

**OCTOBER 2009
MEETING NOTES AND
MINUTES**

College for Bishops Directors' Meeting
October 22, 2009

The semi-annual meeting of the Board of Directors of the College for Bishops (CfB) was held at the Cathedral Center of St. Paul in Los Angeles at 2:00 pm on October 22, 2009.

Directors in attendance: The Rt Rev'd J. Neil Alexander; The Rt Rev'd J. Jon Bruno; The Rev'd Canon Patricia M. Coller; Mr. William S. Craddock, Jr.; The Rt Rev'd Duncan M. Gray III; The Rt Rev'd F. Clayton Matthews. Dr. Timothy F. Sedgwick (Advisor) also attended.

Directors not present: The Rt Rev'd David Alvarez; The Rt Rev'd Edwin F. Gulick, Jr., The Most Rev'd Katharine Jefferts Schori.

Staff members present: The Rev'd J. Michael Ehmer; Ms. Ellen Y. Rolfes, who took minutes.

Bishop Alexander called the meeting to order and reviewed the agenda.

The minutes of the directors' meeting held April 2, 2009 were reviewed and approved as written.

Managing Director's Report

Bishop Matthews expressed his thanks to the advisors and directors and CREDO staff members for their continued work and support. Evaluations of current programs indicate they are going well and providing important resources to bishops not only in the U.S. but also in Canada. The *Around One Table* report has been given to the Church and hopefully will be used long-term.

Progress has been made toward the 2009 goal of receiving \$80,000 in pledge contributions from the House of Bishops. A reminder mailing will be sent towards the end of the year and names will be added to the distribution list to encourage increased support.

The Curriculum Committee continued its important work this summer and is aware of the idea of their helping with faculty development in the future.

A strategic long-term funding plan needs to be developed and will require more of Bishop Matthews' time. He will need to delegate projects to others in order to open up more time for him to work on this project. Bishop Matthews added that he is grateful to Mr. Craddock for his creative mind and is excited about implementing new ideas in the future.

Financial Report

Mr. Ehmer reported on draft 2010-2013 financial projections. A revised draft will be sent to the directors via email and approved either via conference call or email in mid-December or early January.

Income from CPG/CREDO will decrease each year over the 2010-2012 triennium, and it will be necessary for CREDO to begin charging what are now considered in-kind contributions in the area of program administration. The draft report shows this reduced income as well as the actual support costs CREDO incurs by providing management, accounting and other operational services. A funding request may be made to the CPG Retirement Programs Committee to consider CfB as an important wellness component in the executive leadership of the Church (who are all Church Pension Fund plan participants), but other funding sources will need to be considered.

An income line for in-kind contributions and a management expense line will need to be added to the draft 2010 budget as well as all other financial reports. This breakdown will be helpful for future funding requests. The board agreed that the budget needs to be as realistic as possible and it will be acceptable to project a deficit, if applicable.

An attachment for financial reports will be created to break down the estimated amount of time and resources required to operate the major CfB programs. A pie chart may also be added to show the program allocation. The Living Our Vows tuition income line will be broken down, showing fees charged to both Episcopal Church and non-Episcopal Church bishops.

CREDO operates on a five-year budget cycle and is not restricted in the distribution of funds. A continued contribution to CfB in the future could be considered as funding a program that assists diocesan wellness initiatives, rather than as a direct grant to CfB.

A proposal was made to consider changing the Living Our Vows program to a two-year residential program with a program/meeting with new bishops and coaches in the third year. Any program redesign would need to adhere to the canon that requires a three-year formational program for new bishops. This past May was the first Residency event with three full classes and many agreed that several full cycles of the program need to be completed and evaluated before any redesign is initiated.

A question was raised about the amount of administrative time required to run the experiential learning opportunities. The one bishops' group that CfB facilitates requires 2-3 hours of administrative time per meeting.

