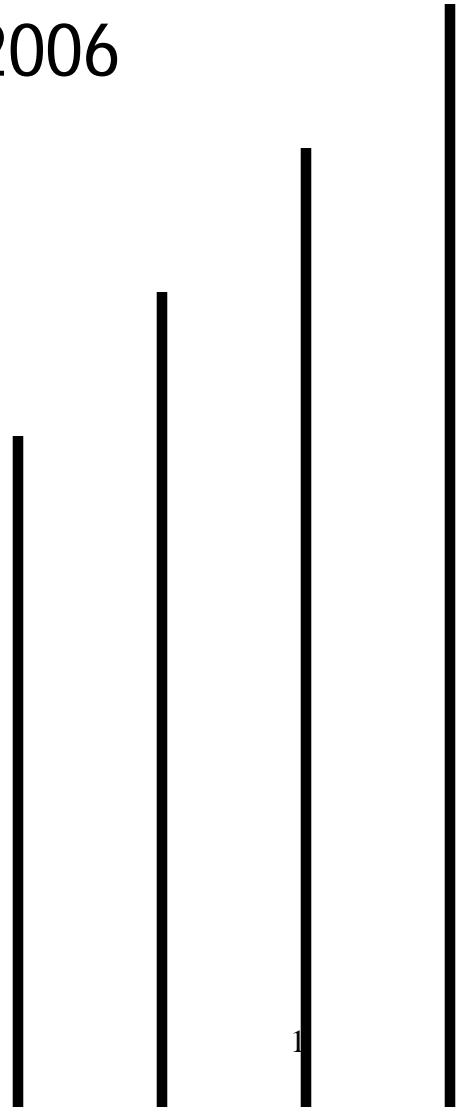


ACPE 2010: INTO THE FUTURE

STRATEGIC PLAN
EXECUTIVE SUMMARY
APPROVED BY THE ACPE BOARD
MAY 2006

ACPE

The Association for Clinical Pastoral Education Inc.



MISSION STATEMENT

The Association for Clinical Pastoral Education, Inc. is a professional association committed to advancing experience-based theological education for seminarians, clergy and lay persons of diverse cultures, ethnic groups and faith traditions. We establish standards, certify supervisors and accredit programs and centers in varied settings. ACPE programs promote the integration of personal history, faith tradition and the behavioral sciences in the practice of spiritual care.

VISION STATEMENT

As the Association for Clinical Pastoral Education, Inc., we will be distinguished as the premier provider of clinical pastoral education and recognized by the United States Department of Education:

- r Encouraging creative response to the changing context of spiritual care in the communities we serve
- r Modeling professional competence, integrity and high ethical standards
- r Sustaining a welcoming organizational culture in which members are encouraged to learn and grow
- r Embracing diversity, collaboration, and accountability on a national and international level
- r Prophetically advocating for excellence in pastoral education and the practice of spiritual care.

ACPE 2010: Into the Future

Introduction

The primary operations center of the ACPE, Inc. is the national office in Decatur, Georgia. Two times a year, the Board of Representatives, the three Commissions (Accreditation, Certification, and Professional Ethics) and the standing committees (Standards, Budget and Investment, Representation and Nominations) meet. The Spring meeting is usually held in the metro Atlanta area. The second meeting precedes the Annual Conference. At the conclusion of these meetings, the office manages any follow-up required with the ACPE constituency and the public.

In essence, the Decatur Office functions as the **administration center** of the Association. In addition to providing support and follow-up to the Board, Commissions and Committees, the office manages ACPE's membership process, its budget and finances, its publications, its website, and its meetings. Further, the office assists the various networks of ACPE, with some administrative and bookkeeping functions, and meeting planning for the Racial Ethnic Multicultural Network Annual Conference.

