

Faithful Yet Changing:
**Design for Mission through the Churchwide Organization
of the Evangelical Lutheran Church in America**

Preface

This proposed design for mission through the churchwide organization relies on and is accountable to the confessional, ecclesiological, theological, and organizational foundations of this church. One succinct articulation of these foundations is in the *Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*. Of particular note in the ELCA constitution are Chapter 2, Confession of Faith; Chapter 3, Nature of the Church; Chapter 4, Statement of Purpose; Chapter 5, Principles of Organization; and Chapter 8, Relationships. This proposal is written with full cognizance of the centrality of these foundations for the manner in which the churchwide organization orders its work and structure.

This proposal is developed in response to and through the lens of the Plan for Mission¹ and its ELCA mission and vision statements, and the churchwide organization's five strategic directions and four commitments for implementation.

Through this proposal, we celebrate this church's heritage. We thank God for what our forebears and predecessor church bodies have given us through God's amazing grace: a legacy of faith for a hopeful future.

Section One: Why Restructuring?

We want to be a church where:

FAITH IN JESUS CHRIST MATTERS in our personal lives and in the lives of our children, grandchildren, neighbors, and friends.

THE WORD OF GOD MATTERS as it is incarnate in Jesus the Christ, recorded in Scripture, and proclaimed in the Gospel, and as we take seriously the authority of Scripture, pray and study Scripture together, and seek to interpret Scripture's meaning for our life in the world.

WORSHIP MATTERS because there the Holy Spirit is at work through the means of grace, marking us with the cross of Christ forever, claiming, gathering, and sending us for the sake of the world.

THE MINISTRIES OF CONGREGATIONS MATTER. Whether they are in rural communities, burgeoning suburbs, or changing urban neighborhoods, congregations are central to the life and future of this church.

¹ www.elca.org/planning

BEING LUTHERAN MATTERS. We embrace and are defined by the great themes of the ongoing Lutheran reformation—justification by grace through faith, theology of the cross, Law and Gospel, the means of grace, the priesthood of all believers, the freedom of the Christian, saint and sinner—even as we grow in our global and ecumenical relationships.

COMMITMENT MATTERS: The commitment to grow in evangelical outreach and lives of discipleship; the commitment to become a more multicultural church; the commitment to work for justice, peace, and the integrity of creation; the commitment to strong partnership with educational and social ministry organizations; the commitment to bring forth faithful, wise, and courageous leaders.

INTERDEPENDENCE MATTERS. We seek to function as people of God through congregations, synods, institutions, agencies, and the churchwide organization, all of which are interdependent in this church's self-understanding. Our global, ecumenical, and interreligious relationships are essential to the way this church understands its participation in God's mission.

We want to be a church that matters. We are already a church with many gifts:

- nearly five million members;
- over 10,000 congregations, 65 synods, and the churchwide organization;
- over 17,000 ordained ministers;
- over 1,000 Associates in Ministry, Diaconal Ministers, and Deaconesses;
- over 300 missionaries;
- thousands of lay staff in congregations, synods, and the churchwide organization;
- nearly 200 campus ministry sites;
- twenty-eight colleges and universities;
- eight seminaries;
- over 2,000 early childhood programs, elementary, and high schools;
- one hundred forty-five camps and retreat centers;
- approximately 800 federal chaplains;
- approximately 800 clergy and lay rostered people in specialized ministries;
- thousands of elected leaders serving congregations, synods, institutions, agencies, and the churchwide organization on councils, boards, and committees;
- two hundred ninety-five social ministry organizations serving in 3,000 settings;
- annual income of all congregations totaling over \$2.5 billion;
- growing financial support for the ELCA World Hunger Appeal, “Stand with Africa,” and the Fund for Leaders in Mission;
- strong ELCA global mission through partnerships with companion synods, the Lutheran World Federation, and Lutheran World Relief; and
- \$130 million annually in mission support from congregations to synods and the churchwide organization.

In listening to our partners in ministry, we have learned that too often people perceive the ELCA churchwide organization as:

- an unnecessarily complex organization with no clear, unified sense of mission, which has resulted in programs that appear to be, at best, uncoordinated, and at worst, in conflict with each other;
- unable to understand or respond to needs in a way that is helpful or useful; and
- having little or no accountability either internally or externally.

The good news is that there is general agreement on programs that we need to do together. We need to do **global mission, leadership preparation, and evangelism** together; and we need to **start new congregations and speak out as a public church** together.

In addition, there is widespread agreement that the churchwide organization should coordinate a **unified vision** of the mission of the ELCA and should take the lead in strengthening our sense of **Lutheran identity**.

From research conducted in 2002–2004, we know that this church needs to strengthen its commitment to global mission and to its global partners and to strengthen its ability to:

- speak up for the faith in diverse and changing communities and in communities that are predominately poor;
- engage youth and young adults—often our own children—when we speak about the faith;
- teach the faith. We need to strengthen our ability to understand the Bible and to understand our Lutheran doctrine. We need to strengthen our ability to pray. We need to become better disciples and stewards;
- raise up and train new leaders as well as embrace existing leaders, particularly for rural and urban ministry;
- train leadership for evangelical outreach; and
- speak publicly about the forces that have made our society more secular and that have truly weakened our families.

Some of these issues have already been addressed in the ELCA Plan for Mission, which includes mission and vision statements for the whole church and strategic directions and commitments for implementation for the ELCA churchwide organization. Other issues remain or are only partially addressed in the Plan for Mission. Reorganizing **how the churchwide organization does its work** can deal with the remaining concerns.

One aspect of how we do our work is represented in the design of the churchwide units themselves (beginning on p. 8). The other aspect is represented in the way we make, maintain, and use connections between the churchwide organization and our partners in ministry. **Cooperation, coordination, and collaboration** with these partners must characterize the churchwide organization's work.

