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Design for a Joint Reorganization of APRRE and REA
May 23, 2003

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1. Introduction

This document presents a design for the joint reorganization of the Religious Education Association and the Association of Professors and Researchers in Religious Education. Sections 2 and 3 offer historical background and rationale for the design. The organizational design is found in sections 4 through 8. Issues of implementation and evaluation are found in sections 9 and 10.

2. Historical Background

2.1 The Road to the Reorganization Design

At the November 2001 meeting of the Board of Directors of the Religious Education Association, a motion was proposed to create a committee to enter into conversations with the Association of Professors and Researchers in Religious Education regarding a more formal relationship that advances our mutual benefit and to create a formal motion for action by the 2002 annual meeting. REA members approved this motion via a mail ballot.

On June 8th, 2002, the joint committee held a meeting in Chicago discussing issues of vision, mission, membership, programming, finances, and administration for a shared organization. Representing APRRE were: Anne Streaty Wimberly, Jack Seymour, Tom Walters, and Randy Litchfield. Representing the REA were: Ronald H. Cram, Lorna Bowman, Barbara Anne Keely and Ted Brelsford.

In September 2002 a reorganization proposal was distributed to members of the REA and APRRE. Comments were received via email and these informed the discussion of the proposal by the REA Board, APRRE Executive Committee, and members at their respective business meetings during the annual meeting in November 2003. Members of both associations moved to proceed with the intent to join the organizations and requested another draft be distributed in March 2003.

In March 2003 a revised draft of the proposal, informed by prior feedback, was distributed to members of the REA and APRRE for comment. This document is informed by feedback to the March 2003 draft.

2.2 The Continuity of the Reorganization with the Histories of the REA and APRRE

For a century, membership in the Religious Education Association has meant attention to diverse cultural identities, inter-faith collegiality, scholarly reflection on practices of religious education, and the enrichment of educational practices in ecclesial, academic and public contexts. The REA gathered together professionals in religious education, scholars, and public leaders in religion and education. Through its conventions, regional meetings, special programs, research projects, and journal the Religious Education Association has sustained and inspired rigorous reflection and research on religious education. This has been a distinctive difference from many other religious educational organizations, where programming focuses only on the "how-to."

At the same time, the membership in the Association of Professors and Researchers in Religious Education gathered faculty and scholars in religious education. APRRE has sought to contribute critical and constructive scholarship in religious education in order to expand and deepen knowledge in this arena; advance intellectual discourse across disciplines and faith traditions; and enhance reflective practice by providing the best ecumenical resources available to the reflective practice of teaching in university, college, seminary, and denominational offices.

As of 2003, half of the membership of the Association of Professors and Researchers in Religious Education belong already to the Religious Education Association. The journal is viewed by both memberships as a medium for research related to scholarship and practices of religious education.

3. Rationale for Reorganization

3.1 Benefits for the Field of Religious Education from the Reorganization

Bringing together the REA and APRRE creates a unique and challenging organization within an ecology of associations that tend to be either academic or professional in nature. The reorganization creates a space to foster the interplay of scholarly reflection and reflective practice in religious education. The quality and productivity of the interplay will be made possible by attending to the integrity of each part in the interplay: religious education research, practices of religious education in diverse contexts, interdisciplinary analysis, and theoretical construction.

3.2 Member Benefits from the Reorganization
- Participation in the ecumenical and interdisciplinary scholarship and conversation about the current and future shape of religious education and its practice (See 4.3)
- Broadening of scholarly and financial resources that contribute to the Association's programming and reflection
- Broader membership base and consequently stronger financial base
- Increased organizational stability
- Unified administrative action, with a better overall approach to stewardship of funds
- Assurance for both groups of the continued publication of the journal
- All members would automatically receive the journal with membership
- Members would be part of annual meetings (compared to biennial)
- One membership fee rather than two, which is anticipated to save members money
- Increased funding of initiatives within and beyond annual meetings

4. Name, Vision and Mission of the Organization

4.1 Name

The committee recommends that the organization's name be **The Religious Education Association**. When the name appears in printed materials and on the website, the description "An Association of Professors, Practitioners, and Researchers in Religious Education" will be included. This name adequately describes the nature of the organization plus its use maintains historical identity, provides contemporary recognition, and minimizes legal and financial burdens of the reorganization.

4.2 Vision

The Association is a community of vision and reflective conversation, composed of peoples from diverse faiths and cultures, focused on scholarship, research, teaching and leadership in religious education.

