



*Voice of Women for Women*

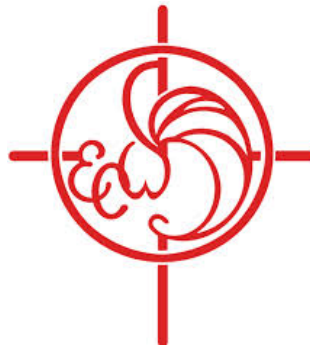
**CRYSTAL BROOK CONSULTING  
& NATIONAL EPISCOPAL CHURCH WOMEN  
BOARD AD HOC COMMITTEE**

**2014**

**EXECUTIVE REPORT**

**FINAL FINDINGS & RECOMMENDATIONS**

*“In Him we also were made heritage and we obtained an inheritance; for we had been foreordained in accordance with His purpose, who works out everything in agreement with the counsel and design of His will.” Ephesians 1:11*



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## INTRODUCTION

The ECW of today began as a network of women led by the Emery sisters, Julia and Mary. The original group was called an Auxiliary. Julia Chester Emery said, "*The Auxiliary stands ready to welcome change, hoping earnestly that change shall mean growth to greater and better ways to serve, more weight of responsibility, the giving of leadership in different paths of service to those most competent to lead*."<sup>1</sup> In spite of all the Women's Auxiliary had done, "It was unsatisfied with its past and eager for its future... the Women's Auxiliary has been given tasks entirely incommensurate with its strength." That speaks to the hopes and desires of today's ECW. We are led by the gospel and committed to the mission of Christ.

As we prepare for the Triennial Meeting 2015 we should remember the words of Julia Chester Emery that the Triennial Meeting is (or should be) "a gathering of friends, a community of worship, a school of learning, an arena for debate, a pressure group, a legislative body"<sup>ii</sup> <sup>2</sup>as stated in the year 1919.

Focusing forward to 2015 and beyond, following the passage of Resolution 101/104 at Triennial Meeting 2012, an Ad Hoc Committee was called. The Ad Hoc Committee was called into being by this Board of the National Episcopal Church Women (NECW) with the task of reshaping and revisioning our organization for the future. Honoring tradition and intent on our role as stewards, the women of the Ad Hoc Committee, guided by the Crystal Brook Consulting firm, set to work gathering, interpreting, and formulating the information you are about to receive.

Gathering the words and dreams, experiences and hopes of over 2000 women, we have compiled for you the following presentation.

In it we invite you to listen to their voices, receive what they have given us, and, with the Grace of God, commit ourselves to the future.

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<sup>1</sup> HISTORY of the TRIENNIAL MEETINGS of the WOMEN OF THE EPISCOPAL CHURCH p.30

<sup>2</sup> HISTORY of the TRIENNIAL MEETINGS of the WOMEN OF THE EPISCOPAL CHURCH p.31

## CRYSTAL BROOK CONSULTING EXECUTIVE SUMMARY

One of our founders, Julia Chester Emery, once said, "*The Auxiliary stands ready to welcome change, hoping earnestly that change shall mean growth to greater and better ways to serve, more weight of responsibility, the giving of leadership in different paths of service to those most competent to lead*"<sup>3</sup>In spite of all the Women's Auxiliary had done "*It is unsatisfied with its past and eager for its future...The Women's Auxiliary has been given tasks entirely incommensurate with its strength*".<sup>4</sup>

Julia Chester Emery saw The Auxiliary as ready to welcome change, to allow that change to foster growth, and be ever ready to assume our additional responsibilities as leaders in the Church. Julia Chester Emery understood the meaning and importance of change.

We want to preserve our roots and traditions, and honor all women who came before us, while diligently preparing the soil for the women to come after us. A challenging task that our pioneer women had dreamed could occur.

The Ad Hoc Committee, along with Crystal Brook Consulting, has prepared recommendations with mindful, spiritual considerations to our past, present and future.

What, if any, of these recommendations come to fruition, is in your hearts and hands. How much we cling to our known comfort zones, will not only impact 2015 but 2025 and so on. The ways in, which we define ourselves today will become the framework and structure our granddaughters will carry forward, adapt and change for the generations to come after them.

This one Board directs the lifelong viability of this ministry.

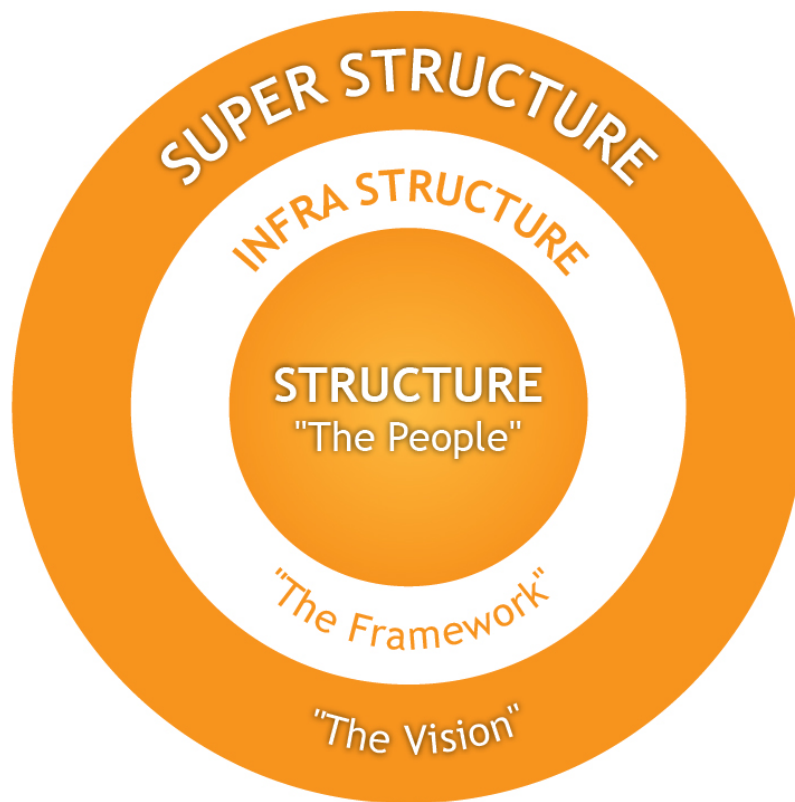
We ask that you hear these findings with a spirit-filled heart, an open mind, and the discernment of the most precious kind, leaving aside any other agendas except God's will.

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<sup>3</sup> HISTORY of the TRIENNIAL MEETINGS of the WOMEN OF THE EPISCOPAL CHURCH p.30

<sup>4</sup> HISTORY of the TRIENNIAL MEETINGS of the WOMEN OF THE EPISCOPAL CHURCH p.30

We have divided the recommendations into three core categories: Super Structure, Structure, and Infrastructure.





Superstructure is The Vision – “The Why”

Structure is The People – “The What”

Infrastructure is The Framework – “The How”

<b>Superstructure: The Vision</b>	<b>Structure: The People</b>	<b>Infrastructure: The Framework</b>
Guides Vision, Mission and Purpose	Programs	Policies and Procedures
Strategic Planning: Where are we going? Goals and Objectives	Outreach	Communication Channels: Website, Tools to support Structure
Provides Thought Leadership	The Hands of the Church	Governance & By Laws
Aligns Us as One Voice		
Facilitates and Educates Us on “The Why”, ”The What” and “The How”		

All three areas of a ministry must have a clear role and be empowered with like goals and objectives - we tend to focus on one or two, but not all three. All three must work in tandem harmoniously to be an effective ministry of Christ.

## SUPERSTRUCTURE

In looking at our history, and looking at the ECW of the present, it is apparent that we have a disconnection between Work and Purpose. Our focus is currently misaligned with the vision our members have of the ECW.

We currently are heavily focused on Infrastructure and the Triennial Meeting. Consequently, we need to redirect efforts to Superstructure, in order to better guide, foster, facilitate, and access the Structure and Infrastructure.

Our findings based on surveys, interviews, and committee work – found that ECW's Vision / Mission Statements lack clarity, and consistency. We need ONE Vision Statement, with supporting Mission Statements disseminated throughout the communication channels of the Church. The NECWB needs to provide relevant thought leadership – from the Board to the local parish level as well as in the Triennial Meeting planning.

We currently have limited presence and awareness of a unified focus. Many of the survey respondents were unclear as to our ministry's purpose, what it provides them, where they can go to get information, etc. How are we relevant, what makes us different, and then how do we communicate to women to make them aware? If we are to continue to be a viable women's ministry, this is tantamount as our initial task from this initiative.

In order to do this, we must create a formal Strategic Plan with goals, objectives with benchmarks and a **Mission Driven Budget** commensurate with supporting the Strategic Plan. Our litmus test must always be – Is the plan mission, ministry and congregation focused?

