ELCA STRATEGIC DIRECTIONS
As Related To
American Indian and Alaska Native, Asian and Pacific Islander, Latino, and Multicultural Mission Strategies

1. **Support congregations in their call to be faithful, welcoming, and generous sharing, the mind of Christ.**

Asian and Pacific Islander

1. **Goal:** To assist Asian congregations and ministries to become more faithful in stewardship and more involved in ELCA mission work, including overseas programs.

   Strategy 1: Encourage and teach about the blessing, necessity, and importance of supporting the work of the ELCA by faithfully giving benevolences to the church.
   Strategy 2: Teach and challenge Asian Lutherans to tithe by offering training and workshops in various Asian languages.

2. **Goal:** To have sufficient resources in Asian languages that will help nurture Christian believers. The goal is to have at least one Asian ministry resource produced in different languages every year.

   Strategy 1: Produce and provide resources needed for the Asian community. To do this, the director for Asian ministries (CMM) will collaborate with the director for Multicultural Education (CMM), the director for multilingual and culture-specific programs (Division for Congregational Ministries), Division for Global Mission, Augsburg Fortress Publishers, and other publishing houses.
   Strategy 2: Identify one lingual specialist for each Asian community. These specialists will be contracted on a part-time basis and work in partnership with the related departments.

Latino

1. That the Division for Congregational Ministries continues its commitment to provide Multicultural resources for emerging ethnic communities. The Latino community appreciates the commitment and the gifts that staff demonstrates.
2. To support, enhance and sustain the work of the Multicultural Resource Management Team (MRMT) in the ELCA. Team members include representatives from the Division for Congregational Ministries, the Commission for Multicultural Ministries and Augsburg Fortress Publishers. Members of churchwide divisions, commissions and departments should also be included when needed.
   a. To establish guidelines, procedures and priorities for the team's work;
   b. To coordinate the team's work in a method that is inclusive;
   c. To secure financial support to carry out the work of the team;
   d. To develop a time line for the completion of goals according to this strategy;
   e. To secure the participation of leaders from the Latino community and members of the Asociacion Luterana de Ministerios Hispanos as appropriate;
   f. The team shall submit a progress report to the Assembly of the Asociación Luterana de Ministerios Hispanos and at other times, as requested.
3. That the Division for Congregational Ministries create an advisory committee to oversee the development of the following:

a. Supporting and affirming the work of the Associate Director for Latino Evangelism and Discipleship.
b. Developing and implementing a vision and a long range strategic plan sensitive to the Latino context. The plan will reflect the ongoing strategies, challenges and assets of Latino ministries in the ELCA.
c. Continuing the identification and development of human resources through trainings and workshops. Promoting models for effective evangelization and discipleship, which fit and reflect the context of the Latino culture in the Lutheran church, as well as the ecumenical, national and international settings.
d. Ensuring continuation of the emphasis to emerging generations in the Latino community, particularly with children and youth through 25 years of age.
e. Supporting congregational and synodical initiatives in the development of lay leadership with focus on spiritual maturity, social justice, witnessing, community work, Bible study, and church administration.

4. The Division for Congregational Ministries and Augsburg Fortress Publishers will evaluate and assess the current staffing patterns and needs as they pertain to resource and program development for Latino ministries. This evaluation and assessment is to take place on a biennial basis beginning in 2002.

<u>American Indian and Alaska Native</u>

1. **Goal:** By 1999, the director of the department for American Indian and Alaska Native ministries, in partnership with the Division for Congregational Ministries, will provide a resource development plan for American Indian and Alaska Native ministries.

   Strategy: The director of the department for American Indian and Alaska Native ministries, in partnership with the Division for Congregational Ministries, will develop a plan to provide culturally relevant worship materials for American Indian and Alaska Native congregations.

2. **Assist Members, congregations, synods, institutions, and agencies of this church to grow in evangelical outreach.**

Asian and Pacific Islander

1. **Goal:** To increase Asian and Pacific Islander membership from 23,000 to 32,000, or 40 percent, in eight years (4-to-5 percent every year).

