



Annual Report

2010 – 2011

**Annual Report
Grace Place Lutheran Wellness Ministries
2010-2011**

“Keeping Healthy Church Workers Healthy” is the theme and vision of the twelfth year of service of Grace Place to Lutheran church professionals and their congregations. The 2010-2011 fiscal year has been met with innumerable challenges and opportunities, and the one common thread is that there is productive and forward reaching change within our ministry.

The end of 2010 saw a strategic planning conference of the Governing Board which has clearly defined the future for Grace Place, including a review of the past performance and history, evaluation of strengths and weaknesses, new personnel, new governance committees, and renewed strategic directions and objectives. We have also initiated a new fiscal cycle from September to August.

This year has also brought a significant change in the make-up of our staff including the presence of a new Director of Development, Phil Bayes, and a new Administrative Assistant, Patti Allen.

A new and more functional governance model has been instituted, including four new standing committees to allow increased involvement and decision making by Board members. All of these committees are already demonstrating the value of this strategic initiative.

Finally, we have had a full and blessed compliment of classical church worker retreats with wonderful attendance. Simultaneously, we have introduced several new and innovative programs to reach more deeply into the health and wellness of our Lutheran congregations and their professional leadership teams.

Let’s take a thoughtful look at these ministry components which assist us in moving forward with greater service to the Lutheran community. As always, we bless the Lord for His goodness to Grace Place and thank God for each of you who have contributed in so many ways to making this ministry a blessing to the Lutheran church and the communities they live in and serve.

In service to Christ,

John D. Eckrich, M.D.
Executive Director

William Mattson
Chairman of the Board of Directors

Douglas Gast
Chairman of the Grace Place Foundation

Looking Forward with a Solid Foundation

The mission statement for Grace Place, which was reaffirmed at the 2010 strategic planning session of the Governing Board is:

Grace Place, an on-going wellness ministry, enables Lutheran church workers to reflect, restore, and reinvigorate on all aspects of their health and then flourish in ministry.

As a footnote to this, our Board reconfirmed that our primary focus remained on Lutheran pastors and their spouses, which is highlighted in the Vision Statement:

Grace Place in 2020 is a grassroots supported, sustainable, lifelong learning health ministry, impacting all LCMS pastors and touching other church workers and leaders. Wholistic wellness is embedded in the life of the Lutheran Church.

The Board reconfirmed the long-standing targets of the ministry to care for these congregational care-givers who commit 24/7/365 to the whole health of the Lutheran faith community. The major effort is to bring health education and encouragement to LCMS pastors, LCMS educators, and others working in our congregations like DCE's, Deaconesses, Ministers of Music, church staff and the lay leadership of our parishes so that our parishes can bring the Gospel message with exuberance to all those who don't know Christ, and do so from balanced and integrated physical, emotional, intellectual, fiscal, relational and spiritual wellbeing.

What roots does Grace Place bring to this strategic directive?

History of Grace Place

Grace Place grew out of the Internal Medicine practice of its founder, John D. Eckrich, M.D., a Lutheran physician and churchman in St. Louis. Dr. Eckrich practiced family medicine and gastroenterology with Grandel and Southwest Medical Groups for over 35 years, and most of his Internal Medicine focus was on Lutheran pastors, teachers and their families. He and his partner, Dr. Frede Mortensen, also served for over 20 years as physicians for Concordia Seminary in St. Louis, helping staff there on campus student health clinic.

Challenged by changing health insurance coverage and wellness resources for church workers in the late 90's, and with a background in development of family retreats for his local congregation, Concordia Kirkwood, Dr. Eckrich gathered worker health advocates in St. Louis in 1999 from all over the U.S. and representing multiple ecclesiastical, medical, counseling and business disciplines, and launched Grace Place as a "pause point" in personal pilgrim

journeys and ministry service for Lutheran pastors and their wives through “retreats.”

Underwriting was gathered from Aid Association for Lutherans, Wheat Ridge Ministries, and the Lutheran Foundation of St. Louis to accomplish a *pilot* retreat held in Aspen, Colorado in 2000. Fifteen well-recognized clergy and lay couples went through a seven day retreat, based on schedule and topics arising from the work of an organizing advocate group meeting regularly before the pilot retreat. The program was enormously well received.

The following year, with the facilitation of Les Stroh, of Cornerstone Ministries, a group which facilitate strategic direction for numerous Fortune 500 businesses and charities, the pilot retreat was dissected and reassembled, but not substantially different from the original product. Grace Place was born.

Incorporation in the State of Missouri, 501c3 status, Registered Service Organization recognition and Affiliated Social Ministry Organizational status were all achieved successfully in 2000 and 2001. The operating leadership was provided on a part time basis by Dr. Eckrich as he continued to also practice medicine as his full-time career, and additional support was provided by a number of part-time office and development individuals. Grace Place was raising the funding and providing the programming for 4-6 retreats each year with a skeleton crew of employees.

Dramatic growth then began in 2004-6 with increasing demands for retreats and desires to assist not just pastors but also Lutheran educators. In June of 2006, Dr. Eckrich made the difficult decision to leave his medical practice and become full-time Executive Director and retreat leader for Grace Place. In the subsequent five years, Grace Place has been providing 14-20 retreats yearly, multiple smaller workshops and conferences, and begun to serve all categories of Lutheran church professionals and most recently even their congregations. Surely, the Lord has blessed this work mightily. This expansive work has even precipitated a change in moniker: Grace Place Lutheran Wellness Ministries



Grace Place Services to Church Professionals and Their Congregations

Grace Place now has seven different wellness opportunities for the Lutheran Church:

Grace Place Classic Church Workers Retreats:

Currently, we are providing 15-20 yearly retreat options for LCMS church professionals. Five to six are open to all church workers, but there are often specialty programs open to members of Pastoral Leadership Institute, or KINDLE, or a specific LCMS District. Some may also be focused on a specific church work group such as Ministers of Music or Parish nurses or pastors' wives. Most all of these retreats are 4-day, 4-night programs held at beautiful resorts or retreat centers around the country and in settings conducive to caring for one's self well.



Good nutrition, daily exercise, daily hours of prayer time based around the Lutheran Service Book, surround professionally guided daily wellness education focused on physical, emotional, intellectual, relational, spiritual, fiscal and faith community health and wellness.

Much afternoon free-time is allotted for renewal and refreshment, and frankly this is the time the real "work" of retreat gets done by the participants

Evenings are devoted to devotional time, fellowship and worship. Attendees report leaving truly re-invigorated for ministry service and committed to better self management.

Studies done by the Barna Research Group and the Alban Institute over the past seven years have confirmed substantial and sustainable improvement in wellness behavior.

Finally, beginning this year, Concordia Plan Services, the Synod's health insurer, has incentivized retreat attendance by offering financial rewards for retreat participation and post retreat health behaviors.

Wellness Retreats for LCMS Foreign Missionaries and Their Families:

Grace Place has worked overseas, retreating the Australian Lutheran Synod in 2007, and the International Lutheran Council Presidents in 2009 in Seoul, South Korea. This was the perfect preface to beginning a four year cycle to retreat all LCMS missionaries throughout the world.

In April of 2011, the Grace Place leadership team (Eckrich's, Ludwig's, and Gillard's) brought together 17 missionary families (parents and all children) to a resort on the Indian Ocean coast of Kenya, and put them through a



Classical Grace Place Retreat, but with a specific eye on the stresses and challenges of foreign service. A scheduling opportunity allowed us to also gather and retreat younger and older children and this was particularly powerful for these so called "third culture kids."