To assist the NECWB President in creating relevant programs for the women of the Church, we recommend creating a Program Advisory Council – comprised of both Board and non-Board members across all Provinces. The survey provided great insight to what types of programs women are searching for. Women want spiritually centered programs with service to others. We need a council to define the program development process, create program tracks (see Programs), and develop programs that are easily replicated with templates, materials, etc.

We are recommending these additional volunteer resources be made available to and for the NECWB:

- Historian
- Archivist
- Relationship Builder/Networking

CBC is recommending these additional paid resources be made available to and for the NECWB. CBC believes that the NECW is at a pivotal point in its development. It is our best judgment that the NECWB hire an Executive Director whose emphasis would be on Strategy, Communication and Program Planning and Management. With an Executive Director the NECWB could move forward with the recommendations within this report in a more effective and timely manner.

## **STRUCTURE & INFRASTRUCTURE**

As part of the effort to help women understand who we are and why NECW is relevant to the busy lives of women, we need to drastically improve our communication models and channels. Communications must support Superstructure's voice as well as speak to Structure ministry. First, we must define and support the communication processes and channels. In gathering contact information as well as sending the survey, we found this area most challenging. Our website must be expanded to reflect our desire for diversity as well as provide the most basic tools and interactions younger women have come to expect. Social media, online learning, blogs, and forums are examples.

Most importantly, we need a virtual collaborative workspace. This is a place where everyone, from Atlanta to Los Angeles and Boston to Austin, can find information, ask questions, share resources, and provide feedback about what we are doing at the every ministry level – national, provincial, diocesan, and congregational. We need to provide THE LINK for the women to seamlessly collaborate and move the ministry forward in greater ways than previously imagined.

Along with both a Strategic Plan and Mission Driven Budget, the NECWB needs to build a team where the process of consensus is supported, Effective Provincial leadership is strengthened, dissention among Board members is removed, and where Superstructure leadership practices become innate.

The NECWB should review the change efforts of Task Force for Reimagining The Episcopal Church (TREC) and The United Thank Offering (UTO) and determine how we may also leverage their completed work to date, whether in collaborating, using similar language in communications, or using their templates for Infrastructure.

The AHC has worked tirelessly on this effort. We ourselves faced many challenges as a group, which is representative, we believe, of our challenges at large: conflicting schedules, passionate opinions, different lenses, technology learning curves, and logistics – to name a few.

The budget constraints had a significant impact on the group. More face-to-face meetings were needed. The budget was not commensurate with the initiative requirements based on business market consulting standards.

With regard to the Triennial Meeting, we recommend a shorter length, program continuity, and stewardship of time and finances of NECW be budgeted according to the proportion of the population being served by the Triennial Meeting.

In 1919, Julie Emery stated the Triennial Meeting was *“a gathering of friends, a community of worship, a school for learning, an arena for debate, a pressure group, a legislative body.”* “Gather” can mean to bring together or to harvest from its place of growth or formation. We ask that the NECWB bring Julia’s vision of “gathering” to all levels of the Church, for all women, throughout the Triennium.

Be the leadership which brings women together with stronger programs that meet them where they are in their own spiritual walk and life cycle, which helps form them into tomorrow’s leaders.

We must lead nationally while guiding locally to successfully bring Resolution 101/104 to fruition.

# RESOLUTION 101/104

47<sup>th</sup> TRIENNIAL MEETING  
EPISCOPAL CHURCH WOMEN  
Indianapolis  
Resolution No. 101/104

RESOLUTION TO APPOINT A COMMITTEE TO RESEARCH AND REVIEW  
THE PRESENT FUNCTION AND STRUCTURE OF THE EPISCOPAL  
CHURCH WOMEN (ECW) NATIONAL BOARD, AND THE MISSION AND PURPOSE OF THE  
EPISCOPAL CHURCH WOMEN (ECW) AND TO MAKE THE APPROPRIATE  
RECOMMENDATIONS.

WHEREAS, the present function and structure of the Episcopal Church Women (ECW) National Board were included in the Bylaws adopted at the 38<sup>th</sup> Triennial Meeting, 1985, Anaheim, and

WHEREAS, the constraints of the 1985 Bylaws eliminate many of today's qualified women from giving their time and talents to the Board as it is presently structured;

RESOLVED, that an ad hoc committee be established by the 2012-2015 Episcopal Church Women (ECW) Board to study, research, and review the present function and structure of the Episcopal Church Women (ECW) National Board, and the mission and purpose of the Episcopal Church Women (ECW);

RESOLVED, that this ad hoc committee include intergenerational representatives from Episcopal Women's Ministries, and

RESOLVED, that this ad hoc committee present their recommendations to the Episcopal Church Women (ECW) Board by the end of the second year in The Triennium period so appropriate recommendations and documents may be presented to the 2015 Triennial Meeting in Salt Lake City, Utah.

DATED July 7, 2012

PRESENTED BY:

Lisa H. Towle  
Lisa H. Towle, Delegate  
Diocese of North Carolina

Jennifer Ladefoged  
Jennifer Ladefoged, Delegate  
Diocese of Tennessee

47<sup>th</sup> Triennial Meeting  
Episcopal Church Women  
Indianapolis

Resolution: 102

Resolve -- The purpose of the Episcopal Church Women (ECW) is to assist women of the Church to carry on Christ's work of reconciliation, mission, in the community, nation and the world. We propose that the national ECW continue its commitment to its purpose.

Resolve - In order to be in compliance with the IRS and the group tax exemption of The Episcopal Church, the ECW bylaws require revision. We propose that the current nominating process be revised. The nominating committee would include a representative from each Province that would present a candidate or candidates for each position that would be approved by the Presiding Bishop and Executive Council. The process would require completion 60 days prior to the 2015 Executive Council meeting.

Explanation - Currently the ECW is temporarily granted tax exempt status under the Group Exemption of the Episcopal Church. Group Exemption's require direct control or supervision by the entity holding the group tax exemption under the Internal Revenue Code. Current ECW bylaws do not conform to the direct control or supervision requirement of the Code.

Date: 7-5-2012

Presented By:

Sandra Powers

Treasurer - National ECW Board

## GENESIS OF RESOLUTION

Resolution 101/104, presented at Triennial Meeting 2012 in Indianapolis, Indiana, began as two resolutions conceived and written independently of each other by Jenny Ladefoged and Lisa Towle. These resolutions were edited together after being presented to the National ECW Board and its parliamentarian because they addressed, broadly and in their own ways, the future and the vitality of the ministry known as Episcopal Church Women.

Concern has grown as involvement in ECW has dwindled in parishes and dioceses, as has the worry that should things continue the way they are the ministry will eventually go the way of the distant past. The key parts of this combination resolution by Jenny Ladefoged and Lisa Towle proposed simultaneously looking at these issues from several interconnected questions and points of view: Is the stated mission and purpose of Episcopal Church Women still relevant, especially to the women in the local parishes? Does the structure of the ministry work well for a Church in the 21st century? Do the governing documents contain language that speaks to the inclusiveness and diversity valued by The Episcopal Church? It is believed that thorough answers to these questions would help propel a vision for the future of ECW that builds on the history of ECW.

## **AD HOC COMMITTEE LETTER TO THE BOARD**

Dear NECW Board:

We, the NECW Ad Hoc Committee, appreciate this opportunity to present to you our completed report for submission. We, as a diverse yet unified Spirit-led group, have consciously worked hard and prayed for a bright future for the NECW. We request that you read our report with an open mind, open heart, and with God in the center. We further request you think and pray deeply as you regard our suggestions and discoveries. We would like you to look back at your experiences with the NECW and NECWB and treasure the great memories you hold. We hope and pray that you will look forward with vision and possibility for the future as you contemplate our report. Thank you for your time and consideration as we continue this work for the NECW.

In Peace,

Ad Hoc Committee

# SUPERSTRUCTURE

## VISION & MISSION

### Findings:

The work of the Mission and Vision subcommittee has taken place since our task force was formed. The challenges to our project were first that we could find little consistency between the bylaws and numerous printed and digital statements regarding the mission of the ECW. It became apparent early in the process that we as an organization needed a more concise mission and vision statement, easily remembered, which would be presented in all our materials so that any woman seeking out information on the ECW would find the basics all in one line. We found that much of the information provided regarding mission seemed to be less impactful than desired. Language that was motivating and descriptive of who we call ourselves to be was necessary. A motivating resource we turned to our founding women who through their own forward-thinking passion started the woman's empowerment movement in The Episcopal Church on the journey which has led us to this day. Additionally, we turned to two other mainstream denominations with similar paths to ours. In studying the printed material and digital information available from the United Methodist Church and the Evangelical Lutheran Church in America, we found concise and inspiring ideas which enhanced the creativity of our group toward the goal of communicating the mission and vision of the Episcopal Church Women for our day and time.

### Recommendations:

We recommend the NECWB propose to the Triennial Meeting delegates the adoption of the following Purpose, Vision, and Living the Ministry statements. The Purpose statement would require a change in the Bylaws.

