

# Report of the Congregational and Synodical Mission Unit



Evangelical Lutheran Church in America  
God's work. Our hands.

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## Leadership Staff

Pr. Stephen P. Bouman, *executive director*

## Statement of Purpose

The Congregational and Synodical Mission unit shall foster and facilitate the work of synods, congregations, and partners in encouraging congregations as vital centers for mission and in creating coalitions and networks to promote justice and peace. The constitutional description of this unit appears in continuing resolution 16.12.A10, printed in Section X of this volume.

## Congregation and Synodical Mission

The Congregational and Synodical Mission (CSM) unit was formed and is composed of key programs and staff from five former churchwide entities: Church in Society, Evangelical Outreach and Congregational Mission, Multicultural Ministries, Vocation and Education, and Worship and Liturgical Resources. CSM is organized around seven program teams: Advocacy Ministries, Congregational Centers for Mission, Synodical Partners for Mission, Ethnic-Specific and Multicultural Ministries, Leadership for Mission, Poverty and Justice Ministries, and Worship Ministries. There are currently 49 staff members at the Lutheran Center, and the deployed staff members number 99. The deployed staff members include the nine regional coordinators, directors for evangelical mission (DEMs),

Washington, D.C., and New York advocacy office staff, and 11 state public policy directors in 12 states. The work of the ELCA Youth Gathering is also lodged in CSM.

It is the primary mission of CSM to strategically engage the various teams of CSM into mutual partnerships and create systems at the synod level that will help congregations—new and renewed—to be centers for evangelical mission, and to engage the world around issues of poverty and justice, and finally to nurture leadership vocations for this mission.

Since the churchwide organization redesign in October 2010, the leadership team of CSM has been intentional in its efforts to convene, listen to, and consult with staff. During recent months, the staff has completed the physical move to the ninth floor of the Lutheran Center and has been developing a new unit identity and culture. In March, the first CSM all-staff gathering was held at the Lutheran Center. It was an opportunity to bring together both the Chicago and deployed staff for prayer, Bible study, relationship-building through small group sessions, and conversation about the unit's mission into the future.

The following are summaries of each of the five former components' work and highlights since the 2009 Churchwide Assembly.

## Church in Society Report of Work 2009–2011 Practicing prophetic *diakonia*

According to “An Epistle from the Lutheran World Federation Global Consultation on *Diakonia*,” *diakonia* is central to what it means to be the church and an essential part of discipleship. It states, “While *diakonia* begins as unconditional service to the neighbor in need, it leads inevitably to social change that restores, reforms, and transforms” because it necessarily takes on a prophetic character. According to this Lutheran World Federation (LWF) text, the heart of prophetic *diakonia* is taking the risk of speaking truth to power, even when this threatens the established order, on behalf of people who are marginalized and powerless.

Church in Society continues to hold up prophetic *diakonia* as the proper leadership style for public church ministry. The unit convenes the Alliance on Poverty and Wealth, a mechanism for maintaining the ELCA's focus on poverty. The unit provided training through the *Diakonia Leadership Institute*, a training process that supports leadership and skill development of low-income lay leaders in urban and rural ELCA congregations. In December 2009, the fourth leadership institute focused on hunger and environmental justice in low-income communities.

Congregation-based community organizing is an important strategy in renewing communities and revitalizing congregations. By fall 2010, 21 synods had held Vital Congregations—Just Communities training events, which offered participants an introductory course in congregation-based organizing. During 2010, the director for Congregation-Based Organizing hosted a daylong meeting of lead rabbis from the Union for Reform Judaism's Just Congregations organization, and the director trained a cohort of ELCA mission developers and redevelopers on how to use organizing principles and tools in their work. Finally, this unit, along with the Multicultural Ministries unit, co-hosted a three-day introduction to congregation-based organizing for leaders from ethnic-specific congregations.

Community Development Services collaborated with the Evangelical Outreach and Congregational Mission unit and the Multicultural Ministries unit in creating a three-module curriculum for congregations designed to build capacity for sustainable social ministry. In an effort to spark interest in but avoid the hazards of increasing affordable housing, Community Development Services published "Creating Affordable Housing—A Guide for Faith-based and Neighborhood Partnerships" ([www.elca.org/communitydevelopmentservices](http://www.elca.org/communitydevelopmentservices)).

### **Eradicating chronic hunger and pervasive poverty**

ELCA World Hunger also addresses hunger and poverty in the United States. In 2009, \$5,577,188 was spent domestically for grants and loans. Grants were provided to 347 organizations working to address hunger through relief, development, and community organizing. In addition, below-market loans helped to strengthen communities through job creation, housing, and other community development efforts.

Together, these programs work to carry out the deep commitment of this church to eradicate the scandal of poverty as expressed in the objectives of the ELCA World Hunger program and affirmed in the 2005 Churchwide Assembly hunger resolution. Additional special initiatives focus on diseases of poverty: the ELCA Malaria Campaign and the Strategy on HIV and AIDS.

### **Leveraging relationships for service and advocacy**

Given the magnitude of human and environmental needs and the finitude of the ELCA's capacity to address these needs, it is vital to collaborate with other Lutheran, ecumenical, interfaith, governmental, and civil society organizations.

The ELCA, along with The Lutheran Church—Missouri Synod, is a sponsoring partner of Lutheran Services in America (LSA) and the 283 affiliated or recognized Lutheran social ministry organizations, which together serve six million people each year in the U.S. and the Caribbean. During the economic challenges of the past several years, many Lutheran social ministry organizations have seen increased demand for services, delayed and declining government support, credit issues, decreased private funding, and negative impact on volunteer capacity. ELCA members, congregations, and synods are stepping forward to offer support.

The Church in Society unit managed the affiliation process for ELCA social ministry organizations. During the past two years, four new organizations were affiliated. In addition to making grants that support LSA's core budget and the ministry of its peer crisis intervention and peer assessment services, over the last two years this unit distributed approximately \$2.5 million from the Nellie Svee, Lutheran Services for the Elderly, and Lutheran Services for Children Endowments.

In September 2010, Presiding Bishop Mark S. Hanson hosted the Lutheran Health Care Leaders and Bishops Roundtable, which brought together leaders from Lutheran hospital systems and the synod bishops who relate to these systems.

Lutheran Disaster Response (LDR), a collaborative ministry with The Lutheran Church—Missouri Synod, provides long-term help for those affected by natural and human-caused disasters. In partnership with a network of affiliated Lutheran social ministry organizations, LDR provides spiritual and emotional care, hardship grants, volunteer coordination, and long-term recovery rebuilding and case management. It also works closely with partner agencies and organizations such as the American Red Cross and Church World Service.

LDR provided services in Florida and Georgia to Haitians and Haitian Americans affected by the January 2010 Haiti earthquake. In 2010 and 2011, LDR provided services following floods, tornados, and storms in numerous states, including Minnesota, Mississippi, Tennessee, Louisiana, Florida, Texas, and West Virginia. LDR affiliates provided services to communities affected by the 2010 Gulf of Mexico oil spill. Programs to help youth affected by the spill were offered in Florida, Alabama, Mississippi, and Louisiana. In addition, an LDR Advisory Committee was formed, which provides counsel, guidance for strategy, and contributions toward critical decision making.

The National Voluntary Organizations Active in Disaster named LDR the 2010 Member of the Year in light of LDR's being a "model of collaboration and cooperation."

The ELCA observed the five-year anniversary of Hurricane Katrina with worship and prayer resources compiled in partnership with Gulf of Mexico ELCA rostered leaders. Preparedness for future disasters is a high priority for LDR, and a broad variety of resources are being employed to encourage individual, family, congregational, and synod-based disaster preparedness.

The ELCA lives out this church's ministry to serve the neighbor by welcoming the stranger through Lutheran Immigration and Refugee Service (LIRS), which also works with The Lutheran Church—Missouri Synod and the Latvian Evangelical Lutheran Church in America. During this biennium, there was increased public discussion of and legislative efforts on immigration in light of the 12 million undocumented people living in the United States. In a nation struggling over providing a generous welcome to refugees, LIRS annually settled more than 10,000 refugees of 55 nationalities, helping them find homes, jobs, and educational opportunities. Annually, it protected the best interests of more than 4,000 children. It provided legal

services to 14,000 detainees, including children, victims of torture, and asylum seekers. It served more than 3,600 through job training and placement. It trained more than 1,000 legal service providers on Temporary Protected Status for Haitians and arranged dozens of meetings between faith leaders and members of Congress. Through LIRS, Lutherans are widely recognized in this country for their leadership in welcoming the stranger.