Cooperation, Coordination, and Collaboration

Marked with the cross of Christ forever, we are claimed, gathered, and sent for the sake of the world.

Claimed by God's grace for the sake of the world, we are a new creation through God's living Word by the power of the Holy Spirit.



Sent by God's grace for the sake of the world, we will proclaim the good news of God in Christ through word and deed, serve all people following the example of our Lord Jesus, and strive for justice and peace in all the world.

Gathered by God's grace for the sake of the world, we will live among God's faithful people, hear God's Word, and share Christ's supper.

ELCA Churchwide Internal and External Partnerships

The draft of the proposed restructuring of the churchwide organization released on August 24, 2004, generated responses suggesting a multitude of existing and prospective partnerships to be added to the partial, illustrative list in the draft. Instead of providing an exhaustive but possibly incomplete list in this proposal, we acknowledge with deep gratitude the commitment to internal and external cooperation, coordination, and collaboration reflected in the responses. It is clear that a prime way this church manifests its interdependence is through networks, alliances, consultations, conferences, associations, task forces, and staff teams.

Section Two: Goals of Restructuring

Early in the 2004 planning process, the roles of the churchwide organization were identified as sustaining, connecting, facilitating, convening, and leading. This draft proposal outlines a design that recognizes and supports the importance of each of these roles. It also establishes clear goals that should result from restructuring both the organization and the way it works with partners in ministry.

1. The churchwide organization is restructuring its ministries so that they are directly aligned with the Plan for Mission endorsed by the 2003 Churchwide Assembly. These restructuring efforts are specifically designed to integrate and more clearly focus many of the functions of the churchwide organization.

As a result, the churchwide organization should be less difficult for members of congregations and synodical staff to understand. It should be clearer who is responsible for certain programs and decisions, and it should be easier to find help when it is needed.

2. The churchwide organization intends to assist this church to become passionate about evangelizing and to reflect the cultural and ethnic diversity of its communities. The four objectives of the evangelism strategy adopted by the 2003 Churchwide Assembly direct this assistance: call the church to prayer; prepare and renew evangelical leaders; teach discipleship; and start and renew congregations.
3. This church needs a highly visible commitment to multicultural ministry. The churchwide organization should lead in the coordination of our efforts to become a multicultural church, holding all staff and programs accountable for this commitment.

The parts of this proposal pertaining to race, ethnicity, and multiculturalism are intended to achieve this visibility. The proposed direct connections to the ELCA Church Council and Churchwide Assembly will increase accountability. There is a staffed unit titled Multicultural Ministries, as well as staff in other units with identified responsibility for aspects of multicultural ministries, especially evangelical outreach. There is increased connection among the ethnic associations and the Church Council and Churchwide Assembly. Responsibility for antiracism training is located in the Office of the Presiding Bishop.

The churchwide organization recognizes the importance and power of budget and staffing in this arena of churchwide work. The total funds currently committed to providing staff and program for multicultural ministries will not decrease in this proposed reorganization. If the churchwide budget increases, the budget for multicultural ministries will increase proportionately. If the churchwide budget decreases, the budget for multicultural ministries will, at most, be reduced proportionately.

4. This church also needs to support and affirm all women to be full participants in the life of the whole church and in society. Sexism in the church must be eradicated. Leadership discovery and development is essential. The churchwide organization will assist this church to create a safe environment for women in church and society.

In the Church in Society unit, there is a position dedicated to this work. The position has the authority to convene and guide an internal alliance of staff in other units whose portfolios include work on behalf of women in church and society. Justice issues for women will be addressed through the Church in Society unit.

5. The churchwide organization's internal style of work will be as cross-functional and integrated as possible. For instance, in addition to each unit having staff with portfolios dedicated in some measure to multicultural ministries and work on behalf of women in church and society, the organization will expect the same portfolio commitments in all units for ministry with people living in poverty and young adult ministries. In addition, communication and collaboration between units is essential where certain work crosses many units, such as in health-related ministries. The unit for Evangelical Outreach and Congregational Mission would relate to congregational-based health ministries; the Vocation and Education unit and Board of Pensions to initiatives supporting healthy leaders; and the Church in Society unit to health-related public policies.
6. The churchwide organization will adopt the accompaniment model as its working style. Accompaniment emphasizes mutual respect, mutual decision-making, and mutual support. Accompaniment builds each other's capacity to participate in God's mission. Essential to the accompaniment model of relationship is companions' recognition in each other of the gifts God has provided for mission. The churchwide organization pledges itself to live into this model. As the organization develops this working style with all its partners in mission and begins to work differently, the congregations and the synods of the ELCA will see clear evidence of this change.
7. Within the churchwide organization, special attention will be devoted to fostering a culture that is passionate about the health of congregations, synods, institutions and agencies of this church, and its ordained and lay leaders. This culture will be characterized by a commitment to:
 - collaboration and interdependence;
 - mutual support and accountability;
 - ongoing learning and evaluation; and
 - the effective and efficient use of resources.

To this end, the churchwide organization recognizes the essential roles played by the Conference of Bishops and the teaching theologians of this church. These colleagues in God's mission through this church are respected advisors to and teachers of the churchwide organization. One contemporary illustration of this partnership with the churchwide organization is the key theological critique and vision the bishops and missiologists provided in the development of the ELCA Evangelism Strategy. We

will explore with them ways to expand and deepen their relationship with all churchwide work.

8. Accountability to and compliance with the policies of this church adopted by a Churchwide Assembly or the Church Council, especially the four commitments for implementation in the Plan for Mission, is the work of the entire churchwide organization. The executive directors of churchwide units will hold staff accountable for consistently striving toward the fulfillment of these commitments. The presiding bishop provides supervision of all executive directors and will include this area of evaluation in all performance reviews.

