

**College for Bishops Directors' Meeting  
Los Angeles Cathedral Center  
October 22, 2009**

**Meeting Agenda**

2:00 p.m.	Agenda Review.....Julian
	Review and Approval of April 2009 Minutes
	Managing Director's Report
	Financial Report
	▪ 2009 Statements
	▪ 2010-2012 Budget Projections
	Governance Redesign
	Strategic Planning
	Other
	Executive Session
5:00 p.m.	Adjourn
6:00 p.m.	Offsite Dinner ( <i>meet in lobby at 5:45</i> ).....Taix

**APRIL 2009 MEETING  
MINUTES**

**College for Bishops Directors' Meeting**  
**April 2, 2009**

The semi-annual meeting of the Board of Directors of the College for Bishops (CfB) was held at the Desmond Tutu Center in New York City at 2:30 pm on April 2, 2009.

Directors in attendance: The Rt Rev'd J. Neil Alexander; The Rt Rev'd David Alvarez; The Rev'd Canon Patricia M. Collier; Mr. William S. Craddock, Jr.; The Most Rev'd Katharine Jefferts Schori; The Rt Rev'd F. Clayton Matthews.

Directors not present: The Rt Rev'd J. Jon Bruno; The Rt Rev'd Duncan M. Gray III; The Rt Rev'd Edwin F. Gulick, Jr.

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 October 15, 2008 were reviewed and approved as written. Bishop Matthews noted that the two resolutions recommended in the October 2008 minutes did make it into the blue book in appropriate form.

**Managing Director's Report**

Bishop Matthews expressed his appreciation for the work of the CfB Advisors, Directors and staff. Program offerings continue to improve and all 2009 offerings have occurred with the exception of the *Living Our Vows* Residency. This conference will have a number of international participants, a new Canadian faculty member (Jim Cowan) and new content material.

An executive decision was made to table the work on the Diocesan leadership team project. The project's concept of gathering bishop/clergy/lay leaders to discuss new principles of leadership development will be presented to the CfB Curriculum Committee in June for further discussion.

Due to scheduling conflicts and delayed plans, the CfB comprehensive evaluation process was delayed in 2008. Bishop Matthews reported that Dr. Suzanne Masterson, under the supervision of Dr. Elaine Hollensbe at the University of Cincinnati has assumed responsibility for implementing the evaluation strategy.

CfB continues to meet the high standards and expectations that have been set in the area of communications. The website is being redeveloped, the 2008 Annual Report has been distributed to the House of Bishops (HOB), and a mid-year report will be distributed to both houses of General Convention. The CfB video will also be shared with the bishops and selected audiences.

CfB has received approximately \$15,000 in 2009 from HOB pledges, and efforts will be made to encourage new pledge commitments from bishops who have not yet pledged and bishops whose four-year pledges conclude in 2009.

Bishop Alexander commented on the importance of building and developing faculty as CfB continues to mature. The Curriculum Committee should consider faculty development as part of its responsibility. Attention should be given to identifying talented individuals for coaching, faculty, etc. and preparing them for leadership roles.

### **Financial Report**

Mr. Ehmer reviewed the 2008 financial figures. Motion was made to approve the 2008 financial report, duly seconded and approved by the Board of Directors.

### **2009 Budget Proposal**

Mr. Ehmer presented a revised 2009 budget which reflected the \$44,100 Managing Director's fee as well as a newly-created line item for 18% of the Managing Director's fee (\$7,938) to be paid to The Domestic and Foreign Missionary Society (DFMS) for the Managing Director's 2009 pension installment. The additional \$7,938 expense will be covered by excess Lambeth Conference funds that were given to CfB. The funds, totaling \$50,656, represent the remaining and unused portion of bishops' contributions to the Lambeth project. The Board of Directors agreed that these funds, less the \$7,938, should be listed on the balance sheet as a reserve fund until decided otherwise.

Motion was made to adopt the revised 2009 budget, duly seconded and approved by the Board of Directors.

### **First Quarter Activity**

Mr. Ehmer presented the 2009 First Quarter financial activity report. No questions were raised and all income and expenses appear to be on budget for the year.

### **2010-2012 Draft Budget Review**

Mr. Ehmer presented a working draft of a 2010-2012 triennium budget. It assumes a grant from CPG through CREDO Institute, Inc. (CII) of \$100,000 each year, an increase from the \$60,000 received currently. It also includes new offsetting line items for CII support as income and expense, more accurately capturing the actual administrative cost by CII to support the College. That figure in 2009 would total \$295,877. It is estimated to be \$941,961 for the triennium. A breakdown of the administrative costs was also provided. Bishop Matthews reiterated that CfB receives a large financial and staff support from CII. A substantial number of CREDO staff assist in the management of the daily operations of CfB and the true costs of their time is not reflected in the current administrative fee paid to CII.

There is a possibility that the Episcopal Church Foundation funds for research, currently granted to CII, may be granted to CfB in 2010 and beyond. Should the funds be received from ECF, they will be budgeted for research.

