



EIGHTY-EIGHTH INTERNATIONAL MEETING

THE CATHOLIC BIBLICAL ASSOCIATION OF AMERICA

BUSINESS MEETING

A Strategic Vision for the Next Decade of the CBA

In July 2024, the President of the Catholic Biblical Association (CBA) appointed a Strategic Planning Committee (SPC) with the following charge: “To articulate a strategic vision for the next decade of the CBA. This work includes assessing the programs and structures of the organization and offering proposals for future programs and activities.”

The CBA has undertaken a strategic planning process once before. The first Strategic Planning Committee was appointed in 2010 and delivered its report and recommendations in 2012. That process addressed questions of structure, governance, membership, mission, technology, and programming. It resulted in the reorganization of CBA’s governing boards, substantial revisions to the bylaws and constitution, professionalization of the Executive Director role, creation of a Committee on Membership, significant updates to the website and other technologies, expanded opportunities for graduate student participation, and additional programming at our Annual General Meeting (AGM).

Several factors prompted the association to undertake a new strategic planning process. The CBA benefits from financial stability, respected publications, and a collegial community that fosters high-quality scholarship and professional relationships. Its annual meetings, grants, and publications provide valuable opportunities for research, networking, and collaboration within an environment rooted in Catholic identity and ecumenical openness. At the same time, the association faces challenges related to an aging membership, limited diversity, relatively low rates of participation in annual meetings and leadership roles, and rising event costs. Broader developments in higher education and theological education, including shrinking humanities programs, declining enrollments in theological schools, fewer academic jobs, reduced funding for conference travel, and diminished public trust toward the academy, also affect the association’s future. Global demographic shifts in Church membership and participation, changes in the US religious landscape, rapid changes in technology and media, and increasing cultural polarization present further challenges, opportunities, and responsibilities.

As the CBA increasingly recognizes its role in a global context, it can expand its membership and reach wider audiences by strategically leveraging technology, strengthening international partnerships, and recruiting younger and more diverse scholars, particularly from the Global South. To better fulfill its mission during this period of rapid change, the CBA should collaborate with other scholarly societies, expand bilingual and global programming, enhance outreach to dioceses and other Church bodies, produce accessible resources for clergy, teachers, and educated lay audiences, and establish a stronger public presence.

These considerations informed and shaped the work of the SPC. After receiving its charge, the SPC worked diligently and collaboratively, including three full-day in-person meetings and numerous Zoom meetings. In addition to analyzing publications, membership data, and finances, and more, the SPC hosted listening sessions at the 2025 AGM, conducted a member survey in October 2025, convened eight focus groups of CBA members in Fall 2025, and met with bishops at the Spring 2026 Plenary Assembly of the USCCB.

Guided by the [Mission](#) and [Purpose](#) Statements of the CBA, the strategic vision and recommendations that follow will enable the CBA to faithfully fulfill its mission and purpose in the next decade and beyond. Seven strategic goals emerged from our work and guide the recommendations and initiatives outlined in this plan:

1. Increase, diversify, and revitalize membership.
2. Deepen collaboration within the academic guild, strengthen the association's service to the Catholic Church, and expand the CBA's global presence.
3. Develop and expand the CBA's public identity and digital presence to increase accessibility, broaden engagement, and support membership growth.
4. Strengthen transparency and participation in the CBA's leadership nomination and election processes.
5. Diversify and strengthen the CBA's revenue streams to sustain its programs, support new initiatives, and maintain financial stability.
6. Enhance the quality, accessibility, and coordination of CBA meetings and events to support scholarship, foster collaboration, and broaden participation.
7. Increase the visibility, sustainability, and digital accessibility of CBA publications.

To these ends, we present our strategic recommendations under seven headings: 1. Membership; 2. Outreach; 3. Public-Facing Identity; 4. Governance; 5. Finances; 6. Meetings and Events; 7. Publications. Not all proposed initiatives should be implemented immediately, nor can they all be funded immediately. Decisions about implementation will necessarily be guided by considerations of budget, staffing, feasibility, and strategic priority. Starred recommendations indicate higher strategic priority and anticipated impact.

1. Membership

A robust, diverse, and engaged membership is essential for CBA to fulfill its mission. Our collective work is enhanced by the inclusion of scholarly voices and perspectives from a broad range of locales, cultures, faith traditions, career stages, and intellectual approaches. Yet demographic analysis and survey data reveal a high percentage of members at or nearing retirement age (average age of members: 60.1; median age: 62) and significant disparities in gender (77% male, 23% female) and racial and ethnic representation.¹ Our members hail from forty countries, yet 85% are from North America and 10% from Europe. Areas for growth include greater inclusion of young scholars, women scholars, Hispanic / Latino/a scholars, non-Catholic scholars, and scholars from the Global South.

Strategic Goal: Increase, diversify, and revitalize membership.

- 1.1 *Strengthen opportunities and programs for emerging scholars (i.e., PhD students and early-career scholars), including professional development, mentoring, funding support, and opportunities to present at meetings and publish research (see further Meetings, Events, and Publications sections below).