Governance Restructuring

Bishop Matthews distributed a handout of draft governance recommendations. Specific suggested changes to this document are listed in Appendix A.

All directors agreed with the principles of the revisions to the governance structure and to consolidate the Advisory Committee and Board of Directors into one body. Additional conversations will be held regarding the number of meetings per year and the structure of formal subcommittees.

It will be important to have a variety of voices in the new governing body and to expand its role. If newer bishops or other interested parties are desired to be part of the governing body, then they should begin to be added as part of the newer classes of board members. Bishop Matthews will present the Presiding Bishop a proposed listing of individuals to be in each class. Once approved, the listing will be given to the Board for ratification at a December conference call.

The formal subcommittees to be created should help engage more people in the CfB who aren't necessarily directors or bishops. The following committees were suggested:

- Program and Curriculum
- Development and Management
- Research and Evaluation
- Transitions (90 Day companion, working with committees prior to elections, Orderly Transitions, etc.)

A motion was made to create the four committees listed above, duly seconded and approved by the Board of Directors. Bishop Matthews and the CREDO staff will work to prepare a listing of suggested committee members to present to the Board.

The Managing Director of the Office of Pastoral Development (OPD) is appointed by the Presiding Bishop (PB). A review of this position is necessary. It cannot be assumed that when Bishop Matthews retires, that the next OPD Director will be the right person or have any interest in serving as CfB Managing Director. CfB needs clarity of what the director is doing and appropriate input for when the position is vacated. Could a separate committee be created to structure bylaws regarding the Managing Director position? Bishop Alexander commented that this is a topic for a future meeting after it has been discussed with others and more background work has been done.

It was agreed that a Canadian bishop should serve as an ex officio board member. Bishop Matthews will invite Colin Johnson, Philip Poole or Greg Kerr-Wilson to join the Board. The Canadian board member will be able to provide input into Living Our Vows, have a sense of what continuing education topics the HOB is discussing and in general have access to what CfB is doing.

Motion was made to adopt the proposed redesign of the Board of Directors after amendments are made, duly seconded and approved by the Board of Directors.

Strategic Planning

Bishop Matthews reviewed the recommendation of the Advisors to begin a quiet major gift campaign with diocesan bishops and specific donors to raise an endowment instead of having a larger capital fund campaign. Mr. Craddock, Mr. Ehmer and Bishop Matthews will draft financial modeling for the future and build in items with staging and CfB informational materials will be revisited so that there is accurate information to present to potential donors.

\$10 million was the suggested goal amount for the endowment campaign. Bishop Matthews will form a committee to discuss next steps and names of potential donors to contact. It will be a good idea to come up with specific things, programs, etc. that a donor could fund so that he/she has options.

A listing of bishops who will be willing to work on making calls to potential donors will also be created. The idea of hosting these bishops and any volunteers who are willing to go with the bishops on calls at a day-long meeting in order to learn more about CfB was presented. It was agreed that having CfB staff on a call would not be as effective as having a bishop or two and a businessman make a presentation to a potential donor. Bernie Milano (KPMG) and Lawrence Cowart (CocaCola) were suggested as possible volunteers.

In the future, CfB must fund a part-time, if not a full-time, managing director. The position could be treated like an endowed chair and made appealing for a donor to fund. The managing director should be a bishop and have some of the OPD responsibilities of being involved in transitions, meeting new candidates, etc., but doesn't necessarily need to be integrally tied to the OPD under the PB. There must be an ability to develop relationships with the bishops and also have access to PB and others. It would be unwise to assume that this synergy will be written into the contracts, so it should be clearly outlined somewhere. Who makes the final appointment to the director position should be noted as well.

It was agreed that now is not the time for CfB to consider becoming a separate 501c3 organization. However, there is concern regarding endowments funds being overseen by DFMS and making sure they always remain protected for CfB. There will need to be a separate locked account with restrictions set by the CfB board and donors. The implications of the Sarbanes-Oxley Act must be considered as well as determining such ideas as reversal clauses for donors.

