptions
BEGINNING CASH	30,000.00	38,311.71	1,315.50	(6,565.71)	(12,446.92)	(12,978.13)	(18,554.33)	(29,130.54)	(35,706.75)	1,617.04	(22,496.67)	(21,243.71)		
CASH INFLOWS														
Membership Dues	4,375.00	486.11	486.11	486.11	486.11	486.11	486.11	486.11	486.11	486.11	4,375.00	4,375.00	17,500.00	member dues received towards end of year and at time of annual conference
Annual Conference	17,500.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	2,000.00	2,500.00	15,000.00	37,950.00	most annual conference registrations happen close to time of conference
Certificate Program	2,000.00	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	24,000.00	certificate program registration is received right before holding retreat
Product Sales/Royalties	2,000.00	2,000.00	2,000.00	2,000.00	8,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00	38,500.00	74,500.00	2,000.00 spread evenly throughout year
Sponsorships/Donations	24,691.67	2,852.78	2,852.78	2,852.78	8,852.78	2,652.78	2,652.78	2,652.78	46,652.78	4,152.78	17,041.67	58,041.67	175,950.00	loaded towards end of year with slight bump connected with a summer appeal
TOTAL CASH INFLOWS														
CASH OUTFLOWS														
Banking	647.29	301.32	101.32	101.32	251.32	96.32	96.32	96.32	1,196.32	133.82	456.04	1,481.29	4,759.00	\$30/month + 0.25 of all other revenue for credit card charges
Professional Fees	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	1,100.00	\$500 in lawyer work right after annual meeting each year for work on by-laws
Online	65.00	65.00	65.00	65.00	65.00	65.00	65.00	1,065.00	65.00	65.00	65.00	65.00	1,780.00	\$1000 of website work done in summer of each year
General *	859.17	1,859.17	859.17	859.17	859.17	859.17	5,859.17	859.17	859.17	859.17	859.17	859.17	16,310.00	\$6000 in General Convention expenses included (spent only once every 3 years)
Annual Conference	1,500.00	28,615.00	2,500.00	-	1,000.00	-	-	-	-	-	-	1,500.00	35,115.00	most annual conference expenses paid after conference
Certificate Program	2,000.00	2,000.00	-	-	-	-	-	-	-	-	-	-	24,000.00	most certificate program expenses paid at time of retreat
Board	4,100.00	-	-	-	-	-	-	-	-	20,000.00	7,200.00	-	11,300.00	expenses tied to two yearly face-to-face meetings
Staff - Salary and Benefits	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	6,033.50	72,402.00	spread evenly throughout year
Staff - Other	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	13,500.00	spread evenly throughout year
TOTAL CASH OUTFLOWS														
	16,379.96	39,848.99	10,733.99	8,733.99	9,383.99	8,228.99	13,228.99	9,228.99	9,328.99	28,266.49	15,788.71	11,113.96	180,266.00	
ENDING CASH														
	38,311.71	1,315.50	(6,565.71)	(12,446.92)	(12,978.13)	(18,554.33)	(29,130.54)	(35,706.75)	1,617.04	(22,496.67)	(21,243.71)	25,684.00		