¹ [2024 Membership Demographics Report](#), [Summary of 2025 Member Survey](#), [Member Survey Facts and Figures](#). Updated membership age statistics provided to SPC by CBA's Executive Administrator on June 8, 2026.

- 1.2 *Broaden access for scholars from the Global South and prioritize avenues for participation for Hispanic members (within the US and abroad) at CBA meetings through options for bilingual and/or Spanish-only presentations (with closed-caption translation) and funding assistance (reduced fees, travel grants, etc.). Consider forming a Continuing Seminar and/or Task Force focused on particular Latino/a interests and hermeneutics. (See further Outreach and Meetings sections below). Ensure that closed-caption translation is available and supported for all virtual events.
- 1.3 *Foster strategic partnerships with scholars and institutions in globally diverse settings that support recruitment and programming (see further Outreach section below).
- 1.4 *Build on the strength of in-person meeting participation while continuing to provide avenues for virtual participation at reduced rates. This will require continuing to invest in and build out technology infrastructure that will allow for greater and enhanced virtual participation (see sections below on Meetings and Events and Public-Facing Identity).
- 1.5 Ensure that CBA is a place of welcome for and a site of fruitful dialogue among scholars with a broad range of methodologies, hermeneutical commitments, and theological perspectives. One way to do this is to foster new research tracks (Continuing Seminars, Task Forces) that engage a wider range of scholars doing groundbreaking work and exploring new methodologies in the interpretation of Scripture and its use in the Church and world (see further Meetings section below).
- 1.6 Launch a well-publicized recruitment drive with emphasis on recruiting graduate students, young scholars, women, Latino/a scholars, and scholars from the Global South, through diocesan partnerships, targeted digital outreach, and member referrals. Consider a gamified leaderboard, callouts, digital badges (e.g., “CBA Ambassador”), or meeting-badge stickers to acknowledge recruitment efforts.
- 1.7 Welcome non-Catholic participants while affirming the association’s Catholic identity. Seek guidance from trusted leaders (e.g., longstanding Catholic and non-Catholic CBA members) on how to express this commitment in a way that is both principled and welcoming.
- 1.8 Support professional development across career stages, from job searches to mentoring structures (see further Public-Facing Identity and Meetings and Events sections below).
- 1.9 Establish an annual membership-retention review process that tracks recruitment, renewal, attrition, and career-stage transitions and correlates renewal patterns with measurable forms of member engagement, including AGM attendance, committee service, publication activity, grants and fellowships, and virtual-event participation.

2. Outreach

The CBA is called to serve the academy, Church, and world. Strategic partnerships and outreach initiatives in three overlapping areas will help us to better fulfill this mission: 1) partnerships with other academic associations; 2) outreach and relationship-building within the Catholic Church; and 3) global outreach.

Strategic Goal: Deepen collaboration within the academic guild, strengthen the association’s service to the Catholic Church, and expand the CBA’s global presence.

2.1 Partnerships with Other Academic Associations:

Partnering with other academic associations in biblical studies and Catholic theology can help CBA to reach a wider audience and pursue its mission in a spirit of collaboration and dialogue. Building on recommendations from the SPC, in 2025, the CBA registered as an affiliate organization of the Society of Biblical Literature (SBL). This relationship promotes CBA's visibility within the biblical guild and helps make CBA programming available to a wider set of participants, both nationally and internationally. In 2025, CBA also held a joint reception at the AAR/SBL Annual Meeting with the Catholic Theological Society of America (CTSA). Moving forward, the CBA should continue to develop these and other relationships while evaluating the costs and benefits of such partnerships, prioritizing those with organizations in the Global South. Recommendations include the following:

- 2.1.1 *Pursue strategic collaboration with international Catholic biblical and theological organizations and institutions through a partnership model that matches each initiative to its strategic value and available resources. Low-cost virtual collaborations (\$0–\$2,500) could include book panels, colloquia, webinars, or virtual conferences with plenary and breakout sessions, primarily requiring staff coordination and modest speaker honoraria. Mid-level hybrid partnerships (\$3,000–\$10,000) could include small regional events or collaborative sessions at existing conferences, with limited travel support, and shared programming or media costs. Major international or public-facing partnerships (\$10,000–\$25,000+) should be reserved for initiatives that involve international travel, institutional co-sponsorship, public programming, media production, and long-term educational resource development. Whenever possible, in-person programming should be held in conjunction with existing conferences (e.g., SBL/International SBL, European Association of Biblical Studies, British New Testament Society, the Australian Catholic Biblical Association, Catholic Biblical Federation, the Congreso Internacional de Estudios Bíblicos), while also pursuing collaboration with global institutions such as the Pontifical Biblical Institute (PBI), where CBA members serve in faculty and leadership roles.
- 2.1.2 Pursue/pilot a joint annual meeting with the CTSA. Rather than holding two separate meetings at the same venue, the meeting should embody a shared, integrative vision. We anticipate a potential cost increase of up to \$40,000 (29% above current AGM costs) due to the shift of venue from a college campus to a hotel, but the CBA may realize such an increase even apart from a joint meeting (see further Meetings section below). A greater number of combined registrants would reduce costs for both organizations, making financial sustainability dependent on total in-person participation. At this time, we do not recommend holding such a joint meeting annually. Before committing to additional joint meetings, after the pilot meeting, the CBA and CTSA should assess its success; survey members about the desirability and frequency of potential future joint meetings; and conduct a thorough cost-benefit analysis.