Bishop Matthews will present the PB with a one-page concept paper (after CfB board review and approval) of what is envisioned for the campaign which will be distinguished from the current Mission Funding initiative. When/if the PB approves the CfB campaign, then a formal campaign committee will be created. The campaign will be geared towards individuals, not foundations at this point because they will not give money for an endowment. They are better for specific programs or research projects.

Conclusion

The directors met in Executive Session. The next meeting of the directors will be held April 8, 2010 at Virginia Theological Seminary. There being no further business, upon motion duly made and seconded, the meeting was adjourned at 4:30 pm.

College for Bishops Directors' Meeting – October 22, 2009
Appendix A

Governance (Suggested Revisions to Recommendations)

- Structure: No more than 18 individuals on the Board. Argument for larger board is because meeting attendance could vary based on schedules.
- Appointed members: Four individuals appointed each year. No less than two of the four shall be bishops.
- Recommending members...in consultation with nominating committee and with ratification by Board. In the past, the outgoing members served as nominating committee. Just a model.
- Board makeup considerations: “Coordination with Planning Committee of the HOB” to ensure institutional continuity for the Planning Committee.
- Terms: Those who filled an unexpired term are eligible to serve two full terms in addition to the partially completed term.
- Expectations: “Attendance at semiannual meetings. Normally, there will be two meetings of Board of Directors, held in the spring and fall of each calendar year.”
 - Consider one full meeting/year? Statutory meeting and an optional meeting. Agenda for one meeting could be reduced to a conference call.
 - Committee meetings for first day and then entire Board meeting the second day.
- Expectations: Members should all serve on a subcommittee.
 - “No less than two members of board should be appointed to serve on each committee.” (so that there’s reporting clarity and better documentation)
- Classes: Classes of 2010, 2011 are open for re-election verbiage. Clarify who in the list of classes can have a second term and who can’t.

Strategic Planning/Endowment Campaign/Funding

- Tell PB that future of CfB is hanging on her decision/approval. Could be part of her legacy. This is important work.
- Consider the list of bishops to retire in next three years and if there are deep pockets, then pitch with bishops about to retire and endow the legacy in his/her name.
- Prepare a case statement.
- Five main areas to consider: Financial; Resources for visits; Committee structure for development group; PB clearance; Governance
- Could ECF’s funding to CREDO be reallocated to CfB?

Other and Action Items

- Schedule December conference call
- Add in kind contribution and management expense line to financials
- Show specific LOV fee income (charge no less than \$2,650?)
- Create breakdown report (with pie chart?) of time spent on CfB programs
- Revise draft of proposed Directors’ classes
- Create list of draft subcommittee members
- Review Managing Director position
- Invite Canadian to be on Board
- Draft endowment campaign one-pager for PB
- Draft financial modeling for endowment campaign
- Create endowment campaign committee
- Create list of suggested bishops to make donor calls
- Create list of potential donors

October 21-22, 2009 – Los Angeles Cathedral Center

Meeting Notes

Advisors and Directors present: Neil Alexander, Jon Bruno, Pat Coller, Bill Craddock, Duncan Gray, Don Johnson, Chilton Knudsen, Clay Matthews, Henry Parsley, Victor Scantlebury and Tim Sedgwick.

Advisors and Directors not present: David Alvarez, Ian Douglas, Ted Gulick, Katharine Jefferts Schori, Donald Romanik and Dean Wolfe.

Staff members present: Mike Ehmer and Ellie Rolfes, who took notes.