4.3 Mission

The mission of the Religious Education Association is to create opportunities for exploring and advancing the interconnected practices of scholarship, research, teaching, and leadership in faith communities, academic institutions, and the wider world community.
The Association accomplishes its mission in four ways:

4.3.1 Through sharing, critiquing and encouraging publication of substantive research, probing scholarship and practical approaches to religious education (particularly through its journal *Religious Education*)*;*

4.3.2 Through ecumenical, inter-religious, and cross-cultural, interdisciplinary and inter-professional dialogue that stimulates members to recall and examine historic traditions and explore fresh visions of religious education for the diverse and ever-changing human family in our complex world community;

4.3.3 Through creation of international networks of communication, cooperation and support in order to strengthen leaders in religious education, and religious education as a distinctive and vital field; and

4.3.4 Through interpreting the nature, purposes, and value of the field of religious education to the wider society and those preparing to become professors, researchers, or other leaders in religious education.

5. Membership

5.1 Potential Member Groups

The membership of the Association is composed of individuals with diverse interests and goals working in diverse contexts. The membership includes persons such as:

- Teachers, professors, and researchers in religious education
- Practitioners giving religious education leadership in local faith communities or central offices or agencies of denominational/religious bodies
- Administrators in religiously affiliated schools, colleges, universities, and seminaries
- Graduate students and others preparing for and engaged in research, teaching, administration or other kinds of leadership in religious education

5.2 Membership Dues

Membership dues initially will maintain current categories and scales. Data will be collected from members to allow movement to a sliding scale based upon income. Consideration will also be given to how location (e.g. countries beyond the U.S. or developing countries) influences one's ability to be a member. The membership year will move to a calendar year basis (January to December).

6. Programming

Programming for the organization involves three related areas: Forums, the Harper Committee, and the annual meeting. Programming also is connected to the ongoing functions of the journal, website, newsletters and other modes of communication.

6.1 Forums

Religious education takes place through multiple practices of scholarship, research, teaching and administration in a variety of contexts. The Association responds to and nurtures attentiveness to this variety through three standing forums.

6.1.1 "Religious Education in Faith Communities"—This forum focuses on religious education in local faith communities, and within and by denominational/religious bodies on regional, national, and international levels.

6.1.2 "Religious Education in Public Life and the Global Community"—This forum focuses on the role of religious education beyond religious and academic contexts in the interest of the common good as well as on inter-religious education and conversation.

6.1.3 "Religious Education in Academic Disciplines and Institutions"—This forum focuses on the engagement in and advancement of religious education in academic disciplines and in schools, colleges, universities, and graduate schools of religion and theology.

6.1.4 Forum Coordination Teams—The activities of each forum will be coordinated by three representatives, who are nominated and elected by the membership during the annual meeting. One of these persons will be designated as a chairperson. The task of the coordination team will be to promote the effective functioning of the forums through their input in Association programming matters as outlined in the programming section. The representatives will be elected to three staggered overlapping classes so that the coordinating team members across the three forums do not rotate off at the same time and are enabled to carry out their task on behalf of the forums. The selection process should assure representation that is diverse and reflective of the broad Association constituency.

6.1.5 Forums and programming—The three representatives of each forum help to facilitate programming related to their forum within the overall theme of the annual meeting. The forum chairperson will serve on the Annual Conference Program Planning Committee. One forum representative will serve on the Papers/Workshops Selection Committee of the Association. One representative will be part of the Editorial Board of the Journal. Forums may also organize national or regional events apart from the annual meeting. The forum representatives (Coordination Teams) are responsible for any special activities of the forum occurring beyond scheduled Research Interest Groups, Resourcing Groups, and Colloquia at the annual meeting and for activities beyond the annual meeting. Funding for forum programming at the annual meeting will be included in the annual budget. Events outside the annual meeting may be

funded through the annual budget at the discretion of the Board, or funding may be sought from Harper funds or other sources.

6.2 The Harper Committee
The Association will set aside funds for honoring the legacy of the REA in the new organization through the William Rainey Harper Award and the Harper Project. The Harper Committee, a permanent standing committee, will seek to promote the values of inter-faith and ecumenical collegiality and religious education in the public arena through the Harper Award and the Harper Project.