The Grace Place team had a tremendous opportunity to care directly for the interpersonal relationships within and among the missionary families and individuals. Certainly, there was respite and renewal for our foreign servants of Christ, but this was deeply healing.

The funding for this first retreat came from the generous hearts of Grace Place supporters through the Fall Gala. However, the LWML has stepped forward in faith to underwrite the next three years of retreats to the matching tune of \$25,000 per year so that we can retreat our missionaries in Asia, Eurasia and Latin America. At our Fall Gala, September 30, 2011, the Grace Place Family raised over \$25,000 to match the first year of the LWML grant and plans are underway to hold the second retreat in Bangkok in November, 2012.

Lugar De Gracia: Grace Place to the Spanish Speaking World:

There is enormous growth in this country of people utilizing Spanish as their primary tongue. This actually holds true throughout the U.S., not just in the Southwest. The Seminaries are training men as "worker priests" to bring the Gospel to these folks in their native language. Particularly, these fine pastors are facing enormous personal and fiscal challenges to ministry service, and really could be benefited by a focus on their personal health and wellness.

Grace Place has gathered wonderful Spanish speaking clergy, seminary professors, fiscal experts, youth and family ministers to help not just translate Grace Place literally into Spanish, but also to accompany this with a cultural transition.

Lugar De Gracia will be first revealed at the Spanish-American Convocation next spring in Ann Arbor, Michigan. The first actually retreat may be offered in 2013, God willing.

Wellness Retreats for Ministry Students and Faculty:

Grace Place enters its ninth year of providing three day, three night retreats for the fourth year seminarians and wives from Concordia Seminary in St. Louis and Concordia Theological Seminary in Fort Wayne. These programs act in a sense as “vaccinations” against unhealthy behaviors that seem to frequently characterize pastors and their families when they enter the *harvest field*. Generally, 12 to 20 couples spend the end of their winter break at these programs and for many, it is the first opportunity to focus on their personal wellbeing as they prepare to care for God’s people. Both seminaries have enthusiastically endorsed these programs

Grace Place offered a specific retreat inclusive to seminary faculty in the past and have had numerous faculty at classic retreats as well.

Also, recognizing that we have numerous educators in training in the Concordia University System of preparatory Lutheran universities, Grace Place developed and offered similar program to the faculty and staff of Concordia College Selma, Alabama, our traditionally African-American college, which produces many of our African-American church professionals. This program will be offered to all Concordia University faculties as funding allows in the future.



Grace Place Life Long Learning:

Grace Place has long realized the need to reaffirm on a continuous basis health skills and strategies begun during the week of retreat. Human natural behavior would suggest that while well-intentioned, attendees might and have quickly lost some of the adherence to better health behaviors when they return to the stresses and anxieties of ministry.

Thanks to a grant from a long-time supporter and educator, Audrey Claus, Grace Place was able to produce and sustain a post-retreat, easily accessible on-line health education course, communication and accountability tool, called Grace Place Life Long Learning. It is hosted on CUNet the Concordia University web platform, and is moderated by noted educator and psychologist, Dr. Tom Ludwig, professor at Hope College, in Holland, Michigan. Post retreat, and facilitated by one of the retreat participants, each retreat group has its confidential and protected site.

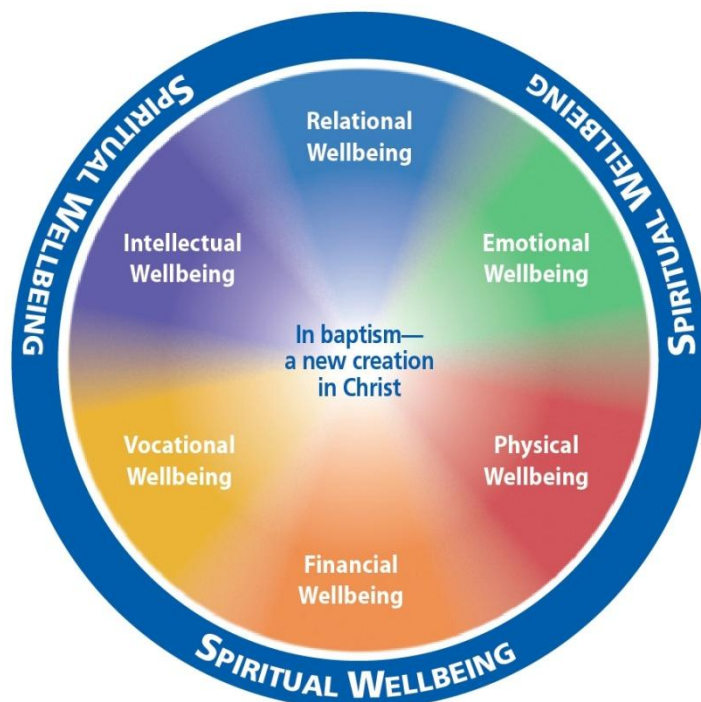
Only that retreat's participants can access the pod for their group. They participate in weekly on-line study guides, can blog and twitter, remain peer-accountable, and continue their friendships and partnering. Participation has improved this year with incentives.

Grace Place Congregational Wellness Workshops:

Realizing that there is a symbiotic relationship between church leaders, particularly pastors, and their congregations, and realizing that even if the pastor is following better health strategies, if there is not affirmation from the congregation, or if the congregation is not "healthy", it is unlikely that good health can be sustained for long by the pastor and their spouse.

Further, a strategic directive of Grace Place is to embed wellness in all Lutheran congregations. When relationships, spiritual life, physical emphasis, and good fiscal stability are characteristics of a congregation, the likelihood of them being vigorous in their Gospel outreach is substantially enhanced. Clearly, the Holy Spirit is the empowerer and maturer of this good work, and the Holy Spirit alone. But our Baptismal walk as New Creations invite and compel us to live as New Adams, and part of that walk is caring for the Temple of the Holy Spirit.

In conjunction with the Commission on Ministerial Growth and Support, Concordia Plans, the Alban Institute and other Lutheran resources, Grace Place developed a series of markers, or characteristics of what it looks like and means for a congregation as well as its members to live and serve well.



Grace Place has done three pilot retreats this past year at St. Lorenz in Frankenmuth, MI; Concordia Kirkwood in Kirkwood, Missouri; and with the Northeast Georgia Circuit in Gainesville, Georgia. These were extraordinarily well attended and met with great reviews. Each congregation is left with Wellness Ministers to act as ombudsmen for the health and wellbeing of church professionals in their midst. Many Congregational Wellness Workshops are in the works for 2012 and a wonderful grant has been received from the LCMS World Relief and Human Care Board to support this work around the United States.

Grace Place Circuit Counselors Wellness Leadership Initiative:

Upon an invitation from the Michigan District of the LCMS, Dr. Eckrich developed and presented a new health educational program utilizing the Michigan Circuit Counselors as the primary wellness encouragers for their fine District. May, 2011, Dr. Eckrich spent a three hour session with the MI District Circuit Counselors in Frankenmuth, MI, providing them with an extensive wellbeing educational program, concluding in an accountability challenge to improve their health behavior in six areas of health noted earlier in this document and focused around the Lutheran Wellness Wheel.

He returned in September, 2011, reviewing with them the changes and improvements in health activity over the preceding 4 months (dramatic statistically significant improvement from mean 75% positive health action to 83% health action). Additionally, at that meeting in Ann Arbor, MI, Dr. Eckrich shared with the Circuit Counselors a pastor's health educational encouragement program which they in turn will share with the pastors in their care. There will be a pre- and post-assessment of parish pastors' wellbeing over the ensuing 8 months to be concluded in May, 2012. This dynamic, innovative, and grassroots wellness program was subsequently offered to all LCMS Districts at the Council of Presidents' meeting in September of this year.