   Strategy 1: Offer training in personal evangelism to Asian congregations so that members can more effectively share the gospel with friends and relatives.
   Strategy 2: Provide evangelism resources to help English-speaking congregations minister with Asians worshiping in their congregations. These resources will help equip these congregations to strengthen their commitment and expand their capabilities for ministry with Asian people.
   Strategy 3: Develop more local and ethnic networks and centers among Asian and Pacific Islander communities in strategic areas.
   Strategy 4: Develop an "Asian Ministries Team" for national strategic planning and to provide assistance to Asian congregations, ministries, synodical authorized worshiping communities, and Asians worshiping in English-speaking congregations. Occasionally this team will make on-site visits.
   Strategy 5: Train and support Asian congregations and English-speaking congregations to develop and sustain the participation of second-generation Asians in church life, in partnership with the Association of Asians and Pacific Islanders-ELCA, the Department for Youth Ministries (Division for Congregational Ministries), and others.

2. **Goal**: To increase Asian congregations, ministries, and synodical authorized worshiping communities from 75 in 2001 to 115 by 2010, an increase of 40 in eight years.

   Strategy 1: Larger Asian congregations will be encouraged to start a satellite church. In partnership with local congregations, synods, the Division for Outreach, and the ELCA Association of Asians and Pacific Islanders, the director for Asian ministries in the Commission for Multicultural Ministries (CMM) will identify and encourage larger Asian congregations to start satellite churches out of their existing congregations.
   Strategy 2: The Division for Outreach in consultation with the director for Asian ministries (CMM) will identify potential new ministry sites and leadership and establish five to seven new Asian ministries every year.
   Strategy 3: Ministries and congregations that receive external funding either through the Division for Outreach or synodical mission partner program will be encouraged to become self-supporting congregations. These congregations will then be encouraged to support new ministries by providing more benevolence to synods and the Division for Outreach.

Latino

To increase the development of mission congregations.

The Division for Outreach, through its Latino Outreach Strategy Team, shall be responsible for carrying out the following:

1. Ensure that the biblical and theological vision for mission outreach reflects the totality of the Latino Lutheran community, and that it results in strengthening and multiplying Latino ministries:
2. Secure that synods of the church include and respect the leadership and voice of the Latino community in their work. Strategies developed by synods should emphasize models of effective evangelism suited to the Latino context;
3. Work in partnership with the Division for Congregational Ministries, the Division for Higher Education and Schools, and the Commission for Multicultural Ministries to develop a plan that emphasizes mission outreach among the many generations of Latinos.
4. Work with bishops, synod councils and mission directors of the Division for Outreach to ensure that:

    a. Plans for local and synod strategies for Latino ministries are developed with the leadership of the Latino community;
    b. Synods explore the development of designated mission funds for Latino ministries to support synod strategies. These funds could be used to support new missions and efforts in evangelism and the discipleship in congregations.
5. Secure that administrative procedures established in the Division for Outreach, which follow guidelines that protect the reality of the Latino culture, and are supported through:

    a. The executive for mission outreach, with a focus on the coordination of Latino ministries in the Division for Outreach;
    b. The development of synod strategies for mission outreach with Latinos;
    c. The establishment of a churchwide network of Latino ministry;
    d. A network of consultants for Latino ministry;
    e. The Latino Outreach Strategy Team.
6. Organize a team with staff from the Mission Investment Fund, Division for Outreach and the Commission for Multicultural Ministries. This team shall design an educational process with the objective of highlighting the critical need of functional buildings for Latino ministries. Many Latino ministries work in building structures that are not functional. Synod and churchwide leaders will benefit from lessons learned from this process in the planning for new ministries.
7. Develop communication channels with existing networks to secure the coordination of efforts between churchwide, synodical staff and others.
8. Continue (in partnership with the Division for Congregational Ministries, Division for Ministry and Commission for Multicultural Ministries) the development and implementation of a process to identify, interview, train, appoint and support Latinos that serve through the Division for Outreach.
9. Continue the partnership between the Division for Global Mission and synods located close to the United States-Mexican border, as well as with Lutheran Mexican judicatories for the development and implementation of a strategic plan for mission and ministry.
10. Assure the representation of Latinos in all evaluation process for Latino ministries by the director for Latino ministries, and/or a designated representative.
11. Involve members of the Asociación Luterana de Ministerios Hispanos in mission outreach activities as designated by its executive committee.