Curriculum Committee Update

- House of Bishops (HOB) continuing education sessions are going well and meeting needs originally intended, but more can be done like bishops reviewing particular topics and taking practical applications home.
- In early November, Clay Matthews will submit a proposal to the HOB Planning Committee based on conversations at the June Curriculum Committee meeting.
- HOB meeting schedule needs to remain flexible. In order to save time, reports could be sent out prior to the meeting instead of given as a presentation.
- Three topics discussed throughout each meeting with a day on each subject. Speakers should focus both on content and process. Contextualize the topics and have a larger conversation. Exposure and study with some kind of response/engagement.
- What are the desired outcomes and objectives of the sessions? Assessment should be transparent and get as much ownership from the HOB as possible. HOB is to be a community of wisdom – draw up the wisdom of the group so that bishops learn from each other.
- Create a calendar for the Triennium. Planning Committee’s work is to identify the scope of triennium, work at the objectives and ask CfB to implement.
- Having continuity throughout HOB meetings will make it easier for newer bishops to enter the House. Important to have structure, but not be rigidly fixed on specificity. Past meetings have felt too managed. That doesn’t need to happen again.
- March 2010
 - Allow time for a critique of Theology Committee’s paper.
 - Emergent Church and Total Ministry are natural fits. Consider moving Baptismal Font to Boardroom to September 2010.
 - Could someone give a critique of Emergent Church, rather than the heavy hitters? Someone from Hartford Seminary or Nancy Ammerman in Boston?
 - Rethinking of roles (“Emerging Episcopate”). What would an emerging model look like? Important work for HOB to get in touch with what TEC is currently. We’re not as powerful a Church as we were years ago. Grieve and rejoice at some spots.
- Topics/ideas to consider:
 - General Convention resolutions (D054). Bring people in to look at and talk about it.
 - Discussions on how to be a bishop...look at the episcopacy and why people think that a “royal” bishop will work.
 - Couple the topics with research projects and studies that have gone on? Description of different dioceses, staffing, sizes, etc.

Around One Table (AOT) Update

- Communications strategy became a collaborative effort with 815 Communications staff this summer. The report, video and landing page were launched on October 8. Press releases, bulletin inserts and articles in various Church newspapers, magazines will continue to be released.

- Good blog activity and traffic on social networking sites (Twitter and Facebook).
- Reports will be available in Spanish in early December and the video will be translated also.
- AOT is a strategy for the future of the church and needs to continue to be fed. The information is to be used in different ways.
- Could AOT be a topic for the March 2010 HOB meeting?
 - HOB has an investment in the project and should have a chance to talk about and digest it together.
 - What is HOB learning from AOT and what could be done in dioceses? Encourage or show bishops how to write a curriculum to take it to their diocese?
 - Have a presentation and then reflection of the topic. Send notebook with the reports and CDROM (with reports and video) prior to the meeting.
 - Could an AOT discussion further the outcomes of the work of Theological Committee?
- The report talks about the differences and diversity of the church. What will you do now after the conversation?
- Create a resource to help clergy use AOT at a clergy day? Church leaders are the main audience so they can articulate their identity to others. How do we convey the information? What do we need to talk about to make sense of our faith? AOT gives people a way to answer the questions that are asked.
- What other things related to AOT or the Episcopal Identity Project could be produced? How will the learnings and data be used? CfB could go in a different research direction and choose to study additional findings.
- Bishops could send AOT information to their Indaba groups as an FYI and to be a voice for legitimate information going to international churches.

Research

- Emotional Health and Wellness of Bishops and Bishop Spouses Study
 - Final survey phase is underway with a report scheduled to be produced in early 2010.
 - Basis of survey could be easily adapted to administer to dioceses or other parties if there was ever a desire to measure other areas of the Church.
- Emotional Health of Clergy and Wellness of Clergy Families Study
 - Joe Stewart Sicking is currently going through data and will follow up with interviews. A more formal report will be available by February.
 - How will information be shared? How do bishops share it with their clergy?
- Episcopal Transitions and Elections Project (ETEP)
 - Main Components:
 - Looking at recommended best practices to submit to electing diocese in election manual.
 - Creating materials to lead to further education and conversation about order of bishop being different from order of priest.
 - Helping dioceses and nominees through the discernment process.
 - Elections are a huge pastoral issue for the bishop and the entire diocese. Underlying issues in diocese bubble up and election demands collaboration. Little is being done about taking care of the bishop and the organization.
 - Order of Bishop – theologians have met once and will meet again in November. Will write papers to be presented around Church. Focus on contexts of different types of dioceses. Individuals should be called to a specific context, not to the “purple.”
 - Are there liturgical implications to affect ordination process?
 - On Being a Bishop resource.
 - Chief pastor role is missing.

