



*Transformed and Renewed*

CREDO ANNUAL REPORT 2009





*“Do not conform any longer to the pattern of this world,  
but be transformed by the renewing of your mind.  
Then you will be able to test and approve what  
God’s will is — his good, pleasing and perfect will.”*

Romans 12:2





## INTRODUCTION

CREDO Institute, Inc. along with its organizational forebears and its parent group, the Church Pension Fund, has promoted health, wellness, and transformation in the Episcopal Church for 15 years. Bishops, priests, deacons, and lay employees who are enrolled in the Church Pension Plan have been invited to embrace personal self-awareness, transformation, and renewal principally through an eight-day conference experience referred to as the CREDO Benefit. During the eight-day conference, participants explore a deeper sense of who they are and where God is calling them by moving around a labyrinth-like cycle of Identity, Discernment, Practice and Transformation.

**The familiar IDPT cycle calls forth four fundamental questions:**

- 1. Identity — Who am I?**
- 2. Discernment — Who is God calling me to be?**
- 3. Practice — How am I responding to God's call?**
- 4. Transformation — How am I changing?**

CREDO itself is engaged in a similar course of transformation and renewal. Without wavering from its essential core values as a steward of health and wellness in the Episcopal Church, CREDO is constantly assessing its identity, discerning God's will, responding in new and creative ways, and changing.

## IDENTITY – WHO AM I?

*“Do not conform any longer to the patterns of this world. . .”*

*“Self-identity must be discovered in relationship ... In order to be a healthy person, you need community.”* — Michael Battle, CREDO conference spiritual faculty member, “Toward a Theology of Wellness”

*“This conference helped me to realize that all of the component sections relate to each other. That there is a financial impact in my spiritual life.”* — CREDO I66 participant

One aspect of identity refers to an individual or group’s sense of self as a distinct, separate entity from others. Yet identity is fundamentally grounded in one’s relation to others as well, for it is there that an understanding of one’s authentic self matures and transformation becomes possible.

As the cornerstone of more than 200 CREDO conferences, personal and vocational assessment of Identity, Discernment, Practice, and Transformation has summoned more than 130 bishops, 5,000 clergy participants, and 330 lay employees into a deeper sense of self and invited new patterns of creativity, growth, and change.

With seeds sown by the Wellness Initiatives Advisory Committee of the Church Pension Fund 15 years ago and soil tilled through support of the General Convention beginning in 1997, CREDO now begins its 10th year since formal incorporation in 2001 as a collaborative alliance and affiliate of the Church Pension Group. Together, CREDO and CPG enrich a mandate to provide resources for leadership and to promote health and wellness across the Episcopal Church.

Initially through its distinctive eight-day CREDO conferences for clergy — and now lay employees — and more recently, through an array of ancillary projects and partnerships to promote and foster wellness throughout the Episcopal Church, CREDO has lived into and expanded its own identity as a wellness resource.



CREDO I82



CREDO I82



CREDO CLE-10

<sup>1</sup> Michael Battle, “Toward a Theology of Wellness,” in *All Shall Be Well: An Approach to Wellness*, William S. Craddock, Jr., editor (New York; Morehouse Publishing, 2009), page 39.



CREDO Advisors and Directors



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Duncan Conference Center



CREDO 181

## DISCERNMENT – WHO IS GOD CALLING ME TO BE?

*“Be transformed by the renewing of your mind.”*

*“Visioning requires that we understand who we are and that we be, see, and live the vision in our thoughts and actions ... Having a positive vision of the future directly affects our sense of wholeness and emotional well-being.”<sup>2</sup> — William S. Craddock in *All Shall Be Well**

*“I came to CREDO with a great deal of vocational confusion and am leaving with a clear sense of call, vision and purpose. I came to CREDO with a disquieted soul and am leaving in the peace of Christ. Thank you.” — CREDO 167 participant*

The Rev. Renée Miller, Episcopal priest and CREDO conference leader, suggests “discernment actually begins when we give voice to our longings for life in all of its fullness and it doesn’t end until the fullness of life has ebbed into eternity.”<sup>3</sup>

CREDO’s vision — its voice and longings — looks to a life of wellness in all its fullness. CREDO continues to collaborate with a network of wellness partners, principally the Church Pension Group, Fresh Start, and College for Bishops, and through other specific programs.

