

ACPE DRAFT Study Document on Proposed 2010 ACPE Governance Changes

Background

The Board of Representatives of the Association for Clinical Pastoral Education has undertaken a year-long study and dialogue to consider how best to move into the future effectively and efficiently. The Board recognizes that ACPE, Inc. is evolving as an organization, as both our professional field and our individual members experience institutional changes and financial pressures. We see our future to be bright and strong, and yet we recognize the need to function with less expense and greater integration and efficiency. We value representative governance and yet we recognize that our current governance structure inhibits cross-fertilization and productive growth, overburdens our volunteer leaders, and diminishes creativity and community.

ACPE, Inc. has evolved and grown from an association of regions to a professional, national organization, recognized as an industry leader. In 2009, ACPE, Inc. engaged in a self study. Out of that self-study, and the proposal by the ACPE Board's Work Group on Governance Restructuring, the Board has constructed this Study Document to consider changes to the ACPE governance. This Study Document is offered for your consideration and feedback.

History of the Process

In considering the work before it, the Board of ACPE's Task Group arrived at a consensus understanding that the current Board of ACPE, as it is configured and functions at this time, is too large, too cumbersome and focuses too much on detail work. It also costs too much to operate. In addition, ACPE Commissions and Committees have historically and consistently, gone over budget and there is no accountability structure in ACPE to ensure that this does not happen. Also, there is a lack of coordination in leadership throughout the organization. Over the past 10 months, the work group worked diligently and creatively to address these issues.

The work group researched several models of non-profit Board configurations and functions in preparing this current Study Document. Some of the work group members sit on other non-profit Boards. What the work group learned was interesting and instructive. Many non-profit organizations (some with much higher membership numbers than ACPE) operate with a smaller Board that functions more effectively and efficiently. Many of these organizations also have a group called an Advisory Council whose function is to work on the details of ideas and recommendations that may come from the Board or may come up as part of the Advisory Council's work. These Advisory Councils free up their Board members to act quickly and decisively on policy, legal, financial and collaborative aspects for the organizations' practice, rather than tending to other tasks, such as program development, fundraising, and committee/commission support. As a result, such organizations, with a board and an advisory council are able to offer a broader, more creative response to a wide range of issues. The use of an Advisory Council allows for greater involvement of a wider, more representative number of people, as well. The creation of such a body, which we are calling the Leadership Council, is being proposed below.

This proposal would change the governance of ACPE. The Board of Directors would be comprised of seven appointed persons and will attend to the "big picture." The Leadership Council would comprise the more programmatic tasks and work group aspects of ACPE. This proposed group would, because of its make-up, be the more representative body of ACPE. This group will do most of the detail work currently being done by the Board of Representatives; the Leadership Council will meet by conference call and email and do most of their work outside the ACPE leadership meetings. The vision is that the Leadership Council will use input from the regional membership and will fulfill its mandate through programs, task work groups, etc.

Mission/Vision/Values Statement

Crafting a new Mission/Vision/Values Statement was the first work that was done so that it would provide guidance and congruence with the proposed governance changes. The ACPE Board encourages your feedback on this Mission/Vision/Values Statement.

Mission

“To advance and advocate for experience-based and professional theological and spiritual care and education.”

Vision

“To be the premier global provider of professional theological and spiritual education by setting standards, certifying educators, accrediting centers and providing continuing education.”

Values

Spirituality

Maintaining clear identity as an organization with theological and spiritual foundations
Including theological and spiritual reflection in all philosophy and work

Transparency

Collaborating and cooperating at all levels
Clear accreditation and certification processes
Fostering mutual accountability in all matters
Members participating in decision-making

Transformative Processes

Striving for excellence in education
Integrating personal and professional identity
Upholding professional competence
Maintaining highest ethical accountability
Engaging in creative and generative dialogue
Truth-telling

Advocacy

Strengthening professional collaboration
Advocating for quality theological and spiritual care
Intentionally mentoring members to become leaders

Diversity

Commitment to racial, sexual, social, religious, and cultural inclusion
Valuing scholarship from a variety of perspectives
Embracing power sharing

Governance Changes for Consideration

Legend: ** = indicates changes that *may* require By-Law Changes

1) The ACPE Board

A **Board of Directors**, made up of 7 appointed leaders**, that:

- Serves as the organization’s legal entity and decision-making body
- Provides vision and planning
- Oversees planning and policy development
- Provides financial oversight and perhaps fund raising

- Provides Executive Officer oversight**
- Oversees Public Relations and Development
- Oversees the internal work of the organization

As with most non-profit organizations, a Board of Directors ensures that the organization is acting within the parameters set by the articles of incorporation and the bylaws, and is legally accountable for all organizational actions. It functions as an oversight body, providing direction and ensuring the professionalism of the organization.