#### *Response to Churchwide Assembly Action: Lutheran Disaster Response (LDR) Advisory Committee*

The 2009 Churchwide Assembly called on the LDR Strategic Planning Task Force to give consideration to the formation of an LDR Advisory Committee. The LDR Strategic Planning Task Force concluded its work in early 2010 and reported to the April 2010 Church Council meeting its vision and planning and detailed the formation of an Advisory Committee. The LDR Advisory Committee was appointed by the executive director for Church in Society and has met both in person and by conference call since its formation. The LDR Advisory Committee will continue to provide counsel and guidance on long-term strategic planning for this ministry.

#### **Advocacy**

ELCA Advocacy Ministry engages a network of ELCA synods, congregations, and members across the United States in public witness for others as an act of discipleship, a faith practice from within our best public tradition as Lutherans. On the basis of ELCA social policy language that brings important biblical values to public issues, the network speaks to the need for policy change based on the global and local commitments of ELCA ministries, programs, projects, and congregational engagement.

This ministry is coordinated by offices in Washington, D.C., the Lutheran Office for World Community (LOWC) in New York, and 11 state capitals. LOWC represents the ELCA and the LWF at the United Nations. It facilitates communication from these bodies to U.S. officials, other government missions, the UN and its specialized agencies, and other non-governmental organizations. The ELCA also provides support grants through ELCA World Hunger to a network of 11 state public policy offices (SPPOs) in California, Colorado, Illinois, Minnesota, Nebraska, New Jersey, New Mexico, Pennsylvania, Virginia, Washington, and Wisconsin. In partnership with the ELCA Board of Pensions, CSM was able to support a half-time staff person for Corporate Social Responsibility and its work.

The Washington Office collated and delivered to Congress more than 8,000 postcards generated by the 2009 ELCA Youth Gathering addressing climate change, poverty, hunger, peace, and youth homelessness. Later in the year, as the financial crisis took more defined shape, ELCA advocacy spoke to the importance of safety-net programs, job creation, and low-income tax breaks. ELCA bishops participated in meetings convened by the Obama administration on job creation. The Office for Corporate Social Responsibility addressed related policies on loan servicing, foreclosure, and credit card lending.

The Washington Office supported parts of the health care reform initiative throughout 2009–2010 including keeping public

programs strong and efficient, broader access to health insurance, and provisions for preventive care to promote good individual decision-making. In partnership with ELCA World Hunger, the Washington Office produced several resources on climate change and alternative energy, including one addressing the effects felt by farmers in Nicaragua based on a trip sponsored by ELCA World Hunger. The Washington Office also worked in coalition to support parts of a bill on carbon emissions reduction and alternative forms of energy.

Foreign assistance reform was also a priority issue in 2009. In collaboration with ELCA World Hunger, the Global Mission unit, and Lutheran World Relief, the Washington Office developed Lutheran principles for foreign assistance reform. ELCA bishops wrote a joint letter to Congress and the Obama administration in support of the principles based on collective experience of companion synod relationships.

A primary issue for 2010 was Child Nutrition Reauthorization, which passed at year-end. This bill improved access to school meals, and summer feeding and other programs, particularly in rural areas. ELCA bishops, youth groups, advocates, and congregations were all involved in a combined effort. Presiding Bishop Hanson mentioned the issue to President Obama in a November meeting, and ELCA bishops met with USDA Secretary Thomas J. Vilsack, Under Secretary for Rural Development Dallas Tonsager, and the Secretary's Chief of Staff Karen Ross, the latter of whom are Lutheran.

Over the past two years, LOWC has focused on issues related to the status of women, human rights, humanitarian situations, and sustainable development. Every year the office hosts a number of female representatives from member churches of the LWF who attend the annual session of the UN Commission on the Status of Women. In 2010, this included noted Lutheran Liberian activist Leymah Gbowee. LOWC leads advocacy work on the Middle East region as part of the ELCA's Peace Not Walls campaign. The advocacy staff also relates to a dedicated contract person for Middle East issues.

Due to widespread state budget shortfalls and proposed cuts disproportionately affecting low-income families, the SPPOs are focused on protecting state funding for related social service programs, with several offices also supporting revenue increases. They wrote a combined letter to Congress on the financial impact of cuts for state budgets. Beginning in January 2011, the SPPOs are writing a regular "This Week in the States" memo that highlights state advocacy efforts across the country and engagement with ELCA congregations and synods.

Presiding Bishop Hanson participated on a White House Task Force for Inter-religious Dialogue and Cooperation and has been asked to serve on the President's 2011 Faith-Based Advisory Council.

#### **Evangelical Outreach and Congregational Mission Report of Work 2009–2011**

Since 2009, the Evangelical Outreach and Congregational Mission (EOCM) unit has been implementing the Evangelizing Congregations Mission Plan, which includes a DEM at the table

of each “Missionary Bishop.” The DEM ministry includes the creation of synod tables for new evangelizing congregations, renewed evangelizing congregations, and mission support and stewardship education. Currently, 63 of the 65 synods have a DEM in place. The collective faith practices of the disciple will inform and animate these local synod mission tables. The presence of Jesus in prayer, Scripture, and the other faith practices shapes this church’s mission together. At the heart is this church’s evangelism strategy. This mission will take root in congregations and their communities through specific mission strategies, preferably congregations working together to shape the missional future by re-rooting in their communities. Leadership Mission Schools across the country will provide evangelical leadership for this mission. The plan also has included strategic conversations with the Conference of Bishops at their gatherings about partnership and plan implementation progress.

Continued and intentional efforts to build synodical missional strategies and build local tables for new and renewed ministries and the development of healthy mission support and stewardship education efforts is the focus of the DEM serving in each synod. In order to further support, evaluate, and enhance partnerships among DEMs, synodical bishops, and local leaders, 10 staff serve as “relators” to the DEMs. This new process, which began in 2011, has each “relator” intentionally building stronger relationships with DEMs through bi-monthly telephone calls that offer spiritual support, coaching, and encouragement to achieve local synodical missional goals.

### **New Evangelizing Congregations**

In 2009, 32 new congregations were developed out of 45 approved sites. As of fall 2009, there were 208 mission developers starting new ELCA congregations in the nine regions of the ELCA. Of these new starts, 51 percent were developed among ethnic-specific or multicultural communities; at least 20 percent of these new ministries were among people living in poverty; and 40 percent were in urban areas.

By early 2010, EOCM had completed the transition of mission developers on churchwide payroll to salary grant support managed by local fiscal agents. This process involved collaboration with legal and human resources staff. The documentation and process that resulted from these efforts significantly strengthened the local ownership and accountability of mission congregations to their communities and synods. Currently, there are 239 mission developers, with 186 developers having local fiscal agents.

In 2010, EOCM had significant growth in new evangelizing mission development. Seeds of missional focus and creativity throughout all the nine regions yielded 63 new ministries being approved, with 61 ministries actually begun by the end of 2010. Of all new starts. 51 percent were among the various ethnic and multicultural communities; 37 percent among urban dwellers; 24 percent in small-town or rural areas; and 15 percent among the working class and people living in poverty. An increasing number of congregations are being born out of existing missional churches, and a growing number of ministries among young adults are surfacing throughout the ELCA.

In April 2011, the New Starts Review Table authorized and approved 29 new ministry starts in 21 synods, representing the nine regions of the ELCA. Currently there are 207 mission developers in the ELCA and 122 Synodically Authorized Worshiping Communities under development. Since 2010, 18 new mission developments emerged from congregational members who chose not to leave the ELCA when their congregations terminated their relationship with the ELCA. The commitment to be in ministry among ethnic communities and among those living in poverty continues to be very strong. EOCM gives thanks to God that, amidst difficulties and challenging times, the Holy Spirit is active and generating new and creative opportunities for mission among leaders in congregations and synods.

EOCM continues to build on its relationship with the Mission Investment Fund of the ELCA (MIF) with regular meetings to discuss the intersections in the work as well as joint consultations on land and building purchases and loans to new starts. More connecting points for the partnership are being discovered, not only in new starts but in social ministry organizations, camps, and renewal congregations.

### **Renewed Evangelizing Congregations**

During 2009–2011, transformation and renewal of ELCA ministries continued to be evaluated, enhanced, and strengthened through ongoing renewal ministry resources—through events and processes such as Transformational Ministry events as well as through a variety of Natural Church Development (NCD) events and educational opportunities (e.g., three Webex events for DEMs and synod coordinators, 35 synod NCD usage assessments conducted, and two NCD training events held in Seattle and North Carolina in 2009).