2.2 Outreach and Relationship-Building within the Catholic Church

To better fulfill its mission to the Church, the CBA must nurture strategic partnerships, increase the visibility and availability of CBA and its members as resources for the Church, and exercise greater intentionality in creating and promoting print and digital resources for use by clergy and laity alike. To these ends, in 2025, the SPC proposed three outreach initiatives that were subsequently approved by the CBA Executive Board:

- 2.2.1 *CBA Speakers Bureau: hosted on the CBA website, this online registry advertises the availability of CBA members to lecture, teach, or lead workshops in diocesan settings in the US. In cases where dioceses are not able to pay speakers out of their budgets, the CBA will provide funding for speaker honoraria and travel for a pre-set number of speaking events each year. Where agreed in advance, selected presentations may be recorded for future licensing and distribution by CBA ([Proposal with budget](#) partially approved by CBA Executive Board, Summer 2025; funding approved through Fall 2026).
- 2.2.2 *Partnership with Catholic Bible Institute (CBI) of the Archdiocese of Los Angeles: during a three-year trial period, with the coordination between CBA's Outreach Committee and the CBI, the CBA will co-sponsor the CBI's annual English language "Bible Talks" Zoom lecture series and in-person Spanish language "Advanced Course" for "biblical animators." Invited speakers for each program will be drawn from CBA membership. Honoraria and expenses will be shared between CBA and CBI ([Proposal with budget](#) approved by CBA Executive Board, Fall 2025).
- 2.2.3 *Partnership with Catholic Biblical School (CBS) of Neuhoff Institute, University of Dallas: CBA would co-sponsor with CBS four Zoom lectures and, beginning in Spring 2027, one in-person capstone CBA Lecture per year. Honoraria and expenses will be shared between CBA and the Neuhoff Institute. Beginning in Spring 2027, this collaboration will be administered through the coordination of CBA's Outreach Committee and the Neuhoff Institute ([Proposal with budget](#) approved by CBA Executive Board, Fall 2025).
- We recommend the following further initiatives:
- 2.2.4 *CBA's Events and Technology Director should oversee the creation and curation of a digital resource library in English and Spanish, offering content by CBA members on a range of biblical topics of interest to Catholic clergy, laity, and other members of the public, readily accessible via the CBA website. Some of these resources will result from 3.a–c (above). Other possibilities include a podcast in which one CBA member interviews another member on a biblical topic, selected AGM and regional keynote presentations, and Unbound Book Reviews. A required subscription to the video hosting platform Vimeo would cost \$300 per year. The digital resource library may require additional part-time staff support in the future.
- 2.2.5 Annually, in conjunction with the AGM, the CBA should seek to partner with one or more local churches to offer public programming (such as a lecture or workshop by a CBA member) either directly before or after the AGM. Annual budget for this outreach would be \$300 for a speaker honorarium and \$300 for lodging and meals. Planning will be required to ensure events are well-advertised within the church, diocese, and wider community.
- 2.2.6 In partnership with one or more interested bishops and contingent on fundraising, we propose that CBA establish one or more three-year postdoctoral scholar-in-residence positions for emerging Catholic biblical scholars ([proposal](#)). In coordination with bishops and appropriate diocesan formational directors, the Diocesan Scholars-in-Residence would offer lectures, workshops, and courses for members of the dioceses and wider community. These may include courses for priests, deacons, lay ministers, high school students, Catholic laity, or the general public. Diocesan Biblical/Theological Scholars would also engage in research and writing, which may take the form of traditional scholarship, public intellectual engagement, curricula, or other resources for the Church.

2.3 Global Outreach

In an increasingly globalized world, CBA's mission has a correspondingly global scope. Combined with the collaborations named above, the global outreach efforts specified below aim to increase CBA's international membership, with particular emphasis on the Global South.

Recommendations include the following:

- 2.3.1 *Establish an International Outreach Grant, administered by the CBA Committee on Professional Development Support, to enable one CBA member each year to attend a conference in the southern hemisphere as a representative of the CBA. During a three-year trial period, the grant will pay up to \$2,500 toward conference registration, airfare, lodging, and meals. At the conference, the grant recipient will be expected to give a paper and actively promote CBA by operating a display table and distributing promotional material. Promotional material for the conference will include a dedicated membership discount code to track the yield of new members and/or AGM attendees. These metrics should be used to assess the benefits of this expense for the CBA and inform its decision whether to continue the grant.
- 2.3.2 Offer the option of a reduced membership fee for international members, particularly those in the Global South.
- 2.3.3 Raise funds (see further Finances section below) to endow an annual lecture or pair of lectures at the AGM by one or more distinguished international scholars, which would subsequently be published in CBQ. A \$200,000 endowment, e.g., would yield \$8,000 per year for honoraria and expenses for two speakers (including travel, registration, lodging, and, as needed, the cost of a translator or translation software).

