

## **GUIDELINES FOR THE CARE RELATIONSHIP OF COLLEGE PARK QUARTERLY MEETING WITH CORPORATIONS UNDER ITS CARE**

This document is the final report created in the Spring of 2013 by an Ad Hoc task force organized by College Park Quarterly Meeting Ministry and Oversight Committee. The mission of this task force was to clarify the "under the care of" relationship which exists between College Park Quarterly Meeting (CPQM) and the three corporations that are under its care. This effort was in response to issues that came up during M&O consultations with stakeholders at Friends House.

The task force consisted of representatives of Ben Lomond Quaker Center, College Park Friends Educational Association, Friends Association of Services for the Elderly and members of CPQM's Ministry and Oversight Committee.

Many of the needs and interests identified by the task force are complimentary whether seen from the perspective of the corporation or the Quarter. The task force held a common goal that although there are some differing needs between the corporations, the relationship between the Quarter and the corporations be consistent for all the corporations.

Those needs and interests articulated from the perspective of the corporations are the following: a) Help to maintain the corporations as Friends organizations reflecting Friends business practices, beliefs and values, b) Assist with identification of potential board members, source of volunteers for committee or project work, c) Assist in crisis situations, d) Foster a liaison relationship to each Monthly Meeting for each corporation, e) Help to support the corporations financially through awareness of opportunities for giving and perhaps coordinated fundraising, f) Have Quarterly Meeting be a source of "customers" to participate in the programs offered by each of the corporations.

Those needs and interests articulated from the perspective of the Quarterly Meeting are the following: a) Corporations utilize Quaker business practices in governance and decision making, b) Corporations function according to Quaker values and foster what might be termed Quaker culture including speaking to our testimonies, c) Corporations provide an environment for Quarterly Meeting Quakers and others for spirit-led financial support or service supporting right action in the world, d) Corporations contribute to the overall strengthening of Quakerism, e) Corporations provide periodic status reports including financial information to the Quarter.

We recommend the following measures to assist the corporations and the Quarter in fulfilling many of the stated needs and desires.

### **Responsibilities of the corporations:**

In order to be eligible to be considered under the care of College Park Quarterly Meeting each corporation is expected to:

1. Maintain a board at least half of whose members are Quakers (members or active attenders). Strive to have a Quaker serve as Clerk of the Board.
2. Utilize Quaker business practices in its decision making.
3. Hold Quaker testimonies at the forefront of its mission and operation, e.g. in governance practices, socially responsible investing and purchasing and environmental responsibility.
4. Offer opportunities for Quaker worship at their respective facilities.
5. Make an active effort to hire Quakers.

6. Provide the Quarter with a copy of the current by-laws of the corporation and a roster of the board members on a yearly basis. These are sent to the Clerk of the Quarterly Meeting.
7. Provide a yearly report (more often if needed) to CPQM's Nominating Committee naming new nominees with short biographical information for each, noting nominees to serve additional terms and naming any resignations. Each corporation should expect to hear from CPQM's Nominating Committee within three weeks of receipt of said report should any concerns arise regarding those nominated.
8. Make an annual status report, including financial information, to CPQM (CPFEA in the fall, FASE in the winter and BLQC in the spring). Some board members of the corporation in question commit to attending that session of the Quarterly Meeting, participating in a question and answer time and an afternoon interest group.

### **Responsibilities of College Park Quarterly Meeting:**

1. The Clerk of CPQM builds into the plenary session agenda an opportunity for questions and answers directed to representatives of the corporation who are present.
2. The Quarterly Meeting planning committee arranges for the reporting corporation to host an interest group for Friends who wish to learn more and/or share concerns about that particular corporation.
3. One member of the CPQM Nominating Committee also serves as liaison for each of the three corporation's Nominating Committee. It is expected that this liaison will be active in recommending potential Board members to the corporation.
4. The CPQM Nominating Committee considers reports referenced in #7 above and, if so mandated by the bylaws of the respective corporation, seeks approval of same at CPQM's next scheduled session. Whether or not CPQM approval is sought, each corporation's new nominees are reported to those gathered at the session and recorded in the minutes. CPQM's Nominating Committee communicates with the Clerk of the Nominating Committee of each corporation within three weeks of receipt of said report should any concerns arise regarding those nominated.
5. At least one member of either CPQM's Nominating Committee or Ministry and Oversight Committee attends a minimum of one board meeting of each of the corporations yearly.
6. The Quarterly Meeting is expected to develop means to help the corporations to share their mission and programs with Monthly Meetings and other constituencies within the Quarter, thus strengthening relationships. .
7. The Clerk of CPQM, its Ministry and Oversight Clerk and its Nominating Committee Clerk are encouraged to maintain intentional dialogue with the clerks of each corporation's board with the goal of identifying mutual concerns and areas of cooperation.

### **Process for addressing crisis situations or concerns from stakeholders:**

Quarterly Meeting assistance in addressing crisis situations or concerns from stakeholders is likely to be the most difficult aspect of the mutual relationship. The corporation should recognize that the Quarter may be approached by any stakeholder and it strives to listen carefully and without prejudice to all viewpoints. It is of benefit to both parties for the corporation to have in place fair and accessible internal means for conflict mediation (ie. an ombudsman or the equivalent) so that issues can be resolved before stakeholders bring concerns to the Quarterly Meeting.