Performance of Grace Place Lutheran Wellness Ministries

The first item that you might note among the “new” products and lines is a change in the name of the ministry. Remember, we used to be known as Grace Place Retreat Ministries, Incorporated. Please make note of the new moniker to accompany the new logo introduced last year:



That’s right, *Grace Place Lutheran Wellness Ministries*. The Board has chosen this new identification to reflect all of the new programs introduced this year, some of which go beyond a retreat status. We want to clarify that these programs are focused on Lutheran church workers and their congregation’s health, wellness, and exuberant service to God’s people.

Secondly, this has been quite a productive program year. We have offered twelve classical church worker retreats, three Congregational Wellness Workshops, the first retreat for LCMS Missionaries and their families held in Malindi, Kenya, and the first retreat for a faculty and staff of a Concordia University system member. We have held multiple one to two day conferences, the first Circuit Counselor Wellness Leadership training session, and the first ever Grace Place cruise in conjunction with the Southern District of the LCMS (with over 280 in attendance). Grace Place has begun the translation process for presenting Grace Place wellness training and concepts into Spanish...quite a year!

What Participants are Saying About Grace Place

“Grace Place...had an even greater impact than we could have expected. It encouraged us to look at our whole lives in light of God’s grace. We left with specific tools and plans for better stewardship of various areas of our lives especially our physical health.

The Retreat timing was perfect for us. While wrestling with... whether to accept a new Call, the retreat gave us an opportunity to consider this decision holistically. It also gave us valuable time to receive the wisdom of friends and hear stories of their decisions with Calls they have received.

We anticipate that in years to come we will still look back at the Grace Place Retreat as a tool that impacted us as forgiven children of God, servants in His kingdom, and members of His missional church. Thanks for sharing your insights and making it possible.”

*Pastor Bob and Lynne Riggs
Hope Evangelical Lutheran Church
Sunbury, Ohio*

“Grace Place is a blessing and it is a beginning of the growth of wellness for (our congregation) due to your dedicated time and work. Thank you.”

*Dorothy Schmidt
Donor to Grace Place
Fort Wayne, IN*

“On behalf of our Parish Nurse retreat planning committee and the Deaconess Parish Nurse Association we send our sincere gratitude To you for making our annual retreat so invigorated with a spirit-filled presentation.

The response of so many of the parish nurses is that the experience made them feel renewed and refueled. One nurse even commented, ‘I had the best night’s sleep I had in 12 years. Powerful!’”

*Sharon Salerno
DPNM and IPNRC
Nurses Associations*

Grace Place Retreat Ministries Foundation

Several years ago, thanks to wonderful bequests, the Governing Board of Grace Place chose to establish a foundation and moved much of the assets of the organization into the Grace Place Foundation, an LLC of the operating organization, with a separate and independent Board. A listing of the Foundation Board members is noted below with the only common member being Dr. Eckrich, so that clear communication between the two entities can be accomplished with accuracy.

Currently, the assets of the Foundation stand at a little over 1.9 million dollars. A new Grace Place Foundation Bequest program has been developed with the assistance of Diane Johnson of Foundation Builders, a local St. Louis consultant, and with a grant from the Werner Foundation of Paris, Illinois.

The Foundation Board has a well-balanced and defined investment policy, which has led to steady growth despite the challenges of this economy.



Soup for the Soul – February, 2010

Grace Place Lutheran Wellness Ministries

8460 Watson Rd., Suite 136

St. Louis, MO 63119

(314) 842-3077

(314) 842-3099 (fax)

www.graceplaceretreats.org

Board of Directors

Dr. John Eckrich, M.D. – Executive Director

Bill Mattson – Chairman

F. Mark Kuhlmann – Vice President

Rich Striler – Treasurer

Rev. Dr. William Utech – Secretary

Jan Burmeister

Rev. Doug Chinberg

Bob Claus

Jeff Hollingsworth

Dale Kreienkamp

Dale Kruse

Rev. Dr. David Ludwig

Paul Malcharek, M.D.

Tim Petsch

Tim Puls

Valerie Ratts, M.D.

Donna Schmitt

Foundation Board

Doug Gast – Chairman

Mark Munger – Secretary

John Eckrich

Herb Eggerding



Board of Directors Meeting Attendance

May 19, 2011

Present: Bill Mattson, William Utech, Rich Striler, Jan Burmeister, Jeff Hollingsworth, Bob Claus, Dale Kreienkamp, Mark Kuhlmann, John Eckrich, Paul Malcharek, Dale Kruse, Dave Ludwig, Tim Petsch

Absent and Excused: Doug Chinberg, Donna Schmitt, Valerie Ratts, Tim Puls

January 13, 2011

Present: Bill Mattson, John Eckrich, Doug Chinberg, Donna Schmitt, Mark Kuhlmann, Tim Petsch, Rich Striler, William Utech, Valerie Ratts

Via phone: Dale Kruse, Dave Ludwig, Tim Puls, Bob Claus

September 9, 2010

Present: John Eckrich, Bill Mattson, Phil Bayes, Rich Striler, Tim Petsch, Doug Chinberg, Dale Kruse, Valerie Ratts, Donna Schmitt

Via phone: Mark Kuhlmann, Dave Ludwig

Absent and Excused: Bob Claus, Eustolio Gomez, Tim Puls, and William Utech

Foundation Board Meeting Attendance

October 5, 2011

Present: John Eckrich, Mark Munger, Doug Gast, Herb Eggerding

May 18, 2011

Members Present: John Eckrich, Mark Munger, Doug Gast, Herb Eggerding

December 21, 2010

Members Present: John Eckrich, Mark Munger, Doug Gast, Jeff Hollingsworth, Herb Eggerding

(Note: after this meeting, Jeff Hollingsworth moved to the Governing Board bringing the number of members on the Foundation Board to 4 (four) for 2011.)

Form 990 -

A copy of our 2010 – Form 990 can be found at:

http://www.graceplaceretreats.org/financials/2010_990.PDF

Examples of Development and Solicitation Materials

See Appendix

Stepping Into the Future With Wellness and Faith

Grace Place is walking to the future challenges of this difficult economy and donor challenges with vigor, confidence and strategic planning. Clearly, the economic headwinds facing individual supports and granting foundations will continue unabated in the immediate future. Yet, donors to Grace Place have continued to be faithful and generous.

The Development Committee of the Board has met to develop a multi-faceted funding strategy aimed at expanding the core benefactors substantially and asking for major assistance in identifying potential donors by those Lutheran pastors and teachers who have been blessed by attending a retreat.

Furthermore, the Development Committee and our Development Director have instituted a process of founding Grace Place Chapters in strategic service areas and donor markets in Lutheran strongholds throughout the country, particularly the State of Michigan, Fort Wayne, Indiana, Lincoln, Nebraska, and Chicago, Illinois, as well as the continued strong activities in the St. Louis region. Each of these Chapters will be responsible for helping to raise the funding to support regional retreats, and to serve as strong advocates and encouragers for pastors and teachers in their region to attend Grace Place retreats.

As noted earlier, the Foundation Bequest Program is about to launch with newly created materials, beginning with personal discussion with the Governing Board membership, asking them to take the lead in building the Foundation. The purpose and hope for the Foundation is to be able to cover the ongoing expenses for the operating organization so that donations can be fully applied to retreat and wellness programming.