Fresh Start fosters healthy relationships among clergy and their congregations and dioceses during critical periods of transition. In 2009, CREDO completed its third year as the lead agency of this Episcopal Church program that has 64 participating dioceses. As the lead agency, CREDO performs day-to-day management and oversight of the church-wide resource on behalf of the three sponsoring organizations — the Episcopal Church, the Episcopal Church Foundation, and CREDO Institute, Inc. Fresh Start provides curriculum, training, and ongoing support for use by individual dioceses to establish and administer their own diocesan-led Fresh Start programs.



CREDO 171

<sup>2</sup> William S. Craddock, Jr., editor, *All Shall Be Well: An Approach to Wellness*, page 49.

<sup>3</sup> Renée Miller, “A Life of Discernment,” in *All Shall Be Well: An Approach to Wellness*, page 51.



CREDO 192 – Strength for the Journey

The College for Bishops provides opportunities for education and formation that strengthen bishops in their personal lives, as diocesan leaders in God’s mission, and in their vocation to God as a community of bishops in service to the Episcopal Church. CREDO provides financial and administrative assistance to make that mission a reality. As the day-to-day administrative arm of the College, CREDO works with the College’s Managing Director, the Rt. Rev. Clayton Matthews, to oversee and manage seven different programs designed to support bishops from their election to their retirement.

Working with the Deputy to the Presiding Bishop for Pastoral Assistance to Reorganizing Dioceses — CREDO conference leader, the Rev. Richard Cluett — and the Office of Pastoral Development, CREDO held the first of several Strength for the Journey conferences in November designed to assist the revitalization of the dioceses of Pittsburgh, Fort Worth, San Joaquin, and Quincy. This work will continue through 2011.

During 2009, CREDO released *Around One Table: Exploring Episcopal Identity*. Produced in collaboration with co-sponsor College for Bishops and several academic researchers, the report grew from the five-year Episcopal Identity Project and highlighted 23 themes of Episcopal identity that emerged directly from listening to the voices of individuals and organizations in the Episcopal Church. *Around One Table* was released in collaboration with the Episcopal Church Center Communication Department in October 2009.





Duncan Conference Center

## OTHER RESEARCH

CREDO continued to work with other organizations and agencies, both within and outside of the Episcopal Church, in several key areas of research.

- CREDO partnered with the Church Pension Group and offices of the Episcopal Church Center to conduct research on the Emotional Health of Clergy and Issues of Ordained Women. A combined comprehensive and historical survey, "Called to Serve: A Study of Episcopal Clergy and Their Ministries," was the first ever to solicit responses from every ordained woman in the Episcopal Church.
- In collaboration with the College for Bishops and the University of Cincinnati, CREDO continues the Emotional Health and Wellness of Bishops and Bishop Spouses Project. This multi-method study investigates the career transitions, role adaptation/innovation, and wellness of Episcopal bishops and their spouses.
- CREDO is assisting the College for Bishops and the Office of Pastoral Development in the Episcopal Transitions and Elections Project to review the practices in use for bishop search processes and transitions and the adequacy of resources to support dioceses in transition.



Fresh Start in Michigan

## PRACTICE – HOW AM I RESPONDING TO GOD’S CALL?

*“Then you will be able to test and to approve what God’s will is...”*

*“[It was] valuable to have combination of retired and active bishops together. Hearing the stories of retired bishops and their search for vitality and vocation in retirement helps active bishops (me) get a vision of how I can make that healthy transition when I resign.”*

— CREDO II 165 participant

### WHAT ARE THE THREE MOST IMPORTANT THINGS THAT YOU ARE TAKING AWAY FROM THIS CONFERENCE?

*“That authenticity and overall wellness comes from the inside out and we are not powerless to make changes. A God-centered life and effort towards such is the wellspring of renewal. That taking stock continuously is essential.”* — CREDO 169 participant

Practice means not only answering “How am I responding to God’s call,” practice means weighing a spectrum of options and moving forward with measurable and growth-oriented steps along a hopeful, faithful Christian pilgrimage.

### THE EIGHT-DAY CREDO CONFERENCE

During eight days of reflection and renewal, people who participate in a CREDO conference are invited to reflect on where God is calling them and to assess the personal resources they have to respond. Participants are encouraged to remember and to revisit seminal moments of their own lives and to rediscover paths toward mindfulness and clarity about their vocations, families, and lives.

During the eight days, clergy and lay employees work with an experienced and committed faculty team and test fresh insights within a small peer group. Participants are led to imagine a life of wellness in all its fullness and encouraged to create a CREDO Plan that is a measure of God’s call to their own transformation and their self-efficacy for change.