3. Public-Facing Identity

CBA's growth and mission require clear, accessible, and compelling public identity and presence. The CBA website is a crucial point of contact for members, prospective members, and the broader public. It also holds significant potential as a repository of resources for scholarly, ecclesial, and wider audiences. Strategic use of social media and other forms of digital outreach will further enable CBA to amplify its members' work, recruit new members, and reach new audiences. Recommendations focus on three interrelated areas: strengthening public identity; transparency and accessibility; website and digital outreach.

Strategic Goal: Strengthen the CBA's public identity and digital presence to increase accessibility, broaden engagement, and support membership growth.

- 3.1 *Centering the CBA's commitment to rigorous biblical scholarship, the Catholic intellectual tradition, and ecumenical and interdisciplinary dialogue, over the next 1–3 years, CBA should hire an external company (e.g., Novi) to evaluate, redesign, and strategize CBA's website, graphics, logos, templates, and social media presence (total estimated cost: \$25,000–\$50,000).
- 3.2 Targeted advertising focused on CBA's online events, publications, and recruitment of new members will amplify the work of the CBA and help it reach new audiences (estimated cost \$5,000 per year).

- 3.3 Publishing regular, accessible updates on strategic priorities and initiatives will ensure transparency and accountability during implementation of the strategic plan and beyond.
- 3.4 *CBA's meetings, publications, and digital resources have to date been presented primarily in English. To expand engagement with a more global scholarly and ecclesial community, CBA should introduce languages besides English into each of these formats. This might include Spanish language and/or bilingual sessions at CBA events, publications in languages other than English, and multilingual digital resources (See further Meetings, Publications, and Website and Digital Outreach sections below).
- 3.5 Install and utilize analytics tools that will allow the association to track website traffic, user behavior, geographic reach, and engagement patterns.
- 3.6 Remove unnecessary password barriers to the website. While certain internal resources should remain protected, materials such as event descriptions, publications, speakers bureau, resource library, and general information about the association should be freely accessible and highlighted to improve visibility and discoverability.
- 3.7 Improve search functionality for the website. More robust search tools or tagging systems will allow users to quickly locate events, publications, videos, and resources.
- 3.8 Use the website and social media to highlight short spotlights on grant recipients, Emerging Scholars fellows, author interviews, presenters prior to and after events, regional meetings, and Unbound Book Review-style conversations. Prospective members should regularly encounter concrete stories showing what CBA participation makes possible.
- 3.9 Develop a listserv function on the website, integrated with our social media, to highlight announcements, job listings, and events from our members and partner organizations. Such a listserv would centralize announcements and opportunities while strengthening connections and expanding their reach across the community.
- 3.10 Clearly communicate that non-members may participate in non-AGM CBA events. Events and public-facing activities are an important means of recruiting new members and increasing the visibility of the CBA.
- 3.11 *Develop a coordinated social media strategy across major platforms. Regularly posting content (e.g., promoting the AGM, Unbound Book Review series, and new publications) through consistent digital campaigns will expand our social footprint and increase CBA's ranking in social media algorithms (see [CBA 2026 Social Media Summary](#)).
- 3.12 *Develop a strategic digital outreach system for recruiting graduate student members. Because CBA's mission is scholarly and formational, membership growth should be relationally anchored in graduate programs in biblical studies, with department chairs in theology and religious studies, graduate directors, and relevant faculty in seminaries and universities serving as key points of contact. Such digital outreach should have three components: each fall, send a short digital "membership packet"; each spring, send a graduate-student-focused invitation highlighting the price of student dues, *CBQ Online* access, travel-grant opportunities, and fellowship pathways; create a "what happens next" guide advertising graduated forms of involvement: attending virtual events, joining topical conversations, serving as a reviewer/respondent, participating in regional gatherings, or contributing brief digital content.

4. Governance

The CBA is committed to a culture of shared responsibility and active participation in its leadership and governance. The nomination and election of officers are crucial parts of this governance process. While the Constitution of the CBA specifies that the Nominations Committee “shall solicit nominations from the general membership for all open positions and prepare a ballot with no more than two candidates for each of the elective officers of the Association” (VII.2), it has been the practice of the CBA to prepare a ballot with only one candidate for each office. In the portion of the 2025 Member Survey focused on Governance and Voting, multiple respondents described the current procedures as opaque or insufficiently participatory. Several possible reforms received significant support, including greater transparency regarding nominations, the distribution of candidate profiles in advance, the presentation of multiple candidates for select leadership roles, expanded voting eligibility, and a modernized and confidential voting process.² To foster greater transparency, shared responsibility, agency, and active participation in CBA’s governance, the following recommendations seek to cultivate a more participatory approach to leadership selection.

Strategic Goal: Strengthen transparency and participation in the CBA’s leadership nomination and election processes.