At the same time, there is no abatement in the requests to provide District-based and sponsored retreats around the country. Many LCMS Districts are exploring the opportunity to hold a Grace Place retreat in their District in the next two years. The Ohio District will hold their first retreat at Salt Fork Lodge next Easter; Michigan District their fifth; Indiana their third. And, Pastoral Leadership Institute and KINDLE will be continuing their annual Grace Place Retreats well into the future. We anticipate a minimum of four Congregational Wellness Workshops early in 2012 and are in discussions with multiple other congregations and circuits to schedule these workshops into next year.

Finally, it is our hope that an increasing number of LCMS Districts (35 total) will consider subscribing to our Circuit Counselor Wellness Leadership Initiative and bring Dr. Eckrich and his team in to instill wellbeing skills, attitudes and strategies throughout the professional church workers serving in their Districts.

Appendix

Appendix A:

Bequest Materials

*“By this all men will know that you are my disciples; if you love one another”
Grace Place Congregational Wellness Weekend Summary*

Grace Place Lutheran Wellness Ministries encourage church worker wellness in a quiet, reflective, and removed setting through Wellness Retreats.

Grace Place Congregational Wellness Weekends *sustains* church worker wellness in a congregational setting.

Congregational Wellness Weekends are designed to proactively address leadership relationships for the sake of the mission. Christ’s invitations in the Gospel encourage holistic health intended as a gift, a “getta” -- not an obligation, a “gotta.” The blessings of Grace Place are in three areas.

Direct blessing measured in increased health and therefore, reduced health care costs. Simply put, healthier people are more available to invest in the joys and challenges of ministry; to pursue the difficult course mission and ministry call for.

Indirect blessing may manifest in increased desire to creatively reach those without the Lord, and enhanced passion to minister to those in need. Mission and ministry calls for significant personal investment (largely reduced in those struggling with dis-ease) and full engagement on purpose.

Intangible blessing may be illustrated through enhanced resiliency and delight in ministry. As St. Paul relied on God's grace especially in hardship, so resilient leaders can, like St. Paul say that when they are weak they are strong in the grace of God. (2 Corinthians 12.10) It is an encouragement of a theology of the cross, not an avoidance of it.

Grace Place Congregational Wellness Weekends invite professional and lay leadership to a process for sustainability of (systemic) wellness into personal and ministry life together..

Introducing, “Wellness Ministers.” They are *liaison* between the congregation and Grace Place, as well as *advocates* for church worker wellness. They are identified as a few people supportive of the congregation’s health ministry and professional workers. Following the Congregational Wellness Weekend, the Wellness Ministers are installed and introduced in worship. The key responsibility of Wellness Ministers is voicing gospel-centered invitations supplied in communications, blogs, even webinars and annual gatherings from Grace Place.

Grace Place serves as a platform for varied wellness resources and is designed to insert them directly into the relationships of leadership.

Introducing Practical Application Conversations

These weekends are designed to proclaim God's Word and the *universal principles* of holistic health and wellness. It is the powerful combination of God's called and lay leaders in the local congregation who have responsibility to apply what is universal to the *specific* and local. The Grace Place leadership team helps facilitate the congregation's conversation about its health and health ministries using wellbeing markers developed jointly by various Lutheran agencies including the Intra-Lutheran Coordinating Council, Concordia Plan Services, The Commission on Ministerial Growth and Support of Church Workers, The Alban Institute, and Grace Place.

Phase I: Anticipating the Gift: This is a 6-8 week educational process and Wellness Minister recruitment time. This might include an onsite visit from a Grace Place Director to educate and encourage providing leadership investment and personal relationship development.

Phase II: Receiving the Gift: This is a weekend workshop designed to invigorate wellness practices. The congregation-at-large is invited at (recommended) additional costs.

Phase III: Stewarding the Gift Received: This is follow up and follow through designed to form a lasting effect on congregational relationships for the sake of the mission. Grace Place will serve as a wellness coordinator and specifically support the work of the Wellness Ministers.

Key Markers of Congregational Wellness Weekends: *A healthy congregation*

- *interacts in relationships guided by trust, respect, and love*
- *engages the full range of human emotions, allowing decisions to be informed, but not controlled by them*
- *demonstrates the awareness and evidence of care for physical well-being*
- *is generous and eager to be a blessing*
- *is effectively functioning from gifted passions in efforts to extend the Kingdom of God.*
- *demonstrates genuine curiosity for God's gift of life*
- *focuses on both the mission and the people working the mission*
- *cares for one another without taking responsibility for one another*

Please see the enclosed Concept Paper for more in depth discussion.

**Contact Grace Place online at www.GracePlaceRetreats.org
or by phone at 314-842-3077**

APPENDIX A-1: Grace Place Fact Sheet

The mission of Grace Place Lutheran Wellness Ministries and Grace Place life-long learning is to offer preventative wellness skills, attitudes and resources to our Lutheran professional church workers and leaders and their families, so they can carry forth the Gospel message of salvation in Christ, and live and serve His people abundantly in body, mind and spirit.

Grace Place is a *wellness* program, keeping healthy church workers *healthy*.



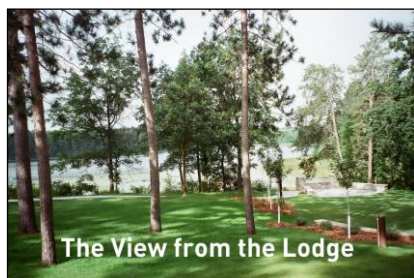
The Reasons Grace Place is Needed:

The church is experiencing a crisis in professional church worker vacancies. The findings of “The Clergy Shortage Study” documented that the repercussions of professional church workers burnout are severe:

- One-fifth of all parish pastors in the Lutheran Church-Missouri Synod are in “advanced stages” of burnout, with a similar number headed toward burnout,
- Losing net 350 pastors per year out of a total number of only 6000 parish pastors. *More than 90%* of those ministers resigned,
- 80% of pastors believed pastoral ministry affected their families negatively,
- 75% reported a significant stress-related crisis at least once in their ministry, 85% of clergy or wives will go through a significant episode of clinical depression,
- 90% felt inadequately trained to cope with ministry demands,
- Church workers have a higher incidence of diabetes, asthma, and weight complications than among the wider corporate population, More than 40% of claims paid out of the health plan are attributed to health conditions that are preventable, modifiable, or controllable,
- The average retention in pastoral ministry service is estimated at eight years, at an average of \$250,000 to educate and prepare him for the ministry.

Goals:

- To reduce professional church workers’ burnout and increase their longevity of service,
- To enrich the vibrancy of their ministry,
- To improve the integrated health practices of congregational members and other people within the community and to imbed the idea of holistic wellness in the Lutheran church.



“This has been a time of spiritual renewal for my wife and me, a time to connect with the Lord and with each other in a way that we don’t always have time for in everyday life.”