A recurring question is how the churchwide organization itself will be held responsible for its compliance with these commitments and policies. An organization-wide system of admonition and affirmation is necessary; therefore, this proposal requests that the ELCA Church Council through its Planning and Evaluation Committee, working with the Executive for Administration, evaluate annually and report biennially to the Churchwide Assembly on the ways in which the churchwide organization has advanced the vision of the four commitments and other policies or has failed to do so. Each unit's director will provide a report to the Executive for Administration as requested on the unit's successes and failures pertaining to the commitments and policies. Upon receipt of the annual report, the Church Council will identify concrete steps it expects the churchwide organization to take in the future.

The policies and commitments adopted by this church through its Churchwide Assembly and Church Council belong to the whole church. It is hoped that synods, congregations, institutions, and agencies of this church will take up the challenge of finding similar ways to examine accountability to and compliance with these policies and commitments.

This proposed design for the churchwide organization and commitments for how work is done is a beginning point. Whatever eventual organizational design the 2005 ELCA Churchwide Assembly approves, the churchwide organization will expand its ability to work effectively and efficiently by remaining flexible enough to adapt and respond to both changing needs and new relationships.

Section Three: Proposed Design

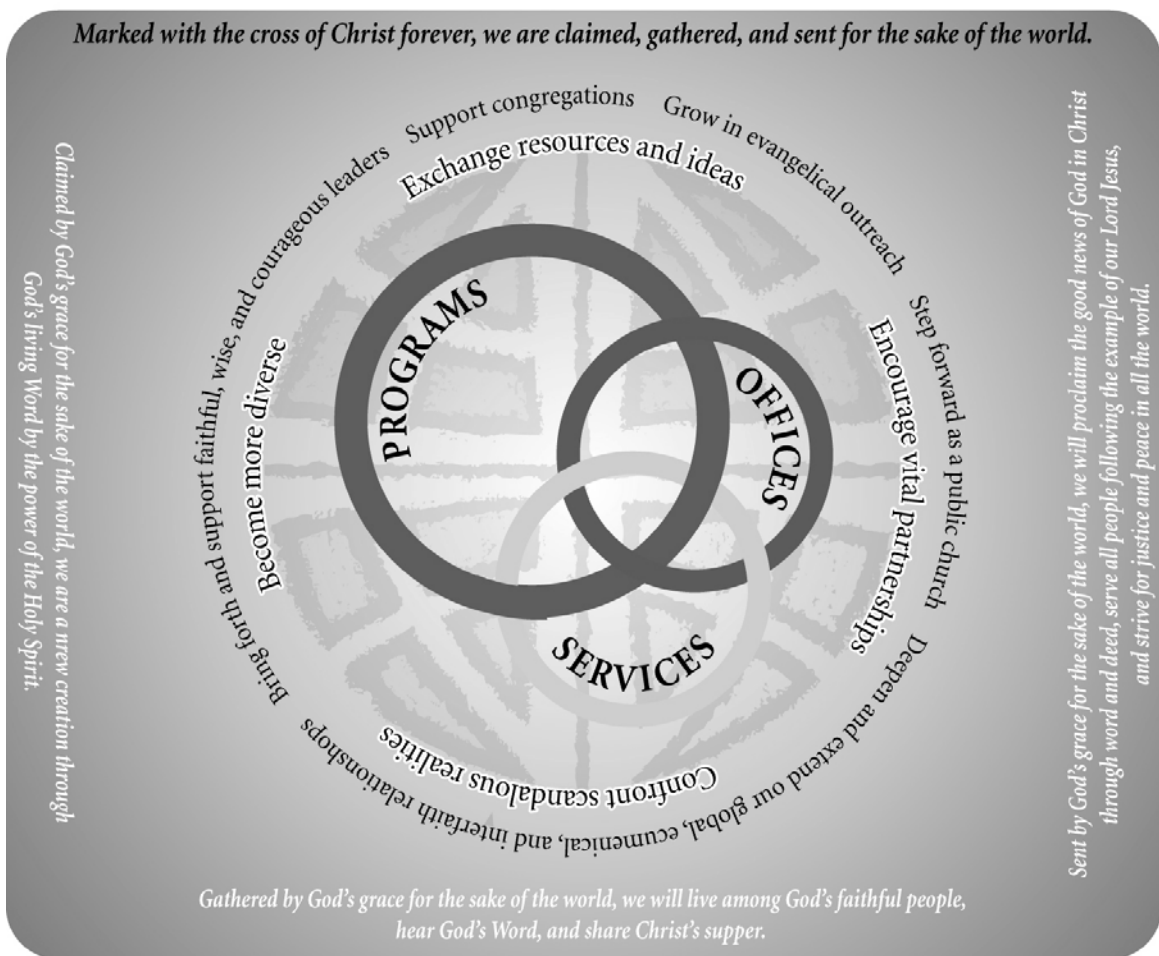
The Plan for Mission, acknowledged by the 2003 Churchwide Assembly, is the basis for the structure and functioning of the churchwide organization. The proposed design carries out the Plan for Mission and enables the churchwide organization to do its work more effectively.

PROPOSAL OVERVIEW

In the new design, there are three types of units, each named by what their function in the mission of the organization is: program units, offices, and service units.

- **Program units** are responsible for programs of the churchwide organization.
- **Offices** relate to and are under the authority of the full-time ELCA officers.
- **Service units** are responsible for providing technical and specialized expertise and for assisting this church to fulfill its mission.