- 4.1 The Executive Board, in consultation with the Nominations Committee and guided by the Constitution and Bylaws of the CBA, shall be responsible for developing descriptions for each office along with statements of criteria and, where relevant, desirable expertise or qualities. These materials shall be posted on the website and circulated to members during the annual call for nominations.
- 4.2 To ensure greater transparency, the call for nominations shall include a description of the nomination, candidate selection, and election processes.
- 4.3 *The Nominations Committee shall normally nominate two candidates for the office of Vice President, four candidates for the office of Consultor, and, triennially (per Bylaw 3.5.1), two candidates for Chair of the Executive Board.
- 4.4 At least one month prior to the AGM, the following information shall be circulated to members: The description, criteria, and, where relevant, desirable expertise or qualities for each office as prescribed in 4.1 above; Names of candidates for all offices; Profiles of candidates for the offices of Vice President, Consultor, and, when applicable, Chair of the Executive Board.
- 4.5 *The CBA shall use a voting method at the AGM that preserves confidentiality.

Although a significant proportion of respondents to the 2026 Member Survey also favored expanding voting eligibility to all full members, regardless of attendance at the AGM, the SPC does not recommend such a change at this time.

² [Summary of 2025 Member Survey](#), p. 5; [Member Survey Facts and Figures](#), Q13 and Q14.

5. Finances

The CBA is in a strong financial position, with investments of more than \$19.25 million, annual income from investments, dues, and publications, and a series of balanced budgets supporting an expanding array of programming, publications, and member research activities. Two significant challenges nonetheless remain. First, while the investments are a major strength, the Association's heavy reliance on investment income (this source provides approximately 80% of the annual budget) limits its ability to undertake new initiatives such as those recommended in this strategic plan. While, under current market conditions, CBA anticipates an approximately \$40,000 annual increase in investment income, this increase will likely be offset by inflation. Second, the costs of hosting and participating in the AGM are rising rapidly. To encourage member participation, the CBA currently subsidizes approximately \$125 of the AGM registration fee (both in-person and online) for each participant. In light of these challenges, implementing the initiatives recommended in this strategic plan will require the CBA to increase and diversify its income.

Strategic Goal: Diversify and strengthen the CBA's revenue streams to sustain its programs, support new initiatives, and maintain financial stability.

- 5.1 *Launch a development campaign to generate additional funding for priority initiatives. This effort would begin by identifying initiatives with the greatest potential impact and strongest resonance among members; establishing a Development Task Force; and implementing a coordinated fundraising strategy. The campaign should include a range of giving opportunities, from direct contributions to planned gifts such as bequests. Because fundraising has not historically been central to the CBA's culture, the organization should allow sufficient time (five years is recommended) to evaluate the campaign's effectiveness.
- 5.2 Add a prominently placed "Donate" button to the website that allows members, supporters, alumni of CBA programs, and members of the public to contribute to initiatives such as emerging scholar programs, travel grants, and publications.
- 5.3 *Adopt a graduated dues structure linked to members' income levels to promote greater equity, asking those with higher incomes to contribute modestly more while keeping fees below those of comparable scholarly societies. The structure should operate on an honor system, allow the Executive Committee to grant temporary hardship waivers, and be reviewed after a two-year trial period (and every three years thereafter) to assess effectiveness and make adjustments.
- 5.4 Develop pathways for academic institutions, publishers, and other organizations to participate as CBA Institutional Members, event sponsors, and advertisers on the CBA website and in selected CBA publications.
- 5.5 The Executive Board should carefully review the budget to identify additional opportunities to increase revenue. In collaboration with the Executive Board, the Finance and Investment Committee should also conduct regular reviews of the CBA's royalty agreements to maximize royalty revenue.
- 5.6 If investment returns align with the projections in Appendix I, the association may consider increasing research support by 5.4% (\$14,400) in FY 2028 (see further Appendix III). Grants should be reviewed on a triennial basis to assess their effectiveness, determine whether any

should be reduced or discontinued, and consider whether other awards (e.g., a postdoctoral program) should be introduced.

6. Meetings and Events

The CBA's programming advances scholarship, fosters collegial exchange, and embodies the association's Catholic and academic mission. Respondents to the 2025 Member Survey value opportunities to present research, publish, collaborate, and network, and regard the AGM as one of CBA's central strengths. Yet meeting costs are increasing: while in previous years universities subsidized AGM costs to a significant degree, due to financial pressures this is no longer the case. In addition, the survey, focus group conversations, and AGM evaluations point to the need for programming that is more accessible, better integrated, and more responsive to barriers of cost, timing, logistics, and international participation. Members further express a desire for programming focused on emerging methods, groundbreaking scholarship, and pressing questions in biblical studies as well as pedagogy and intersections of scripture and ecclesial life. The recommendations below aim to strengthen the quality, accessibility, and strategic coherence of CBA programming across the AGM, regional meetings, emerging scholar initiatives, and virtual events. The estimated cost of these initiatives is presented in Appendix IV.

Strategic Goal: Enhance the quality, accessibility, and coordination of CBA meetings and events to support scholarship, foster collaboration, and broaden participation.