### **Governance and Organizational Issues**

The 2009 collaborative agreement with DFMS and CII and OPD has been signed by both parties. All CfB consultant contracts continue to use the DFMS formatting.

## **General Convention (GC) 2009**

The Mid-Year Report to the HOB will be distributed to all at GC. The *Around One Table* project may also be shared at GC with CfB noted as a co-sponsor.

The Advisors and Directors discussed the strategy of the pending General Convention funding request for the Living Our Vows program in the amount of \$122,500 annually. The group discussed plans for presentation to the Program, Budget and Finance Committee (PB&F), and how it can best be managed on the floors of both houses. The Rev. Dr. Ian Douglas, in the Advisor's meeting, proposed creating a resolution recognizing and commending the work of CfB and having GC affirm its appreciation of the College. GC should also affirm the work of the Episcopal Transitions and Elections Task Force and direct that the findings to the ministry committee for implementation at the next GC. Both resolutions should come from bishops (B resolutions). *See Advisors' meeting notes for details.*

### ***Around One Table (Around the Table)***

The Advisors and Directors suggested changing the title of the *Around the Table* report to *Around One Table*. A dedicated website will be developed to share the reports, key questions, the video (Who Are We?), blogs, and other resources to initiate conversations. Identified bloggers within the Church will be given a preview of the materials and to spark and continue conversations on Episcopal identity. The project is planned to be officially launched in the early summer prior to GC.

Sponsored by CfB and CII, the communications expenses should cost no more than \$10,000.

The Advisors recommended preparing a one or two-page overview on the project to take to the May meeting of the Anglican Consultative Council. Mr. Craddock reported that Anne Rudig has been informed of the project's development and communications strategy. Bonnie Anderson will also be contacted and informed.

### **Terms for Advisors and Directors**

There was discussion about restructuring CfB with a larger Board of Directors and discontinuance of the Advisory Committee. Proposed guidelines for this new format were distributed. The staff will create revised guidelines and suggested terms for the new board structure for consideration at the October 2009 meeting.

Bishop Matthews mentioned the suggestion from the Advisor's meeting to change the mission statement into a statement of purpose.

### **Review of Strategic Planning Process**

CfB has honored the Church Pension Fund's (CPF) Retirement Program Committee's (RPC) request to work toward eliminating the funding it receives through CII. After presenting a plan to the Executive Committee of CPF that included a one-time grant request to begin a capital campaign, the committee suggested continuing the current method of funding through CII. Last summer, Bishops Matthews, Alexander, and Knudsen met with senior officers of the Church Pension Fund (CPF) seeking a major grant to start a long term capital endowment campaign. This long term strategy was prepared to establish an adequately financed structure to assure long

term sustainability of CfB. After healthy and continued discussions, the officers at CPF concluded that it would not be feasible to make a major grant to CfB but would make a faithful effort to continue funding the collaborative work through CREDO Institute, Inc. Both CFB and Fresh Start (FS), also partially funded through CII, are excellent models of collaborative work and are major wellness resources that have proven to make a measurable positive impact on the leadership of the Church. In anticipation of continuing this collaborative funding model in the next triennium (2010-2012), CII will make a request from CPF of \$700,000 annually over the next three years. This proposal will be presented to RPC in late April of 2009. Since she cannot be there in person, the Presiding Bishop (PB) will film a brief video message to be shown at the beginning of the RPC meeting outlining her support of the collaborative projects as they contribute to the future health and wellness of the entire Church.

### **Reflections from the Presiding Bishop**

The PB continues to be grateful for the work of CfB and is confident that the programs and communication resources have made very positive changes in the HOB. The future role and impact of CfB is clearly significant with over 95% of the incoming bishops participating in CfB programs.

### **Conclusion**

The directors met in Executive Session. The next meeting of the directors will be held October 22, 2009 at a location to be determined. There being no further business, upon motion duly made and seconded, the meeting was adjourned at 4:00 pm.