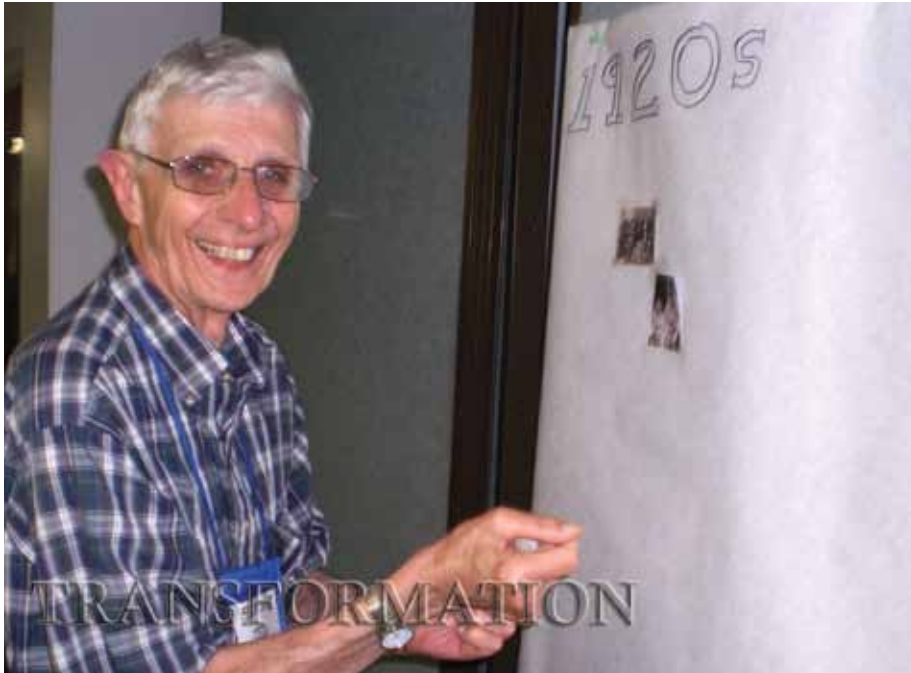


CREDO 187 – Spanish

During 2009, CREDO conducted 30 eight-day conferences for a total of 854 participants. CREDO held a leadership meeting in January for 18 Episcopal and Presbyterian CREDO conference leaders during which the conference curriculum and process were reviewed and revised. Fifteen new faculty members were selected to serve on a total of 14 CREDO teams.

Twelve conference types based on age, vocation, and language reflect CREDO’s process of discovery about what transformational learning environments work well. They are:

- CREDO I (39 & under)
- CREDO I (55+)
- CREDO I for Bishops
- CREDO I (Retired 55-67)
- CREDO II (54 & under)
- CREDO II (Retired 79 & under)
- CREDO I (40-54)
- CREDO I for Lay Employees
- CREDO I in Spanish
- CREDO I (Retired 68-79)
- CREDO II (55+)
- CREDO II for Bishops



CREDO 173 – Retired



Brian Taylor at CREDO 171

## TRANSFORMATION – HOW AM I CHANGING?

*“God’s good, pleasing, and perfect will.”*

*“Managing change is a constant challenge and directly informs, reforms, and perhaps transforms our sense of identity.”<sup>4</sup> — William S. Craddock in *All Shall Be Well**

### WHAT ARE THE THREE MOST IMPORTANT THINGS THAT YOU ARE TAKING AWAY FROM THIS CONFERENCE?

*“Renewed sense of call and vocation. Urgency — ‘getting on with it.’ And yes, I can!!”*  
— CREDO II 165 participant

*“A CREDO plan that incorporates many strands of my life that, without the conference, I would have been unable to weave together. The good company of a very fine faculty and a great group of participants will stay with me. A renewed sense of purpose for the ministry and assurance that I am where God has called me.”* — CREDO 167 participant

Central to CREDO’s exploration of transformation is the question “How am I changing?” Not unlike that of an individual who circles through the IDPT stages of developmental change, CREDO’s identity is constantly revealing itself in new ways.

In “The Alchemy of Effort and Grace,” Episcopal priest and CREDO conference spiritual faculty member Brian Taylor contrasts two models of transformation to suggest a third way.

Change as a result of dogged planning and execution and change through divine intervention rely more or less, respectively, on personal or institutional pluck. A Third Way is possible, says Taylor, in which effort and grace are not mutually exclusive or even sequential, but simultaneous and overlapping.<sup>5</sup>

<sup>4</sup> Craddock, page 49.