The Harper Committee will be composed of four members from among the Association's membership, appointed to three staggered or overlapping classes by the Board, based on nominations from the Nominating Committee, pending ratification by the Membership. At least one member of the Harper Committee should have a primary vocational identity in the public arena, and/or one should be from a religious tradition other than Christian. Attention should be given to ethnic, gender, and religious diversity in constituting the Committee.

> 6.2.1 "William Rainey Harper Award"—William Rainey Harper was the first president of the University of Chicago and the first chair of the board of directors of the Religious Education Association. Through the years, the REA has given the William Rainey Harper Award on occasion to leaders in the field of religious education and others who have made significant contributions to public understandings of religion and education (see Appendix for complete list of past recipients). Continuing in this tradition, The William Rainey Harper Award will be given occasionally, as the Committee deems appropriate (but no more than once per year). The initial committee shall develop fuller guidelines, to be approved by the Board. Nominations for the Award will be considered on a rolling basis.

> 6.2.2 Harper Project—The Harper Committee will use the Harper Project to promote the values of inter-faith collegiality and religious education in the public arena through constructive programming, research, and regional networking. A projected sum of $3,000 will be available annually to fund the Harper Project. Annual funding may accumulate from year to year for larger projects. Projects may be part of the annual meeting or independent from it. The Committee may decide to plan and execute such special projects under its own initiative or award grants from the Harper Project Fund to individuals or groups from within the Association's membership. Applications may be reviewed at the Annual Meeting for proposed future projects.

6.3 Annual Meetings
Annual meetings of the Association have both thematic and non-thematic elements. A theme (selected by the President-Elect) focuses the Association's attention on an issue of importance to the field and provides a common point of interaction. Non-thematic elements provide opportunities for the pursuit of unique member interests. The meeting theme is addressed in plenary sessions and some interest group sessions. Non-thematic issues are addressed in interest group sessions, task-forces, and meetings of particular and contextual religious traditions. Two program schedules are in the appendix as illustrations of how meetings may be organized.

> 6.3.1 Plenaries (common sessions)— Plenary sessions bring together all meeting registrants at one time to focus upon the meeting theme. Each forum has the option of offering one plenary event that addresses the meeting theme from the perspective of the forum focus. Plenaries may utilize a variety of formats and methods.

> 6.3.2 Interest Groups, Resourcing Workshops, and Colloquia Sessions—These sessions are types of "break-out" meetings that allow attention to specific topics related to the theme. Interest Group sessions are presentations of developed research and presented in formal papers that are within one revision of being of publishable quality. Resourcing Workshops are presentations of scholarly and practical resources or approaches supporting the multiple practices of religious education. Colloquia are less formal than Interest Groups and involve presentations of religious

education research, planning, and programming in their beginning stages. Typical meetings may have four (4) blocks of these types of break-outs. Each block would include a mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions per block.

6.3.3 Task Forces—Task Forces are groups who agree to stay together and to continue to work on certain issues over a period of several years. Presenters are chosen by each task force or by conveners. Existing Task Forces will be continued and new ones may be initiated by request of members.

6.3.4 Harper Project Programming—This programming promotes the values of inter-faith collegiality and religious education in the public arena through constructive programming, research, and regional networking (see section 6.2).

6.3.5 Non-program Sessions—Certain groups may choose to organize their own sessions before or after the annual meeting for specific needs. Examples of these sessions include, but are not limited to, meetings of religious traditions and denominational groups, professors at certain schools, and shared grant work. Their inclusion will be negotiated with the Executive Secretary and the group's convener will identify participants.

6.3.6 The theme for the Annual Conference is selected by the President-Elect, who also chairs the Annual Conference Program Planning Committee.

6.3.7 Annual Conference Program Planning Committee—This committee is constituted by the President-Elect (chair), the Vice-President, the three Forum Chairs, the Papers/Workshops Selection Committee Chair, the Harper Project Chair, and the Executive Secretary. The President will also participate to share her or his experience of planning the prior year's meeting. Association members from the vicinity of the meeting should be invited to the committee as well.

6.3.8 Papers/Workshop Selection—Research Interest Group Papers, Resourcing Workshops, and Colloquia to be offered under the aegis of the forums will be selected by the Association's Papers Selection Committee and scheduled by the Association's Planning Committee. Proposals for Research Interest Groups, Resourcing Groups, or Colloquia are to be directed to the Papers/Workshops Selection Committee with or without specification of a preferred forum under which the paper or presentation would be offered. The Selection Committee is free to designate papers and presentations for particular forums as it deems appropriate.