In July 2010, the Partnership Support Allocations Process Review Table gathered approved proposals for 159 congregations (164 requests) to be supported with \$2,488,130 during fiscal year 2011 for renewed evangelizing congregations’ mission and ministry. In 2010, there were 195 congregations that were supported with \$2,917,654, including partnership support for the strategic renewal of congregations, ethnic-specific and multicultural ministries, ministries among people living in poverty, and other specialized ministries (e.g., prison ministry, ministry with people with disabilities).

The Review Table is very inclusive of the many partners and allies supporting congregational renewal and includes representatives from the ethnic strategies, bishops from each region, a seminary president, and other partners. Staff from the Communication Services section ensured that EOCM stories of dynamic renewal would be published.

Other renewal efforts in 2010 included the development of a Renewed Evangelizing Congregations Primer, follow-up with DEMs in one-on-one conversations, and synodical consultations for the development, enhancement, and strengthening of congregational renewal efforts in the ELCA.

Much of new mission development and redevelopment work was and continues to be coordinated through the newly formed missional tables in synods, convened by bishops and DEMs.

These DEMs direct the “missional traffic” in the synods by providing vision, strategic thinking, partnerships, and systems of support.

In 2010, EOCM made significant progress with the implementation of new procedures developed in late 2009 and early 2010 for fiscal obligations as part of the termination of a ministry’s relationship with the ELCA. EOCM, the MIF, the Office of the Secretary, and others collaborated to develop procedures for ministries with past or current relationships with the synod, churchwide organization, or other ELCA-related organizations that involve fiscal obligations as part of the termination of a ministry’s relationship with the ELCA.

### **Ethnic New/Renewed Mission Teams**

EOCM, in partnership with Multicultural Ministries and Vocation and Education units, networked and gathered ethnic new mission teams. Each team is composed of congregational leaders, both rostered and lay, from the five ethnic communities. They gather to review demographic trends and research, identify new or renewed missional sites and locations and the leadership for potential new mission sites for ministry across the ELCA.

The African American/Black Outreach Strategy Team gave specific attention to the growing African American community migrating back to the southern states through the development of a Region 9 mission team, which developed a missional work plan to address this new reality and implement strategies to grow mission among the African American community in this region. The work plan includes providing training support for cross-cultural conversations, an evangelizing team, and faith practices development.

The African National community has continued to grow in mission development opportunities throughout the ELCA. In 2010, the African National Advisory Team was convened to discuss their future and the vacancy of the director for African National Ministries in the unit. This team reaffirmed its commitment to remain in the ELCA and requested a gathering in 2011 to bring all their leaders together for conversation with each other and with staff of the churchwide organization. This team also affirmed the naming of an interim director for African National Ministries.

### **Faith Practices/Discipleship**

During 2009–2010, the EOCM staff in the area of Discipleship and Faith Practices was significantly impacted due to budget reductions and the redesign of the churchwide organization. Current staff began the work of forming alternative strategies and vision for the future of discipleship and faith practices in the ELCA. One significant result was the development of the Faith Practices Team. This interunit team is composed of staff from the following ministries of the churchwide office: New Starts, Women of the ELCA, Stewardship, Vocation and Education, Church in Society, and Worship and Liturgical Resources. The team has gathered and met throughout 2010 to draft of a faith practices proposal titled “Faith Practices in the Evangelical Lutheran Church in America: Living Our Baptismal Covenant.” The team encourages the

ELCA to nurture a culture of mission and discipleship by embracing faith practices that stem from baptism. The faith practices that have been chosen are the promises made in the baptismal covenant: “. . . live among God’s faithful people; hear the word of God and share in the Lord’s Supper; proclaim the good news of God in Christ through word and deed; serve all people following the example of Jesus; and strive for justice and peace in all the earth.”

The team will intentionally reach out to the DEMs, mission tables in the synods, mission developers and redevelopers, educational networks, and other key leaders to ensure that the proposal strategically reaches congregations that would like to grow in their discipleship. The team plans to pilot the proposal in several congregations and evaluate its effectiveness in those sites.

Since 2010, EOCM has been a strategic partner with the Global Mission unit in the planning and leadership of the ELCA Global Mission Gatherings. The theme for the 2011 Global Gatherings is “Mission and Immigration.” The CSM unit will offer four workshops at these gatherings. This year leadership at these Global Gatherings include staff from several CSM program teams as well as DEMs.

The Prayer and Revival Network met in April 2011 to strategize how to be more intentional about connecting their ministry with the work of the DEMs. The CSM unit will convene a summit to gather together the Faith Formation networks for visioning for the future.

### **Stewardship**

Stewardship continues its emphasis on mission interpretation through a variety of events and resources. The Mission Interpreters Gathering held in February 2010 brought together representatives from more than 40 synods. Additionally, the unit provided leadership and resources for the development and publication of the 2009 and 2010 editions of “Stories of Faith in Action,” published in partnership with the Communication Services unit. This resource continues to be a primary mission interpretation tool for synods and congregations.

More than 400 people participated in the first national stewardship summit, “Rethinking Stewardship: Our Theology, Our Culture, Our Practices,” hosted by St. Andrew Lutheran Church, Eden Prairie, Minn., in July 2010. The event, which was a collaborative venture between the ELCA churchwide organization and Luther Seminary, included representatives from five denominations and speakers from three denominations other than the ELCA. DEMs and synod stewardship staff brought congregational clergy and lay leaders, who will develop follow-up goals. The presentations were published in a special edition of *Word and World: Stewardship*, available from Luther Seminary in fall 2010.

The first printing of two documents for both rostered and lay leaders that will impact ELCA congregations for the next decade, “Competencies in a Well-Formed Steward Leader,” were distributed. This project involved collaboration with all ELCA seminary presidents, faculties, academic deans, and directors for contextual education; the Stewardship of Life Institute; the Summit for First Call Theological Education; ELCA Board of

Pensions; and representatives from the churchwide organization. A complimentary how-to guide was also published.

The ELCA Macedonia Project: Your Table is Ready, a two-year pilot project for increasing mission support, was launched in the fall of 2010 in 18 synods. The ELCA Macedonia Project is a joint effort of the churchwide organization, synods, and congregations supported by a \$212,000 grant from Thrivent Financial for Lutherans. Inspired by the generous offering given by Macedonian Christians for the relief of the saints in Jerusalem (Acts 16:1–10 and 2 Corinthians 8:1–7), this project invites God’s people gathered in ELCA congregations to grow in their faith by embracing the grace of giving and to invite ELCA congregations to grow their mission support so the work done together in synods and the churchwide organization might continue and expand.

The Stewardship Key Leader program continues to grow in its service, conducting either capital or debt reduction appeals for congregations at very affordable fees. A total of 46 congregational programs were led in 2009, 42 in 2010, and 21 to date in 2011, with an additional 24 or more expected by the end of 2011. The program is currently led by an interim director, and the CSM unit will facilitate the process for a search for the new director for the program in 2011.

### **Leadership Development**

In order to accompany DEMs and synods in mission development, the EOCM portfolios were organized into support systems that connect synodical work, through the DEMs, for evangelical outreach efforts. One such system is Leadership Recruitment and Screening. This system brings potential developers and redevelopers into a pool of available candidates for new synodical initiatives. These leaders are screened through an interview process and approved for new starts. They then receive other training, such as Mission Developers’ Training, Coaching, Tracking of Ministries, Mission Interpretation –Stewardship, Mission Partners–Founders, and opportunities for Church Multiplication.

In 2009, 107 candidates were interviewed, with 97 approved and added to the pool of potential candidates for mission development and re-development. In 2010, 101 additional candidates were approved, and in 2011, 30 potential candidates have been screened for mission development in the ELCA. Of the 2009 candidates, 21 were seminarians with 17 receiving favorable assessments. In 2010, 34 seminarians were interviewed with 30 being approved. These students were from the following seminaries: Luther Seminary, Lutheran School of Theology at Chicago (LSTC), Lutheran Theological Seminary at Gettysburg, Lutheran Theological Seminary at Philadelphia, Trinity Lutheran Seminary, and Lutheran Theological Southern Seminary. Networking, consultations, and new partnerships are being developed with seminaries regarding the early identification of students for mission development and by EOCM staff teaching courses in 2009 at Luther Seminary, LSTC, Pacific Lutheran Theological Seminary (PLTS), and Wartburg Seminary. In 2010, EOCM staff taught at LSTC, PLTS, Luther Seminary, Wartburg Seminary, and the Lutheran Seminary Program in the Southwest.

