

Episcopal Church Foundation (ECF)

2019-20 Strategy Road Map

(Approved by the ECF Board of Directors on May 4, 2019 as a Living Document)

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

- Develop and implement a comprehensive fundraising plan that sustains current operations, fulfills the matching requirements of the Lilly Endowment grant and positions ECF to be a catalyst for transformation and change in the Church; ensure that ECF’s branding, marketing and communications efforts are consistent and complementary.
- Scale and normalize the Lilly Endowment initiatives into the core programmatic areas of ECF.
- Broaden internal and external conversations around ECF’s role in promoting transformational leadership throughout the Church and explore related programmatic initiatives.
- Move forward with Forma partnership and actively pursue other collaborations to enhance ECF’s mission, outreach and impact.
- Develop and implement innovative approaches to providing comprehensive and holistic services to dioceses in their role of supporting local congregations.

E. Big Question

How can ECF become *the* force for innovation, transformation and change 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.