American Indian and Alaska Native

Congregation Development – Congregational development involves supporting existing congregations and establishing new congregations that serve American Indian and Alaska Native peoples. These congregations would offer dynamic worship and teaching communities, serve as centers of mission where the Word is preached and Sacraments and administered, and provide support and caring for the communities they serve.

1. **Goal:** In 1996, the Commission for Multicultural Ministries will establish an American Indian and Alaska Native Advisory Council to monitor and guide activities that affect American Indians and Alaska Natives, such as congregation development:

   Strategy: A community task force identified by the American Indian and Alaska Native Advisory Council and the Division for Outreach will guide local congregation developments.

2. **Goal:** By 1999, all clergy and lay persons called to serve American Indian and Alaska Native congregations will participate in a culturally relevant orientation program within three months of accepting the call.

   Strategy: The department for American Indian and Alaska Native ministries, in partnership with local congregation and related churchwide units, will develop orientation programs.

3. **Goal:** By the year 2006, the Division for Outreach, in cooperation with synods will establish four new American Indian and Alaska Native congregations.

   Strategy: The department for American Indian and Alaska Native ministries, in partnership with the Division for Outreach, will identify and prioritize potential American Indian and Alaska Native ministry sites.
   Strategy: The department for American Indian and Alaska Native ministries and the American Indian and Alaska Native Advisory Council will assist the Division for Outreach in developing the ministry criteria and identifying pastor development for this ministry.
   Strategy: The department for American Indian and Alaska Native ministries and the American Indian and Alaska Native Advisory Council will educate the Division for Outreach concerning the unique needs of these new congregations, which will require continuing financial and pastoral support.

Multicultural Mission Strategy

To support this outreach effort, language- and culture-specific resources will be provided to meet the objectives for outreach and nurture specified in a needs assessment process developed with each ethnic community. This will include providing:

a. language specific resources on the basis of present needs and outreach objectives of this church;
b. culture-specific resources that are sensitive to people's cultural backgrounds;

c. anti-racism resources and integration of anti-racism concepts in ELCA curriculum resources; and
d. resources to support cross-cultural evangelism.

To support and to facilitate a climate for this outreach effort, the following communication strategies are proposed:

a. design and implement a media campaign in partnership with the synods to present this church as people who are committed to loving out their faith in Christ Jesus in an inclusive community;
b. design communication materials and resources to enable congregations to do local interpretation and media campaigns; and
c. incorporate the image of the ELCA as an inclusive community into programs and resources of the church.

Congregations will be the primary ministry centers for the outreach effort. Strategies will be developed to:

a. strengthen the ministries of existing African American, Asian and Pacific Islander, Latino and American Indian and Alaska Native congregations;
b. identify communities where transitional multicultural ministries are possible and develop intentional outreach ministry; and
c. work with new ministry starts that require different approaches for implementation, including the development of new ministries out of existing congregations.

3. **Step forward as a public church that witnesses boldly to God's love for all that God has created**

Asian and Pacific Islander

Goal: To establish and support productive social ministry programs for local Asian ministries.

Strategy 1: The director for Asian ministries (CMM), in partnership with the director for social ministry for congregations in the Division for Congregational Ministries (DCM), will develop resources on social ministries for all Asian ministries.
Strategy 2: The director for social ministry for congregations (DCM) and the director for Asian ministries will work together to periodically organize training events for local Asian ministries in different regions, e.g., East Coast, Midwest, and West Coast.