Rev. William Diekelman

Objectives

- **Reflect:** Consciously self-examine and then address personal health and wholeness issues that threaten ministry service,
- **Restore:** Learn new, healthy, personal and relationship skills and develop new lifestyle habits to preserve and enhance their family life and professional commitments,
- **Re-energize:** Equip church workers to model and motivate congregations and parishioners, fellow church workers, toward a vibrant personal pilgrimage, healthy family life and effective vocational service

Impact and Outcomes:

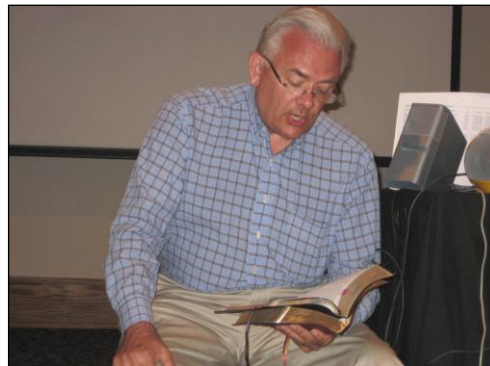
In its 11th year, more than 4,200 pastors, educators, church professionals and their spouses have benefited from the Grace Place program since its inception:

- Respondents overwhelmingly report improvements in spiritual health (94%), intellectual health (81%), physical well-being and health of relationships (77%),
- 84% of pastors report using what they learned in the program to engage their congregations in healing ministries,
- 89% of pastors were satisfied with the program experience and 95% would recommend the program to other pastors,
- Retreat attendees (compared to general Lutheran ministry groups) were “significantly more satisfied with their family and their marriage than was true of most other pastors.”



Retreat Design and Concepts:

- The Grace Place retreat objectives are met through a carefully-developed and systematically-presented curriculum focusing on preventive health strategies and integrated wellness,
- Every retreat contains standard, core components and messages, and may include additional specialty topics depending on the particular retreat leaders and participant group,
- Each typical day includes group devotions, physical exercise, interactive educational sessions, plenary and breakout sessions, recreational activities, meals, fellowship, and personal devotional time,
- Curriculum and break-out session topics range from physical, emotional, and spiritual health, marital enrichment and conflict resolution in the home and parish, to money management, diet, and exercise,
- Time is included for individual and/or married couple consultations with retreat team leaders,
- Retreats are hosted and led by Executive Director, Dr. John D. Eckrich, and facilitated by a five-member professional team that specializes in promoting personal growth.



Ongoing Evaluation:

- Grace Place staff conducts follow-up accountability and evaluation at periodic intervals following the retreat experience,
- Grace Place contracts periodically with outside evaluation consultants who conduct surveys, interviews, focus groups, etc. regarding the Grace Place experience and its impact on their personal wellness, relationships, and their ministry,
- Grace Place staff continually seeks to improve its program/materials and uses evaluation results combined with active support from a core group of health and wellness professionals to make program development/modifications and improve the design and execution of retreats.

"I have personally attended a Grace Place retreat with my wife Joanne. The retreat is a powerful experience and can be a life-changing experience..."

Rev. Dr. David & Joanne Smith
St. Paul's Lutheran Church, Des Peres, MO



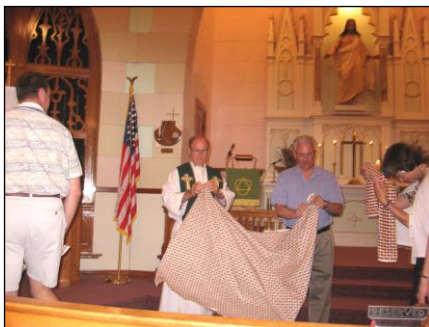
Financial Consideration:

- The actual cost of conducting a retreat is approximately \$2,500 per couple- far out of the range for most servants; however participants pay only a \$395 per couple registration fee (and their own travel expenses),
- Grace Place subsidizes the majority of the costs of its retreats through grants and donations from individuals, churches, and foundations,
- Average Cost of Conducting One Retreat: **\$ 30,000.**

What Church Workers Are Saying About Grace Place Lutheran Wellness Ministries:

"Over the years, the Lord has put me in a position where I've had the opportunity to speak with pastors who are contemplating leaving the ministry. Having had that firsthand experience and seeing the number of men questioning their vocation, I firmly believed something needed to be done. Grace Place is vitally needed. The pastorate will dwindle dramatically if we don't act proactively."

Gregg Smith, Businessman, Carrollwood, FL



"We have already been - and will continue to be - promoters of the Grace Place adventure. It has given us a 'shot in the arm' for continual health and wholeness in our personal stewardship. It has allowed us to form new relationships and renew old relationships. It has allowed us to stretch ourselves with new concepts and stretch old muscles. It has allowed us to reflect. We truly thank you for each of your unique contributions toward the success of Grace Place."

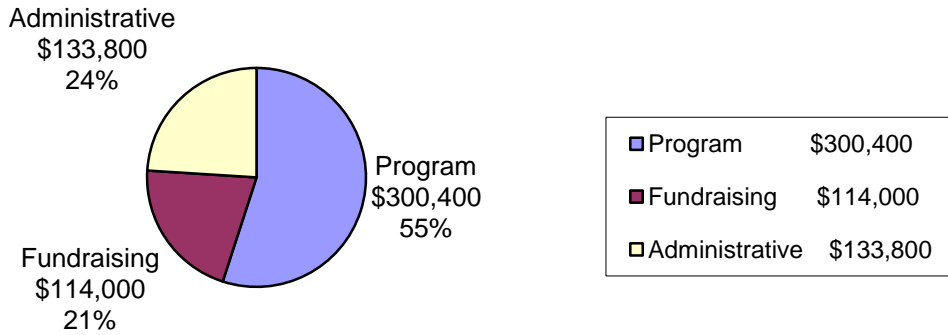
Rev. Doug & Kathy Chinberg
King of Kings Lutheran Church, Chesterfield, MO

APPENDIX B: Financials

**Financial Summary
2011-12 Projected**

Total Anticipated Revenue: \$551,600

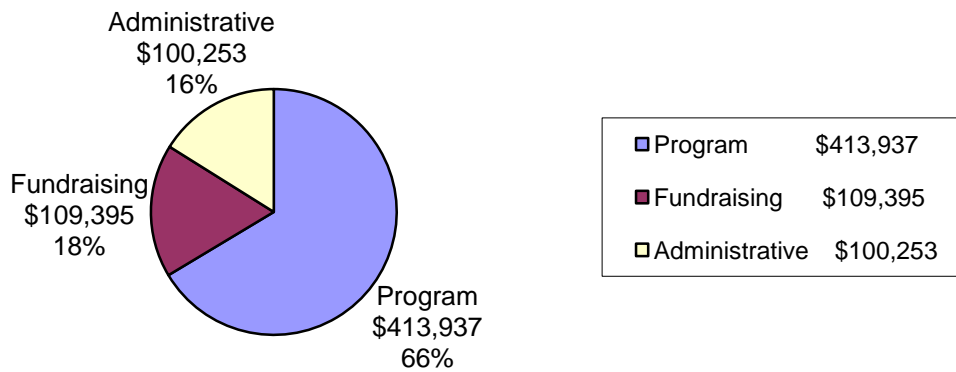
Total Budgeted Expenses: \$548,200



**Financial Summary
2011 Actual**

Total Revenue: \$515,718

Total Expenses: \$623,585



TOTAL NET ASSETS - \$1,986.463

APPENDIX C-1: Organization Effectiveness Policy

GRACE PLACE RETREAT MINISTRIES, INC. **POLICY ON** **PERIODIC ORGANIZATIONAL EFFECTIVENESS REVIEW**

BACKGROUND:

It shall be the policy of Grace Place Retreat Ministries, Inc. (“Grace Place”) to perform an Organizational Effectiveness Review at two (2) year intervals, commencing January, 2011.

The purpose of the review will be to examine (a) the extent to which the policies, procedures and organizational structure of Grace Place support its mission of preserving personal health and wholeness strategies from a Lutheran perspective and (b) whether changes to the policies, procedures and organizational structure of Grace Place are needed to improve the effectiveness of the organization.