7. Organizational Details

7.1 Incorporation and Tax Status
The Association will remain a non-profit organization, able to accept tax-deductible donations, and utilize a revised version of the REA's legal papers of incorporation.

7.2 Office Staffing
The Association will utilize a single Executive Secretary whose job description is based upon APRRE's Executive Secretary. Funding is provided for general secretarial and book keeping services. All staffing is on a "contract" rather than an "employee" basis.

7.3 *Religious Education* Journal and Taylor & Francis Relationship
All members of the Association receive a subscription to *Religious Education*. The current editorial and publishing arrangements for the journal would remain unchanged. The Association appoints and pays an editor and managing editor and utilizes a partnership with publishers Taylor & Francis.

Taylor & Francis has been advised of the reorganization proposal and sees no reason to substantively amend the agreement. Taylor & Francis:

- Maintains membership and subscription lists, handles renewals, and markets the journal
- Oversees copyright and reprint permissions
- Copyedits, sends proofs to authors, prints and distributes the journal
- Pays to the Association royalties on subscriptions, royalties from copyright use and reprints, an agreed upon portion of membership dues collected, and a contribution to maintaining the editorial office

7.4 Integrated Website and Newsletter
The Association will maintain a website combining functions and services currently provided on the REA and APRRE websites. A joint newsletter, in electronic format, will be provided to members. This newsletter will incorporate elements of the REA's current REACH publication.

7.5 Board (15 members)
     7.5.1 Governance functions (6):
- President: Public representative and conducts meetings
- President-Elect/Program Chair: Responsible for current year's programming and meetings in absence of President
- Vice-President/Program Chair-Elect: Responsible for next year's programming
- Treasurer: Oversees budget, audits, taxes and endowment
- Executive Secretary: Responsible for daily operations, implementing policies, membership, finances, content for newsletter and support of programming
- Recording Secretary: Keeps official minutes

     7.5.2 Publication/Networking functions (2):
- Editor of *Religious Education* journal, ex officio
- Networking Coordinator, ex officio: Responsible for structures, particularly electronic, that network members together. The website content and design are central responsibilities.

     7.5.3 Program functions (3):
- Religious Education in Faith Communities Forum Chair
- Religious Education in Public Life and the Global Community Forum Chair
- Religious Education in Academic Disciplines and Institutions Forum Chair

     7.5.4 General Representative functions (4):
- At-Large members (3)
- Doctoral Student Representative (1)

Board membership will be of diverse perspectives including multi-cultural, inter-faith, and multi-context.

7.6 Various Committees, Teams and Functions
     7.6.1 Forum Coordination Teams (see section 6.1.4)

     7.6.2 Annual Conference Program Planning Committee (see section 6.3.6)

     7.6.3 Papers/Workshops Selection Committee—This four-person committee is composed of one representative from each of the three Forum Coordination Teams and a chair elected by the Association's membership. (See section 6.3.7)

     7.6.4 Harper Committee (see section 6.2)

     7.6.5 Nominations Committee—This committee is constituted annually by the outgoing members of the Board. This committee is responsible for submitting a slate of nominees for

ratification to the Board and to the membership at the annual business meeting. Nominations are to be made for officers, the Board, Forum Coordination Teams, Chair of the Papers/Workshops Selection Committee, and the Harper Committee. The selection process should assure representation that is diverse and reflective of the broad Association constituency. The process should ensure balance in representation so that the organization does not become the arm of any one of its constituent groups.

7.6.6 Archivist—This person will be responsible for overseeing the preservation of historical records of the REA and APRRE prior and subsequent to the reorganization. This includes arrangements for the lodging of archives in a university library where cataloguing of holdings in hard copy and/or on CD-Rom can be done. Copies of the archive holdings should be provided to the recording secretary and Executive Secretary.

7.7 Institutional Memberships and Relationships
The Association will maintain its membership within the North American Interfaith Network (NAIN) and the Council of Societies for the Study of Religion (CSSR). Allowance will be made for representatives from related associations to participate as "observers" in Board meetings (e.g. North American Professors of Christian Education and Liberal Religious Educators Association).

8. Financial Feasibility
The financial feasibility of the joint reorganization has been assessed through a budget estimate. This estimate suggests that the Association should be financially solid even if there is membership attrition. Cash flow should allow annual transfers to the principals of endowment funds—potentially $2,500 to the Travel Grant principal inherited from APPRE and $3,500 to the general endowment principal inherited from the REA. The combined cash reserves also provide financial stability. Endowments and designated funds from each association will be managed and utilized in a manner consistent with their originating purposes and goals.