We further recommend that, at least for the near future, the NECWB consider the place for making changes in these statements to fit the changing objectives of ECW be done within the Living for Ministry statement only.



### Purpose Statement

The purpose of this organization shall be to assist the women of The Episcopal Church (“Episcopal Church” or “Church”) to carry on Christ’s work of reconciliation, mission and ministry in the community, nation and the world: empowering all women to live into their baptismal covenant and to embrace the mission and ministry of Christ in the church and the world.

### Vision Statement

We are empowering all women to live into their baptismal covenant by embracing the mission and ministry of Christ in the church and the world.

### Living The Ministry

We are the eyes and ears, hands and heart of Christ in the world. Through faith, community, and prayer, we promote healing, justice, and peace as we:

- Are the voices of women for women worldwide
- Support and develop educational, spiritual, and social programs which minister to women and children,
- Promote community by providing opportunities to grow women’s relationships with God and others through spirituality, prayer, and worship experiences.
- Foster the development of women’s leadership through example, stewardship, training, and education.
- Spread God’s love through ministries of service to restore and strengthen communities locally, regionally, and globally.

## **STRATEGY**

The Superstructure (NECWB with council and committees) is tasked with educating and communicating in one voice the vision of ECW and that of the Emery sisters in today's time. Currently, the NECWB is overly focused on THE Triennial Meeting, to such an extent that our membership perceives that we are remiss in providing all levels with THE "Gathering".

A formal strategic plan is needed to ensure that we constantly have before us a blueprint in which to guide and measure our efforts. Our plan must be S-M-A-R-T: Specific. Measurable. Achievable. Relevant. Time bound.

The Board must embrace the Vision statement, communicate it, and maintain it from existing Board to newly elected Board. Every Board may have some specific agendas and passions, but the STRATEGY should stay constant and in the forefront so every incoming Board isn't spending valuable time reinventing the wheel.

Again, the litmus test is – Is it Mission, Ministry, and Parish focused?

## **BRANDING & MARKETING**

We must ensure that we clearly communicate our vision, relevance, and differentiators to the women of the Church. Establish a brand and style guidebook for reference so that we are consistent in our design presentation of our mission and vision.

## **CULTURE**

We are in agreement that our "culture" is aging – hence the resolution. We also need to be mindful of "intentional invitation". We must welcome younger women and newcomers, appreciating them, realizing that we need them – without judgment, unrealistic time demands or making them feel diminished.

We must be a MISSION agenda culture versus a PERSONAL agenda culture.

## **RELATIONSHIPS**

### **Findings:**

Several of the NECW AHC subcommittees that reviewed the present function and structure of the Episcopal Church Women National Board discovered a volunteer Board of 15 women who are the leaders and managers, but who also carry out all the work of the National Episcopal Church Women. The policies and procedures alone outline responsibilities that require the equivalent of part and sometimes full-time jobs.

To free up the Board to be creative with where God is calling the NECW and its programs, CBC would like to recommend a Program Advisory Council model.

### **CBC Recommendations:**

#### **Program Advisory Council**

The Program Advisory Council is a group, appointed by the President with the approval of the Board comprised of non-Board members who can be consulted on various matters. The primary purpose of the Program Advisory Council is to create programs that interest a diverse group of women and that can be easily replicated. They assist the Board in aligning all ECW programs with our mission and applying those programs to an ever-changing culture and needs. They may also support the NECWB in and with specific projects or challenges. Serving at the pleasure of the Board, the Program Advisory Council may be charged with long or short term projects that the Board would like to implement but may not have the time, talent, or expertise to accomplish. The Program Advisory Council would support the Board in defining the Program Development Process as well as Program Track and Program Creation.

Additionally, it would be a mechanism to allow the Board to seek out a diverse group (language, race, culture, working status, age etc.) of non-Board members who are qualified women who may have specific gifts, talents and skills, but not the time and availability to serve on the Board or make a long term commitment. The Program Advisory Council might also draw from other affiliated women's organizations and provide an opportunity for bridge building. This model would be a way of addressing the concerns of the resolution to attract qualified women to give their time and talents to the Board, while building community and supporting the various programs of the organization.

## **CHANGE MANAGEMENT**

Once the Board has determined to proceed with the recommendations, a change management plan must be created. CBC recommends the NECWB follow Dr. John Kotter's approach using the 8 steps of change management.

<http://www.leadershipthoughts.com/kotters-8-step-change-model/>

## **FUNDING THE VISION & MISSION WORK**

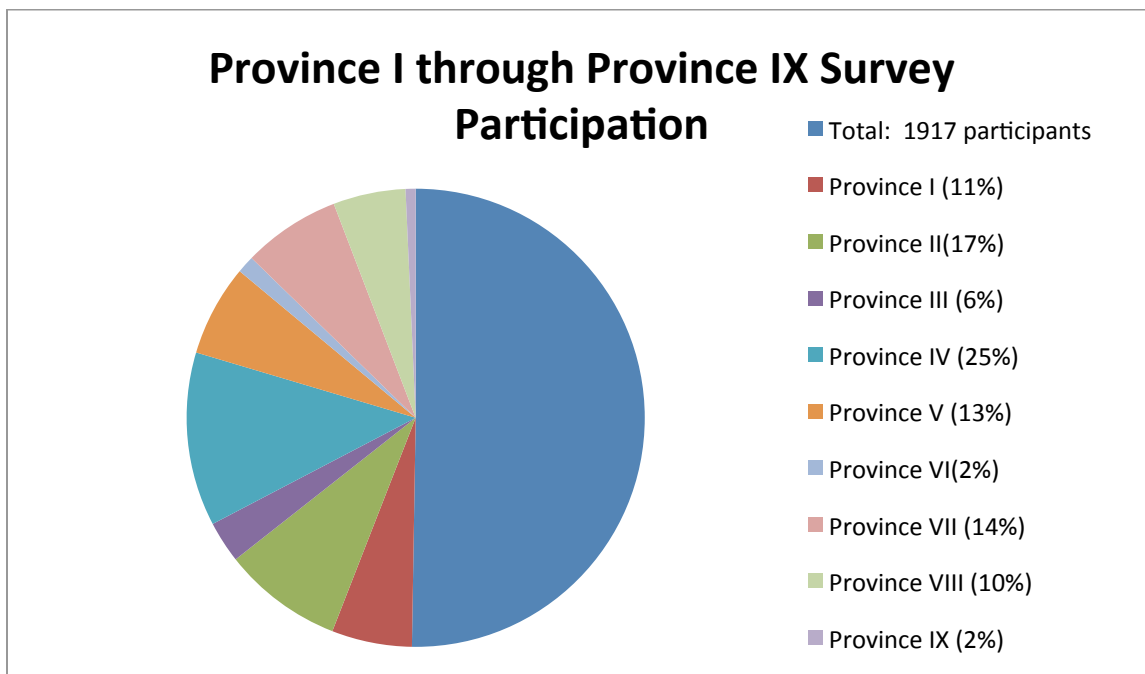
Change is necessary and we must do what is needed to fund it. Perhaps we look at a fundraising campaign similar to when we started the Triennial Trust Fund.

## STRUCTURE

### SURVEY

#### Findings:

The survey was open for nine weeks. Our total respondents were 1,982, with 1,917 designating their Province location.



62% of those who responded were age 61 or over and 31% were between the ages of 41-60. While laywomen were the primary respondents, clergy and men also responded.

More than 50% of the respondents' perception of ECW is Mission and Ministry with service to the congregations. When choosing a group to belong to, a large number of respondents wanted something spiritually centered with focus on service to others.

Results further communicated that the NECW Board focus is misaligned. There is too much focus on a single program event (the Triennial Meeting) without consideration to ongoing ministry program development, education, and training for those in the pews.

Many respondents communicated that if an ECW group were present in their congregation, they would want to be a part of it; however, there is limited presence and awareness in some parts of the country.

Communication from the NECW was found to be lacking as well as ECW communication in general. Many comments were made that they don't want to read about Triennial Meeting. They want more information on other spiritually centered events that may be available.

**Recommendations:**

Conduct ongoing surveys as a way to measure awareness, assess needs, measure program effectiveness and document lessons learned. We recommend the congregations be encouraged to conduct surveys to ascertain the same information from the local ECW groups.

*See Survey Data in Appendix*

## PROGRAMS AND PROGRAM DEVELOPMENT

### Findings:

As the survey pointed out, women are seeking opportunities to grow spiritually. Many desire to do more to get to know the women in their congregations and their community through outreach opportunities. Unfortunately, we are not offering times when they are available, and the commitment level perception is far more than they can give; therefore, they choose not to participate at all.

We recommend formulating “Program Tracks” for varying interests and time availability, giving each woman the ability to “plug in” based on age, stage and passions.

These Programs will be critical in our efforts to differentiate ourselves in women’s ministry efforts and other ministry organizations. Each of these Program Tracks would have stages, content, teaching materials, and be able to replicate easily, locally.