The Horizon Internship Program was a collaboration between EOCM, Vocation and Education, synods, and seminaries. This program assisted the placement of seminarians in congregations that did not have the financial means to support a seminary internship. Many of these placements were in ethnic-specific congregations.

## **Multicultural Ministries Report of Work 2009–2011**

The goal of this church is the full partnership and participation of African Descent, American Indian and Alaska Native, Arab and Middle Eastern, Asian and Pacific Islander, and Latino people in its life. Work toward this goal continues. This work takes place in partnership with churchwide staff, regions, synods, congregations, colleges and universities, seminaries, and institutions. Each ethnic community has unique needs, and ethnic-specific ministry directors work in partnership with their community’s clergy and lay leaders to define and meet those needs. This report includes a description of that work since the 2009 Churchwide Assembly, organized by community.

The table on the next page presents the number of persons of color or primary language other than English in the ELCA in 1990, 2008, and 2009. In 2009, at the request of several of the ethnic-specific communities in the ELCA, the base for collecting information about ethnicity was changed from its baptized membership to active participants. In 2009, 4.8 percent of the active participants in the ELCA were people of color or language other than English. The table shows a significant increase in the number of Latinos in the ELCA and those identified as “other” since 1990 with roughly the same number of African American/Blacks, American Indian and Alaska Natives, and Asian and Pacific Islanders. There has been a significant decrease in the number of Whites since 1990. At the same time, the ELCA remains 95 percent White, compared to the general population where Whites make up about 65 percent.

### **African Descent Ministries**

The ELCA African Descent Strategic Plan, adopted at the 2005 Churchwide Assembly, continues to serve as an overarching framework and tool for aiding this church to becoming increasingly and authentically multicultural.

In 2010, the director for African Descent Ministries, in partnership with local and synodical African descent strategy teams, local and synodical chapters of the African American Lutheran Association (AALA), and DEMs and synod staff, hosted sessions to introduce and refresh awareness of the ELCA Strategic Plan in the Southwestern Pennsylvania, Delaware-Maryland, Southeastern, Caribbean, Grand Canyon, North Carolina, and the Southwest California synods.

The Delaware-Maryland Synod strategy team has submitted a synod strategy for full adoption at the synod’s 2011 assembly. The Southeastern Synod strategy team is currently developing an African descent strategy for that synod.

**Number and Percent of Persons of Color or Primary Language Other Than English in the ELCA in 1990, 2008, and 2009**

	Baptized				Participants	
	1990		2008		2009	
	Number	Percent	Number	Percent	Number	Percent
African American/Black	50,336	0.93	52,661	1.14	48,190	1.42
American Indian/Alaska Native	5,833	0.11	6,818	0.15	5,849	0.17
Arab/Middle Eastern	*	*	2,154	0.05	2,192	0.06
Asian/Pacific Islander	20,547	0.37	22,067	0.48	20,824	0.62
Latino/Hispanic	23,299	0.42	42,621	0.92	44,028	1.30
Multiethnic	*	*	18,098	0.39	25,734	0.76
Other	3,700	0.07	10,722	0.23	16,919	0.50
Subtotal	103,715	1.90	155,141	3.36	163,736	4.83
White	5,066,867	95.88	4,470,272	96.46	3,217,509	95.12
Not Reported	70,157	2.22	8,474	0.18	1,646	0.05
Total	5,240,739	100.00	4,633,887	100.00	3,383,891	100.00

(\* The options of Arab/Middle Eastern or Multiethnic were not used in 1990.)

**The African American Lutheran Association**

The AALA began work in 2010 on hosting its biennial assembly, which will take place June 16–19, 2011, in the Los Angeles area.

In March 2010, its executive committee identified key areas of focus for the association:

1. Increased involvement/membership in the association, with particular concern for increasing participation among people of African descent who are members of congregations where persons of African descent are less than 10 percent of the congregation’s total membership.
2. Increased capacity of the association and local chapters to be engaged and involved in social justice issues.
3. Creation of stronger relationships between African Nationals, African Caribbeans, and African Americans throughout this church through the association.
4. Initiation of a census to discern “the state of the black church” within the ELCA and to better engage people of African descent in every aspect of the life of the ELCA in all its expressions.

**Leadership**

The Strategic Plan calls for an increase of at least 100 rostered leaders. Rostered leaders of African descent numbered 200 as of 2005. The current number of rostered leaders of African descent is about 300, including African American and African National rostered leaders, retired rostered leaders, and M.Div. and TEEM candidates.

The African Descent Strategy Team, in partnership with the AALA, has taken on the work of generating an updated census of the ELCA African descent community that will assist this church in assessing the “state of the black church in the ELCA.” The report will include a full assessment of the 2005 goals of the strategic plan. The report will be completed in 2012.

In October 2010, 17 young adults of African descent from six areas around the country gathered at Lutheran Center to continue the work of identifying and equipping new leaders from within the ELCA African descent community. The program is

called Elisha’s Call. Ranging in age from late teens to early 30s, Elisha’s Call participants are young adults of African descent committed to, and engaged in, service to their local congregations and synods and to the larger church and community. Participants in 2010 were identified by the participants of the 2009 Elisha’s Call event.

An Elisha’s Call participant was elected to serve as corresponding secretary for the national board of AALA. Elisha’s Call participants also were a part of the ELCA delegation to the 2010 International Conference on HIV and AIDS in Vienna, Austria.

Three participants from the 2009 Elisha’s Call conducted workshops for the 2010 event. The Elisha’s Call series is aimed at identifying and equipping both lay and rostered young adult leaders of African descent.

**Stewardship**

In 2010 work continued, in partnership with the CSM director for stewardship, on the development of a year-round Stewardship Initiative with annual response intentionally designed from an African descent perspective. The “Rekindle” initiative links participating congregations with stewardship coaches of African descent who have demonstrated effectiveness and stewardship experience in African descent congregational settings.

There are currently two retired African American pastors serving as “Rekindle” stewardship coaches. Plans are to increase the number of trained and available coaches to include coaches from among African Nationals and coaches with multicultural congregational expertise.

“Rekindle” has now been piloted in four congregations. The stewardship initiative and coaching have been introduced to a network of African descent congregation leaders in the Southwest California Synod in response to rising stewardship concerns among congregational leaders. “Rekindle” will be used with a ministry in the Los Angeles area currently under redevelopment.

### ***Building Capacity for Sustainable Ministries***

In February 2010 a consultation was hosted with 14 African descent pastors to discern areas of need and vulnerability regarding the future of congregations and ministries serving predominately African descent communities across the country. The work of this group led to the design and implementation of a three-module curriculum aimed at Building Capacity for Sustaining Ministries. Teams from six congregations (pastor and two lay people) were enrolled in this training.

Module I Training was conducted in June 2010 in Atlanta, Ga. Eighteen participants from six congregations participated. The training focused on asset mapping, stewardship, and conflict resolution.

Module II Training was conducted in October 2010 in Chicago, Ill. Seventeen participants from six congregations engaged in training focused on advocacy, evangelism, strategic planning, grant writing, creation of a non-profit 501(c)3, and management of staff.

Module III Training was conducted in December 2010 in Chicago. Twenty-one participants from seven congregations focused on congregation-based community organizing.

### **American Indian and Alaska Native Ministries**

#### ***Leadership***

Twenty-five young adults (ages 16–24) and fifteen adult mentors gathered at the Mystic Lake Conference Center in Prior Lake, Minn., October 14–16, 2010, for the third Becoming event. This event was co-sponsored by the American Indian and Alaska Native Lutheran Association and the American Indian and Alaska Native Ministries. Funding was provided by the Native American Ministries Endowment Fund, a restricted endowment fund in the ELCA Foundation. The event built on the success of the first two Becoming events, which took place in 2007 and 2009. The events focus on leadership development skills for young people and on building relationships with adult mentors in their congregations. The goal is to provide young people with the skills they need to make impacts in their congregations and tribal communities. At Becoming III the focus was on personal awareness and gift discernment. The participants engaged in a process that included personality type awareness, discernment of individual gifts and passions, and teamwork skills development. An important aspect of the event, mentioned by many of the young people, was the time they spent with a Lakota spiritual leader in identifying ways in which their own culture prepares them for leadership in their communities.

At the invitation of the Multicultural Center at LSTC, a group of American Indian leaders spoke with LSTC staff about creating a Native American emphasis in the seminary curriculum. The Multicultural Center wants to use its proximity to the Chicago American Indian community and leaders to provide a way to look more deeply at the issues related to ministry in a native context. Leaders from the Chicago native community were consulted, and a proposal will be presented to the LSTC faculty for approval. The goal is to make the emphasis available to students in the 2011–2012 academic year.