8.1 Assumptions and notes regarding the estimate
8.1.1 Membership levels
550 members in the Association come from 530 current REA members less potential 25% attrition in light of reorganization plus 150 APRRE members who were not previously REA members. Hopefully the process will not result in such attrition but this was assumed to create a conservative budget projection.

8.1.2 Taylor & Francis income
Taylor & Francis retains $14 from individual membership dues for cost of the journal and overhead.

8.1.3 Sliding scale membership dues
A sliding scale will be phased in for membership dues dependent on one's income. Prior to that time dues will be consistent with the categories used by the REA and APRRE at the time of reorganization.

8.1.4 Staffing
All personnel are on a contract basis. One Executive Secretary serves the new Association. A bookkeeper position has been added.

8.1.5 Harper Project and Forums
The Harper Project is funded at $6,000 for a biennial event. $3,000 per year is set aside for the project. Each forum is funded for $2,000 per year, which may be used as honoraria for non-member speakers and resources.

8.2 Projected account balances

Endowments and designated funds from each association will be managed and utilized in a manner consistent with their originating purposes and goals. As of May 2003, such funds include:

REA endowment		**$26,000**
APRRE travel fund		**$13,300**

Reserves
REA operating reserves	$66,000	
APRRE operating reserves	11,350	
Combined initial reserves		**$77,350**

9. Implementation and Transition Plan

November 1-3, 2002
- Discussed proposal at APRRE and REA meetings
- Both associations voted to move forward with intent to jointly reorganize
- Joint Committee commissioned to revise proposal leading to a mail ballot

December 2002-March 2003
- Joint Committee revises proposal in light of APRRE and REA membership responses

March 2003
- Revised proposal circulates to members of both associations for comment

April 2003
- Joint Committee makes final revisions to proposal

May 2003
- Proposal and ballot are mailed to members of both organizations

June 2003
- Ballots are due from members of both organizations

If the proposal is approved…

July 2003
- **Renewals**—Implementing the dues structure based on salary is deferred to following year in order to gather data on membership demographics. REA and APRRE members renew as usual for July 2003-June 2004.
- **Fiscal Year**—Start of the APRRE fiscal year. APRRE will operate on a 6 month budget approved by Executive Committee in June, 2003. Then APRRE will move to a calendar year budget, as REA currently is. Propose 2004 budget at the November 2003 meeting.
- Form and activate an ad-hoc Nomination Committee for Forum leaders and Harper Committee (representatives from REA Board and APRRE Executive Committee).
- Joint Reorganization Committee drafts legal documents for shared Executive Secretary and office administration

August 2003
- Site visit to select meeting hotel for 2004 meeting in Denver/Boulder, CO
- Begin work to merge the websites

September 2003
- Pull together Program Committee for 2004 meeting… APRRE VP Bob O'Gorman (chair), designated REA officer, three Forum leaders [new], the Papers/Workshops Selection Committee Chair, the Harper Project Chair [new], and the Executive Secretary. Association members from the vicinity of the meeting should be invited to the committee as well.

November 2003
- REA and APRRE adopt respective budgets for 2004 calendar year
- REA and APRRE adopt joint membership fee structure
- REA and APRRE elect respective officers for 2004
- REA and APRRE adopt shared Executive Secretary and legal documents for shared office
- Ratify selection of new Executive Secretary by both APRRE and REA
- Form By-Laws Committee and revise REA's existing By-Laws to match design
- Begin work with legal counsel on necessary legal documents
- Announcement of 2004 meeting theme
- Program committee begins plans for 2004 meeting

January 2004
- Begin operating shared Executive Secretary and office
- APRRE reduces its $8,200 REA annual support to zero in lieu of providing Ex. Sec./office
- APRRE begins calendar year basis for budget and membership
- Offer joint member option with additional fee providing subscription to journal
- Offer half price memberships for the 2004 calendar year, thus moving each association to a calendar year membership cycle. **NO DOUBLE PAYMENT OF DUES WILL BE INVOLVED.** The half price membership covers income needs for July-Dec. 2004 period.
- REA begins calendar year basis for membership
- Bank accounts relocated but kept independent
- Financial audits
- Files relocated
- Websites merged
- First common newsletter
- Overlap of Randy Litchfield and new Executive Secretary