Proposed Churchwide Organization



Proposed Churchwide Units

Program Units

- Evangelical Outreach and Congregational Mission
- Global Mission
- Multicultural Ministries
- Church in Society
- Vocation and Education
- Augsburg Fortress, Publishers (separately incorporated)
- Women of the ELCA (separately incorporated)

Offices and Their Related Functions

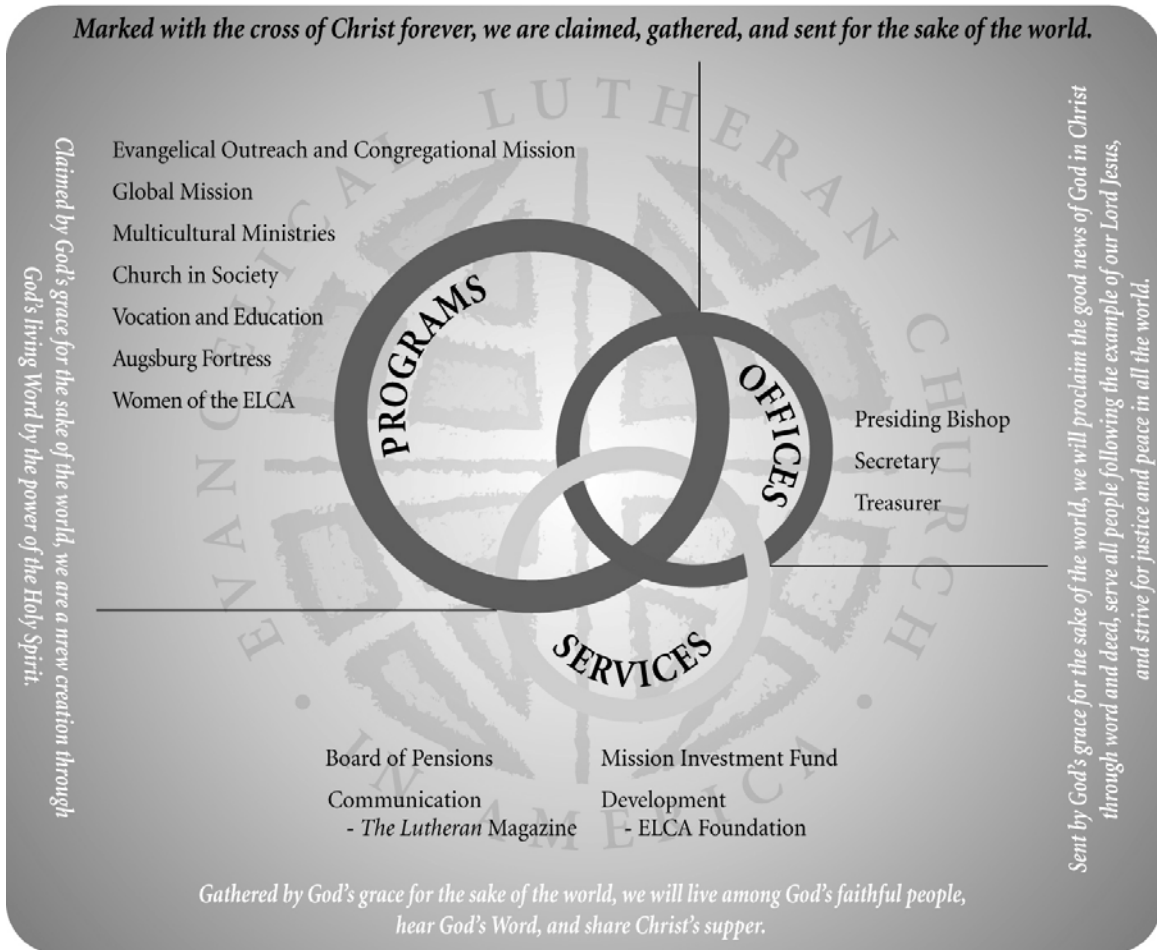
- Office of the Presiding Bishop
 - Ecumenical and Interreligious Relations
 - Human Resources
 - Research and Evaluation
 - Synodical Relations
 - Worship
- Office of the Secretary
- Office of the Treasurer
 - Information Technology
 - Management Services

Service Units

- Communication
 - The Lutheran Magazine*
- Development Services
 - ELCA Foundation; Endowment Fund (separately incorporated)
- Mission Investment Fund (separately incorporated)
- Board of Pensions (separately incorporated)

Note: The title of the lead person in both program and service units will be “executive director.” The title of the lead person in the related functions of the offices will be “executive for,” such as Executive for Synodical Relations

Proposed Churchwide Units



CONTEXTUAL NOTES

Once the Church Council has endorsed a structure to be taken to the 2005 Churchwide Assembly for approval, churchwide staff and partners will develop measurable outcomes for the strategic directions and commitments for implementation contained in the Plan for Mission. Development of those outcomes will begin with input from this document. Subsequently, implementation strategies will be developed by churchwide staff.

The staff of the churchwide organization has worked diligently over the past two years under very difficult circumstances. Since January 1, 2003, more than 50 positions (30 with incumbents) have been eliminated. However, the work with and expectations of our partners in mission have not decreased proportionately. In order to fulfill our commitments and remain healthy, we must adjust to this significantly smaller workforce.

Existing staffing patterns will continue to be adjusted based on the outcome statements developed for the Plan for Mission. Staffing patterns also may have to be adjusted based on continuing budget realities.

Program Units

Evangelical Outreach and Congregational Mission

DESCRIPTION:

This unit brings together ELCA churchwide ministries that support congregations in their call to be faithful, welcoming, and generous. It assists congregations, synods, and institutions and agencies of this church to grow in evangelical outreach. Among its responsibilities are support of discipleship and lifelong learning, increasing awareness about the centrality of prayer, starting and renewing congregations, and the implementation of the ELCA evangelism strategy and pertinent portions of all ethnic-specific strategies.