<b>PROGRAM TRACKS (Suggested Options)</b>				
<b>Mission &amp; Service</b>	<b>Spiritually Centered</b>	<b>Leadership: Church/Ministry</b>	<b>Connecting Relationships</b>	<b>Triennial Meeting &amp; Governance</b>
Social Justice	Centering Prayer	Women of Vision	Life Stage Events: Divorce, Aging Parents	By Laws
Community Ministries		Church Leadership	Sewing, Computer Classes	Triennial Meeting Program Planning
Education Ministries				
		Clergy Education of ECW	Time for Joy	
		ECW History	Online Forum	

**Recommendations:**

Meeting people where they are, the Board is connected and supportive of the ongoing efforts of local ECW groups

Providing communication of programs available enhances the ability of the congregational ECW groups to model those programs such as e.g., - Women of Vision, Online Bible Study. Look at successful diocesan, provincial, or congregational programs and develop them for replication and national use – such as Time for Joy in the dioceses of Arkansas and Western Louisiana. Leverage social media to hyper-communicate from the national level to the Provincial, Diocesan, and Congregational levels.

Seek to understand the needs of the people in the pews. Provide 5-10 Program Opportunities with an adaptable model, for them to implement. Provide opportunities where women can come together for fellowship and to learn from one another, young and old. Attempt to develop relationships through disciple opportunities by offering events/programs where all are welcome to participate for a lifetime or a season or even a day.

The important thing to remember is to develop programs that are open and inviting, removing as many barriers as you can to encourage participation.



## **TRIENNIAL MEETING**

### **Findings:**

Much study and research was done by the Ad Hoc Committee surrounding the Triennial Meeting, its history, programming, and previous surveys.

It was found to be too long and costly for most women, and not conducive for working women and/or young women. Without an overarching strategic plan in place, the Triennial Meeting is often viewed as off-theme and agenda not following a particular Program Track or emphasis.

We recommend changes in pricing structures to encourage greater participation, while continuing to have The Triennial Meeting in tandem with General Convention. There are mixed beliefs regarding the significance of the meeting in conjunction with General Convention; however, our recommendation at this time is to have the meeting in conjunction with General Convention.

Our current concern regarding The Triennial Meeting budget is the price per attendee. The small number of attendees to the meeting, along with the cost of the meeting per participant when compared to the percentage of total NECWB effort and budget expended. We understand this is a sensitive matter.

For the women that do attend, we believe they have a predominantly positive experience in fellowship, community, learning about the General Convention, experiencing the greater church, workshops, and networking opportunities.

### **Recommendations:**

#### **Instituting a Triennial Meeting – Strategic, Marketing and Communication Plan**

It is highly recommended that an outside contractor to assist in the development of the above three categories. (There are companies that have employees to do all the above as well as provide “brand management” and event planning.) This would provide the needed expertise to accomplish the Purpose, Vision, and “Living into the Mission” accounting for the necessary time required for doing this work. They would be able to guide the Board in implementing the changes at the same time as doing the ongoing required activities of the Board.

The Triennial Meeting should be one program of the NECWB and not be the sole focus. The Triennial Meeting can be a time to share information and training on the other programs that will hopefully be developed as a result of the other recommendations in this document – programs that will benefit the ECW at the Provincial, Diocesan, and Congregational levels.

Continue to develop methods of communicating with Triennial Meeting participants keeping in mind cost, being “green” and available methods of technology while retaining an awareness of spirituality and the theme of the meeting.

Scheduling of activities needs to address the variety of energy levels of the participants allowing for those who need to stay busy to be busy or those who need down time to have down time. It should also account for those who can only stay for part of the time to participate in the governance within a concise time period.

Several activities should be continued/incorporated/expanded such as Share Fair (list of participants sent out in advance), peer networking, one significant keynote speaker, and diverse workshops that can be incorporated into program tracks adopted by NECWB. Consider including a time to observe General Convention.

Place a “new delegate” designation on the nametags in hopes that returning delegates would mentor the “first-timers.”

Communicate with all participants how they can share and/or begin implementation of what they learned when they return to their provinces, dioceses, and congregations. This can be done through the Communiqué, handouts, website, and social media. (Provide them with templates for their use.)

It is strongly recommended to shorten the length of the meeting – initially to a maximum of 7 days including travel days – with the intent to possibly even shorten more in the future. The NECWB should continue to evaluate the bylaws that require the Triennial Meeting be held at the same time and place at the General Convention.

The NECWB should consider sponsoring an additional gathering that is strictly of a “feeding”/spiritual nature without any governance. This would be a way to introduce people to ECW.

CBC recommends allocating funds to sponsor a young woman as a support person to the Executive Board during key days of the Triennial Meeting. The purpose is two-fold: To introduce women under the age of 40 into the culture of NECWB and to grow leadership for the future.

# INFRASTRUCTURE

## LEADERSHIP & BEST PRACTICES

### Findings:

Based on the survey results, it is unclear to many respondents the responsibilities of the NECW Board. Through the Executive Committee interviews conducted as part of the process, it was found that many of the day-to-day responsibilities and time needed to truly make an impact are not what's outlined in the Policies & Procedures. It was also found that the orientation process and the passing of information from one Board member to the next are almost non-existent, making it very difficult for a new member to hit the ground running. The lack of support from ex-Board members was very disappointing. Finally, the lack of commitment and/or compliance of Board members were very disheartening. Clearer expectations and guidelines need to be investigated with regard to the executive committee positions.

Below are some of the comments received from NECWB members during interviews:

*“Written job description doesn’t communicate anything about the amount of hand-holding involved, personality conflicts to mediate or how to navigate the criticism of other’s jobs.”*

*“Some Current Board members doing “just enough” to get by”*

*“Province Transition was seamless; was provided an Operations Notebook – contained information like: Sample letters, Contacts for all dioceses, step by step expectations/instructions, Province Hostess, Obtain Priests, Eucharist, things like this helped – information at her fingertips without having to hunt it down. However becoming part of the executive committee there was no transition, no Operations Notebook; only guidance given was how to choose a proper location for meetings; not much hand-off than that”*

*“No time to be creative – only tactical”*

*“Amount of time required could never be written up”*

*“Communication and collaboration are an issue due to personality conflicts”*

*“Everyone is so secretive – no one talks to one another – believe this is because they want to bring their own way of doing things and they bring all the baggage that goes along with it”*

*“Issues start at the Province Level – need to understand the importance of elected Province Rep; enforcing them to represent their province; not held accountable at the province level”*

*“No good liaisons outside of ourselves”*

*“Consistency and continuity are a huge issue”*

*“Doesn’t know anyone in the Province Reps to suggest a successor”*

*“Member-at-Large role doesn’t prepare you for being a Board member”*

*“Not a lot of interest beyond their community – not even to the Diocesan level”*

*“Very few people who want to devote the time to the ECW at Diocesan level”*

*“Remember that we are working with a large group of Volunteers – some may or may not be committed – long and hard road – BIG commitment for this National Board – lots of travel/meetings + families and career to manage – must be mindful and compassionate of this”*

*“Officially tasked with the responsibility, but has no control or access”*

*“Responsibility without control”*

*“Communication/Collaboration with treasurers has been problematic”*

*“Not stated in P&P is that the Parliamentarian has a lot of say and sway here”*

*“...We have to be very careful about what we put out for public consumption so not to draw negative attention to NECW – reports are becoming so sparse that 10 years from now – they have no historical value or context”*

*“Requiring that you attend or have had exposure to TM in order for you to run on the Board knocks many people who might be willing to run”*

*“Many had no clue how to do expenses or use Microsoft office”*

*“TM budget is kind of a guessing game”*

*“Personalities and power struggles were the biggest challenges on the Board”*

*“Some people on the Board never participated in ECW”*

*“Documents aren’t passed from one Board position to another as they should be”*

*“Some people are doing great things for ECW but they have no real forum to share it”*

*“If the Board and the communication from the Board is all about TM, then people lose interest”*

*“All the Board does is TM – doesn’t know what the answer is to change that”*

*“When you get to the Board and think you’re a “big shot” you have to realize that only 200 people voted to put you there and they don’t have much of a voice anymore”*

*“Suggested in 2012 that every role have strong computer skills”*

*“Believes that we could cut back on face to face meetings if we had stronger computer skills”*

The Member At Large Board members were not included in this interview process because of budget constraints and time.

***“No problem can be solved from the same level of consciousness that created it.”  
Albert Einstein***

**Recommendation:**

Those managing a ministry of volunteers can learn valuable lessons from corporate entities. Volunteers or employees, regardless of job, job title or industry, desire the same things when going to work. They want to know what is expected of them, they need to be given the tools and resources to perform their job, and they want to be recognized and rewarded for meeting expectations and achieving business or mission objectives.