### ***Congregations as Centers for Mission: Native Ministry Team***

The American Indian and Alaska Native ministries program focuses its efforts on congregations as centers for mission through the work of the Native Ministry Team. Like the other ethnic-specific ministry programs, this team is charged with reviewing and recommending new opportunities for mission within the territory of the ELCA and with building the network of leaders who can serve these new and renewed mission opportunities. At each meeting of the team, the members of the team focus on two areas: an on-the-ground look at specific communities (such as Phoenix, Ariz., or Oaks, Okla.) and an aerial view of larger issues impacting American Indian and Alaska Native ministries, such as congregations cooperating with tribal organizations or ecumenical partners. The team also makes recommendations to CSM staff related to proposals for new starts or renewing congregations in native contexts, as well as leaders who have been identified for a ministry in a native context. Several proposals are currently under consideration by the team.

### ***Mission Advancement: The Native American Ministries Endowment Fund***

The Native American Ministries Endowment Fund is a restricted fund housed in the ELCA Foundation. The purpose of the fund, which was established in the early 1990s, is to build financial capacity for American Indian and Alaska Native ministry in the ELCA. Gifts to the fund are placed in a corpus that cannot be spent. On a regular basis, interest is distributed in an income account that can be used for ELCA efforts within American Indian and Alaska Native communities. There are three general areas that are funded: 1) direct program grants to ELCA American Indian and Alaska Native ministries for projects they might not otherwise be able to do, 2) direct “seed-money” grants to tribes and tribal organizations that serve the communities within which the ELCA is present, and 3) leadership development events that strengthen the leadership skills of those serving ELCA American Indian and Alaska Native ministries and their communities.

### ***The American Indian and Alaska Native Lutheran Association***

In July 2010, the American Indian and Alaska Native Lutheran Association held its biennial assembly at Mystic Lake Casino Resort in Prior Lake, Minn. Members of the association spent time in worship and prayer, Bible study, and several workshops. They held a special honoring ceremony for Ms. Marilyn Sorenson upon her retirement as director for American Indian and Alaska Native ministries in the ELCA. She held that position for 13 years. The members also participated in a goal-setting process that will guide the work of the association for the next biennium. The goals the assembly agreed upon were grouped into three priority areas: 1) To work toward unity in the community of faith by pledging to understand the inherent compatibility between traditional Christian forms of worship and traditional native spiritual practices and to promote the equal acceptance of both forms of worship, 2) to advocate for the rights of all indigenous people throughout the world, and 3) to provide cultural learning experiences for themselves and others in

appreciation and understanding of their heritage as native peoples.

### **Arab and Middle Eastern Ministries**

#### ***Leadership Development***

Twenty-eight participants from the ELCA Arab and Middle Eastern community attended a lay and clergy training event at the Lutheran Center in Chicago on May 29, 2010. Topics included discipleship, leadership, and Lutheran identity.

#### ***New Ministries***

A new target area for outreach and ministry to the Arab and Middle Eastern community is being established in the San Francisco Bay area.

#### ***Stewardship***

Stewardship leader development in the Arab and Middle Eastern community has been discussed, and plans are being developed for stewardship training.

#### ***Congregational-Based Community Organizing***

Eight Arab and Middle Eastern members participated at the congregation-based organizing event in December 2010 at the Lutheran Center. The training sessions equipped participants to be more effective in leadership development and congregational vitality. In addition, participants were introduced to various tools to prepare them for deeper and more relational engagement in the community where their congregations are located.

#### ***Grant Writing***

Three Arab and Middle Eastern participants attended a grant-writing workshop conducted in June 2009. The workshop covered the different forms and purposes of granting, such as for social ministry relief programs, community development projects, and community-based organizing initiatives.

### **Asian and Pacific Islander Ministries**

#### ***Leadership***

In conjunction with PLTS and Luther Seminary, a TEEM extension program has begun in Monterey Park, Calif.

Over the past two years, 18 new Asian or Pacific Islander pastors have been added to the roster of the ELCA. These new leaders have come into the ELCA through several different routes, including traditional M.Div. degree programs, the TEEM program, or transfer from other church bodies.

#### ***New Ministries***

During the past two years, 16 new Asian or Pacific Islander ministries have begun. The increase is largely due to the joint work of the Asian Church Planting team and synodical leadership. Eight Asian leaders from various ethnic backgrounds form the Asian Church Planting team.

#### ***Communication***

The Asian and Pacific Islander community stays connected in the ELCA through the monthly e-newsletter called the *Bridge*.

The *Bridge* is sent to predominantly Asian congregations and to all non-Asian congregations reporting 2 percent or more Asian membership. The goal is to reach two-thirds of Asian and Pacific Islanders in the ELCA who are not members of predominantly Asian and Pacific Islander congregations. The *Bridge* is sent to nearly 1,000 recipients.

#### ***Asian Lutheran International Conference (ALIC)***

Initiated by the Asian and Pacific Islander community in the ELCA, the ALIC has been gathering biennially since 1999. The purposes of the conference are to: 1) address common concerns faced by Asian Lutherans by promoting dialogue and networking, 2) provide a forum for supporting theological reflection among Asian Lutherans with reference to specific cultural issues and the development of resources in the areas of worship, Christian education, and theological education for the benefit of Asian Lutheran ministries, and 3) address the issues of leadership development for Asian ministries and theological education by creating an opportunity for interaction with leaders and theologians of Asian background. The conference also provides educational experiences for non-Asian individuals since it is open to all. Some ELCA bishops and many ELCA staff, especially DEMs, have participated in these conferences. These experiences provide them the firsthand experience of Asian cultures and practices.

#### ***Resources***

Two resources were produced over the past two years. *Cheerful Giving: Asian Lutheran Stewardship* was written by Asian Lutherans and translated into 10 Asian languages, including Cambodian, Chinese, Hmong, Indonesian, Japanese, Korean, Laotian, Korean, Thai, and Vietnamese.

*The Chinese-English Hymnal* was printed in March 2011. Many of the songs in the hymnal are new and contemporary and composed by Chinese Lutherans.

In addition to these two completed projects, two new projects are underway:

*Abundant Harvest: Stories of Asian Lutherans* is a joint project of the ALIC and the Association of Asians and Pacific Islanders-ELCA. The book will tell the stories of Asian Lutherans both in Asia and the ELCA. The second part of the volume will also contain over 100 biographies of significant Asian Lutherans. The book will be printed at the end of 2011.

*Proclaiming the Story* is an evangelism resource being translated into 10 Asian languages. The goal of the project is to engage more Asian congregations in evangelism. Completion is scheduled for 2012.

#### ***Association of Asians and Pacific Islanders-ELCA***

The association is open to all ethnic groups as caucuses. The leader of each caucus forms the association's executive committee. The association also sponsors three networks designed to connect individuals who are not members of predominantly Asian congregations.

## **Latino Ministries**

### **Leadership**

A Latino Lay School plan will be implemented in 2011 in Regions 2, 4, 5, and 7. A follow-up meeting is also scheduled for the Latino Youth Evangelism Training. In the summer of 2010, 18 Latino youth leaders were trained. The follow-up meeting will assess the progress of a plan that was developed during the training.

### **New Ministries**

Sixteen sites have been proposed for new ministries.

### **National Latino Strategy**

Latino leaders from different states were selected to review the National Latino Strategy that was approved by the 2001 Churchwide Assembly. A second meeting is being scheduled to continue this process.

### **Association of Hispanic Ministries**

The Association of Hispanic Ministries is currently planning its annual meeting.

### **Spanish Resources**

*Lutero Descalzo*, which was recently published, is on Lutheran Latino identity. The ELCA message on immigration was translated into Spanish.

### **Latina Women Network**

The Latina Women Network (LWN) met as part of the Women of Color event in September 2010. The LWN is developing a plan to engage more Latinas. Retreats are planned for Dallas, Texas, and Atlanta, Ga.

### **Building Capacity for Sustainable Ministries**

Three training sessions were held at the Lutheran Center addressing asset mapping, advocacy, community organizing, and stewardship.

## **Racial Justice Ministries**

The position of the director for Racial Justice Ministries has recently been filled. The position supports this church's constitutional commitment to address racial injustice in church and society and to become a racially just, anti-racist church.

### **Presentation to the Conference of Bishops**

2011 is the United Nations International Year for People of African Descent. The year aims to recognize the vast political, economic, social, and cultural contributions made by people throughout the African Diaspora. A presentation to the Conference of Bishops highlighted the importance of the ELCA's recognition of this international year in each of this church's three expressions because doing so presents the opportunity for racial healing. Addressing racism from both a historical and cultural perspective creates opportunities for dialogue across racial and ethnic lines while helping people understand the ongoing consequences of racism and racial inequity.