EXISTING PROGRAMS to be included:

Evangelism; Christian education; stewardship education; multilingual and culture-specific programs; Lutheran Men in Mission; outreach research and planning; new congregations; renewal of congregations; pertinent portions of the ethnic strategies; rural ministry; urban ministry; and specialized outreach ministries (*e.g.*, maritime, prisons, Deaf).

This work is currently located in the Division for Congregational Ministries, Commission for Multicultural Ministries, and the Division for Outreach.

COMMENTS:

1. Support of maritime ministries will require close collaboration between this unit, Multicultural Ministries, Global Mission, and synods where these ministries are located.
2. The churchwide organization's work in worship, youth ministry, preschools, schools, and outdoor ministries will require teamwork with this unit.
3. The churchwide organization's work in leadership development for outreach ministries will require close collaboration between this unit, Multicultural Ministries, Vocation and Education, and synods.
4. Implementation of the churchwide organization's roles delineated in the evangelism strategy and ethnic-specific strategies will require ongoing planning and shared effort by this unit, Multicultural Ministries, and Vocation and Education.
5. This unit and the units for Multicultural Ministries, Global Mission, and Church in Society must carry out border/immigrant ministries collaboratively.
6. Stewardship education will work closely with Development Services and Synodical Relations staff. Collaboration among these three units will strengthen the churchwide organization's connection with synods.

7. The existing and emerging ethnic-specific strategies,² while applicable to the work of all churchwide units, are foundational for this unit's planning and program. This unit, charged with evangelical outreach, is absolutely central to achieving this church's commitments for multicultural growth. Locating ethnic-specific executives in this unit may significantly advance the ELCA's commitment to becoming more diverse. These questions of staffing will be determined in consultation and collaboration with the ethnic associations, current staff, and other partners.

Global Mission

DESCRIPTION:

This unit is responsible for the mission of the ELCA outside the United States and includes ministries that enable this church to deepen and extend its global, ecumenical, and interreligious relationships. The division accompanies companion churches and inter-Lutheran and ecumenical partners to make Christ known through proclamation and service in other countries, facilitates dialogue with people of other faiths, and engages in common efforts to build just and peaceful communities. It develops and recommends policy relating to international relationships and activities and develops programs on behalf of the ELCA. It assists ELCA congregations, synods, other churchwide units, and agencies and institutions to receive the gifts of companion churches. Through the coordination of the Church in Society unit, the Global Mission unit assists this church to act as a public church in matters of global concern. Global Mission serves as the primary channel through which churches in other countries engage in mission with and to the ELCA.

EXISTING PROGRAMS to be included:

Accompaniment of companion churches in the Lutheran World Federation and our global ecumenical partners: grants to companions (*e.g.*, evangelism, health care, education, church administration, interfaith relations, development, justice); South-South support and facilitation; International Personnel (recruitment, placement, and support of long-term missionaries, short-term missionaries, volunteers, and young adult program); leadership development/international scholarships; coordination of ELCA relationships with mission societies, agencies, institutions, and movements; and assistance to companion churches as they engage in mission in this country (in cooperation with other units);

Accompaniment of people living in poverty or in crisis: World Hunger grants to and program coordination with partners working in other countries in relief, sustainable development, conflict resolution/peacemaking, health care/AIDS response, disaster response, and advocacy. Partners include Lutheran World Federation, Lutheran World Relief, ecumenical organizations, Action by Churches Together, and companion churches; and

² www.elca.org/cmm/resource.html

Accompaniment of ELCA members, congregations, synods, and agencies and institutions: companion synod program (coordination, encouragement, support, with synods); Global Mission Event (churchwide and synodical); global mission education; international advocacy (on behalf of ELCA, with LWF and international partners); support for advocacy in the U.S. (through the coordination of the Church in Society unit); support for evangelical outreach to people of other faiths in this country (in consultation with other units); and provision of cross-cultural expertise in the ELCA's outreach and service in the U.S. and the Caribbean.

This work is currently located in the Division for Global Mission

COMMENTS:

1. Accompaniment can be described in three simple words: *Together in Mission*. But plumbing the richness and depth of that concept is the long-term task of the Global Mission unit as it assists the ELCA to participate in the mission of the Triune God (*Missio Trinitatis*). In its planning and program development, this unit is guided by “Global Mission in the Twenty-first Century: A Vision of Evangelical Faithfulness in God’s Mission.”³ In that policy document, the unit has embraced accompaniment as a “new model for mission for the 21st century.”
2. The accompaniment model holds the potential to create a radical shift in power within today’s global relationships. The mutuality of walking side by side means equal sharing of decision-making and resources. It insists that old assumptions be challenged and that we listen to companions’ interpretation of their vision of mission and reality. It means talking together, listening, and consulting with one another about how we will walk together in God’s mission.
3. Living out its commitment to participate in God’s mission in the accompaniment model, the Global Mission unit has developed specific policies relating to health ministry, development, South-South relationships, human rights, and women.⁴
4. Support of maritime ministries will require close collaboration between this unit, Multicultural Ministries, Evangelical Outreach and Congregational Mission, and synods where these ministries are located.
5. This unit and the units for Multicultural Ministries, Evangelical Outreach and Congregational Mission, and Church in Society must carry out border/immigrant ministries collaboratively.
6. All churchwide advocacy is coordinated through the Church in Society unit.

³ www.elca.org/dgm/policy/gm21full.pdf

⁴ www.elca.org/dgm/policy

Multicultural Ministries

DESCRIPTION:

As people of God, we are claimed, gathered, and sent to make Christ known in every corner of the world to help develop strong ministries and leaders. This unit leads, coordinates, educates, and holds accountable churchwide efforts and programs with synods, regions, and agencies and institutions as they identify, develop, and strengthen the multicultural dimensions of their work. This unit has the responsibility to coordinate the churchwide implementation of ethnic-specific strategies and has the authority to review and monitor all churchwide programs to maintain and enhance the ELCA's central commitment to become an antiracist, multicultural church. Fundamental to the work of this unit is a church that upholds a zero tolerance of racism in order to achieve justice and equality for all people.