Current Board needs to review current job descriptions, responsibilities, skills, and attributes and re-write them to be a more accurate depiction of their role. It should include an estimate of time commitment. Each Board members role should contain specific tasks and checklists. Create specific policies and procedures for each role. Each position, must, as a key responsibility, include record keeping, record management, storage, and a process for timely delivery of archival materials to the Secretary. We recommend the same process of role and responsibility delineation be executed at the provincial and diocesan levels as well. Doing this will provide those seeking leadership positions in the future, a true picture of what their commitment level must be.

The Board must prioritize activities and responsibilities so that Triennial Meeting is not the sole or even primary focus of the Board.

It is important that the passing of the baton be seamless and transparent. The orientation process needs to be redefined and implemented. Outgoing Board members need to have as part of their responsibility a commitment to provide expertise and resources to incoming Board members.

Instituting an annual peer-review or quality improvement process over the next 3 years would enhance accountability and assist all of the leadership team in growing and developing their skills in terms of the needs of the organization. There are available templates to utilize for conducting these activities. This should be done anonymously overseen by the President. **Peer Reviews would include peer assessments relevant to how their colleague performs their duties. Also, each board member asks themselves what else do I need? Want to know? Is my personal vision and purpose on the board being accomplished?**

*See NECW Evaluation Form in Appendix*

#### 5 Best Practice Tips:

1. Define Goals
2. Set Expectations
3. Define Job Descriptions
4. Provide Tools to Perform Tasks
5. Remove Barriers to Perform Tasks

Develop an Orientation Packet. Consider the following:

#### Nomination, Application and Interview Considerations / Process

- NECW Board members have a crucial part in the success of a respected ministry, and the process should be reflective of that duty.
- Application and Interview Process – The current nomination process is not providing the number of qualified nominees to elect the kind of Board all would like to have. The Nomination Forms should include a complete job description including expectations and skills required (especially being computer literate with word processing, file management, and calls/meetings abilities at a minimum), and a request for a resume and references that are contacted.
- Explain the Mission, Culture, Objectives & Strategies
- Describe the Culture and Environment
- **Describe your Board positions role/Nominees potential role as your successor**
- Explain the duties and responsibilities
- Describe the opportunities for growth and development

- Ensure that the NECWB Covenant is clearly understood

#### Orientation

- Send out a welcome packet
- Prepare Documents and files to pass on
- Schedule new Board members first week activities and prepare agenda
- Schedule necessary training
- Identify any professional or personal development needed by each member
- Ensure that mentoring, training, and ongoing support is given to each member in that development throughout their term

#### Documents for Distribution

- Bylaws
- Policies & Procedures
- Organizational Chart
- General Information regarding position
- Any important supporting documentation from previous Board position
- Description of project and peer review processes

*See NECW Evaluation Form in Appendix*

Define the Chain of Command for various scenarios for resolving people issues. Let's be proactive versus reactive. Include use of facilitators from outside the group as necessary. Examples include but are not limited to:

- Conflicts: Personality, agenda, ego, and interests
- Refusal to adhere to established policies and procedures
- Disruptive Behaviors – gossip
- Breach of Confidentiality
- Withholding information

Risk Reduction Strategies taken can have an impact on decreasing the need to initiate the Chain of Command. Strategies include but not limited to:

- Communication seminars: Active Listening, etc.
- Training members in conflict resolution techniques
- Talking directly with the member at the time of concern privately
- Arrange for support during discussion with other members
- Training in Consensus Building



Remember, conflict is inevitable, what's important is to handle it Biblically.

## **COVENANT OF THE NECWB**

We, the members of The National Episcopal Church Women Board, commit ourselves to offer our service to the women of the Episcopal Church with the love, grace, and compassion of God.

We will uphold the principles of positive communication. Where there are conflicts, we resolve to treat each other with respect and dignity. We will utilize and model the best practices of active listening, consensus building, and reconciliation to resolve all obstacles to our communication.

We embrace the example of Christ and the wisdom of the Spirit as our standards in all our deliberations and decisions.

We hold ourselves accountable for confidentiality in our business and interpersonal relations in the group, avoiding unnecessary or damaging conversation for the good of the group process.

We will, with the grace of God, be transparent with each other as we share our thoughts and concerns.

We will hold ourselves accountable, as stewards of the resources of the organization, to conduct our business in a timely manner, respectful of agenda needs, deadlines, and work expectations. We will avoid the divisiveness and distracting discussions that can deter and delay our goals.

As leaders in the NECWB, we are accountable to the women of the Episcopal Church at large. We value communication in all forms with our members. When requests are received, we will acknowledge all communications within 24 hours, and provide the information requested in a timely manner.

We prayerfully ask, with faith and hope, the blessing of God on each of us as we undertake the mission entrusted to us.



# COMMUNICATION, COLLABORATION & TECHNOLOGY

## Findings:

The Survey revealed that a majority of those who responded (51%) represented dioceses that didn't have an ECW organization at the Diocesan or Congregational level. Many dioceses also do not have a database or effective means to communicate with their congregations or individuals. This is a major roadblock in communication from the national level down to the congregations.

Organizational structure, the various levels are:

National ECW Board

Provinces

Dioceses

Congregations (Parishes and Missions)

Each of these levels needs to communicate with each other and with all the other levels, up and down the structure. Province Representatives to the National Board are a key to the communication between the National Board and Provincial and Diocesan Boards, but within each Board the communication between members of that particular Board can also be a key to success. There is also the need to communicate with people outside of this structure.

Things to be communicated:

- Documents – reports, bylaws, budgets, etc.
- Pictures
- Videos

At each level, some items may be private (shared only within the committee), and others may be public.

Types of electronic media handling:

- Document storage
- Detailed collaboration
- Sharing
- Transmitting
- Video conference
- Phone conference

## **Additional Findings:**

### Resource Sharing and Access

During our work as a committee, we often found ourselves asking WHERE to find information. We quickly realized that there simply is not one place where an Episcopal Church Woman can go to find our history, bylaws, mission statement, provincial links, diocesan websites, contact information and the like. The finding and gathering of pertinent information was both massive and time consuming. We need to analyze how we can gather pertinent resources across national, provincial, diocesan, and congregational levels, and place as much as is reasonable with links on the website. In researching the ECW web presence, 72 of 110 dioceses have some ECW web presence. This does not include individual congregations. Three provinces have websites. Many show active local women's ministries. A spreadsheet with the web addresses will be made available as a resource for the NECW.

### A Diocesan Perspective

Several dioceses were used as an example of what might be available for local ECW resources: in The Diocese of Indianapolis we found that there was very little available locally in the way of printed or other resources for in person viewing. In Virginia, we found there were resources, but had trouble locating them. Video and other items were produced, but their location was not apparent. We saw a disconnect between the congregations and the diocese/province. Some dioceses like The Diocese of Rhode Island have donated their records to a local university. The University of Rhode Island Library holds the Records of The Episcopal Church Women of Rhode Island from 1875-1987 (6 boxes, 3 linear feet). The Diocese of Western Massachusetts has some ECW records in their archives, and they are working with the archivist to archive more recent records. The Diocese of Northern Michigan ECW records are held at Northern Michigan University: Diocesan Women's Groups, 1925-1980 (1 cubic foot, 59 folders). The Diocese of North Carolina ECW has hired its own archivist and historian (an ECW member with a degree in history and work experience with archives) to maintain its records and serve as a resource for ECW branches. As stated in the History report, The Episcopal Women's History Project is one of the best resources for information. Additionally, we found that other women's groups within The Episcopal Church have a stated primary purpose. The women know what the group's focus is. Women are drawn to these groups. The focus of ECW is vague and thus is struggling to accomplish what these other groups have. This results in ECW not gaining/recruiting new participants. We must communicate our differentiators.

Finally, many women do not have the skills to be proficient using the Internet. This skill is necessary to be able to access information and to communicate with each other.

## **Recommendations:**

### **Communiqué:**

It is recommended to have practical articles/stories that would be more identifiable to the readers such as life stage events, how to get plugged in, and outreach ministries. Consider accepting appropriate paid advertisements. **Other articles and content might include ministry success stories to help educate women as to how others accomplish different types of ministry. For example, show the goal of their effort, how they accomplished their mission in three simple steps, challenges faced, tools used, and outcome of their effort. Encourage those who read the article to do something similar in** encourage those who read the article to do something similar in their area.