Latino

1. That the Division for Church in Society with the Division for Congregational Ministries create an ad hoc committee that includes members from the Asociación Luterana de Ministerios Hispanos and the Commission for Multicultural Ministries to do the following:
   a. Seek ways in which Lutheran Social Services can provide additional support to those Latino ministries that are involved in social ministry.
   b. To conduct need assessments in our congregations and communities for the development of effective social outreach action plans by 2003.
   c. To translate materials that are currently available. Support and cultivate development of leaders who can produce materials in Spanish within the same time frame and on a level equivalent to those materials in English.
   d. To incorporate theology and culture by Latino theologians into our social ministry programs and activities. To organize small group gatherings at the local level for dialogue on the theological understandings related to social ministry. The benefactors of our social ministry programs will be involved in the development of our social ministry action plans.
   e. To develop a plan to share effective congregational models of social ministries. The plan should utilize various styles of communication and be adaptable for all audiences.
   f. To develop a procedure for evaluating the effectiveness of congregational models.
   g. To ensure that regular meetings with community participants be held to determine the priorities for social ministries in different areas and evaluate the ministry needs in various stages of development.

American Indian and Alaska Native

Public Policy Advocacy seeks social change by promoting justice and full participation by American Indians and Alaska Natives in determining their destiny.

Goal: In 1997, the Division for Church in Society will consult with the department for American Indian and Alaska Native ministries in order to advocate for issues related to American Indians and Alaska Native social justice concerns, including

religious freedom, protection of sacred sites, land, language, sovereignty, self-determination, treaty rights arts, stewardship of the earth, and Alaska Native subsistence issues.

Strategy: The director of the department for American Indian and Alaska Native ministries will collaborate with the Lutheran Department for Governmental Affairs to share information about American Indian and Alaska Native social justice issues and use the communication network established within the Department of Communication.
Strategy: The department for American Indian and Alaska Native ministries and the American Indian and Alaska Native Advisory Council will provide a resource directory of organizations and individuals who are committed to legislative advocacy and social change for American Indian and Alaska Native people.

Goal: By 1998, the Department for Communication, in partnership with the department for American Indian and Alaska Native ministries, will be responsible for communicating the ELCA's advocacy for American Indian and Alaska Native people to ELCA congregations and the general public.

Strategy: The Department for Communication will ensure accuracy through consultation with the department for American Indian and Alaska Native ministries On any communication effort related to American Indian and Alaska Native peoples.
Strategy: The department for Communication will feature regularly information and articles about American Indians and Alaska Natives using all of its resources.
Strategy: The department for American Indian and Alaska Native ministries, in consultation with the American Indian and Alaska Native Advisory Council, will be responsible for communicating accurate information to the Evangelical Lutheran Church in America for initiating advocacy for American Indian and Alaska Native issues.

Goal: In 1997, the executive director of the Commission for Multicultural Ministries will request the Multicultural Mission Strategy Staff Team to provide a status report on the implementation of the issues contained in the 1991 "Report on Multicultural Mission Strategy" related to American Indian and Alaska Native peoples.

Strategy: The executive director of the Commission for Multicultural Ministries will meet with the Multicultural Mission Strategy Staff Team.
Strategy: The Multicultural Mission Strategy Staff Team will prepare a status report.
Strategy: The department for American Indian and Alaska Native ministries will distribute the report to the American Indian and Alaska Native Advisory Council.

Social ministry manifests Christ's love through a partnership with existing human service agencies and ecumenical community networks that promote the spiritual and physical health and well being of all God's creation.

Goal: In 1999, the director of the department for American Indian and Alaska Native ministries and the American Indian and Alaskan Native Advisory Council will sponsor and facilitate culturally sensitive learning experiences for ELCA and related social ministry organizations.

Strategy: The department for American Indian and Alaska Native ministries and the Advisory Council will develop an American Indian and Alaska Native training "resource bank."
Strategy: The department for American Indian and Alaska Native ministries, in partnership with HONOR (Honor Our Neighbors' Origins and Rights), will provide training resources.

Goal: In 1998, the department for American Indian and Alaska Native ministries will develop an informational data system that will specify opportunities for enriching social ministry efforts between congregations.

Strategy: The department for American Indian and Alaska Native ministries, the Department for Research and Evaluation, and the Department for Information Technology will develop an informational system that may include LutherLink and Ecunet.
Strategy: The Division for Outreach will expand the Mission Partners program to include all American Indian and Alaska Native congregations.
Strategy: The department for American Indian and Alaska Native ministries will identify American Indian and Alaska Native communities and ELCA congregations that partner in addressing social ministry concerns.