The *ACPE Board of Directors* members will be nominated by the *ACPE Leadership Council*, the slate will be sent to RANC and the slate will be voted on by ACPE membership. The Leadership Council will ensure that Board membership will have strong racial, sexual, social, cultural, and ethnic representation. The Board of Directors will initially be chaired, for a period of two years, by ACPE's President-Elect, Robin Brown-Haithco. Thereafter it will elect its own chair from among its membership, and the positions of ACPE President and President-Elect will be eliminated. The Convener of the Leadership Council will have membership on the Board. The Commission Chairs will report directly to the Board of Directors. The Executive Director will be *ex officio* members and report to the Board Chair. The Board of Directors will meet a minimum of one time per year face to face and will make judicious use of email and teleconference calls in order to be cost efficient.

2) The Leadership Council**

The Board recommends creating a new group. In addition to the Board of Directors, there will be The **Leadership Council**, made up of 22 leaders, that:

- Nominates members to the Board of Directors for membership vote
- Engages in program creation and planning
- Suggests and creates program policy
- Plans and implements public relations initiatives
- Proposes budgets and funding initiatives, including fundraising
- Creates necessary subcommittees and task forces and assigns work groups. These may also be created at the behest of the Board, as well.
- Facilitates organization-wide communication
- Gathers regional input and feedback on issues and actions in the organization
- Collaborates with the Board of Directors in maintaining and enhancing the mission and embedding the values of the organization

The Leadership Council is envisioned as a robust, dynamic group of leaders whose function would be to communicate with the Board regarding issues from the region, discussing multi-faceted issues, struggling with complex issues (i.e. SES Core Curriculum), making recommendations to the Board, advising the Board and carry out the work that is generated by the Board. To do so effectively requires careful consideration of the challenges and issues inherent in the organization. It monitors the work of the organization. It serves as a forum for dialogue and for consideration of proposals, changes, and enhancements to the organization's work.

The ACPE Leadership Council will consist of the Operating Officer¹, the Financial Officer², (all ex-officio members); the Regional Chairs, the Regional Directors, one clinical member, one theological school representative, one REM representative and one endorsing body representative. It elects its own convener from within its membership. It will be convened regularly in conference by phone, and may meet once per year, during the annual ACPE Conference, at the expense of the leadership council members. Because the regional directors would sit on the Leadership Council, the annual meeting of the Regional Directors will no longer be funded from the national budget.

¹ The current Associate Director role will be re-titled the Operating Officer.

² The current Treasurer role will become a paid position (1/4 FTE) and be re-titled the Financial Officer

It is anticipated that this will reduce current ACPE expenses from \$29,000 - \$34,000.00 per year while making ACPE a more effective, more representative, and more efficient organization.

3) Standards**

The Board is proposing to make the Standards Committee a Commission. It would be called the **Standards and Professional Practices Commission**.

Currently ACPE collects a LOT of data through Certification and Accreditation that is not being evaluated or “mined” for our organization’s benefit. As a Commission, Standards and Professional Practices would continue to set standards for ACPE, but it would also collect and utilize data to provide critical evaluation for ACPE. It would work with ACPE leadership to forecast and plan strategically for ACPE’s future.

4) Executive Director

- Serves as the “face of the organization”
- Hired by and accountable to the Board**
- Carries out the vision of the Board **
- Oversees the work of the Operating Officer and Executive Financial Officer **
- Authorized to hold Commissions accountable to their budgets **
- Attends to long-range planning
- Oversees issues related to professional ethics
- Represents ACPE, Inc. with cognate groups and accrediting bodies
- Budget neutral

5) The Operating Officer ** (Title Change)

- Reports to the Executive Director
- Leads day-to-day operations of ACPE, Inc., including all HR duties **
- Coordinates certification and accreditation processes
- Maintains accreditation with USDOE
- Budget neutral

6) The Financial Officer ** (New position)

- Reports to the Executive Director
- A paid position (1/4 time)
- Attends to financial issues of the organization
- Prepares financial reports for board, council, and membership
- Arranges for annual audit
- Estimated cost: \$20,000/year