<sup>5</sup> Brian Taylor, “The Alchemy of Effort and Grace,” in *All Shall Be Well: An Approach to Wellness*, pages 171–77.

CREDO is imbued with change of the third way. With effort and grace, and through a broadening spectrum of partnerships and collaboration, CREDO is breaking new ground as a Church-wide resource for wellness. CREDO has become a leading partner in the ecumenical network of religious denominations that develops conferences, resources, and leadership in the realm of health and wellness.

As an integral partner with the Church Pension Group, CREDO continues to strengthen the vocational, spiritual, financial, and physical health and wellness of the people who work for the Episcopal Church.

In November, with the publication by Church Publishing, Inc. of *All Shall Be Well: An Approach to Wellness*, CREDO introduced an online blog titled *A Conversation on Wellness*. As an annotated summary of the **Identity, Discernment, Practice, and Transformation** cycle of transformation and wellness by CREDO faculty members and researchers, the book and the related blog create a foothold for CREDO's continuing work as a resource center on wellness for the Episcopal Church.

During 2009, CREDO introduced a new Web site configuration that now offers conference participants and faculty members a conduit for exchanging information and ideas ([www.episcopalcredo.org](http://www.episcopalcredo.org)). The enhanced communication vehicle portends the potential to keep CREDO at the crossroads of the faith-based conversation on health and wellness for many years to come.

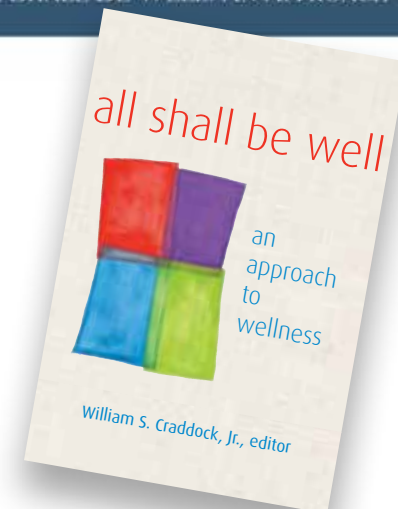


CREDO 182



CONVERSATION ON WELLNESS

ALL SHALL BE WELL: AN APPROACH TO WELLNESS



*“The work of CREDO is meant to equip leaders in the Church to attend to their own healing and wholeness in every sphere of existence, that they may in turn lead others into greater health.”* — Presiding Bishop Katharine Jefferts Schori from the foreword of *All Shall Be Well*

Dear Friends,

In 2009, CREDO responded to God’s calling by serving as a transformative wellness resource and agent for the people of the Episcopal Church. In looking back at the year, we can see significant patterns and examples of participants’ lives being transformed and their convictions deepened to engage more fully with their calling and ministries.

CREDO continued to offer excellent conferences and broadened its resources and reach to include the following projects:

- *Strength for the Journey*, a wellness initiative tailored for the four reorganizing dioceses of Pittsburgh, Fort Worth, San Joaquin, and Quincy;
- *Around One Table: Exploring Episcopal Identity*, important research and report exploring Episcopal identity;
- *All Shall Be Well*, a CREDO book to serve as a guide for life’s journey in all its temporal and spiritual aspects.

The health and wellness of our Church’s clergy and lay leaders is the most important underpinning in the current and future health, wellness, and vitality of our dioceses, congregations and faith communities. With the strong support of the Church Pension Fund and valued contributions and guidance from our CREDO Directors, Advisors, Faculty, and Staff, CREDO is equipped to address the challenges inherent in today’s culture and engage the Church in a broad contagion of wellness.

By offering opportunities for individuals and organizations to examine their identities, discern their callings, engage in meaningful practices, and becoming transformed by the renewing of their minds and hearts, the Church is being transformed and God’s mission is being accomplished.

We are grateful for the opportunity and great privilege to serve the Church in this way, all in the name of Christ Jesus.

Faithfully,



Vincent Currie, Jr.  
Chair



William S. Craddock, Jr.  
Managing Director



CREDO 173

## CREDO PRAYER

Holy God, be in my mind  
that I might let go of all that diminishes the movement  
of Your Spirit within me.

Discerning God, be in my eyes,  
that I might see You in the midst of all the busyness  
that fills my life.

Loving God, be in my heart,  
that I can be open to those I love, to those with whom  
I share ministry and to the whole human family.

Gracious God, be in that grace-filled silence  
that lies deep within me, that I might live in Christ as  
Christ lives in me.

— Amen



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