Goal: In 1997, the Multicultural Mission Strategy Staff Team will provide the department for American Indian and Alaska Native ministries a status report on the actions affecting American Indian and Alaska Native people identified in the 1991 "Report on Multicultural Mission Strategy."

Strategy: The director of the department for American Indian and Alaska Native ministries will report findings to the CMM Steering Committee.

4. **Deepen and extend our global, ecumenical, and interfaith relationships for the sake of God's mission.**

Asian and Pacific Islander

Goal: To challenge Asian congregations and ministries to become more involved in mission work in their Asian homelands.

Strategy: Encourage Asian congregations and ministries to designate funds (in addition to their regular benevolence) to the Division for Global Mission to support Asian homeland ministries.
Strategy: Establish a closer relationship between Asian communities in the ELCA and Asians in Asia through the Division for Global Mission and the Asian Lutheran International Conference network.
Strategy: Work with the Division for Global Mission and the Association of Asians and Pacific Islanders-ELCA in facilitating short-term missionary volunteers and other programs that will strengthen the sense of mission to Asian homelands.

Goal: To work with ecumenical partners on cooperative projects for specific language needs (on discipleship).

Latino

Intentional, collaborative work with other denominations in order to share resources and/or develop new materials and resources.

5. <u>Assist this church to bring faith and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic word.</u>

<u>Asian</u>

Goal: To have a sufficient number of lay and ordained, male, female, and youth ministry leaders for the ministry in the Asian community.

The director for Asian ministries (CMM) will work closely with the director for ethnic leadership development (Division for Ministry) to prepare leaders in various capacities for the ELCA.

Strategy: Identify and recruit seven to 10 candidates of all ages and ethnic backgrounds for ordained ministry every year.
Strategy: Identify, recruit, train, and empower lay leaders for youth, women and men's ministries, and other areas in Asian ministries.
Strategy: Identify and nominate Asians to serve on ELCA boards and committees.
Strategy: Recruit at least four to five Asian faculty members in ELCA seminaries.
Strategy: Provide training and guidance for "bi-vocational" pastors to serve ministries that cannot call a full-time pastor.

<u>Latino</u>

Request that the Division for Ministry in consultation with the Latino Ministries office of the Commission for Multicultural Ministries, Division for Outreach and Division for Congregational Ministries do the following:

1. Create a committee that will review and revise programs and curriculum used for leadership development in the Latino Lutheran community. The committee will ensure training, contextualized education and leadership opportunity congruent with the culture and reality of the broader Latino community within the United States and Puerto Rico.
2. Develop projects for continuing education for all church leaders. It will include Bible study and theological education related to Latino Lutheran identity.
3. Foster ecumenical work relationships among our leadership.

We recommend that the Division for Ministry establish an advisory committee to work with the Division for Congregational Ministries, Division for Higher Education and Schools and Commission for Multicultural Ministries to coordinate the efforts of congregations, schools, colleges and seminaries in identifying the preparation needs for Latino leadership in our communities.

a. The advisory committee should include members of the Asociacion Luterana de Ministerios Hispanos and those regions where Latino population is high.
b. The committee should be established by early 2002.

The advisory committee's first assignment will be to prepare and distribute an annotated bibliography on discipleship (bilingual) resources.

American Indian and Alaska Native

Leadership Development means cultivating lay and rostered American Indians and Alaska Natives in the church to share their gifts in both the church and society.

Goal: In 1998, the department for American Indian and Alaska Native ministries will convene a Multicultural Theological Education Consulting Committee to develop an overall framework that seminaries can use in their curriculum to affirm the traditional teachings and gifts of Native people in the context of Christian theology and doctrine.

Strategy: The department for American Indian and Alaska Native ministries, in cooperation with the CMM Steering Committee and the American Indian and Alaska Native Advisory Council, will name a Multicultural Theological Education Consulting Committee.
Strategy: The director of the department for American Indian and Alaska Native ministries will meet with seminary presidents, seminary academic deans, and the Multicultural Theological Education Consulting Committee to develop ways of affirming Native spirituality and Native leadership through faculty and curriculum development.