### **Web Page:**

The National ECW Board's web page has much information but needs:

- The design of the web site needs to be updated. Up to date pictures showing diversity, events. Have scrolling pictures. Have bright, eye-catching, colored clickable geometric shapes
- The bottom of home page needs to have links to many different areas of the website to facilitate ease of navigation.
- Provincial information pages that offer information of activities of the provinces their diocese be available.
- Site map would be most helpful.
- Needs a search button
- Must have a Spanish Translation link for users to access
- Have the availability to have blogs and forums on the website
- Website needs a help link/FAQ link
- Website needs to be updated a minimum of every week, along with all other Social Media
- Have a contact email address to correct or add information
- Teach individuals to be able to add information on the website.
- There are broken links that need correcting
- Information suggested to be added photos and bios to put faces to names. Have diocesan/provincial/national meeting reports on line.
- Have reporting templates/form on line

Recommend a committee to study and make recommendations for different ways to incorporate virtual Internet communication at all levels. Examples: Wiggio, Google Plus, Facebook, video chat and voice conferencing to name a few. The committee will need to recommend ways to educate the women to use these tools. Here are two links for one to copy and paste as recommendations options:

<http://www.creativebloq.com/design/online-collaboration-tools-912855>

<http://www.computerworld.com/article/2493802/desktop-apps/7-low-cost-videoconferencing-services-which-is-best-for-your-meeting.html>

### **Storage:**

There needs to be a depository where documents can be stored so as to be readily accessible, backed up, and protected (reports, minutes, bylaws, budget).

Recommend using cloud storage for documents in all levels of ECW. The cloud service will need access management capabilities. Methods for handling material and storage:

- Google drive – Free
- Microsoft One Drive – nominal costs
- Other cloud storage

**Collaboration** of different entities includes but not limited to:

- Wiggio
- Google plus
- Facebook (use private by invitation)
- Trello (organize anything, everything)
- Yammer (the world moves fast, social network owned by Microsoft)
- Flatsi.es (share concepts with clients)
- Red Pen (constructive criticism)
- Invision (prototyping and workflow)
- Mural.ly (gathering and sorting ideas and resources in different formats)
- GoVisually (allows you to comment, annotate, and discuss)
- Conceptboard (electronic whiteboard)
- GroupZap (another whiteboard)
- Scribblar (sort of a whiteboard with a chat room – even has audio)

You can find more info and more tools here:

<http://www.creativebloq.com/design/online-collaboration-tools-912855>

**Conferencing** tools of different entities include, but are not limited to:

- Skype
- Adobe Connect
- Go to Meeting
- Brother OmniJoin
- Cisco WebEx
- Google+ Hangouts

**Other** tools needed:

- Contact management software

More details can be found at:

<http://www.computerworld.com/article/2493802/desktop-apps/7-low-cost-videoconferencing-services-which-is-best-for-your-meeting.html>

Keep in mind that some reviews may be or will become out of date and up to date research is an area that should be reviewed ongoing and often.

**Archiving and management** NECW Board (knowledge and record transfers)

1. Archival
  - a. All documents from the previous Board should be turned over to the incoming secretary within 30 days of her taking office or at the time of the joint old Board /new Board orientation.
  - b. Within 60 days of taking office the secretary will contact the Episcopal Church Archives to begin the determination of what records are considered important for archives.
  - c. If storage in the Archives is not available to NECWB then the secretary, after conferring with Executive Committee, should consider establishment of its own archives.
2. Current
  - a. All documents from an immediate past Board member should or must be turned over to corresponding incoming Board member within 30 days of the new Board term.

- b. If a Board position is vacant the records with the position should go to secretary who will see to the archiving.
3. Future
- a. Every Board member should maintain a written record of their work, including any committee work for which they are responsible, so their successors will have a ready reference.

## FINANCIAL STRUCTURES

To meet the mandate of this resolution, the Ad Hoc Committee reviewed the financial structure of the NECW and requested and reviewed financial records of the Board and Triennial Meeting expenses.

### Findings:

The NECW finances fall directly under the DFMS. The NECW does not have a bank account and handles very little money, except to send it on to DFMS for deposit in the NECW account. All disbursements are made by the Treasurer using a “purchase order” with DFMS releasing the funds. DFMS oversees the funds, but they do not manage them.

*This is what the bylaws say, “The Board shall be responsible for managing all funds of the organization, within the guidelines of the Domestic and Foreign Missionary Society of the Protestant Episcopal Church in the United States of America. It shall adopt an annual budget and report all income and expenses to the Triennial Meeting.”*

Records from the 2007 to 2009 triennium were detailed but did not use a standard reporting format. Only the Triennial Meeting expense budget report went through 12/31/09; there was no statement of financial position (balance sheet) or profit/loss reports for any year, or the triennium. There was a proposed budget for 2010 to 2012.

No financial records were available from the 2009-2012 triennium.

Records from 2013 and 2014-to-date were not immediately available to the Ad Hoc Committee when requested; when we received the reports in September they were much improved, but they were in a different format from 2007 to 2009.

Treasurers were at a disadvantage by not having generally accepted accounting principles in place.

Transfer of records from Board to Board was identified as a problem.

The lack of continuity in standard reports, variance in reports, and changes in reporting format from triennium to triennium, along with missing budgets and records made it difficult to determine how money was spent in various program areas to try and understand trends and how the money followed mission.

As to transparency, there seemed to be concerns that the financial information for the Board was confidential and therefore some reservation in having the records released and viewed.

## Recommendations:

The recommendations are made based on an evaluation of both the financial processes and financial systems while benchmarking to best practices model.

The goal would be to develop benchmarks, due dates, required reports, and report formats for both financial and executive reporting with generally accepted accounting principles. Data will be current, transparent, and posted in the appropriate places. With benchmarks in place, treasurers will have a framework in which to function and a better understanding of their role and duties. The Board will have a better picture of how the money follows mission.

Our recommendations are:

1. The Board as a whole would benefit from instruction about best financial practices, and a thorough understanding of the terms “financial transparency and accountability” when serving a non-profit church organization. Despite the fact that Church organizations do not have to file tax forms as long as they do not have any unrelated business income, financial transparency and accountability is essential for understanding how money follows mission and for demonstrating that to members.
2. The semi-autonomous structure of the organization under DFMS protects it from certain responsibilities, such as audits, but not from reporting responsibilities as an organization with a program, budget, and members. A church organization should always be ready to demonstrate the stewardship of funds that God has provided.

*18 And we are sending along with him the brother who is praised by all the churches for his service to the gospel. 19 What is more, he was chosen by the churches to accompany us as we carry the offering, which we administer in order to honor the Lord himself and to show our eagerness to help. 20 We want to avoid any criticism of the way we administer this liberal gift. 21 For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of man.*  
**2 Corinthians 8:18-21**

3. In reviewing the findings from various Triennial Meetings it appears there have been reporting and transparency difficulties. The Board should be empowered to request and receive financial information. Implementing the following suggestions will aid in this process.
  - a. Purchase and use cloud based accounting software (such as QuickBooks in the cloud) with secure user access based on role responsibilities. This will



provide continuity of records in a virtual environment and will enable easy transfer of record across Boards.

- b. Set up a chart of accounts to reflect the budget categories needed to easily track the defined mission and goals from year to year, correlated with DFMS line item accounts.
  - c. Generate reports. Once the NECW finances are put on accounting software, reports such as budget vs. actual, statement of financial position (balance sheet), profit and loss statements year-to-year comparisons, and detailed trial balances can easily be generated for reporting to the Board, providing interim and preliminary reports for making mission decisions. Procedures should include quarterly reports reconciled to DFMS quarterly reports.
  - d. Develop a Triennial Budget, adjusted annually, using defined goals and benchmarks to ensure a **Mission Driven Budget**.
4. A financial Policy and Procedure binder should be developed including historical and relevant information, such as Trust Fund information, year end and end of triennium reports.
    - a. Hard copies should be backed up digitally and archived.
    - b. Outline in the Policy and Procedure clear, written expectations including the lines of communication between the President, the Treasurer, and the Board and, that the Treasurer serves the Board and is held accountable for their responsibilities based on their elected position.
  5. Records are transferred within thirty (30) days of the end of the Triennial Meeting. As the accounting period does not line up with the term of office, a system needs to be put in place for a seamless transfer of duties, communicating any internal protocol expectations, and close-out of the fiscal year on December 31.
  6. Develop a comprehensive job description for the treasurer's position to be attached to the nomination form requiring an understanding of accounting principles and training in the use of financial software and reporting.
  7. The Board should develop best practices and financial guidelines not only for the Board, but also for provincial, diocesan, and congregational ECWs and have them easily available in digital format on the NECW website.
  8. The Board should be familiar with and use as a reference: The Manual of Business Methods in Church Affairs: updated regularly and found here: <http://www.episcopalchurch.org/page/manual-business-methods>

9. Another good reference is: Tax Guide for Churches and Religious Organizations  
found here: <http://www.irs.gov/pub/irs-pdf/p1828.pdf>

## GOVERNANCE & BYLAWS

### Findings:

We reviewed the 2013 draft of the bylaws to be presented at the 2015 Triennial Meeting. We understand the mandated sections and the reason for their adoption. We understand the NECW Board is working on communicating the necessity of the changes and working for smooth passage on the Triennial Meeting floor.

### Recommendations:

We are recommending for your consideration bylaw changes in areas which will address the resolution's concern that bylaw constraints eliminate many of today's qualified women from offering their time and talents to the Board. Additionally, we are recommending a fresh look at the **purpose** statement as it relates to the resolution's mandate to review the mission and purpose of the Episcopal Church Women (ECW.)