- Give *Business of All Believers* (Seabury Press, Richard Norris) to all electing groups/committees.
- What is being said at a very early stage to new bishops about the office? How is the concept of the office of bishop conveyed? The main audience of ETEP is nominating committee, diocese, standing committee, etc. Provide a revised “how to” manual to avoid nominating by imitation.
- Could there be a seminary elective offered on this subject?

Communications

- 2009 Mid-Year Report was distributed to the HOB and HOD at General Convention
- The updated website was launched in early October.
- A 500-600 word article about CfB should be created to give to congregations and spread the word to people in the pew about what CfB does.
- Should small ads be run in various church publications?

Programs and Evaluation

- Enlist Suzanne Masterson to help create a more in-depth analysis of how the overall structure of CfB and programs affect a bishop? Create an overall schedule with clearly defined goals.
- What can we learn from bishops in their own setting? Follow them from time of election, three years into position, CREDO (five years), etc.
- CfB needs a clear means of evaluation and feedback and a strategy to mine the data available. Tim Sedgwick would be willing to meet with researchers in Memphis to discuss a plan.
- End of conference surveys don’t invite CfB goals/needs of curriculum, but do invite the participants’ needs.
- Is there something to be mined/measured from bishops about to retire? Could CREDO build that into their program?
- Develop an exit interview type assessment. Chilton Knudsen can send a copy of a model.

2009 Financials, Financial Reports

- Projected \$25,000 surplus for 2009.
- CPG funding scheduled to decrease each year over the 2010-2012 triennium. It may be possible to go back to CPG with a new request for future funding, but other viable funding sources should be considered.
 - Could CPG pay directly for the Conference on Orderly Transitions?
- General Convention (GC) will fund a portion of the Living Our Vows program for the next triennium, but the entire request was not fulfilled. For every dollar CfB received, the Office of Pastoral Development budget was cut. Clay will need to be creative about expenditures and may charge some travel to CfB.
- Living Our Vows tuition:
 - Charge the full \$3,200 for International participants?
 - Should be lowered to at least below \$3,000 to adhere to GC resolution stating that funding should go directly to the program.
 - Current tuition only covers the program cost at this point and should include true administrative and personnel costs.
- The actual costs of programs, administration, etc. (approximately \$400,000, given in kind by CREDO) should be reflected in all financial reports.

Strategic Planning (Small Group Discussion Questions)

Program - Are current College for Bishops programs realistically addressing the formational and educational needs of bishops? Are there adaptations to current programming or other initiatives that should be considered?

- Support mid-career or post-sabbatical bishops?
- Enhance research projects. Need good data on health/vitality of dioceses and how they match up to health of bishop.
- Providing education on things not learned in seminary. How to shape culture and then let culture take hold.
- Living Our Vows as a two-year program: two residencies and a bishop/coach meeting to discuss learnings, goals, next steps at end of third year.
- Eliminate coaching honorariums.
- Use more webinars than face-to-face meetings/trainings.
- Don't link Short Courses to HOB meetings.
- Training/Course ideas:
 - Intentional stewardship
 - Addressing the role of an episcopate following a long episcopate?
 - Technology
 - Particular aspects of a bishop's ministry (theologian, pastor, etc.). Enrich bishops who have been serving longer, not just newer ones.
 - International bishops transferred to U.S. church - introduction to culture of U.S. Church.
 - Overarching theme of Triennium...evangelism and church growth?
 - What needs of bishops aren't being addressed?
 - Role of bishop and function of a diocese (internal and external).
- Could CREDO make management review model available for dioceses (or bishops 5-7 years out) on a fee basis?