Should concerns arise related to the board, staff or operations of any of the corporations from anyone who holds an interest in the facilities or programs, the individual is expected to:

- First bring the concern to the attention of the relevant board member, the Clerk of the Board, or an appointed ombudsman.
- If neither is appropriate, the individual is expected to take the concern to the Clerk of the Nominating Committee of the corporation or to the clerk of any other standing committee.
- The individual and/or clerk or ombudsman may ask a mutually acceptable third person to meet with them to hear the concern.
- If resolution is not forthcoming, the concern should be brought by both parties to the Clerk of the Quarterly Meeting who will assist in determining next steps toward resolution. A mutually acceptable third (fourth) party may also be utilized in this instance.
- If a concern is brought to the attention of the Clerk of the Quarter or the Clerk of M&O, the first question asked should seek to ascertain whether the above steps have been taken.

The Clerk of the Quarter should have on file records of previous stated concerns and their resolutions so that if the current concern has been addressed in the past, this may be used to inform a proposed current process or resolution.

Thinking outside the box is encouraged. Perhaps, if the situation is a financial one, there are particular individuals whose expertise would prove most valuable. If the situation concerns internal conflicts within the board, a former board member could prove invaluable in resolution. Should the concern be about the maintenance of Quaker culture, staff people at the organization might prove essential in the resolution.

Ongoing open communication between officers and individuals of CPQM and the Boards of each of the corporations is essential to the health of the relationship. All parties are encouraged to engage with each other using deep listening and always act with goodwill, integrity and the belief that all are seeking a way forward that helps the corporation fulfill its mission.

All parties should expect that if the Quarter and the corporation jointly engage in crisis management, it will be challenging. Representatives from each organization will need to respect the knowledge and perspectives of the other. Taking care to engage in thorough fact-finding early on in the problem resolution process will prove helpful in finding a way forward.

**Respectively submitted to CPQM Ministry and Oversight Committee May 4, 2013, by the task force consisting of:**

Doug Milhous (co-clerk), Redding Meeting  
Eric Sabelman (co-clerk), Palo Alto Meeting  
John Devalcourt, Santa Cruz Meeting  
Bob Runyan, Santa Cruz Meeting  
Dorothy Henderson, Grass Valley Meeting  
Margaret Sorrel, Strawberry Creek Meeting  
Joe Magruder, Berkeley Meeting

May 4, 2013

Dear Friends of College Park Quarterly Meeting,

I Dorothy Henderson have been a participant in the ad-hoc committee of CPQM that was formed to provide language for clarifying what we mean when we say our three corporations are 'under the care of'. A report of our work is being submitted to the Spring Quarterly Meeting, and I am writing this message because I will not be at the Meeting and I want to speak to the change in my views that occurred in the process of participating on the committee. My views underwent a major shift.

I was invited to join this committee because of my recent position as Head of School of the Woolman Semester and Sierra Friends Center. As such I was invested in creating greater clarity about the 'care relationship' between CPQM and the three Boards of the Corporations. In the process of creating the document, we particularly labored with the language about the nominating and approval process for Board Members, specifically in regard to FASE.

FASE board members, who also served on this committee, outlined several issues stemming from state and federal regulations and possible financing options for proposed Friends House expansion that make continued approval of board members by an outside entity very problematic. All members of the ad hoc committee were concerned to strengthen, rather than weaken, the relationship of CPQM to the corporations. I was personally concerned that this transition would mean that Friends House would drift away from its Quaker foundation and connection with the Quarterly Meeting. At the same time we learned that many other Friends retirement facilities have successfully made this transition.

Because of my concern (and probably because I am recently retired and available!) I volunteered to do some research into what happened when these other facilities made this transition. Because I believe there might be others with my concerns, I want to share what I found, briefly.

In speaking with Jane Mack, the Director of Friends Services for the Aging, I came to understand that many Quaker retirement communities have gone through this transition. Indeed, the increasing regulation of retirement communities and the changing nature of Friends Meetings have seemed to make this more imperative. At the same time, many of these organizations have gone through this transition without damaging their Quaker affiliation. The factors that seemed to contribute to maintaining a strong relationship are: 1) clarity regarding the nature of the relationship; 2) care in making changes such as the one being proposed by FASE and; 3) the commitment of both parties to maintain and strengthen the connection.

For FASE to change their bylaws to no longer stipulate CPQM approval of board members by CPQM does not necessarily mean that either the Quaker foundation or connection to the Quarterly Meeting is in danger. What could put it in danger is if either FASE or CPQM fail to make the effort to maintain a strong 'care' relationship. Because I believe that the report we are submitting is a step toward clarifying that relationship (including language specific to the nomination of Board members) and I trust that we will take care in making the necessary changes, I am encouraged that we have the potential to strengthen the ongoing relationship between CPQM and FASE. Indeed, I hope that the report actually contains language that will strengthen the relationship between CPQM and all three corporations.

Respectfully submitted by Dorothy Henderson