Bylaw changes are being recommended to Articles II, IV, V, VII and IX. \*

### ARTICLE II PURPOSE

#### Findings:

Looking at the purpose statement in the bylaws along with the volume of information obtained by the Ad Hoc Committee we believe it is time to look at fresh wording of the purpose statement. The purpose statement is original to the 1985 bylaws and comes word-for-word from the Catechism: see *The Ministry: What is the ministry of the laity?* (BCP p. 855.)

When we looked at contemporary models for purpose statements, especially for church organizations, they tended to be synonymous with mission statements. This is the who, why, how statement that *guides and drives* the organization. **Vision statements come out of the purpose and mission statements. They outline the direction the organization will take and chart the course for the current leaders, as well as future leaders and members.**

The purpose/mission provides a firm foundation. Vision, however, is not static; it is ever-changing based on where God, through the Holy Spirit, is moving the hearts and minds of the group.

Both the United Methodist Women and the United Thank Offering Board have recently adopted Purpose/Mission statements. Please look at them here:

United Methodist Women <http://prod.umwomen.org:88/boardpag>

United Thank Offering: <https://extranet.generalconvention.org/staff/files/download/9458>

**\*Also see herein “BYLAWS OF THE EPISCOPAL CHURCH WOMEN OF THE EPISCOPAL CHURCH”**

**Recommendations:**

**ARTICLE II PURPOSE/MISSION**

The purpose of this organization shall be to assist the women of The Episcopal Church (“Episcopal Church” or “Church”) to carry on Christ’s work of reconciliation, mission and ministry in the community, nation and the world; ~~and to take their place in the life, governance and worship of the Church.~~

Option # 1 **empowering all women to live into their baptismal covenant and to embrace the mission and ministry of Christ in the church and the world.**

Option #2 to *be the eyes and ears, hands and heart of Christ; and through faith, community, and prayer, to promote healing, justice, and peace.*

**Recommendations:**

**ARTICLE IV OFFICERS Section 2 Vacancies:** move this section to: ARTICLE V THE NATIONAL BOARD, making it section 4.

**Rationale:** Moving this section on vacancies from “Officers” to “Board” will make clear that the members-at-large are included in the vacancy article, otherwise it is unclear what happens with a vacancy in the members-at-large office.

**Recommendations:**

**Article V Section 3: Dismissals**

Recommend adding a new section regarding dismissals: Section 3. This section is borrowed from the newly adopted UTO bylaws and is already approved by DFMS legal counsel.

**Rationale:** being proactive by including a dismissal policy in the bylaws allows the Board to address this difficult issue with a well thought out, pre-existing policy and process.

**Article V Section 3: Dismissals**

- A. Any member of the Board may be removed from the Board at any regular or special meeting by a majority vote for the following reasons:

1. Failure or refusal to adhere to these bylaws; the Constitution and Canons of The Episcopal Church; or the Policies and Procedures of DFMS;
  2. Committing a breach of confidentiality;
  3. Consistently failing or refusing to perform the duties assigned by the President, Executive Committee and Committee(s) or
  4. Consistent pattern of behavior unbecoming a Board member; or
  5. Failure to satisfy Board member qualifications.
- B. Removal of a Board member for any of the reasons set forth in Section 3A herein shall be accomplished by a recommendation by the President, vote of the Executive Committee and vote of the full Board. The President shall provide the Board member subject to removal written notice of the reasons for removal at least fifteen (15) days prior to the meeting of the Executive Committee on which the matter is scheduled. The Board member may appeal in writing to the Executive Committee seven (7) days before the scheduled meeting. The Executive Committee must respond before the next full Board meeting, or within ten (10) days, whichever is sooner. If the appeal to the Executive Committee is denied, or if no timely appeal is submitted, the proposed removal shall be subject to a vote of the Board at its next regular or special meeting. Removal shall require a majority vote by the Board. The removed member is ineligible to represent ECW in any capacity. Notification of removal shall be provided to the Bishop Diocesan, the president of the province, the provincial coordinator and/or the electing authority.

**Recommendations:**

**ARTICLE VII ELECTIONS Section 2. Eligibility: Section A and B**

- A. Each nominee for officer and member-at-large ~~shall have attended at least one Triennial Meeting as delegate or alternate, and~~ shall have the recommendation of one of the following: her Bishop, Diocesan President/Chair, Provincial President/Chair, or if no Diocesan Episcopal Church Women organization exists, an established Episcopal women's organization functioning within at least five (5) Provinces.
- B. *Each nominee for elected office shall have completed the organization's nomination approval process.*

**Rationale ARTICLE VII ELECTIONS Section 2. Eligibility: Section A**

Removing the eligibility requirement to have attended a Triennial Meeting for elected officers and Members-at-Large will open the door to a larger group of women who may have the talents/gifts, skills, and time, but have not come through traditional ECW tracks.

**Rationale ARTICLE VII ELECTIONS Section 2. Eligibility: Section B**

This bylaw change will carry with it the ability for the Board to draft a specially designed nomination form and criteria to attract dedicated, qualified leaders. Then the nomination committee has the opportunity to pre-screen applications before putting the nominations forward.

**Recommendations:**

**ARTICLE IX COMMITTEES**

The Finance Committee and such other committees, standing and special, shall be appointed by the President, in consultation with the Board, to carry out the business of the organization. ***Membership on appointed committees can come from within or outside the Board.***

**Rationale:** The addition of the clause stating the president in consultation with the Board may appoint women **from outside the Board** will provide a flexible model addressing the resolutions concern about eliminating qualified women. This model allows the Board to seek out qualified women who could not otherwise serve in a full Board capacity. Any appointed committee would be commissioned/decommissioned by the Board, report to the Board, and will not be autonomous.

BYLAWS OF THE EPISCOPAL CHURCH WOMEN  
OF THE EPISCOPAL CHURCH

ARTICLE I

NAME

The name of this organization shall be the Episcopal Church Women, The Episcopal Church, (“Episcopal Church Women”).

ARTICLE II

PURPOSE

The purpose of this organization shall be to assist the women of The Episcopal Church (“Episcopal Church” or “Church”) to carry on Christ’s work of reconciliation, mission and ministry in the community, nation and the world; ~~and to take their place in the life, governance and worship of the Church;~~

*Option # 1 empowering all women to live into their baptismal covenant and to embrace the mission and ministry of Christ in the church and the world.*

*Option #2 to be the eyes and ears, hands and heart of Christ; and through faith, community, and prayer, to promote healing, justice, and peace.*

ARTICLE III

MEMBERS

All women, by virtue of their membership in The Episcopal Church, are members of the Episcopal Church Women.

ARTICLE IV

OFFICERS

**Section 1. Designation**

The officers shall be President, First Vice-President, Second Vice-President, Secretary and Treasurer. They shall serve as the Executive Committee of the National Board.

**Section 2. Duties**

- A. The President shall:
- (1) Preside at all meetings and the Triennial Meeting

- (2) Serve as the denominational representative for the Episcopal Church Women
  - (3) Serve on the Episcopal Church Women/United Thank Offering Joint Committee
- B. The First Vice-President shall be responsible for the program and coordination of the Triennial Meeting.
- C. The Second Vice-President shall be responsible for information and communication and shall serve as Chair of the Communication Committee.
- D. The Secretary shall be responsible for all official records including the minutes of all meetings.
- E. The Treasurer shall be responsible for the financial records of the organization and shall serve as Chair of the Finance Committee.

### **Section 3. Term of Office**

Officers shall serve for a term of three (3) years or until their successors are elected. No person may serve more than one term in any office or more than two terms on the National Board. Officers' terms shall begin at the close of the Triennial meeting at which they are elected.

### **Section 4. Vacancies** (Moved to Article V section 4)

## **ARTICLE V**

### **THE NATIONAL BOARD**

#### **Section 1. Composition**

The National Board shall be composed of the following:

- A. The five elected officers
- B. One representative from each Province elected by the Province;
- C. Two Members-at-Large elected by ballot at the Triennial Meeting; and
- D. One member from the Executive Council, appointed by the Presiding Bishop.



**Section 2. Duties**

- A. The Board shall carry out the purposes of the organization.
- B. The Board shall plan and present the Triennial Meeting.
- C. The Board shall be responsible for managing all funds of the organization, within the guidelines of the Domestic and Foreign Missionary Society of the Protestant Episcopal Church in the United States of America. It shall adopt an annual budget and report all income and expenses to the Triennial Meeting.