Annual General Meeting

- 6.1 *Encourage the creation of new Continuing Seminars or Task Forces focused on pedagogy, practical resources for the academy and Church, public theology, and emerging scholarly conversations in which the CBA can cultivate sustained expertise and collaboration, such as Gender and Sexuality, AI and Biblical Interpretation, Public Scholarship, Global Catholic Biblical Interpretation, Latino/a Hermeneutics, and African Hermeneutics.
- 6.2 Establish a periodic review process for Continuing Seminars and Task Forces to assess and develop participation, intellectual vitality, desired outcomes, viability, and future direction.
- 6.3 *Establish the following pathways for graduate student members to present their research at AGM: graduate student poster session; research reports, with a limit of one graduate student paper per research report block; the opportunity to present a paper in a Continuing Seminar or Task Force in which the student is a continuing member. Clear criteria and guidelines should be established for each presentation modality.
- 6.4 *Encourage participation by members from the Global South by offering reduced-rate virtual registrations at \$75 each and piloting two to four sessions with translated captions or Spanish-language delivery (estimated cost of projected translations for AGM plenaries \$800). Meeting abstracts should be offered in English and Spanish.
- 6.5 Offer workshops focused on pedagogy, emerging methods, publishing, abstracting, and/or professional development.
- 6.6 Pilot a networking program that fosters sustained conversation among emerging scholars and mid-career or senior members. The Outreach and Communications Committee, in collaboration with the CBA staff, would recruit and match participants, organize and implement the program, and evaluate its effectiveness through annual assessments of

participant satisfaction, follow-through, and membership renewal. During the three-year pilot, ten pairs of participants would each receive a \$50 Visa gift card to support a shared meal. If successful, the program could be expanded to regional meetings and virtual events.

- 6.7 Focus a plenary talk or panel at each AGM on an emerging method, groundbreaking scholarship, or pressing question in the field.
- 6.8 The Executive Director should research the cost and practicality of holding the AGM at a hotel or at a largely unoccupied seminary campus to determine whether these venues might be a financially viable option for future meetings. If such an option proves financially and logistically feasible, we recommend piloting a non-campus venue (either a hotel or seminary) in 2027 or 2028. The pilot should then be evaluated based on cost, logistics, accessibility, and member satisfaction to determine whether this is a desirable option for future AGMs.
- 6.9 If a non-campus venue is not viable or desirable, the association may reduce uncertainty, improve long-range budgeting, and standardize space requirements by establishing a set of semi-permanent host sites for the AGM and adopting a three-year planning cycle, rather than negotiating a new campus partnership each year. While a slight majority of member survey respondents prefer to continue to rotate meetings among eastern, midwestern, and western locations in North America, a larger majority also indicated openness to attending a meeting outside the US. Establishing semi-permanent host sites thus should not preclude occasional meetings outside North America.
- 6.10 The AGM should be scheduled in June or July to avoid conflicts with seasonal campus programs that restrict room access, staffing, and housing. Where possible, conflicts with other relevant professional societies (e.g., SNTS, CTSA, CTS, ISBL) should be avoided.
- 6.11 Encourage AGM regional “watch parties” at universities and seminaries as micro-hubs for virtual attendance, discussion, networking, and fellowship. Each watch party would receive a kit (Zoom link access, facilitation guidance, and a small meal subsidy of up to \$250), and participants would register as a group at a flat group rate.
- 6.12 Offer a targeted discount for first-time in-person AGM registration for up to ten graduate student members (or candidates for membership) located near the AGM host area (\$1,750).
- 6.13 Enhance new member orientation and welcome at the AGM. Possible measures include a formal welcome of new members at an evening social; adding stickers or markers to name badges indicating how many years someone has attended the AGM (\$150); a sponsored meal for first-time attendees to connect with one another (\$15 meal vouchers for 30 people = \$450).

Other Events

- 6.14 *Maintain and expand regional meetings as a low-barrier entry point for emerging scholars and first-time participants.
- 6.15 Pilot micro-regional single-day events within large regions (e.g., Boston, Chicago, or Seattle) featuring a keynote lecture, one or two panels, and structured networking.
- 6.16 *Host an annual two-day Emerging Scholars Writing Retreat and Workshop immediately before or after the AGM.³ Programming would include dedicated writing time focused on

³ [Two-day Emerging Scholars Writing Retreat Proposal](#) was proposed to the Executive Board at the Spring 2026 meeting. During the meeting, a friendly amendment was offered and accepted to include a

concrete scholarly outputs (e.g., article drafts, dissertation chapter revisions, or conference paper development), speaker presentations, and feedback sessions. Projected annual cost: \$12,040.

- 6.17 Host workshops (at AGM, online, and at other events as appropriate) focused on professionalization and vocational formation. Topics might include publishing pathways, grant writing, pedagogy portfolios, job-market preparation, digital scholarship skills, and non-academic career translation.
- 6.18 *Develop and expand the Unbound Book Reviews (UBR) as a point of entry to CBA, with emphasis on consistent quality, clearly defined audiences, and clear ways for attendees to join, participate in, and support the association. To achieve this goal, the following steps are recommended: a) record, edit, and publish UBR events using a consistent production process and format; b) include clear prompts during the event encouraging viewers to join, participate in, and donate to the CBA; c) end each video with the same short closing screen (“end-screen”) that invites viewers to take the next step (e.g., join the association, make a donation, nominate a book for review); d) promote UBR as a 6-month “season” rather than one-off events; e) track click-throughs, new member applications, and post-event participation to evaluate effectiveness as a point of entry to the CBA.
- 6.19 Explore joint in-person or hybrid events with SBL, CTSA, ACHTUS, and other similar organizations through scholar-exchanges, joint sessions, or shared invited panels.