June 2004
- End of Randy Litchfield's term as Executive Secretary, he continues in consultative capacity
- Site visit to select meeting hotel for 2005 meeting in Toronto or Atlanta

September 2004
- Pull together Program Committee for 2005 meeting as done for 2004
- Distribute relevant legal documents, By-Laws, Nominations

November 2004
- Joint meeting of APRRE and REA per reorganization design (incl. Harper Project)
- Announcement of 2005 meeting theme
- Approve By-Laws and elect officers of new Association

December 2004
- Membership campaign (renewals and new members)

January 2005
- Begin operations as one organization
- Bank accounts and financial books merged
- Joint memberships converted to single memberships
- Separate member databases merged

- Membership campaign (renewals and new members)
- Letters to Deans and specified leaders in religious organizations and other agencies concerned with education and religion regarding new organization
- Other PR to educate others about new organization

November 2005
- Meeting with integrated format including Harper Project
- Address any necessary work with archives

10. Evaluation Plan

Because the reorganization of two assoications into one involves unforeseeable issues and the complexities of two organizational cultures, an evaluation plan is included for addressing future issues and adjustments. The Board will form a review committee at the end of the second (2006), fifth (2009) and tenth (2014) years of the new organization. This review committee will assess the functioning of the organization, make recommendations for any modifications, and report these to the Board and the membership. Members of the review committee will be representative of constituencies from REA and APRRE.

Appendix

Past Recipients of the William Rainey Harper Award

1973 (Toronto)
   Marshall McLuhan, Centre for Culture and Technology, Toronto, Canada

1975 (Philadelphia)
   Elie Wiesel, City College of New York, NYC

1977 (St. Louis)
   Margaret Mead, American Museum of Natural History, NYC

1978 (Chicago)
   Randolph Crump Miller, Yale University Divinity School, New Haven CT

1981 (East Lansing, MI)
   Johannes Hofinger, S.J., Archdiocese of New Orleans

1983 (Anaheim, CA)
   Paulo and Elza Freire, World Council of Churches

1992 (Indianapolis)
   John M. Hull, University of Birmingham, England

1994 (Chicago)
   Martin E. Marty, University of Chicago

Meeting Schedule Illustration One

Thursday

Available for Harper Project programming

Available for various special meetings and religious tradition/denominational meetings arranged by members

Friday

8:30-12:00	Board, pre-meeting meetings, continuation of Harper Project
9:00- 2:00	Registration
1:00- 2:00	Opening Hospitality
2:00- 3:30	Plenary (common session planned by one of forums or jointly by Program Planning Committee)
3:45- 5:00	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
5:30	Time for focusing on one religious tradition (rotating annually) grounded in ritual
6:30	Banquet with program (address by Pres. Elect/Program Chair or Guest Speaker and any awards)

Saturday

8:30- 10:00	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
10:15-11:45	Plenary (common session planned by one of forums or jointly by Program Planning Committee)
12:00- 1:30	Women's, Men's and other special focus luncheons
1:45- 3:15	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
3:30- 5:00	Task Forces
	Open evening

Sunday

8:15- 9:30	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
9:45-10:45	Plenary (common session planned by one of forums or jointly by Program Planning Committee)
11:00-12:00	Business Meeting
12:00-???	Available for various special meetings and religious tradition/denominational meetings arranged by members

Meeting Schedule Illustration Two

Thursday

Available for various special meetings and religious tradition/denominational meetings arranged by members

Evening meeting of Board

Friday

8:30-10:30	Board, pre-meeting meetings, religious tradition/denominational meetings
9:00- 2:00	Registration
1:00- 5:00	Harper Project Programming
5:30	Time for focusing on one religious tradition (rotating annually) grounded in ritual
6:30	Banquet with program (address by Pres. Elect/Program Chair or Guest Speaker continuing Harper Project)

Saturday

8:15- 9:45	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
10:00-11:30	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
11:45- 1:00	Women's, Men's and other special focus luncheons
1:15- 2:45	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
3:00- 4:15	Plenary (common session planned by one of forums or jointly by Program Planning Committee)
4:30- 5:45	Task Forces
	Open evening

Sunday

8:15- 9:30	Break-outs: Interest Groups (IG), Resourcing Workshops (RW), and Colloquia A mix of IGs, RWs, and Colloquia with a total of five (5) to six (6) sessions
9:45-10:45	Plenary (common session planned by one of forums or jointly by Program Planning Committee)
11:00-12:00	Business Meeting