EXISTING PROGRAMS to be included:

Developing and convening advisory groups of ethnic communities; developing and implementing multicultural and community-specific programs and resources; education on race, ethnicity, and culture; education on racial justice; identifying and supporting ethnic leaders; advocating for new ministry starts and ethnic-specific ministries; assisting and supporting ethnic associations; developing, coordinating, and implementing ethnic-specific strategies; advocating for the rights and privileges of people of color, including women, youth, churches, and individuals living in poverty as coordinated by the Church in Society unit; networking with ecumenical and global multicultural ministry partners; and developing multicultural diversity resources.

This work is currently located in the Commission for Multicultural Ministries.

COMMENTS:

1. Visibility of this church's multicultural ministries, accountability to the commitment to becoming more diverse, and authority and power to act on behalf of this church are fundamental elements in this unit's design.
2. The executive director for multicultural ministries will present a comprehensive plan and ongoing evaluation of the churchwide organization's work in the area of multicultural ministries. The plan will be developed collaboratively by churchwide staff from all units and partner organizations and presented, along with an evaluation, to the Church Council (annually) and to the Churchwide Assembly (biennially).
3. In order to achieve the zero-tolerance-for-racism commitment of this church, education on racial justice will be located in this unit.
4. The five ethnic associations will be important partners in this unit's work.
5. The authority of this unit's executive to convene and guide a churchwide internal multicultural ministries alliance will be clearly stated in the constitution of the ELCA.

6. Support of maritime ministries will require close collaboration between this unit, Evangelical Outreach and Congregational Mission, Global Mission, and synods where these ministries are located
7. Implementation of the churchwide organization's roles delineated in the evangelism strategy and ethnic-specific strategies will require ongoing planning and shared effort by this unit and the units for Evangelical Outreach and Congregational Mission and for Vocation and Education.
8. The churchwide organization's work in leadership development for outreach ministries will require close collaboration between this unit, Evangelical Outreach and Congregational Mission, Vocation and Education, and synods.
9. This unit and the units for Evangelical Outreach and Congregational Mission, Global Mission, and Church in Society must carry out border/immigrant ministries collaboratively.
10. All churchwide advocacy is coordinated through the Church in Society unit.

Church in Society

DESCRIPTION:

This unit shall assist this church to step forward as a public church that witnesses boldly to all that God has created, seeking to promote justice, peace, and the care of the earth. It will seek to discern, understand, and respond to the needs of human beings, communities, society, and the whole creation through direct human services and through addressing systems, structures, and policies of society.

EXISTING PROGRAMS to be included:

Advocacy; disability ministries; environmental concerns; studies; pertinent portions of the ethnic strategies; support for social ministry organizations; domestic disaster response; social ministries for congregations; congregation-based organizing; coordination of the World Hunger program, support for domestic hunger ministries, and hunger education and interpretation; ministry among people living in poverty (MAPP Committee); and justice for women.

This work is currently located in the Division for Church in Society.

COMMENTS:

1. This unit's work for justice for women will call this church to realize the full participation of women, to create equal opportunity for women of all cultures, to foster partnership between men and women, to assist this church to address sexism, and to advocate justice for women.
2. A full-time director position for the churchwide organization's work for justice for women is located in this unit. This director will present a comprehensive plan and

ongoing evaluation of the churchwide organization's work in this area. The plan will be developed collaboratively by churchwide staff from all units and partner organizations and be presented, along with an annual evaluation, to the Church Council (annually), as well as to the Churchwide Assembly (biennially). An advisory committee will give advice and counsel to the director for work on behalf of women in church and society. Administrative and budgetary oversight for this work will be provided by the unit's executive director. The director for justice for women will convene and guide a churchwide internal alliance related to this arena of work.

3. This unit will continue to direct an interunit approach to the World Hunger Program.
4. This unit will lead this church's ministries among people living with poverty in collaboration with other units.
5. This unit and the units for Multicultural Ministries, Global Mission, and Evangelical Outreach and Congregational Mission must carry out border/immigrant ministries collaboratively.
6. All churchwide advocacy is coordinated through the Church in Society unit.
7. An Advisory Committee on the church's Corporate Social Responsibility exists to give advice and counsel to all appropriate units of this church on corporate social responsibility.

Vocation and Education

DESCRIPTION:

This unit brings together ELCA churchwide ministries involved in the development and support of faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world. This unit assists this church and its institutions in equipping all people to live out their callings for the sake of the world. This unit seeks mutual accountability among congregations, synods, institutions, and churchwide units for engaging all arenas of knowledge in the context of faith and fostering a culture of theological wisdom.

Responsibilities include: encouraging a sense of vocation in children, youth, and adults; lifting up the centrality of the church in education and education in the church; sustaining the foundational place of seminaries and theological education; overseeing the preparation of people for ordained and lay rostered ministry; and serving as a steward of the ELCA's networks and systems for leadership development and support for leaders in church and world.

EXISTING PROGRAMS to be included:

From birth onward: Relationships with ELCA schools and early childhood education centers; youth ministries; outdoor ministries; relationships with ELCA colleges and universities, campus ministries, young adult ministries; sponsorship of seminaries; collaboration with synods for candidacy, assignments, roster standards, mobility

processes and first call theological education; multicultural leadership development and recruitment, including grants for outreach leadership; leadership initiatives for women and for women of color and language other than English; pertinent portions of the ethnic strategies; ministries in chaplaincy; prevention of clergy sexual misconduct; pastoral counseling, clinical education, and lifelong learning and support; *Lutheran Partners*; ministry in daily life; and health and wellness.