7. Publications

The CBA’s publications are a critical way CBA fulfills its mission and introduces new members to the work of the association. Building on existing strengths in the face of new challenges and opportunities, the CBA should focus on visibility, sustainability, and digital publication. New and creative strategies are needed for recruiting authors, using publications to attract new members, and meeting the evolving needs of the academy, Church, and world.

Strategic Goal: Increase the visibility, sustainability, and digital accessibility of CBA publications.

- 7.1 **Catholic Biblical Quarterly* (CBQ) should be strengthened as CBA’s flagship journal and the association’s central platform for scholarly visibility, publication continuity, and digital adaptation. The member survey and focus groups show that members value opportunities to publish, disseminate original research, and access substantive scholarship through stable digital channels. With 90–120 submissions annually and internationally recognized scholarship, CBQ is well positioned to meet those priorities and should anchor a more integrated publication strategy by expanding digital discoverability, maintaining rigorous peer review, and incorporating selected bibliographic resources that extend the reach of CBA’s publications.
- 7.2 *By January 2029, CBQ should be a digital-only publication. That shift should be advertised to members.

travel voucher for participants. The initiative was approved with a \$12,000 per year budget for a two-year pilot, totalling \$24,000.

- 7.3 For 2027 and 2028, those who wish to continue receiving a print copy of *CBQ* would opt in at time of renewal.
- 7.4 To reduce wait-time for authors, increase the number of *CBQ* volumes published per year from 4 to 5.
- 7.5 Invest in an electronic submission platform for *CBQ*.
- 7.6 *CBQ* should accept article submissions in Spanish. This will require adding editorial board members able to review and edit submissions in Spanish.
- 7.7 *Move *Old Testament Abstracts (OTA)* to a digital-only monthly version through ATLA/EBSCO beginning January 2027. Abstractors will need to be trained to prepare submissions in JSON format.
- 7.8 If the General Editor of *OTA* has an academic position and receives institutional support (e.g., course reduction) for this service, it is appropriate to compensate them with an honorarium. If that is not the case, the CBA should increase the compensation of the *OTA* General Editor to a half-time salaried position (e.g., \$40,000-\$50,000).
- 7.9 Continue to seek ways that CBA's publications (including CBQMS/CBQI) can provide a publishing platform for emerging scholars.
- 7.10 *Strengthen BSCBA as a bridge publication that translates high-level scholarship into formats usable in classrooms, ministry, adult education, and broader Catholic intellectual life. To support this goal, adopt a consistent and accessible format that includes a standard length and number of chapters, discussion questions, facilitator guides, and companion videos. Select topics and titles of BSCBA volumes strategically to ensure the series addresses common questions and current issues relevant to a general readership of "people in the pews."
- 7.11 Promote BSCBA and CBQMS/CBQI authors as speakers via the Speakers Bureau and facilitate advertising and sale of relevant volumes at events where authors speak.
- 7.12 Enhance recruitment of authors for CBQMS/CBQI, abstractors for *OTA*, and authors for other publications by establishing a CBA booth at the SBL/AAR Annual Meeting that would display and advertise *CBQ*, *OTA*, CBQMS, CBQI, and BSCBA and create opportunities for the General Editors or members of the Editorial Boards to meet with potential authors. This display would also aid efforts to recruit members and promote awareness of CBA's identity and mission.

Respectfully Submitted,

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Appendices

Appendix I: Financial Tables

The basic sources of net income (income not encumbered by pre-existing expenses) projected for FY2027 are as follows in descending order:

Source	Amount
Investments	\$1,351,968
Dues	\$62,000
Publications	\$33,324

NOTE: Investments generate \$1,500,538 but cost \$148,570. Publications generate \$142,900 but cost \$109,576. Meetings generate \$162,756 but cost \$292,211. In addition, it must be emphasized that the CBA does not spend the total amount of net investment income. To maintain the value of the association's investments in the face of market fluctuations and inflation, the CBA has an approved maximum spend rate of 5% of the investment balance calculated as a rolling three-year average. If markets remain consistent through the end of June 2026, a withdrawal of approximately \$900,000 would be possible for FY2027.

The key to our prosperity has been our investments. The table below provides the balance / projected balance from FY 2020–2029, the projected income for the Fiscal Years 2027–2029, and projected withdrawals for FY–2026/2020.

Year	Balance	Projected Return (before fees)	Projected Withdrawal for CBA operations
2020	\$12,044,598		
2021	\$15,275,598		
2022	\$13,775,447		
2023	\$14,866,302		
2024	\$16,497,109		
2025	\$17,981,763		
2026	\$19,482,280*		\$899,353*
2027	\$19,955,560*	\$1,664,294*	\$956,993*
2028	\$20,430,755*	\$1,703,925*	\$997,810*
2029	\$20,905,950*	\$1,743,556*	\$1,021,538*

*Projected. Investments are projected to grow at a CAGR (compound annual growth rate) of 8.43%. Projected balance is calculated as follows: (previous FY balance + projected returns) - (projected fees + projected withdrawal). Projected withdrawal is calculated as 5% of the 3-year rolling average of investment balances.

