

## SWOT MATRIX – Episcopal Diocese of Vermont (10-09-23)

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<p>Efforts to restructure governance, mission, and finances through THRIVE; current efforts to fine tune provisions of THRIVE</p> <p>Development of new models of congregational ministry and leadership; Constellations; lay leader formation and training; willingness to experiment; Green Mountain Online Abbey; new younger clergy bringing energy and enthusiasm</p> <p>Financial transparency and ongoing work to clarify financial situation of the diocese; the CFO</p> <p>Visionary and transformative leadership exercised by the bishop as an agent of change; appreciation for her pastoral care, warmth, creativity, faith, preaching and presiding, love of the church</p> <p>Consultants and some diocesan staff are responsive and helpful</p>	<p>Lack of sufficient role clarity for staff, structures, and leaders: authority, supervision, accountability, polity and governance roles, training and development, policies and procedures</p> <p>Lack of capacity: filling leadership roles and having staff with appropriate skill sets</p> <p>Tension between the core Standing Committee and the bishop</p> <p>Need for the strategic vision to be communicated widely in the diocese inspiring commitment and action</p> <p>Congregationalism; resistance to authority; use of undefined terms (partnership, participatory, collaborative) causing confusion</p>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p>Continue to strengthen and develop structures and congregations by articulating broadly the strategic vision and plan to manage decline, leverage areas of promise and growth, build capacity, and determine best and most strategic allocation of resources</p> <p>Strengthen and build relationships and partnerships of all sorts: among clergy; among congregations; among bishop/staff and clergy; among bishop/staff and congregations; among staff; with diocesan institutions; with communities; with other dioceses</p> <p>Expand the circle of parish and diocesan leaders; actively recruit new leaders</p> <p>Redouble efforts to become Beloved Community; build understanding among diocesan leaders about the challenges the bishop faces as a Black leader as she navigates white leadership norms, bias, and anti-Black racism</p>	<p>Unavoidable consequences of decline of mainline Protestantism and religious affiliation and practice in the State of Vermont</p> <p>Nostalgia for the way things used to be and change viewed as loss</p> <p>Lack of resources coupled with congregationalism and resistance to new models of ministry</p> <p>Significant levels of institutional and individual racism in the diocese and the state; damage to relationships and diocesan systems brought about by longstanding reluctance to discuss race and racism</p> <p>Implicit difficulty changing organizational culture, which comprises interconnected beliefs, attitudes, behaviors, values, goals, processes, and communication practice.</p>