This work is currently located in the Division for Higher Education and Schools, the Division for Ministry, the Division for Congregational Ministries, the Division for Outreach, the Commission for Women, and the Department for Synodical Relations.

COMMENTS:

1. This unit is responsible for helping the ELCA renew its historical understanding of and attention to vocation as a central theme of baptism and the life of the Christian.
2. This unit is responsible for enhancing and coordinating this church's work with young adults. There will be a full-time director for ministry with young adults. These changes are supported by this church's research, including conversations with young adults in focus groups. The age range of those intended to be reached through this ministry is 18–30.
3. The churchwide organization's work on leadership development for outreach ministries will require close collaboration between this unit, Evangelical Outreach and Congregational Mission, Multicultural Ministries, and synods.
4. Implementation of the churchwide organization's roles delineated in the evangelism strategy and ethnic-specific strategies will require ongoing planning and shared effort by this unit and the units for Evangelical Outreach and Congregational Mission and for Multicultural Ministries.

Augsburg Fortress, Publishers
Women of the Evangelical Lutheran Church in America

Two separately incorporated, self-supporting units, *Augsburg Fortress, Publishers*, and *Women of the Evangelical Lutheran Church in America*, continue as program units. The constitutionally assigned duties of these units remain unchanged. Augsburg Fortress is the publishing ministry of this church. Women of the Evangelical Lutheran Church in America is the women's organization of this church.

Offices

Office of the Presiding Bishop

DESCRIPTION:

The responsibilities assigned to the Office of the Presiding Bishop are enumerated in Chapter 13 (Officers of This Church) and Chapter 15 (Churchwide Offices and Administration) in the ELCA constitution. Functions and services that relate directly to an identifiable aspect of the presiding bishop's duties are housed in this office. Responsibilities of this office include ensuring the implementation of the ELCA Plan for Mission.

EXISTING SERVICES to be included:

Administration; governance support; strategic planning; and federal chaplaincy. Responsibility for antiracism training and education is housed in this office.

EXISTING RELATED FUNCTIONS to be included, each consisting of an executive leader and staff team:

Ecumenical and Interreligious Relations: This function coordinates the ecumenical, inter-Lutheran, and interreligious activities of this church. Staff assist the presiding bishop to carry out the presiding bishop's role as chief ecumenical officer. Ecumenical, inter-Lutheran, and interreligious discussions and dialogues, and this church's membership in ecumenical organizations, are administered in this functional area. Staff guide the reception of theological agreements and encourage the study of theological topics of common concern.

Human Resources: Staff in this functional area guide the recruitment, interviewing, and selection of staff. Personnel policies and performance evaluation policies and procedures are developed by staff for recommendation to the Church Council and, upon adoption, these policies and procedures are implemented, administered, interpreted, and evaluated by Human Resources staff. Contracts for personnel services and personnel issues related to deployed staff are administered here. All training activities for churchwide staff are coordinated by Human Resources.

Research and Evaluation: Staff assists the presiding bishop, other leaders, and staff of the churchwide organization to accomplish their responsibilities by providing reliable research, relevant information, and evaluation related to the purposes of the church. Research and Evaluation conducts systematic, ongoing research on issues, attitudes, and contextual developments, as well as conducting research projects on behalf of the units of the churchwide organization. Demographic data and analysis and, in conjunction with the Office of the Secretary, the collection and tabulation of the parochial statistics for this church are provided.

Synodical Relations: Staff coordinates the work of the Conference of Bishops and its various committees, the Bishops' Academy and bishops' formation events, and works

with Church in Society to coordinate and plan public leadership events for bishops. Synodical Relations also coordinates and arranges staffing for regional or synodical consultations, and the assignment of churchwide representatives to Synod Assemblies. Support to synods includes development and coordination of information data bases; orientation and support of synod staffs, including the assistants' gathering held every other year and synod staff retreats; and support for the synod's elected officers, including support of synodical vice presidents and training and support for Synod Councils. Churchwide support and connection to regional steering committees and oversight of the work of deployed staff in each region are provided.

Worship: As this church's pastor, teacher of the faith, and a leader of this church's life and witness, the presiding bishop's own ministry and title are rooted in the ministry of Word and Sacrament. Worship is central to this church's identity and to every aspect of this church's ministry. Therefore, it is proposed that responsibility for worship be assigned to this office. The connection of the worship staff team's work with the units for Evangelical Outreach and Congregational Mission, Multicultural Ministries, and Vocation and Education is essential.

COMMENTS:

The presiding bishop convenes a mission funding staff team that connects the various functions in the organization related to mission support, development, synodical relations, and stewardship education.

Office of the Secretary

DESCRIPTION:

The responsibilities of the Office of the Secretary are enumerated in chapters 13 and 15 of the ELCA constitution. Functions and services that relate directly to an identifiable aspect of the secretary's duties are housed in this office. This office is responsible for ensuring that the ELCA Plan for Mission is carried out in accordance with the ELCA constitution, bylaws, and continuing resolutions.

EXISTING FUNCTIONS and SERVICES to be included:

Minutes and records of the Churchwide Assembly, Church Council, Executive Committee, and Conference of Bishops; rosters of ordained ministers, all other rostered people, congregations, and synods; publication of official documents and policies of this church; legal services; archives; records management; summary of the annual report of congregations; churchwide meetings arrangements; staff services to the Nominating Committee of the Churchwide Assembly; provision and management of insurance programs for the churchwide organization; preparation and research of amendments to the ELCA constitution, bylaws, and continuing resolutions, and interpretation, as necessary, of the constitution, bylaws, and continuing resolutions.