AREAS FOR REVIEW:

1. Planning;
2. Organizational Structure (A separate Board Policy governs review of effectiveness of the Board of Directors);
3. Fundraising/Marketing;
4. Finance and Accountability;
5. Organizational Culture.

PRIMARY RESPONSIBILITY:

Responsibility for each area of review will be handled by a committee devoted to that area with the following membership:

Planning/Organizational Structure & Culture: Executive Director/Chairman of Board/VP of Board

1. Planning: the Executive Director and two Directors;
2. Organizational Structure: the Executive Director, one Director and one senior staff member;
3. Fundraising/Marketing: the Chief Development Director, one Director, Accountant, and Head of Development Committee;
4. Finance and Accountability: the Board Treasurer, Executive Director, Accountant, and one Director;
5. Organizational Culture: the Chairman of the Board and two Directors.

EFFECTIVENESS CRITERIA BY AREA:

The following are considered indicia of organizational effectiveness:

1. Planning:
 - (a) Vision Statement
 - i. The vision statement provides a clear statement of what the organization aspires to be in the future.
 - ii. The vision statement provides an image of what success would look like.
 - iii. It inspires and motivates staff, Board, and volunteers.
 - iv. The vision statement provides the context for strategic planning
 - (b) Mission Statement
 - i. The mission statement should be short, clear, and concise.
 - ii. It is broad enough to endure minor changes, yet specific enough to provide a basis for developing goals and objectives.
 - iii. The mission statement reflects what the organization does, why the organization does what it does, and how the organization does what it does.
 - iv. The mission statement also reflects the people (Lutheran pastors) for whom the organization provides services.
 - v. The mission statement is reviewed annually by staff and the Board and is part of the organization's ongoing planning process.
 - (c) Strategic Plan
 - i. A written strategic plan with specific goals and objectives to achieve its mission exists.
 - ii. Progress on the plan is evaluated annually.
 - iii. The plan is developed by Board and staff.
 - iv. The plan is reviewed annually and updated.
 - v. The annual Strategic plan provides an annual operating plan, regularly reviewed and adjusted during the year.
 - (d) Program Plans
 - i. Specific planning for programs flow from the strategic plan.
 - ii. There is a clear connection to the strategic plan.
2. Organizational Structure:
 - (a) Staff Leadership
 - i. Leadership conducts annual employee performance evaluations.
 - ii. Each senior staff member believes in and is passionate about our mission and vision.
 - iii. We have a plan for leadership succession.
 - iv. Our staff leadership can convey excitement about our mission to others and provides ongoing support, motivation.
 - v. Our staff leadership is capable of leading the organization towards its mission during their tenure and represents the organization well to the funders and the general public.
 - vi. The members of our staff leadership team are good role models for how other staff should fulfill their responsibilities.
 - vii. They work collaboratively with the Board and staff and exhibit appropriate professional behavior.

- viii. Judgments made by our leaders are trusted by those affiliated with the organization.
 - ix. Our leaders maintain staff commitment, satisfaction, and high performance.
- (b) Staff Structure
- i. Staff knows and believes in the mission and work of the organization.
 - ii. Individuals think that what they do for the organization is meaningful.
 - iii. There are written job descriptions that accurately describe what each staff member is expected to do.
 - iv. Individuals know what is expected of them in terms of the tasks they perform.
 - v. Performance is reviewed based on written, previously-presented expectations.
 - vi. Self-assessment is a component of performance evaluation.
 - vii. Systematic procedures exist for conducting performance reviews.
 - viii. Individuals contribute to the development of their performance expectations and goals.
 - ix. Performance reviews provide constructive feedback relative to the performance expectations.
 - x. Communication within the organization is frequent and good.
 - xi. Individuals manage and evaluate their own performance related to expectations and goals.
 - xii. Individual work plans are developed collaboratively.
 - xiii. Individuals have the knowledge and skills to perform their jobs well.
 - xiv. Individuals receive recognition for their work.
 - xv. Individuals work as a team to complete assignments.
 - xvi. Individuals think that salary and fringe benefits are fair.
 - xvii. The members of our staff have the time and the appropriate tools to do their work.
 - xviii. Staff have input into in how things are done.
 - xix. Training is given as needed and appropriate.
- (c) Volunteer Structure
- i. Volunteers know and believe in the mission and work of the organization.
 - ii. Volunteers have input into how things are done.
 - iii. Written expectations are provided.
 - iv. One or more staff members are responsible for coordinating and evaluating volunteer participation.
 - v. Development of work plans for volunteers are included in the strategic plan.
 - vi. Volunteers are provided with a written description of their scope of work.
 - vii. Volunteer work is monitored to ensure that it is consistent with the strategic plan.
 - viii. Policies and procedures for volunteers have been established.
 - ix. Volunteers are recognized and thanked.
 - x. Feedback given is needed and appropriate.

- xi. There is a volunteer handbook and orientation manual.
 - xii. Any necessary physical work space for volunteers is assured and defined.
- (d) Information Technology
- i. Staff has appropriate email and internet access.
 - ii. An information technology plan and budget are in place.
 - iii. The organization has appropriate phone, fax and voice mail service.
 - iv. Hardware is appropriate.
 - v. Software is appropriate.
 - vi. Training is given as needed and appropriate.
 - vii. Adequate space is assigned for information technology needs.
 - viii. Database management is in place and clearly managed.
 - ix. A web page has been created and is regularly maintained.
 - x. Technical support exists and is used.
 - xi. Existing technology is an appropriate fit for the organization.
 - xii. The organization has adopted policies and procedures governing use of information technology.
 - xiii. The organization has a two or three year plan for technology upgrades and replacements.
- (e) Policies and Procedures
- i. Written policies and procedures for administrative personnel have been adopted.
 - ii. There is a basic set of forms for repetitive tasks (e.g. time sheets, travel expenses, regular staff reports, etc.).
3. Fundraising/Marketing
- (a) Process – Fundraising Plan and Budget
- i. There is a written fundraising plan with a corresponding budget.
 - ii. There is consistent focus on fundraising.
 - iii. There is an approved process for grant writing.
- (b) Roles
- i. Staff is involved in fundraising.
 - ii. Staff coordinates with the Board committee on fundraising.
- (c) Implementation and Reporting
- i. Fundraising tools exist for Board and staff.
 - ii. Consistent fundraising research exists.
 - iii. There is a fundraising action plan and calendar.
 - iv. Regular and consistent fundraising reporting is provided to staff leaders and the Board.
 - v. A semi-annual comparison of fundraising goals to actual results is made.
- (d) Communications:
- i. Marketing and Communication Plan and Budget
 - ia. We have a marketing and communication plan.
 - ib. The marketing and communication plan is linked to the strategic organizational plan.
 - ic. We ensure that the marketing and communication plan clearly achieves the planning objectives.
 - id. We understand our audience.