**College for Bishops**  
Projections for 2010-2013

**DRAFT**  
10/16/2009

	Budget 2008	Actual 2008	Budget 2009	Projected 2009	2010	2011	2012	Triennium Total	Projected 2013	Notes
<b>Income:</b>										
House of Bishops	80,000	71,950	80,000	60,000	65,000	70,000	75,000	210,000	80,000	
General Convention	15,500	20,500	15,500	20,000	78,667	78,667	78,667	236,001	80,000	
CREDO Institute Grant	170,000	170,000	170,000	170,000	170,000	141,650	113,320	424,970	-	1
Tuition Fees:										
Living our Vows Program	85,000	83,349	126,000	118,693	75,600	75,600	75,600	226,800	75,600	2
Conference on Orderly Transitions	10,000	14,800	-	-	20,000	-	20,000	40,000	-	3, 4
Short Courses	-	-	15,000	5,325	12,000	12,000	6,000	30,000	12,000	3, 5
ELO - Small Group Study	6,000	7,995	6,000	7,542	8,000	8,000	8,000	24,000	8,000	3
Other Income	-	714	7,938	13,331	-	-	-	-	-	
<b>Total Income</b>	<b>366,500</b>	<b>369,308</b>	<b>420,438</b>	<b>394,891</b>	<b>429,267</b>	<b>385,917</b>	<b>376,587</b>	<b>1,191,771</b>	<b>255,600</b>	
<b>Expenses:</b>										
<b>Program:</b>										
LOV Residency Program	69,500	54,430	95,800	68,007	78,000	79,000	80,000	237,000	81,000	
LOV Coaching	28,400	27,352	26,700	26,000	35,000	35,500	36,000	106,500	36,500	
Total LOV Expenses	97,900	81,782	122,500	94,007	113,000	114,500	116,000	343,500	117,500	
New Bishops' and Spouses' Conference	27,000	30,324	35,000	24,707	32,000	32,500	33,000	97,500	33,500	3, 4
Conference on Orderly Transitions	10,000	17,068	-	-	20,000	-	20,000	40,000	-	3, 4
Short Courses	-	-	15,000	6,478	12,000	12,000	6,000	30,000	12,000	3, 5
ELO - Small Group Study	6,000	7,995	6,000	7,542	8,000	8,000	8,000	24,000	8,000	3
Curriculum & Faculty Development	7,500	9,693	14,000	6,000	11,000	11,000	11,000	33,000	11,000	
<b>Subtotal:</b>	<b>148,400</b>	<b>146,862</b>	<b>192,500</b>	<b>138,734</b>	<b>196,000</b>	<b>178,000</b>	<b>194,000</b>	<b>568,000</b>	<b>182,000</b>	
<b>Development and Support:</b>										
Advisors and Directors Meetings	25,000	21,824	30,000	40,000	28,000	28,500	29,000	85,500	29,500	
Bishops' CREDO Conference	-	-	5,000	-	5,000	-	5,000	10,000	-	6
Research and Evaluation	15,000	12,767	15,000	15,000	15,000	15,000	15,000	45,000	15,000	
Communications	18,600	14,701	12,900	11,000	11,000	11,000	11,000	33,000	11,000	
Management Fees to CREDO	110,000	110,000	110,000	110,000	114,400	118,976	123,735	357,111	333,021	7, 9
Director Fees to DFMS	42,000	42,000	44,100	44,100	45,864	47,699	49,607	143,169	51,591	7
Director Pension to DFMS	-	-	7,938	7,938	8,256	8,586	8,929	25,770	9,286	7
Miscellaneous	2,500	1,450	3,000	3,000	4,000	4,500	5,000	13,500	5,500	8
<b>Subtotal:</b>	<b>213,100</b>	<b>202,742</b>	<b>227,938</b>	<b>231,038</b>	<b>231,520</b>	<b>234,260</b>	<b>247,271</b>	<b>713,051</b>	<b>454,898</b>	
<b>TOTAL EXPENSES</b>	<b>361,500</b>	<b>349,604</b>	<b>420,438</b>	<b>369,772</b>	<b>427,520</b>	<b>412,260</b>	<b>441,271</b>	<b>1,281,051</b>	<b>636,898</b>	
<b>Surplus/Deficit</b>	<b>5,000</b>	<b>19,704</b>	<b>-</b>	<b>25,119</b>	<b>1,747</b>	<b>(26,343)</b>	<b>(64,684)</b>	<b>(89,280)</b>	<b>(381,298)</b>	

**Notes:**

1. Reduced funding from CPG; 2012 will be last year of support; = 28.33% of CPG collaborative funding
2. \$2,100 per bishop x 36 bishops
3. Programs that should pay for themselves (income = expense)
4. COT conducted biennially
5. Fewer Short Courses in GC year (2012)
6. No Bishops CREDO in 2011
7. Assumes a 4% annual increase
8. Includes office expenses and general meeting and travel expenses - to be broken out in 2010
9. 2013 figure is an estimate of full support expenses (see attachment)

## Footnote 9: CREDO Support Allocations to College for Bishops

CREDO Institute, Inc. has managed the operations of the College for Bishops for over three years providing financial, material, and human resources.

The actual support costs in providing management, accounting, and other operational services to the College are projected to be **\$295,877** in 2009, as indicated below. For future funding purposes, it is essential to recognize the estimated support costs in the next triennium (2010-2012) and beyond.

### CREDO's 2009 Total Expenses for Collaborative Programs:

Compensation and Benefits	\$432,888
Office Expenses	116,461
Advisors and Directors Expenses	<u>19,644</u>
Total 2009 Expenses for Collaborative Programs	\$568,993

### CREDO's Estimated Collaborative Allocations for College for Bishops:

<u>Percentage of</u> <u>Collaborative Efforts</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
52%	\$295,877	\$304,753	\$313,896	\$323,321	\$333,021

(The 2010-2013 figures assume a 3% increase each year.)