## **Ecumenical Relationships**

The ELCA is part of the National Council of the Churches of Christ in the USA Racial Justice Working Group and the Ecumenical Network Forum on Multicultural Ministries. These ecumenical groups sponsor and support local and national community-based grassroots racial justice work as well as facilitate joint efforts among the member communions in programmatic areas, such as combating racial violence and police brutality, countering the prison industrial complex, and offering tools to empower self-determination and self-governance among people of color.

### **Resource Materials**

"The Multicultural Resource Catalog" is a compilation of resources produced by ELCA churchwide units. These resources are designed to equip all expressions of this church to build relationships across cultures, develop alliances, and work cooperatively.

"Talking Together as Christians Cross-Culturally" is a guide and training resource intended to help the church act for and live into a more flourishing multicultural future. It is designed to equip leadership teams in synods, congregations, and other groups to facilitate cross-cultural conversations about a variety of ministry matters and social questions, building on what is shared in common to address places where views differ. In addition, the guide invites ministries to find appropriate opportunities to go beyond conversation to common action with those of different cultural backgrounds.

"One Body, Many Members" is an online resource designed to help congregations reach out to people of different cultures, races, and economic classes. It leads congregations on a guided journey, assessing areas for potential growth, and providing specific tools to equip them for expanded ministry.

## **Vocation and Education Report of Work 2009–2011**

The Vocation and Education unit equipped people for their callings by developing and supporting leaders—from the Gospel, through the ELCA, for the world.

### **Strategic Planning for 2009–2011**

Three goals had been identified for work continuing through 2011:

*Goal 1: Vocation Claimed* – Vocation and Education staff members will center their work in the Lutheran conversation about vocation, and the staff will assist congregational, synodical, churchwide, agency, and institutional leaders to engage in this conversation for the sake of common work and public witness.

*Goal 2: Networks Nurtured* – Vocation and Education staff members will adopt networking as the primary organizational principle and method to equip people for their callings and to develop and support leaders; staff members will engage and enable others to strengthen interdependent partnerships.

*Goal 3: Leaders Equipped* – Vocation and Education program staff will facilitate the equipping of pastors, associates in ministry, deaconesses, diaconal ministers, synodically authorized ministers, and other leaders in Vocation and Education areas of responsibility and will engage them in addressing future leadership needs of this church and the world.

**Organization of the Unit**

The Vocation and Education program unit was organized as three work groups, each with several major responsibilities.

Youth and Young Adult Ministries Group: Campus Ministry, Outdoor Ministry, Young Adult Ministry, and Youth Ministry

Leadership Group: Candidacy and Deployment, Chaplaincy, Pastoral Care and Clinical Education, Disability and Deaf Ministries, Health and Wellness, Leadership of Women in Ministry, Multicultural Leadership Development, Prevention of Misconduct, Rostered and Authorized Ministries

Educational Partnerships and Institutions Group: Book of Faith Initiative, Colleges and Universities, Lifelong Learning, *Lutheran Partners Magazine*, Schools and Early Childhood Education, Seminaries/Theological Education Network, and Theology and Daily Life

The following represents significant work accomplished by Vocation and Education prior to the closing of the unit on January 31, 2011:

***Educational Partnerships Group***

Seminaries: Worked with the eight ELCA seminaries to improve their financial stability through the exploration of new patterns of administration and governance. Received a major grant from the Lilly Endowment and initiated work to learn more about the economy of seminary education and the preparation of rostered leaders.

Higher Education: Shifted the primary mission of the churchwide organization in higher education away from governance toward nurturing the network of 26 ELCA colleges and universities. Worked with leaders at Waldorf College as it ended its formal relationship with the ELCA following its purchase by a for-profit educational corporation; worked with the leaders of Dana College as it suspended operations in anticipation of closing.

Schools: Affirmed and supported ELCA early childhood education centers, day schools, colleges, and universities as primary vehicles of education for vocation. Initiated a plan to transfer oversight of over 1,600 early childhood education centers and schools to the Evangelical Lutheran Education Association.

Lifelong Learning: Helped lifelong learning programs re-orient themselves toward a mission of supporting the vocation of all the baptized.

Book of Faith Initiative: Continued to convene annual gatherings of synod advocates and adopted a plan to develop the Book of Faith Initiative as a permanent lifelong learning emphasis.

First Call: Distributed learnings from the Vocation of the First Call Congregation project.

***Ministry Leadership Group***

Mission: Worked in partnership with synods and seminaries to accompany faithful, wise, and courageous leaders who are preparing or already serving in the mission work of this church.

Candidacy and Deployment: Worked with 2,373 candidates for rostered ministry in various stages of their formation process; 1,963 are in the process leading to ordination. The profile of candidates follows:

<b>Ethnicity</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
African American/Black	40	61	101
American Indian/Alaska Native	4	9	13
Arab/Middle Eastern	1	0	1
Asian/Pacific Islander	19	32	51
Caucasian	1,106	940	2,046
Latino/Latina	29	49	78
Other heritage	10	36	46
Did not identify	22	15	37
<b>Total</b>	<b>1,231</b>	<b>1,142</b>	<b>2,373</b>

Multicultural Leadership Development: Provided learning opportunities through the Horizon Internship Program in congregations that cannot afford an intern. Priority is given to congregations in urban, multicultural settings who are served by a pastor of color or a female pastor.

Disability and Deaf Ministries: Continued to support several disability networks in the ELCA, including the Evangelical Lutheran Deaf Association.

***Youth and Young Adult Ministries Group***

Campus Ministry: Held a conference in Chicago, August 11–14, 2010, for 350 campus ministry staff and chaplains, college and university students, and ELCA communicators with the theme “Follow Me: Sharing the Gospel in a 2.0 World.” The Lutheran Student Movement voted to become officially affiliated with the ELCA. In light of significant churchwide staff reductions in campus ministry, initiated a plan to involve the nine ELCA regional coordinators in helping to coordinate campus ministry activities within the synods of their region.

Outdoor Ministry: Initiated a plan to significantly reduce churchwide staff support for ELCA-affiliated outdoor ministry organizations and transfer specific responsibilities to Lutheran Outdoor Ministries. In partnership with ELCA World Hunger and the Global Mission unit, sponsored and placed more than 60 young adult counselors from over 20 countries at more than 20 ELCA camps during the past two summers.

Youth Ministry: Worked with the board of the Lutheran Youth Organization to restructure work at the churchwide level to focus less on governance and more on leadership development

and faith formation. Worked in partnership with the ELCA Youth Ministry Network to support adults who work with youth in their congregations.

Youth Gathering: Adopted “Citizens with the Saints,” based on Ephesians 2:4–19, as the theme for the 2012 ELCA Youth Gathering to be held July 18–22, 2012, in New Orleans.

Young Adult Ministry: Held a series of networking events for young adults in partnership with the ELCA Foundation and the MIF to learn more about opportunities for engagement with the ELCA, including the ELCA Malaria Campaign and HIV and AIDS Strategy. Developed a catalog of Alternative Spring Break mission trips and other service-learning experience opportunities with ELCA-related ministries in partnership with LDR.

Youth and Young Adults in Governance Roles: Worked with the Office of the Secretary to help implement the bylaw adopted by the 2009 Churchwide Assembly, “It is the goal of this church that at least 10 percent of the voting members of the Churchwide assembly, Church Council, and churchwide boards and committees be youth and young adults.” Based on initial lists, 13 percent of the elected voting members for the 2011 Churchwide Assembly will be youth and young adults.

## **Worship and Liturgical Resources Report of Work 2009–2011**

In response to the strategic priorities from the ELCA Plan for Mission, a plan was developed for a major new strategy for “the next chapter of worship renewal in the ELCA.” This new model is based on the creation and training of relationship-centered, synod-based partners in worship in each of the 65 synods. Each synod was invited to have two partners, appointed in consultation with synod bishops, who will supplement and extend the ongoing work of Worship and Liturgical Resources. Non-geographic partners representing the multicultural communities of this church were appointed in consultation with the Multicultural Ministries program unit. These volunteer leaders in each synod also will work cooperatively with DEMs in making the connection between worship and mission.

