

# Episcopal Church Foundation (ECF)

## 2018-19 Strategy Road Map

*(Adopted by the Board of Directors as a Living Document on May 5, 2018)*

### A. Purpose, Mission, Vision, Core Values and Identity

ECF is an independent, lay-led organization that helps congregations, dioceses and other Episcopal communities of faith engage in visioning and planning, develop leadership and raise and manage resources for ministry.

**Purpose:** To be a catalyst, agent, and advocate for transformation, renewal and growth in the Episcopal Church in practical, innovative and spiritually-grounded ways.

**Mission:** To be a comprehensive and holistic resource that helps vitalize Episcopal faith communities.

**Vision:** ECF is known as the ministry partner for helping build and sustain transformational faith communities.

**Core Values:** (*See definitions below.*)

- Transformation
- Discipleship
- Partnership
- Independence

**Identity:**

- ECF supports and empowers the Episcopal Church in fulfilling God's mission in the world by providing practical and innovative tools and solutions in the areas of visioning and planning, leadership and financial resource development.
- ECF seeks to impact positive change in the Church both at the grassroots and institutional levels while affirming the rich heritage of the Episcopal/Anglican tradition.
- ECF identifies and disseminates best practices and helps develop effective models for transformational faith communities.
- ECF seeks to foster a culture of stewardship, philanthropy and generosity within the organization and throughout the wider Church.
- ECF forges partnerships and collaborations with other Episcopal organizations to maximize our impact and outreach and to avoid unnecessary programmatic duplication or replication.

### B. Desired Impacts

- Equipped and empowered lay and clergy leaders partnering to bring about transformation, renewal and positive change
- Vital Episcopal communities of faith

- Relevant and meaningful opportunities to live out Christian stewardship and effectively raise financial resources for ministry
- New, innovative and mission-based ways to be the Episcopal Church of the future

### C. Strategy Screen

**Mission** – Does the initiative support ECF’s purpose and mission?

**Core Values** – Does the initiative embrace and advance ECF’s core values?

**Competition** – Does the initiative enhance ECF’s competitive advantages and not duplicate or replicate comparable programs conducted by other Episcopal organizations?

**Economics** – Does the initiative pay for itself through fees or have the capacity to leverage sufficient philanthropic contributions for self sufficiency?

**Culture** – Is the initiative consistent with ECF’s culture of innovation, practicality, collaboration and partnership?

**Scope** – Does the initiative directly reach a critical mass of ECF’s core constituencies, i.e., lay and clergy leaders primarily at the congregational and diocesan level?

**Capacity** – Does ECF have the infrastructure capacity to initiate or sustain the initiative?

**Risk Management** – Can the initiative’s inherent, potential or related risks be monitored and either managed or mitigated?

### D. Goals

1. Maintain an appropriate staffing and other infrastructure that advances ECF’s mission and provides services, tools and resources in a holistic, innovative and seamless way.
2. Complete the current three-year cycle of the Lilly Endowment initiative and submit a winning proposal for the next round of funding.
3. Effectively manage and support the growth in the financial resource areas, especially Endowment Management Solutions, while remaining committed to discerning ECF’s unique role in leadership development in the Church.
4. Actively pursue partnerships, affiliations and strategic alliances to enhance ECF’s mission, outreach and impact.
5. Enhance ECF’s profile, outreach and branding, and develop effective mechanisms to measure and report our impact on the wider Church.

### E. Big Question

How can ECF become more effective in building up transformational lay and clergy leaders in the Church?

## ***Definitions***

***Transformation*** – the dynamic and spirit-filled process, through which an organization grows, revitalizes, engages in mission, adapts to change and prepares for the future. In the context of a faith community, transformation involves moving from:

- Membership to discipleship
- Raising money to nurturing stewardship
- Recruiting volunteers to developing leaders
- Clergy-centered models to lay/clergy partnerships

***Transformational leadership*** - a model of leadership that seeks to motivate excellence and inspire extraordinary outcomes through a shared sense of purpose and mission, a compelling vision, strength in face of challenge, openness to change, and a commitment to the growth and development of new leaders.

***Discipleship*** - a state of being; an intentional Christian commitment to baptismal living and to practices that nurture love of God and neighbor.

***Partnership*** - a collaborative relationship between two or more parties based on trust, equality and mutual understanding for the achievement of a specified goal; partnerships involve risks as well as benefits, making shared accountability critical.

***Independence*** – self-perpetuating governance and legal status; not controlled or managed by an outside entity or institution including any church-related judicatory.