Appendix II: Proposed Graduated Dues Structure

The following proposal links the fees for membership in the CBA with the income level of members. The CBA's fee structure should be as equitable as possible. This means asking those who have more to pay a little more. We considered our current fees (\$50 per year, with the following exceptions: \$10 for students; \$20 for retired members), the fees for SBL, and the salary levels of faculty nationally. Catholic institutions of higher learning are approximately 6–10% lower than the AAUP figures. The CBA fees have not been raised for many years and the proposed fees are still considerably lower than the fees for SBL or most other learned societies. The fees would be paid on an honor system: each individual will need to select the appropriate

income level when paying their annual membership fee. The proposed fee structure should be re-evaluated after a two-year trial period and then, if kept, adjusted every three years. The Executive Committee should be given the right to waive the fees temporarily in the event of a hardship case.

Proposed CBA Membership Rates

Total Personal Annual Income	Amount	Differential Compared to Current Rate
\$0 - \$24,999	\$25	-\$25
\$25,000 - \$74,999	\$50	\$0
\$75,000 – \$124,999	\$75	\$25
\$125,000 and over	\$100	\$50
Student	\$15	\$5
Retired	\$25	\$5

Comparison: Current SBL Fee Structure

Total Personal Annual Income	Student	Full	Public
\$0 – \$20,000	\$21	\$27	\$25
\$20,000 – \$34,999	\$48	\$64	\$50
\$35,000 – \$49,999	\$48	\$96	\$70
\$50,000 – \$74,999	\$55	\$155	\$105
\$75,000 – \$99,999	\$55	\$212	\$145
\$100,000 – \$124,999	\$64	\$255	\$185
\$125,000 and over	\$64	\$280	\$200

AAUP FT Faculty Salaries by Rank and Gender

(Faculty Compensation Survey 2015 - 2023)

Full Professor

Male: \$131k – 163k
Female: \$115k – 142k

Associate Professor

Male: \$89.1k – 110k
Female: \$83.3k – 102.3k

Assistant Professor

Male: \$77.6k – 96.6k
Female: \$71.1k – 88.6k

Instructor

Male: \$57k – 72.6k
Female: \$53.8k – 67.2k

Lecturer

Male: \$61.9k – 79.6k
Female: \$56.6k – 73k

No Rank (Adjunct)

Male: \$72.9k – 84.1k
Female: \$66.5k – \$78.4k

Appendix III: Proposed Research Support FY 2027/2028

For FY2028, if the budget allows, we recommend the following research support allocations:

Grants	Number of Awardees	Amount	Total
Research Grants from CBA	15	\$90,000 (distributed according to scope of research)	90,000
Sabbatical Fellowships	2	\$25,000 each	50,000
PBI Professorship	1	\$45,000	45,000
EBAF Professorship	1	\$45,000	45,000

Grants	Number of Awardees	Amount	Total
Archaeology Fellowships	3	\$5,000 each	15,000
PhD/Dissertation Stipends	4	\$5,000 each	20,000
Emerging Scholars Fellowships	4	Up to \$1,720 domestic / \$2,470 international	Est. 7,500
International Travel Grant	5	\$1,000 each	5000
Retired Members Travel Grant	5	\$500 each	2500
Total	40		\$280,000

This proposal would increase member research support from \$265,600 to \$280,000, representing an increase of \$14,400 (5.4%).

Appendix IV: Projected Annual Cost of New Initiatives

Certain recommendations in sections 5 and 7 aim to reduce costs and increase revenue. The table below should thus not be regarded as a budget for the Strategic Plan. The table differentiates between annual and one-time expenses. Priority initiatives are indicated with an asterisk.

Rec #	initiative	annual	one-time	notes
2.1.1	*International events	0–25,000		
2.1.2	Joint meeting with CTSA		0–40,000	
2.2.1	*Speakers bureau	30,500		approved by EB
2.2.2	*CBI partnership	2,150		approved by EB
2.2.3	*CBS partnership	1,900		approved by EB
2.2.4	*Digital Resource Library	300		
2.2.5	AGM local church event	600		
2.2.6	Diocesan postdoc	34,500		per position, contingent on fundraising
2.3.1	*Intl Outreach Grant	2,500		
2.3.3	Distinguished Intl Lecture	4,000		per speaker, contingent on fundraising
3.1	*Public identity redesign		25,000–50,000	over 1–3 year period
3.2	Targeted advertising	5,000		
5.6	Increased research support	14,400		
6.4	*AGM intl reg/translation	2,300		
6.6	AGM networking program	500		
6.11	AGM Watch-Party Kits	1,000		
6.12	AGM first-time discount	1,750		
6.13	New member welcome	600		
6.16	*ES Writing Retreat	12,040		approved by EB
7.5	CBQ submission software	1,549		
7.8	OTA GE salary	28,000		increase over honorarium
Totals		143,589–168,589	25,000–90,000	

Total for priority initiatives not already approved by board:

Annual: 5100–30,100

One time: 25,000–50,000