COMMENTS:

1. The constitutionally assigned work of this office remains unchanged in this design proposal.

Office of the Treasurer

DESCRIPTION:

Chapters 13 and 15 of the ELCA constitution describe this unit's responsibilities. Functions and services that relate directly to an identifiable aspect of the treasurer's duties are housed in this office. This office is responsible for managing the resources that fund the ELCA Plan for Mission.

EXISTING SERVICES to be included:

Establishment and maintenance of banking relationships; authority to borrow or to issue bonds, notes, or certificates; recommendation of an external auditor to the Church Council; provision of internal audit procedures; provision of legal documents on financial and property matters; authority to purchase, mortgage, lease, or sell real property; provision for a common system of financial reporting from synods and regions; donor gift acknowledgement; management of gifts and assets received through the ELCA Foundation; and capital fund and loan management. The treasurer may be named by the Church Council as president and executive director of the Mission Investment Fund (separately incorporated).

EXISTING RELATED FUNCTIONS to be included, each consisting of an executive leader and staff team:

Information Technology: Staff in this area provide information services for the churchwide organization, including data processing. An application development team forges many relationships with units as they work together to improve technological and data management processes important to the ministry of the requesting unit. Information Technology staff, building on their understanding of technical requirements, provides a reliable infrastructure for the organization. Currently staff are giving leadership to the organization's integrated database project.

Management Services: Another key group in the organization's infrastructure is the staff team in Management Services. The team supports the operation of the Lutheran Center through central copy, printing, and mail services; conference center management; reception; and oversight of the building management.

COMMENTS:

1. The constitutionally assigned work of this office remains unchanged in this design proposal.

Service Units

The *Board of Pensions, Endowment Fund*, and *Mission Investment Fund* are separately incorporated and relate functionally to each of the three offices as required. The constitutionally assigned duties of these units remain unchanged.

Communication Services

DESCRIPTION:

This unit interprets the work of this church and provides for its presence in public media. The communication activities of the churchwide organization are coordinated through this unit. Communication Services is responsible for the development of an overall communication strategy for this church in collaboration with other churchwide units, synods, congregations, and institutions and agencies. The unit makes provision for translation of church communication into languages other than English. The unit expands this church's efforts in outreach and public witness through multimedia efforts.

EXISTING SERVICES to be included:

The constitutionally assigned work of this office continues. Responsibility for connection to and support of the ELCA resource centers will be lodged with this unit. Also, it is proposed that *The Lutheran* magazine be structurally connected to Communication Services.

The Lutheran Magazine

DESCRIPTION and EXPLANATION:

The restructuring plan repositions the relationship of *The Lutheran* to the communication ministry of the ELCA. The plan connects the magazine to the Communication Services unit for administrative and budgetary oversight. *The Lutheran* will be understood as the primary periodical of the church and the touchstone in the ELCA's system of communication. The operation of the church periodical will be carried out not under, but in collaboration with, the communication efforts of this church. The editor will select the editorial staff. *The Lutheran's* editorial guidelines, adopted by the ELCA Church Council in November 1988, are affirmed and remain fully in effect. Under the guidelines, the editor exercises final judgment over the content of the magazine, and editorial freedom is understood as the right of ELCA members to be informed about the life and mission of the church. The publication's advisory committee and the presiding bishop will nominate the editor to a defined, renewable term. *The Lutheran* will continue to be published and distributed through Augsburg Fortress, Publishers.

Development Services

DESCRIPTION:

This unit brings together and coordinates the development efforts of the ELCA Foundation, Fund for Leaders in Mission, Mission Partners, Mission Founders, missionary sponsorships, Vision for Mission, and the World Hunger and Disaster

Appeals. Hunger and disaster interpretation services will be moved from Communication Services to Development Services.

ELCA Foundation

DESCRIPTION:

The Foundation provides major gift and planned giving programs for individual donors and pooled investment services for endowment funds of this church. It also offers educational and support services in major gift and deferred giving programs to congregations, synods, and agencies and institutions of this church.

Section Four: Now What?

Following action by the Church Council on the new design proposal, these processes will begin:

1. The Administrative Team and the Cabinet of Executives will work on an implementation plan for both the new design as approved by the council and any proposed governance changes. This implementation plan will be subject to any changes made by the Churchwide Assembly to the Church Council's proposals on structure and governance.
2. Staff teams will develop outcomes, measurement indicators, and implementation strategies for the churchwide organization pertaining to the five strategic directions and the four commitments for implementation. The teams will be convened by the Office of the Presiding Bishop.
3. Consultations will begin with regional councils on the future role of deployed churchwide staff with responsibilities for support of regions.
4. The churchwide Program Coordinating Team will discuss coordination of advocacy and border/immigrant ministries in order to gain greater clarity on unit roles.
5. The Communications Strategic Planning Report's recommendations will be implemented.

As we move toward the Churchwide Assembly in August 2005, where the designs for structure and governance will be approved, the churchwide organization must continue to engage in responsible management within the current structure. Thus, there may be reorganization within current units or budget and staff changes even as we examine ways to structure our work differently.

In addition, since the 2006–2007 churchwide budget proposal must be approved by the Church Council at its April 2005 meeting, two budget proposals will be developed. One budget proposal will reflect the ELCA Plan for Mission, the proposed new design of the churchwide organization, and proposed changes to governance. The other budget proposal will be based on the current churchwide structure.

As I present this proposal to the Church Council, I do so with profound gratitude for the work and commitment of churchwide staff, who have remained engaged in their respective ministries during these times of change. Along with offering my thanks to them, I pledge myself to continued partnership in this ongoing process in the months to come.

Mark S. Hanson
Presiding Bishop