Nearly 120 partners in evangelical worship, nominated by bishops and representing 60 of the 65 synods, received two and one half days of training June 22–24, 2010, at Christ the King Lutheran Church in Houston, Texas. A significant body of resources was prepared or compiled for the use of the partners in their work. This new worship network exists to assist synods and congregations in thinking about ways to be an evangelizing church centered in the means of grace. In addition to the two volunteer partners from each synod, there were 10 additional partners from culture-specific communities, nearly half the synodical directors of evangelical mission, and eight MIF church building consultants present—over 180 in all—who were trained to build or supplement existing worship resource teams. A social networking group has been set up on the Internet for ongoing communication with and among partners.

Worship and Liturgical Resources is encouraging the continued churchwide conversation about renewal of worship. To assist in this, numerous resources introduced to the partners

in worship network were made available for use in synods, congregations, clusters, and conferences. Added to the existing materials were modules about worship and mission; the place where worship occurs (art and architecture); and a global mission and worship curriculum.

Worship and Liturgical Resources has been collaborating with the EOCM program unit on the faith practices team. In particular, a renewed year-long study of the catechumenate as an ancient/future model for welcoming people to Baptism and forming disciples has been initiated. A consultation team was named, with representatives from different disciplines and communities from around this church, to reflect and report on a process of formation as well as on a set of rites that can be commended to this church and adapted to a variety of settings. Worship and Liturgical Resources hosted a churchwide consultation, where the participants reflected and reported on both a process of formation and a set of rites that can be commended to this church and adapted to a variety of settings. The outcomes of that meeting have been shared with a wider group for an electronic evaluation and response.

A resource development team was named, consisting of Worship and Liturgical Resources staff, Augsburg Fortress worship and music staff and practitioners, missional leaders, and theologians from around this church. This team met to consider the production of specific resources for congregational use, liturgical rites for possible review by the Conference of Bishops and commendation by the Church Council, a timeline for moving this process forward, and the next steps for deepening conversation and participation throughout this church.

Ongoing work of the unit includes oversight of the Lutheran Center chapel; consultation and liturgical review of worship services sponsored by the churchwide organization; posting prayers and resources for specific events on the Web page; responding to questions and concerns about worship via mail, phone, and email; providing worship support for the Conference of Bishops and Church Council, as well as consulting, as desired, with other churchwide units; preparing worship for the Churchwide Assembly; and monthly Worship E-news sent to more than 4,000 subscribers.

Unique responsibilities over these past two years have included the following:

- Serving on the international planning team for worship at the LWF Eleventh Assembly, held in Stuttgart, Germany, in July 2010;
- Creating and providing leadership for worship workshops centered in worship and culture at ELCA Global Mission Gatherings;
- Providing advice and guidance to those bishops and synods in which the “Rite of Reception with Laying on of Hands” is being used for candidates being received from Extraordinary Lutheran Ministries, whose earlier ordinations were not recognized by this church;
- Leading a conversation regarding spiritual life and the Lutheran Center chapel in the churchwide organization with implications for the time and centrality of the weekly

gathering around Word and sacrament at the Lutheran Center.

The fund for worship resource development (FWRD) is administered by the executive for worship and liturgical resources and is sustained by a percentage of royalties on sales of several primary resources in the *Evangelical Lutheran Worship* family. Monies from this fund shall be available for funding churchwide worship projects that are not funded by the regular budgets of Worship and Liturgical Resources or Augsburg Fortress, including but not limited to smaller-market and mission-focused ELCA worship projects; ongoing education for the ELCA regarding worship; and consultation and leadership for the teaching of worship.

Following consultation with worship and music staff and the president of Augsburg Fortress, Publishers, a comprehensive plan for the use of FWRD resources was presented to and approved by the Office of the Presiding Bishop. Major projects to be undertaken or initiated in the near future: “Next Chapter for Worship Renewal: Partners in Evangelical Worship” (developing a network and resources for renewing congregational worship practices); *Evangelical Lutheran Worship* resources for visually impaired (Braille and large print); Prayer Book for Those in National Service (military and institutional chaplaincies); *Evangelical Lutheran Worship* Pocket Insert: Bilingual Holy Communion (Spanish and English); “Hymns of Praise Supplement” (Chinese and English songbook); Catechumenate Project (ancient and future process and rites for baptismal discipleship).

#### **Resources produced collaboratively with Augsburg Fortress (2009–2011)**

Worship and Liturgical Resources continues regular collaboration and a close working partnership with Augsburg Fortress. The resource management team, consisting of Worship and Liturgical Resources staff and worship and music staff from Augsburg Fortress, meets regularly for review, evaluation, conversation, and future planning. The following is a summary of collaborative work 2009–2011:

#### **Evangelical Lutheran Worship Family**

- *Evangelical Lutheran Worship* Braille and Large Print resources. Work continues on issuing *Evangelical Lutheran Worship* (ELW) as a Braille resource. This is a cooperative effort of Augsburg Fortress and Worship and Liturgical Resources. A contract has been signed to convert text files (RTF format) of 650 hymns from *Evangelical Lutheran Worship* into electronic Braille files (BRF format). Many of these files have already been posted. More are added regularly. In addition, large-print files (RTF format) are being added for the hymns in ELW. The next step in the process is the conversion of liturgical texts to BRF and large-print format. Extensive portions of *Evangelical Lutheran Worship* already are available in audio form, including all 10 settings of the liturgy.
- *Evangelical Lutheran Worship* Simplified Accompaniment Edition—Liturgies

- *Evangelical Lutheran Worship* Compact Accompaniment Edition—Service Music and Hymns
- *Evangelical Lutheran Worship* Simplified Accompaniment Edition—Liturgies
- *Evangelical Lutheran Worship* Simplified Accompaniment Edition—Hymns and Songs
- *Evangelical Lutheran Worship* Compact Accompaniment Edition—Hymns and Songs
- *Evangelical Lutheran Worship* Occasional Services for the Assembly
- *Evangelical Lutheran Worship* Occasional Services for the Assembly CD-ROM
- *Evangelical Lutheran Worship* Liturgies Audio Edition, vol. 3
- Worship Guidebook for Lent and the Three Days
- Music Sourcebook for Lent and the Three Days
- Hymnal Companion to *Evangelical Lutheran Worship*
- Keeping Time: The Church’s Years (Using *Evangelical Lutheran Worship*, vol. 3)
- Choral Stanzas for Hymns—*Evangelical Lutheran Worship* Hymns
- Hymns for Ensembles—*Evangelical Lutheran Worship* Hymns
- Hymn Accompaniments for Handbells—*Evangelical Lutheran Worship* Hymns

#### **Worship Planning**

- Sundays and Seasons—2010/2011/2012 resource family (*Sundays and Seasons*, *Worship Planning Calendar*, *Church Year Calendar*, *Calendar of Word and Season*, *Words for Worship*, *Bread for the Day*, *New Proclamation*)
- [SundaysAndSeasons.com](http://SundaysAndSeasons.com)—addition of new worship planning content and content from Occasional Services for the Assembly
- [SundaysAndSeasons.com](http://SundaysAndSeasons.com): expanded music and worship planning content

#### **Sacramental Resources**

- “Washed and Welcome” Baptism Preparation and Formation Resources
- “Welcome, Child of God” board book for young children
- “Fed and Forgiven” Communion Preparation and Formation Resources
- “Living the Promises of Baptism: 101 Ideas for Parents”

#### **Assembly Song**

- *New Hymns of Praise* (Chinese/English) with Taosheng Publishing House, Hong Kong.
- *Psalms Settings for the Church Year* Choral CD-ROM

## **Major Directions for 2011–2013**

The CSM unit continues to be directed by the Plan for Mission and the two churchwide priorities to “accompany congregations as growing centers for evangelical mission; and

build the capacity of this church for evangelical witness and service in the world to alleviate poverty and to work for justice and peace.” The CSM unit has been designed to support, enhance, create, and implement strategies and plans that further the ELCA’s commitment to develop new and grow existing congregations. The unit is currently participating in a churchwide strategic planning process led by the Office of the Presiding Bishop. This process includes the CSM leadership team, and a plan is projected to be developed by early fall of 2011.

While churchwide organization planning is being developed, the following programmatic endeavors and foci will complement and enhance this new planning process. For the next biennium, the CSM unit is emphasizing the following mission and ministry areas of each of seven program teams: Advocacy Ministries, Congregational Centers for Mission, Ethnic-Specific and Multicultural Ministries, Leadership for Mission, Poverty and Justice Ministries, Synodical Partners for Mission, and Worship Ministries.