**Section 3: Dismissals – Add this section**

- C. Any member of the Board may be removed from the Board at any regular or special meeting by a majority vote for the following reasons:
  - 6. Failure or refusal to adhere to these bylaws; the Constitution and Canons of The Episcopal Church; or the Policies and Procedures of DFMS;
  - 7. Committing a breach of confidentiality;
  - 8. Consistently failing or refusing to perform the duties assigned by the President, Executive Committee and Committee(s) or
  - 9. Consistent pattern of behavior unbecoming a Board member; or
  - 10. Failure to satisfy Board member qualifications.
- D. Removal of a Board member for any of the reasons set forth in Section 8 herein shall be accomplished by a recommendation by the President, vote of the Executive Committee and vote of the full Board. The President shall provide the Board member subject to removal written notice of the reasons for removal at least fifteen (15) days prior to the meeting of the Executive Committee on which the matter is scheduled. The Board member may appeal in writing to the Executive Committee seven (7) days before the scheduled meeting. The Executive Committee must respond before the next full Board meeting, or within ten (10) days, whichever is sooner. If the appeal to the Executive Committee is denied, or if no timely appeal is submitted, the proposed removal shall be subject to a vote of the Board at its next regular or special meeting. Removal shall require a majority vote by the Board. The removed member is ineligible to represent UTO in any capacity. Notification of removal shall be provided to the Bishop Diocesan, the president of the province, the provincial coordinator and/or the electing authority.

**Section 4. Vacancies** (Moved from Article IV section 4)

- A. With the exception of the President, vacancies in all offices elected at the Triennial Meeting shall be filled by the National Board, subject to the consent of the Presiding Bishop and the Executive Council of The Episcopal Church.
- B. If the President is unable to fulfill her duties for a period of more than two (2) months, she shall be relieved of her duties by a majority vote of the remaining members of the National Board. In that event, the First Vice- President shall assume the Presidency of the National Board and the Second Vice-President shall assume the position of First Vice-President and both shall so serve until the close of the next Triennial Meeting.

**Section 5. Meetings** (Number changed to accommodate additions)

The National Board shall meet at least twice during the calendar year with the times and places to be set by the Executive Committee.

**ARTICLE VI**

**EXECUTIVE COMMITTEE**

**Section 1. Composition**

The elected officers of the Episcopal Church Women shall constitute the Executive Committee.

**Section 2. Duties**

The Executive Committee shall be authorized to transact business between the meetings of the National Board. A written report shall be sent to the full Board within thirty (30) days of any decision made by the Executive Committee.

## ARTICLE VII

### ELECTIONS

#### Section 1. Nominations

- A. There shall be a Nominating Committee for offices, which shall consist of one (1) representative from each Province. The names of the members of the Nominating Committee shall be publicized at least seven (7) months prior to the Triennial Meeting. The Nominating Committee shall make nominations for all positions set forth in Article V, Section 1. A and C of these Bylaws. Nominations shall be received by the Nominating Committee no later than five (5) months prior to the Triennial Meeting.

The Nominating Committee shall present to the Presiding Bishop a slate consisting of the following:

- 1) Candidates for each position described in Section 1. A and C of Article V; and
- 2) Names of the representatives elected by each Province.

This slate shall be submitted at least sixty (60) days prior to the Executive Council meeting immediately preceding the Triennial Meeting.

- B. No nominations may be made from the floor.

#### Section 2. Eligibility

- C. Each nominee for officer and member-at-large ~~shall have attended at least one Triennial Meeting as delegate or alternate, and~~ shall have the recommendation of one of the following: her Bishop, Diocesan President/Chair, Provincial President/Chair, or if no Diocesan Episcopal Church Women organization exists, an established Episcopal women's organization functioning within at least five (5) Provinces.
- D. *Each nominee for elected office shall have completed the organization's nomination approval process.*
- E. Nominees for President, First Vice-President and Second Vice President shall have served one term on the National Board.

- F. The Presiding Bishop shall receive the slate of nominations from the Nominating Committee, and shall submit in his/her sole discretion, a final slate of nominations to the Executive Council for its consent during its meeting immediately preceding the Triennial Meeting. Upon final consent being provided by the Executive Council, the nominees shall be eligible for election to the position for which they were nominated.

### **Section 3. Election**

Election shall be by ballot at the Triennial Meeting; a majority vote elects. In the event that there are three or more nominees for any office and no nominee receives a majority of votes on the second ballot, on each succeeding ballot the name of the nominee receiving the smallest number of votes shall be removed until one nominee receives a majority vote.

## **ARTICLE VIII**

### **THE TRIENNIAL MEETING**

#### **Section 1. Time and Place**

The Triennial Meeting shall be held at the same time and place as the triennial meeting of the General Convention of The Episcopal Church.

#### **Section 2. Purpose**

The purpose of the Triennial Meeting shall be to provide a forum for education, training and worship. It shall elect officers and members-at-large and conduct such other business as shall be necessary.

#### **Section 3. Voting Members**

Voting members of the Triennial Meeting shall be:

- A. Certified delegates from each diocese, not to exceed four;
- B. Current Episcopal Women National Board members;
- C. Province Presidents or Province Coordinators;

- D. Representatives from established Episcopal women's organizations functioning within at least five (5) Provinces, not to exceed two representatives from each organization; and
- E. The members of the United Thank Offering Board.

#### **Section 4. Quorum**

Delegates representing a majority of the dioceses registered shall constitute a quorum.

### **ARTICLE IX**

#### **COMMITTEES**

The Finance Committee and such other committees, standing and special, shall be appointed by the President, in consultation with the Board, to carry out the business of the organization. ***Membership on appointed committees can come from within or outside the Board.***

### **ARTICLE X**

#### **PARLIMENTARY AUTHORITY**

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern in all cases to which they are applicable and in which they are not inconsistent with the Constitution and Canons of the Episcopal Church, these Bylaws, and any special rules of order this organization may adopt.

### **ARTICLE XI**

#### **AMENDMENT OF BYLAWS**

These Bylaws may be amended by a two-thirds vote of those members present and voting at any Triennial Meeting, provided written notice has been given to all delegates at least ninety (90) days prior to the Triennial Meeting. Notwithstanding the foregoing, the provisions of Article IV, Section 4 and Article VII, Sections 1 and 2 of these Bylaws shall not be amended without the prior consent of the Presiding Bishop and the Executive Council.

*Amended at the 49<sup>th</sup> Triennial Meeting, July \_\_\_\_, 2015.*

## PROJECT COSTS

CBC and the AHC share the true costs of this effort in order for the Board to clearly understand the depth and breadth of this initiative. Despite time and significant budget constraints, the AHC put forth comprehensive recommendations.

### Initiative Actual Costs

<b><u>CBC Hours &amp; Costs associated with Initiative as of 10/16/14</u></b>					
<b><u>Name</u></b>	<b><u>Total Hours</u></b>	<b><u>Total Effort</u></b>	<b><u>Total Unreimbursed Costs</u></b>	<b><u>Billed to NECW</u></b>	<b><u>Gifted to NECW by CBC</u></b>
Donna Lynn Johnson			325.00		
Kimberley Fulwood			344.16		
Marge Doyle			272.50		
NGM – Creative			1,420.00		
Alex – Admin			200.00		
Survey Gizmo			525.00		
Creately			175.00		
<b>Grand Totals</b>	<b>960.00</b>	<b>180,000.00</b>	<b>3,261.66</b>	<b>30,000.00</b>	<b>153,261.66</b>

<u>AHC Hours &amp; Costs associated with Initiative</u>			
<u>Name</u>	<u>Approx. Hours</u>	<u>Approx. Costs (not reimbursed)</u>	<u>Comments if applicable</u>
Barbara Taylor, Province III	202	\$ 600.00	\$450 of this was to purchase a computer in order to participate
Athena Hahn, Province IV	158	\$ 0.00	
Janet Farmer, Province VI	188	\$ 125.00	
Susan Howland, Province I	263	\$ 111.50	
Janet Higbie, Province V	225	\$ 0.00	
Michelle Kuruma, Province VIII	325	\$ 100.00	
<b>Grand Totals</b>	<b>1,314</b>	<b>\$ 936.50</b>	

## **ACTION ITEMS**

CBC and the AHC have provided what we believe the recommendations and action items are to move the organization forward. Immediate next steps are to communicate the recommendations to the ECW at large and prepare for the Triennial Meeting presentation.



## **APPENDIX**

**(See digital files attached)**

2007 Consulting Report Part I & II PDF

Empower Your Voice 2014 Survey Results Graph PDF

Episcopal Digital Network Info graphic PDF

Generations PDF

Letters to the Board

NECW Bylaws with mandated amendments PDF

NECW Polices & Procedures PDF

NECWB Program Evaluation Form – Word Doc

TEC Province Map PDF

Triennial History Synopsis

UMC Handbook

ECLA Handbook Link to PDF's

## CITATIONS

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<sup>i</sup> HISTORY of the TRIENNIAL MEETINGS of the WOMEN OF THE EPISCOPAL CHURCH p.30

<sup>ii</sup> HISTORY of the TRIENNIAL MEETINGS of the WOMEN OF THE EPISCOPAL CHURCH p.31