As the ACPE moves into the future, the strategic planning process has facilitated the development of five primary initiatives. It is clear that the current administrative center of the organization cannot reasonably assume the increased activity that will be generated by the implementation of the various action plans. As we think about the future, we could reframe ourselves to think of the additional activity "sections" that will be needed. A long range goal would be to think of each section as administratively connected to the national office while functioning independently under its own mandate. The five sections would be:

- I. Contextual and Pastoral Education**
- II. Supervisory Education and Certification**
- III. Development and Fund Raising**
- IV. Multicultural and International Learning**
- V. Organizational Relationships in Pastoral Care**

In the following pages, each section will be defined as to its purpose. Then, descriptions of the strategic initiatives and specific action plans, with timeline and budget projections, follow.

ACPE 2010: Into the Future

The Five Sections and Strategic Initiatives

I. Contextual and Pastoral Education

- a. Purpose
 - i. Create standards and accreditation processes to support innovation
 - ii. Begin new centers in diverse settings
 - iii. Incorporate new developments in educational theory
 - iv. Relate to field educators and seminary faculty including The Society for Pastoral Theology and Association of Theological Field Educators
 - v. Perform research on best practices and distant learning
 - vi. Support publications in the field of clinical pastoral education
 - vii. Integrate multicultural competencies

II. Supervisory Education and Certification

- a. Purpose
 - i. Increase number of supervisory education students
 - ii. Support centers and students doing supervisory education with resources and money
 - iii. Initiate and organize educational events at conferences and regional meetings
 - iv. Be a resource for consultation in program start ups
 - v. Evaluate and enhance certification process
 - vi. Integrate multicultural competencies

III. Development and Fund Raising

- a. Purpose
 - i. Initiate and implement a Capitol Campaign
 - ii. Develop new markets and publics
 - iii. Maintain and update the strategic plan

IV. Multicultural and International Learning

- a. Purpose
 - i. Recruit students (international and underrepresented US Populations)
 - ii. Establish new centers outside US
 - iii. Collaborate with ACPE's REM Network and International Network
 - iv. Provide resources for multicultural education

V. Organizational Relationships in Pastoral Care

- a. Purpose
 - i. Coordinate relationship with judicatories, faith groups, cognates, JCAHO, COC, COMISS etc.
 - ii. Organize Joint Conference every 10 years
 - iii. Legislative initiatives as needed
 - iv. Coordinate responses to disasters

I. Contextual and Pastoral Education

Strategic Issue: To advance experience-based theological education by enhancing Accreditation process and supporting innovations for Clinical Pastoral Education in diverse settings

What we are already doing: Board approved a process for Standards Committee and Accreditation Commission to grant exemptions from certain standards for innovative programs

Objective	Action Plan	Timeline	Funding	Board Action
1. Maintain a quality Accreditation process, while continuing to promote creativity, collegiality, efficiency and accountability as key values within the function of Accreditation.	a. Board to receive and review the report of the Accreditation Task Force, re: streamlining the process, site team training, and decreasing time between site visits and Commission decision. b. Accreditation Task Force and Accreditation Commission meet together to formulate action plan(s) based on recommendations accepted by the board from item (a).	Interim report, Fall 2006 Final report, Spring 2007 Fall 2007	Already funded 6K	6K
2. continued on next page				

2. To actively support and facilitate the establishment of CPE Centers and the offering of training opportunities in diverse settings beyond healthcare.	a. to creatively envision new standards and methodologies to promote CPE in alternative settings (Standards Committee)	2006-2010	TBD	
	b. to explore standards issues related to distance learning for possible inclusion in the 2010 standards (Standards Committee and Associate Director)	2006-2010	0	
	c. to encourage regions to develop at least one new candidacy center or approved satellite or clinical placement beyond healthcare per year . Recognize each region that meets or exceeds this goal at the Annual Conference. (Board Reps to report)	2007-2010	\$500 per year	\$500
		2007	\$1500	\$1500
		d. to create a resource packet for supporting innovative CPE programs (National Office)		
e. actively recruit board certified chaplains and other clinically-trained people to engage in supervisory education			passed	
3. To take Leadership in developing and promoting advances in experience-based theological education	a. Send official ACPE rep to Society for Pastoral Theology, Association of Theological Field Educators, and Association of Practical Theology meetings	2006 ff	2 K per year	2K
	b. Offer four two-week fellowships to a qualified ACPE Supervisor to research archived accreditation and certification materials to identify and publish trends, resources and current practices in the field.	2007 ff	3 K each = 12K per yer	\$12 K
			22 K TOTAL	22 K

Obejctives to be addressed in future action plans:

4. New Centers Pilot Project

Questions/Concerns/Issues:

Timeline for 2010 standards needs TBD
Committee is needed to coordinate 3b.