- ie. There is a consistent focus on marketing and promotion.
 - ii. Roles (Board and Staff)
 - iiia. The organization is effectively presented.
 - iiib. The organization is properly perceived.
 - iiic. At least one Board member has expertise in marketing and communication.
 - iiid. There is a staff person who is dedicated to marketing.
 - iii. Use (Implementation and Reporting)
 - iiia. The organization implements our marketing and communication plan.
 - iiib. The marketing and communication plan is evaluated annually.
 - iiic. The organization uses information from its evaluation to make changes.
4. Finance and Accountability:
- (a) Budgeting
 - i. There is a long-term strategic financial plan for this organization.
 - ii. The Board evaluates progress relative to the goals in that plan.
 - iii. The organization uses the budget to guide decision making.
 - (b) Financial Systems
 - i. Income and expenses match.
 - ii. The organization has at least one staff person whose responsibilities include financial management.
 - iii. The organization meets its goals for projected income.
 - iv. There is an accounting system.
 - v. There is at least one staff member with financial expertise.
 - vi. Purchases are made using a purchase order system.
 - vii. There is at least one Board member with financial expertise.
 - viii. There is an annual operating budget.
 - ix. There are written policies and procedures for financial transactions.
 - x. There is an inventory system for equipment.
 - xi. Debts are paid on time.
 - xii. There is insurance coverage.
 - xiii. Written pay scale exists.
 - (c) Risk Management
 - i. Potential risks have been identified.
 - ii. There is a central, secure, location for confidential material.
 - iii. Appropriate backup systems are in place.
 - (d) Reporting
 - i. The financial status of the organization is reviewed at least quarterly.
 - ii. The organization's financial statements are reviewed by a professional accounting firm & audited at least every three years.
 - iii. Form 990 and other IRS and state tax reporting forms are prepared and filed on a timely basis and are reviewed by appropriate members of the Board and staff.

5. Organizational Culture:
- (a) There are written evaluation plans for each of the following and these are conducted at least on standby for reappointment
 - i. GPRM Board Member Self-assessment.
 - ii. GPRM Board Evaluation Questionnaire.
 - iii. GPRM Board Peer Evaluation Questionnaire.
 - (b) Annual GPRM organizational effectiveness survey
 - (c) Innovations:
 - i. Staff leadership and the Board keep current with new developments in the organization's area of service.
 - (d) Program outcomes:
 - i. Performance measures.
 - a. There is a specific process for measuring performance.
 - ii. Evaluation of client satisfaction.
 - a. The organization obtains feed back from clients immediately after the end of a program/retreat
 - b. The organization conducts follow-up surveys to assess long-term effect of programs.
 - c. We link internal action to external impact.
 - iii. Evaluation by staff/outside personnel of program effectiveness.
 - iv. Programs are reviewed to reflect results of outcome assessment.

REVIEW PROCESS

Each committee will distribute a comprehensive survey assessing how well the organization meets the relevant criteria for its area to appropriate staff members. Each survey will also solicit suggestions on how the functioning of the organization in those areas might be improved.

Each committee will also interview management, staff members where appropriate and any outside advisory/service providers with insight into a particular area in order to identify issues not addressed in the survey and to obtain a more comprehensive view of the organization's strengths and weaknesses.

REPORTING THE RESULTS

Not later than June 30 of the year in which the review commenced, each committee will provide a written report to the Board. The report will contain the findings of the committee on the extent to which the organization meets the criteria with respect to the committee's area of responsibility.

The report will also set forth any specific recommendations the committee deems appropriate.

No more than two (2) weeks after the distribution of the report, each committee will meet with the Board to review the report and answer any questions. The Board should vote to accept or reject the report and endeavor to take action on the committee's recommendations at that time.

APPENDIX C-2: Board Effectiveness Policy

GRACE PLACE RETREAT MINISTRIES, INC. POLICY ON PERIODIC BOARD EFFECTIVENESS REVIEW

Background

It shall be the policy of Grace Place Retreat Ministries, Inc. (“Grace Place”) to perform a Board effectiveness review at two (2) year intervals, commencing January, 2011.

The purpose of the review will be to examine (a) the extent to which the members of the Board of Directors of Grace Place are aware of and support the mission of Grace Place of presenting personal health and wholeness strategies from a Lutheran perspective, (b) whether the policies and procedures currently utilized by the Board are conducive to supporting the organization’s mission strategies for improving the effectiveness of Grace Place and (c) whether changes to Board policies and procedures are needed to improve the effectiveness of the Board.

Primary Responsibility

The review will be conducted by a committee (“Committee”) consisting of the President of Grace Place and two members of the Grace Place Board of Directors.

Review Process

The Committee will distribute a comprehensive Board evaluation Survey (attached hereto) assessing how well the Board performs its duties.

The Committee will also interview the chief executive, Board leadership and the person in charge of fundraising in order to identify issues not addressed in the survey and to obtain a more comprehensive view of the Board’s strengths and weaknesses.

The Committee will also make an independent review of the expertise and demographics of the Board to determine if any gaps exist. Are there geographic areas, types of expertise or types of congregations which are underrepresented? A determination should be made as to whether additional Board seats should be created to improve the breadth of the Board’s expertise and diversity.

Finally, the Committee will meet with the accountant for Grace Place to review the outside professional’s perspective on the Board’s participation in the budgeting process and financial matters in general.

Reporting the Results

Not later than June 30 of the year in which the review commenced, the Committee will provide a written report to the Board. The report will contain the findings of the Committee on the following topics:

1. Results of Survey;
2. Board composition; and
3. Assessment of Board participation in Finances.

The report will also set forth any specific recommendations the Committee deems appropriate.

No more than four (4) weeks after the distribution of the report, the Committee will meet with the Board to review the report and answer any questions. The Board should vote to accept or reject the report and endeavor to take action on the Committee's recommendations at that time.

APPENDIX C-3: Board Self Assessment

Grace Place Board Effectiveness Policy Grace Place Board Member Self-Assessment

The 'Director Self-Assessment' shall be conducted as an individual Director approaches the end of the Director's current term and is eligible to serve another term.

The self-evaluation of individual Directors is a two-step process. Step one provides that each Board Member will answer a series of questions for self-assessment and self-reflection and to the degree the Director is comfortable, share the responses with the Chairperson of the Board.

Step two in the process involves communicating with the Chairperson of the Board regarding a second series of self-assessment questions.

While the process is not expected to require a great amount of time, it does provide an opportunity to share personal thoughts and ideas within the context of continuously improving Grace Place's system of governance. It also requires a recommitment on the part of Board Members to fulfill their responsibilities as a Director.

Step 1

1. I consider myself to be an effective Grace Place Director because:

2. The greatest strengths and contributions I bring to Grace Place's Board are:

3. The areas where I need to grow and improve are:

4. What are the areas confronting the Board now and for the next three years that most interest you and to which you feel that you could make the greatest contribution?

5. Are you satisfied with your performance as a Board Member? Why or Why not?

6. What would help you to better fulfill your obligations as a Director in the future?

7. Are there areas of interest or expertise in which you would like to expand your involvement with the Board?

8. I act in the best interest of GP's Retreat participants.

_____ Agree _____ Disagree

9. I understand my responsibility as an "Independent Board Member."

_____ Agree _____ Disagree

10. I am fully informed on my legal and ethical responsibilities and authority.

_____ Agree _____ Disagree

11. I actively participate in discussions during Board and committee meetings.

_____ Agree _____ Disagree

12. I know and understand GP's vision, mission, values and strategic plans/goals and how they are reflected in key issues.

_____ Agree _____ Disagree

13. I adequately financially support Grace Place.

_____ Agree _____ Disagree

You are encouraged to share your responses to the above questions with the Chairperson of the GP Board during your one-on-one discussion (Step Two).

Step 2

Questions to be discussed with the Chairperson of the Grace Place Board

1. Has your professional situation or health status changed since the last performance evaluation to the extent that it could compromise your effectiveness as a Board and committee member?

2. Do you wish to be re-appointed for another term, and are you prepared to make the commitment expected of a Director?

3. Are there Board or governance concerns or other issues that you would like to have called to the Board Chairperson's attention, and if so, what are they?