### **Advocacy Ministries**

#### Integrate the Concept of Advocacy into the Life of the ELCA and the New Churchwide Design:

- Standardize a theological rationale for advocacy as an act of discipleship and a Lutheran view of government across general advocacy materials, web-presence, and issue resources;
- Develop a pastor’s internship project for time in Washington representing a congregation/ community issue or relationship with national/global issue;
- Joint asset-mapping of ELCA grants, community projects, congregation volunteering on issues such as community development organizations, food banks, meal delivery and sponsorship, green projects such as carbon reduction, eco-friendly public space, and clean energy use;
- Strengthen relationships with Global Mission staff members to learn of priorities and geographic areas of focus and ELCA-supported development, relief, and disaster response; and
- Prioritize state policy office interaction with and engagement of congregations, Lutheran partners, and ministries as one quantified aspect of the ELCA World Hunger grant application.

#### Prioritize Policy Issues Annually:

- Make more formal use of survey of e-advocates and identify broader ELCA-related audiences;
- Give special attention to the focused campaigns of the ELCA on Middle East and global health; and
- Emphasize issues arising from ELCA global relationships and commitments and congregational and synodical ministries, volunteering, and community engagement.

#### Establish Areas of Shared Work with Ecumenical Partners:

- Co-manage a position for International Public Policy with the Episcopal Washington Office; and
- Look for opportunities to establish jointly sponsored internships with ecumenical partners, including co-locating some projects and positions at the ELCA Washington Office.

### **Congregational Centers for Mission**

Congregational Centers for Mission has three major foci: New and Renewing Congregations, Congregation-Based Community Organizing, and Youth, Young Adult, and Campus Ministries. The following are the goals for the next biennium:

#### New and Renewing Congregations

- Identify and fund at least 50 new start evangelizing congregations per year in close partnership with synods. At least half of these congregations will be located in ethnic-specific or multicultural communities;
- Support over 300 congregations currently under development and help them to move to self sufficiency as soon as possible;
- Identify ways to support new worshipping communities who have been started by people whose congregations have voted to leave the ELCA;
- Identify and fund at least 150 renewed evangelizing congregation proposals per year in partnership with synods;
- Assist these congregations to implement their new missional plans; and
- Assist congregations throughout the ELCA, in partnership with synods, to develop and implement specific missional plans for their local context.

#### Congregation-Based Community Organizing

- Sustain, resource and expand the “Organizing for Mission Cohort” of mission developers who build their new mission starts using the tools and principles of community organizing;
- Identify ELCA clergy, lay leaders, and congregations that are actively involved in local organizing efforts in order to create, resource, and periodically convene (actually and virtually) a defined network of connected organizing practitioners across this church; and
- Build the participation, influence, reach, and capacity of a diverse collective of interfaith partners committed to the Inter-religious Organizing Initiative, in order to increase faith-bodies’ investment in the work of congregation-based organizing and public arena ministry.

#### Youth, Young Adult, and Campus Ministries

- Continue to develop and implement a sustainable plan for the transition of churchwide youth ministry work that is focused on leadership development and faith formation, including the restructuring of the Lutheran Youth Organization;
- Plan and implement an ELCA Youth Gathering program for up to 35,000 participants in New Orleans in July 2012, including a Multicultural Youth Leadership Event and a Differently Abled Youth Leadership Event;
- Work toward the full inclusion of youth and young adults in every aspect of life in all expressions of this church;
- Continue to develop and implement a plan for the transition of campus ministry work to new, sustainable models in partnership with synods and other partners; and
- Partner with and support Lutheran Outdoor Ministries, an independent Lutheran organization, as it assumes a primary role in leadership education and networking for ELCA-affiliated camps and retreat centers.

Organize the gifts of all the CSM teams to create “Rerooting in the Community” mission strategy processes, which incorporate the “three great listenings” in their mission discernment:

- Listening to God in Scripture, prayer, and witness
- Listening to neighbors (e.g., one-on-ones, demographics)
- Listening to one another in the household of faith.

### **Ethnic-Specific and Multicultural Ministries**

In order to contribute to God’s mission for the sake of the world the Ethnic-Specific and Multicultural Ministries (ESMM) team’s calling is: to assist the ELCA in becoming multicultural and reaching the goal of full partnership and participation of African Descent, American Indian and Alaska Native, Arab and Middle Eastern, Asian and Pacific Islander, and Latino people in church and society; to work in partnership with others in seeking racial justice in church and society; and to foster a culture throughout the ELCA of inclusiveness and not exclusiveness.

The ESMM team’s vision consists of the ELCA’s having more ethnic-specific and multicultural ministries; being an anti-racist, multicultural church; having an increased number of rostered and lay leaders who are people of color or whose primary language is other than English; having ministries better equipped to serve the communities in which they are located; and assisting ethnic communities to strengthen cohesiveness within and among themselves.

The ESMM team will take the lead in fully integrating all of the CSM teams in implementing an ethnic new-starts and renewal strategy.

### **Leadership for Mission**

The Leadership for Mission team will work with the ELCA’s diverse and extensive networks of Lutheran and ecumenical partners and educational providers to expand the number of rostered and non-rostered lay leaders with missional imagination, rooted in their baptismal vocation, calling them to service in God’s mission in their congregations and in the world. The Leadership for Mission team will accompany synods and institutions as they develop missional leadership training as part of their existing lifelong learning programs that provide the leadership needed in congregations as they increase their evangelical presence and outreach in their communities.

The team will intensify its focus on equipping, supporting, and accompanying healthy, wise, and courageous leaders with missional imagination. This work will be accomplished through the ELCA’s candidacy and assignment processes, continued work with the educational networks of schools, colleges, and universities, lifelong learning partners (non-degree lay programs), and the eight seminaries.

Missional imagination also will extend into the work being done through disability networks, misconduct prevention programs for synods and congregations, and the ministry and missional work of chaplains, pastoral counselors, and clinical educators.

Particular attention will be paid to renewing support of campus ministry, organizing opportunities for training lay vocations for missional leadership across the country, and

strategically engaging colleges, universities, seminaries, and schools in the process of mission strategies throughout this church.

### **Poverty and Justice Ministries**

The scandalous realities of poverty will be confronted through work with congregations and social ministry organizations that desire to create strategies that can be implemented in distressed communities. Domestic hunger grants will be used to support programs that reach people living in poverty. Community Development Services will continue to focus its work on building capacity for sustainable congregations and social ministry organizations. “Building Capacity for Sustainable (Social) Ministries” is a three-module curriculum, designed to equip at-risk congregations with knowledge and skill to manage high quality professional social ministry programs; this program will figure prominently in the unit’s congregational revitalization strategy. Several of the ethnic-specific ministries also are working on implementation of this curriculum.

The disaster response ministries will develop resources promoting congregation-based training and education on disaster preparedness and response for rostered and lay leaders through webinar initiatives. Opportunities for working ecumenically with the ELCA’s full communion partners on disaster response projects will be explored.

Partnerships with LIRS and LSA will be strengthened. The ministry with LIRS is critical as this church responds to the call to be inclusive. New efficiencies, new resources, and new pathways with LSA will be sought so that the network of social ministry organizations can make a difference in God’s name.

Particular attention to the domestic hunger grant program will be paid, bringing one vision and strategy to the various grant tables and seeing their relationship to new and renewing congregational efforts.

### **Synodical Partners for Mission**

The goals of Synodical Partners in Mission are as follows:

- Provide support, leadership development, resourcing, and careful assessment of the implementation of CSM’s Evangelizing Congregational Missional Plan through the DEMs called to serve in every synod.
- Continue the deliberate relationship-building through the “relator” process and conversation with the Conference of Bishops.
- Continue to partner and support the ministry of the nine Regional Coordinators for Missional Leadership who provide guidance for synod candidacy, assignment, first-call theological education, and campus ministry.
- Emphasize and implement the Faith Practices proposal that encourages the ELCA to nurture a culture of mission and discipleship by embracing faith practices that stem from Baptism.
- Provide leadership and support for the formation of well-formed stewards who embrace the grace of giving and grow in their generosity to congregations and the wider church through ministries such as the Macedonia Project,

Money Leadership for Thriving Congregations, Ventures, and synod-specific programs.

### **Worship Formation and Liturgical Resources**

With the leadership of the newly called director for Worship, this team will cultivate ways to enhance an understanding of the missional intent of Lutheran worship, to encourage ongoing conversation about worship renewal in this church, and to advance creative, yet faithful, contextualization of the liturgy across this church. Renewed support and leadership for the partners for evangelical worship network will be critical for this work to happen. This team will continue to support and collaborate in the future development of worship resources and will provide leadership for worship planning at the Lutheran Center chapel as well as at the Churchwide Assembly, Conference of Bishops, and Church Council meetings.

Pr. Stephen P. Bouman, *executive director*