Funding - In consideration of the projected financial picture, how can we reposition our funding in the future? What resources (people, strategies, etc.) will we need to identify and secure sustainable funding?

- Continue to pursue GC funding, pledges, tuitions and be more aggressive about grants. Luce, Lilly, Louisville etc. are shifting focus into leadership development and theological education directions. Consider sharing research with other denominations?
- Promote products tied to CfB (i.e. AOT) to encourage more financial support from bishops and also laity. Make AOT focus of clergy conference, ministry fair, etc. to promote diocesan or individual giving.
- Bishop's fund/appeal?
- Set up an endowment. Use funds of earmarked money to fund a program? Consider reversal clauses when necessary.
- Minimal pledge suggestion based on diocesan size. Set up proportionally.
- CPG to fund CfB as administration of wellness issue for their constituents? (Dioceses to pay direct costs.)
- Annuity fund that new bishops would bequeath to CfB?
- Legacy giving through Pension Fund.
- Program funding come primarily from dioceses paying LOV tuition fees, GC and bishops' pledges. Administration funding comes/could come primarily from capital funds (endowment), special gifts, research costs and other income
 - Program costs paid for by those most involved and administration funding to be paid for as assurance that machinery will be there to provide the program.
- Title of CfB may send the wrong message. Are we a group of systemic change? Bishops' Leadership Program?

- Widen circle of experience...get supportive comments from dioceses with problems.
- Questioning role of Director of CfB. Why are people serving as Directors?
- Card to ask bishops to set up a gift after their third year?

Structure - How can we broaden the sense of ownership of the College among bishops?

- Provide regular reports to HOB and strengthen continuing education components.
- Enhance clergy and laity understanding and support of CfB. Present to Cathedral deans (AOT presentation at annual meeting), endowed parishes, etc.
- Engage smaller congregations, vestries, election committees. Identify every person in touch with bishop's election and transition process (coaches, transitional teams for dioceses, etc.) and make a general appeal to them.
- Create a focused list of donors.

What would be the best structure and governance of the College to effectively address the program and funding challenges ahead?

- Single board of 16-18 people. Broaden membership.
 - Consider loss of creativity of advisory group...create ad hoc task force?
 - Create formal procedure of inviting new members and outline terms.
- Meet once a year. Consider mid-year teleconference.
- Organized board into 3-4 subcommittees: Curriculum/Program; Development; Continuing Research and Evaluation; Continuing Education.
- Several board members should serve on committees, instead of singular representative. Have non-bishops on committees.
- Create an evaluative process so that there's an evaluation of what's going on.
- Board should identify/articulate CfB short term (6-18 month) goals.
- Have a full-time director who still does OPD work and helps with transitions, incoming bishops, etc.
- CfB needs to keep creativity and entrepreneurship while building structure.
- Consider pros and cons of being part of 815 (CfB as creative, emergent structure vs. 815 as a corporate entity)

Other

- Robert Radke proposal: collaborating with Episcopal Relief and Development (ERD) to develop programs and curriculum for CfB to use with bishops to focus on ERD ministry.
 - Need to clarify exactly what they're thinking about and then consider. If this is a pitch to have a place for ERD marketing pieces, CfB is not the place to house their marketing ideas.
 - Would ERD fund it?
 - Who would be the best to coordinate overseas study trips for bishops?
- Grubb Institute request: CfB to endorse leadership conference and provide list of recommended bishops to attend.
 - CfB should not be perceived as endorsing this program, but could recommend it. Find someone else to review the materials?
 - Program doesn't fit CfB mission, but could maybe be a future resource. Contact Drew Smith for more information.