Governance Implications:

Action plan item 1b. could impact 2010 Standards

Impact on National Office:

Involvement of the Associate Director.
Fellow (3b) would need access to materials, workspace.
Assist with material layout and production (2d)

II. Supervisory Education and Certification

Strategic Issue: To continue to position ACPE as the premier provider of clinical pastoral education by improving the certification process

What we are already doing: Certification Commission meets two times per year, Certification Subcommittees at REM Conference, Certification Pilot Project, Presidential Certification Task Force

Objective	Action Plan	Timeline	Funding	Board Action
1. Improve the preparation of candidates for certification.	a. Board will receive and review the report of the Certification Task Force and make recommendations for possible changes in current practice.	November 2006	Already funded	
2. Enhance the skills of supervisors doing supervisory education	b. Certification Task Force and Certification Commission meet together in collaboration with Standards and Accreditation to formulate action plan(s) for objectives #1-4 as listed, based on the recommendations accepted by the Board from item (a).	Spring 2007	6 K	6K
3. Enhance the education and preparation of the Certification committee and commission members				
4. Increase the diversity and number of supervisory education students.				
			6 K TOTAL	6K

Questions/Concerns/Issues:

Timeline for 2010 standards needs TBD

Governance Implications:

Action Plan item B. could impact 2010 Standards

Impact on National Office:

Involvement of the Associate Director.

III.

Development and Fund-Raising

Strategic Issue: To develop a comprehensive development and fund-raising plan to help support the organization and carry out the mission and strategic plan.

What we are already doing: receive voluntary contributions to the Endowment Fund and the Plummer-Glaz Fund; solicit annual contributions from Life Members and Emeritus Supervisors, receive contributions and sponsors for Annual Conference plenaries and events, creation of the Development Task Force, initial conversations with professional fund-raiser .

Objective	Action Plan	Timeline	Funding	Board Action
1. ACPE will engage in a multi-faceted fund-development campaign	a. Research and interview three fundraising firms to present to the board in Tampa, Fall 2006			3K
	b. Contract with a fund-development specialist to:			
	i. assess feasibility of a fundraising program	2007	80 K	None
	ii. assess future funding needs of ACPE	2007	10 K	
	iii. Prepare campaign literature to approach ACPE membership	2008	8 K	
	iv. Formulate a plan for future fund-raising activities and campaign	2008	2 K	
			100 K TOTAL	3K

Objectives to be addressed in future action plans:

2. Publishing and Publications
3. Placement and Recruitment
4. Increase our use of technology for communication and education

Questions/Concerns/Issues:

1. Project Director – full-time or part-time, temp or permanent?
2. If hiring as an employee, then funding will also be needed for a search committee.
3. At what level will this person be – manager or professional fund-raiser? Reports to – Board or ED?
4. What will be the source of funding for this objective?
5. If employee, workstation needed, if not then budget for expenses (travel, phone, equipment, networking with national office)

Governance Implications:

None immediate. Item d. could include the creation of a development committee and/or strategic planning committee as a standing committee of the board.

Impact on National Office:

Current office staff may need to assist with literature production.
Increased giving will increase posting and depositing activity

IV. Multicultural and International Learning

Strategic Issue: To embrace a multi-cultural, multi-faith identity as an organization and as educators (See 2005 ACPE Standards).

What we are already doing: Support REM Network Conference and International Network events,, multicultural resources listed on website, regional meetings include speakers addressing multicultural competencies and other issues, sponsor the international student program, International Affiliate Memberships.