4. Have you been able to make the contributions you wanted to make since joining the Board?

Notes:

APPENDIX C-4: Board Evaluation Questions

**Grace Place Retreat Ministries (GPRM) / Grace Place Retreat Ministries Foundation
Board of Directors
Board Evaluation Questionnaire**

Rating Scale: 1 = Strongly Disagree: 2 = Disagree: 4 = Strongly Agree: X = No Opinion

<u>Evaluation Questions</u>	<u>Rating</u>	<u>Comments and Recommendations</u>
<u>Board Structure</u>		
1. The Board operates as a team.	<input type="checkbox"/>	
2. The Board has the right mix of talents and expertise needed for an effective Board.	<input type="checkbox"/>	
3. Individual Board members are of the quality needed by GPRM.	<input type="checkbox"/>	
4. The process for selection of prospective Board members is appropriate to obtain qualified Board members.	<input type="checkbox"/>	
5. Board members have adequate access to Board officers and the President.	<input type="checkbox"/>	
<u>Board Culture</u>		
6. The Board understands that its ultimate responsibility is to act in the best interests of retreat participants & recipients of GPRM services and GPRM supporters.	<input type="checkbox"/>	
7. Board members know and understand their legal and fiduciary responsibilities.	<input type="checkbox"/>	
8. The Board is well prepared for Board meetings.	<input type="checkbox"/>	
9. The Board promotes candid communication and rigorous decision-making.	<input type="checkbox"/>	
10. The Board is both sufficiently challenging and supportive of management.	<input type="checkbox"/>	
11. The Board and management understand their respective roles and stay within their roles.	<input type="checkbox"/>	

12. The Board promotes an atmosphere of ethical behavior, individual accountability, and responsibility.

The Right Issues

13. The Board monitors key activities and initiatives and assesses Management's achievements against established objectives.

14. The Board examines and approves the annual operating budget as good stewards of the assets of GPRM.

15. The Board evaluates the CEO annually and has a mechanism in place to provide candid feedback.

16. The Board understands the importance of management succession planning.

17. Potential conflicts of interest are understood and well controlled.

The Right Information

18. The Board receives adequate information to monitor actual results compared to budget.

19. The Board understands the Lutheran environment, business and how GPRM creates value for Lutheran church workers.

20. The Board receives clear, concise, and relevant information sufficiently in advance of the meeting to allow adequate preparation.

21. Management provides professional, relevant presentations to the Board.

22. Board members have adequate opportunity to assess GPRM employees and external advisors.

23. Management, staff and related support for Board meetings is sufficient.

The Right Process

24. Meeting agendas provide adequate time for discussion and permit informed decisions.

25. Board members contribute to discussions.

26. The Board has sufficient time to discuss issues without management (i.e. executive session.)

27. The Board conducts effective meetings.

28. Board meetings generate effective dialog among the directors, CEO and top management.

Reports

29. Accountant reports to the Board are clear and focused and provide the Board with an assessment of the quality and sufficiency of financial reporting, risk oversight and audit conclusions.

30. Executive Committee reports to the Board are clear and focused and provides the Board with an assessment of the quality and sufficiency of management goals and objectives, compensation, succession planning, Board nominations and other director and governance issues.

31. GPRM Foundation reports to the Board are clear and focused and provides the Board with an assessment of the quality and sufficiency of investment strategy, asset allocation, investment manager (if any) changes and investment results.

32. Development Committee reports to the Board are clear and focused and provides the Board with an assessment of the quality and sufficiency of development plans and results.

APPENDIX C-5: Board Peer Evaluation Questionnaire

**GPRM / GPRM Foundation
Board of Directors
Peer Evaluation Questionnaire**

Rating Scale: 1 = Strongly Disagree; 2 = Disagree; 4 = Strongly Agree; X = No Opinion

Evaluation Questions

Rating

Comments and Recommendations

General (to be answered by all directors)

1. Represents the interests of GPRM service recipients in all decisions.

2. Exhibits high ethical standards and values.

3. Attends meetings regularly.

Board Dynamics (to be answered by all directors)

4. Attends meetings adequately prepared to discuss board agenda items.

5. Thinks and acts independently and objectively.

6. Contributes effectively at Board meetings.

7. Challenges management to set and achieve challenging goals.

8. Has appropriate skills to be an effective board member.

Committee Dynamics (to be answered only by those directors who serve on the same committee as the director evaluated)

- | | | |
|--|--------------------------|----------------------|
| 9. Attends meetings adequately prepared to discuss committee agenda items. | <input type="checkbox"/> | <input type="text"/> |
| 10. Thinks and acts independently and objectively. | <input type="checkbox"/> | <input type="text"/> |
| 11. Contributes effectively at Committee meetings. | <input type="checkbox"/> | <input type="text"/> |
| 12. Supports a deliberative process of constructive interaction. | <input type="checkbox"/> | <input type="text"/> |
| 13. Encourages contributions from all committee members. | <input type="checkbox"/> | <input type="text"/> |
| 14. Shares knowledge and expertise and is a valuable resource in fulfilling duties of the committee. | <input type="checkbox"/> | <input type="text"/> |
| 15. Identifies the principal elements of the issues and topics discussed. | <input type="checkbox"/> | <input type="text"/> |
| 16. Expresses thoughtful, honest concerns and opinions. | <input type="checkbox"/> | <input type="text"/> |
| 17. Is decisive and action oriented. | <input type="checkbox"/> | <input type="text"/> |
| 18. Other comments | | <input type="text"/> |

Grace Place Lutheran Wellness Ministries

Sept. 2011 - Aug. 2012 Budget Proposal

		<i>A. 9/11 - 8/12</i>	<i>B. 9/10 - 8/11</i>	<i>C. 9/10 - 8/11 Estimated Actual</i>
		2011-2012 Budget	2010-2011 Budget	2010-2011 Proj Actual
REVENUE	Individual Contributions	50,000	100,000	43,400
	Major Donors	150,000	175,000	130,000
	Grants	75,000		12,000
	Retreat Sponsor/Funds	153,300	206,800	181,300
	Dividend/Interest	1,800	5,000	5,200
	Special Events	100,000	60,000	103,200
	Rent Income	1,500	1,200	2,800
	Total Revenue	531,600	548,000	477,900
EXPENSES	Accounting Services	4,700	3,800	3,500
	Bank Charges	1,000	1,500	1,100
	Contract Labor (computer)	5,000	3,000	8,700
	Development/Fund Raising	12,000	11,500	15,700
	Travel	13,000	14,300	1,800
	Salaries	223,000	203,200	194,300
	Concordia Plans	65,000	71,300	63,700
	Payroll Taxes	17,500	17,500	14,900
	Legal	2,500	2,500	6,100
	Meeting Expenses	1,000	1,000	3,700
	Miscellaneous	2,000	1,900	2,900
	Office Supplies/Equip	2,500	3,000	2,100
	Insurance	5,000	6,000	4,300
	Postage Expenses	1,500	3,000	1,200
	Printing Expenses	3,500	1,300	2,600
	Program Expenses	2,500	2,500	2,400
	Rent	19,100	19,500	19,000
	Public Relations	2,000	2,000	750
	Telephone	4,500	5,000	4,400
	Special Events	23,000	18,000	23,800
	Retreat Expenses	133,400	158,300	173,900
	Honorariums (reduce Ludwig to	4,500	12,500	10,000
	Endowment Expense			10,600
	Total Expenses	548,200	562,600	571,450
	Net (Loss)	-16,600	-14,600	-93,550

** **Footnote:** \$35,000 part-time Assoc. Director - cost for 8 months from World Relief & Human Care