Objective	Action Plan	Timeline	Funding	Board Action
1. Provide national and regional leaders and local ACPE Supervisors with opportunities for education in relation to the ACPE multicultural competencies in cultural humility, inclusion and justice in order to address issues such as racism, sexism, classism, homophobia and other -isms	a. All regions will incorporate these learning opportunities into their regions in various ways using the members of the Multicultural Competencies Task Force as a resource. Board Reps will annually report these activities.	2007, 2008	0	Passed
	b. Include workshops on Multicultural Competencies in the 2007 and 2008 ACPE Annual Conferences.	2007 and 2008	2 K	2K
	c. Conduct an in-service session on Multicultural Competencies at the Spring 2007 Leadership Meeting for Board, Commission and Committee members.	Spring 2007	2 K	2K
2. Establish a web-based “ACPE Multicultural, Multi-faith Resource Center” and provide staffing for the coordination of the International Student Program	a. Hire an ACPE Supervisor (pt) to coordinate website. Explore ways to do outreach	2007	6 K	
	b. Submit grant proposals to fund a Multicultural Education Specialist for 3-5 years.	2007	10 K	
	c. Create Search Committee to hire Multicultural Education Specialist to implement the objectives in the extended strategic plan document.	2008	Search 3K Grant matching TBD	
			20 K TOTAL	4K

Objectives to be addressed in future action plans:

3. Reaching Out to various ethnic and faith groups underrepresented in ACPE
4. Internationalization – dialogue and relationships with international organizations
5. Renaming ACPE (currently being studied by a work group of the Board)

Governance Implications: None immediate.

Questions/Concerns/Issues:

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Multicultural Ed Specialist– full-time or part-time, temp or permanent? 2. Could this person work from a location other than the national office? 3. Need for job description/qualifications. 4. Who would person report to – Board or ED | <ol style="list-style-type: none"> 5. Should ACPE partially fund the M/C Specialist? 6. How will the search committee be funded? |
|---|--|

Impact on National Office: Increased activity for web master

V. Organizational Relationships in Pastoral Care

Strategic Issue: To strengthen our relationships with those organizations whose missions are most closely aligned with our own and to develop new relationships with the variety of other organizations whose missions parallel our own.

What we are already doing: Participation in Council on Collaboration projects and monthly conference calls, member of COMISS, regional participation in CPE days at seminaries, leadership attendance at the Society for Pastoral Theology and Association of Practical Theology meetings, host the Seminary Advisory Council and Faith Group Endorsers breakfasts at Annual Conference, meet with Religious Endorsers when requested.

Objective	Action Plan	Timeline	Funding	Board Action
1. Strengthen relationships with Graduate Schools in Religion (GSR)— seminaries, divinity school, rabbinical schools, etc.	a. Establish national task force on GSR relations of 8-10 people (refer to Expanded Strategic Plan document for details of task force's work) (President to appoint)	Summer 2006	1200	passed
	b. Appoint a leader in each region to make contact with each GSR in the region to establish an on-going dialogue (Board Reps to report results)	2006-2007	0	
	c. Initiate conversation with Society for Pastoral Theology and Association of Theological Field Educators regarding a "Summit on CPE" meeting for summer 2008	Early 2007	1200	
2. Strengthen relationships with Religious Endorsing Bodies (REBs)	a. Convene a meeting at the ACPE Annual conference for dialogue between REBs and Board Members to share concerns (President to issue invitations)	October 2007	200	passed
3. Strengthen relationship with members of COMISS and Council on Collaboration	b. Initiate dialogue with various pastoral care and other organizations regarding disaster response, coordination and training (i.e. COMISS, Council on Collaboration, American Red Cross, Salvation Army, NOVAD, NOVA) (President, ED or designees)	Fall 2006	500	passed
			3,100 TOTAL	3,100

Questions/Concerns/Issues: Budget for the above projects

Governance Implications: None immediate.

Impact on National Office: None Immediate