Goal: In 1997, the Synod Multicultural Ministry Committees, in consultation with the department for American Indian and Alaska Native ministries, will recognize American Indian and Alaska Native leaders in the church and acknowledge the spiritual gifts of tribal traditions.

Strategy: The director of the department for American Indian and Alaska Native ministries, with input from the American Indian and Alaska Native Advisory Council, will prepare a letter to the synod Multicultural Ministries Committee.
Strategy: The department for American Indian and Alaska Native ministries will request an annual report from the synod Multicultural Ministries Committee on how American Indian and Alaska Native people have been utilized.

Goal: By 1998, the department for American Indian and Alaska Native ministries, in partnership with the Commission for Women, will develop a mentoring program for American Indian and Alaska Native people that will equip them to provide spiritual and administrative leadership to congregations, members, and communities.

Strategy: The department for American Indian and Alaska Native ministries will revise the Commission for Women's mentoring model to fit the needs of American Indians and Alaska Natives and create a written document that describes this revised model.
Strategy: The department for American Indian and Alaska Native ministries will use name banks, such as the one developed by the Commission for Women, to identify American Indian and Alaska Native people who are willing to participate in a mentoring relationship.
Strategy: The department for American Indian and Alaska Native ministries will identify mentoring pairs (mentors and mentees) that will nurture leadership development at multiple levels including theological education, American Indians and Alaska Natives in leadership, and youth leadership.

Strategy: The department for American Indian and Alaska Native ministries will work in partnership with synods and institutions to develop and empower lay American Indians and Alaska Natives, equipping them to serve the church.

Goal: The 1999 Churchwide Assembly will be presented with a resolution that affirms the church's commitment to American Indian and Alaska Native people.

Strategy: The Commission for Multicultural Ministries will request the Office of the Bishop to present to the 1999 Churchwide Assembly a status report on resolutions adopted by previous assemblies relative to American Indians and Alaska Natives.
Strategy: The department for American Indian and Alaska Native ministries will prepare the resolution with input from the American Indian and Alaska Native Advisory Council.

Goal: By October 1 of each year, beginning in 1997, the department for American Indian and Alaska Native ministries and the Lutheran Youth Organization will develop a list of American Indian and Alaska Native people from ages 15 to 18 or grades 10 to 12, enabling the Lutheran Youth Organization to encourage youth participation at events that will provide leadership development opportunities for Native young people.

Multicultural Mission Strategy

To support this outreach effort, the following social ministry strategies are proposed:

a. develop and monitor education programs for African Americans, Asian and Pacific Islanders, Latino and American Indian and Alaska Natives in leadership development and administration of social ministry organizations.
b. develop leadership education events for clergy and lay leaders, including youth, in congregations and social ministry organizations so that they may be involved in outreach with African American, Asian and Pacific Islander, Latino and American Indian and Alaska Native people.
c. encourage the development of social ministry networks in each synod to serve as resources for training and education in multicultural social ministry.
d. consult with members of the African American, Asian and Pacific Islander, Latino, and American Indian and Alaska Native communities to design congregational activities that assess community needs and opportunities and develop strategies to respond to these needs and opportunities for all age groups.
e. develop curriculum and worship materials that emphasize social justice for all.
f. develop strategies to increase the number of African American, Asian and Pacific Islander, Latino and American Indian and Alaska Native leaders who have skills in human service delivery.

To support this outreach effort, ordained and lay leadership will be developed. This will include development of:

a. continuing education in evangelism, in settings such as outdoor camping ministries, youth ministries, and congregational Christian education to strengthen multicultural ministries;

b. career guidance and support programs for African American, Asian and Pacific Islander, Latino, American Indian and Alaska Native and White ordained ministries and associates in ministry in the church; and
c. faculty and curriculum in seminaries that create a climate conducive for faculty and students for learning.

To support this outreach effort and develop a theology of ministry, the following strategies are proposed:

a. study and articulate a theology of multicultural ministry including the implications of the role and nature of racism;
b. review and evaluate current multicultural theological resources and develop a multicultural theological education program in the Evangelical Lutheran Church in America that prepares ordained ministers and associates in ministry for an emerging multicultural church;
c. develop multicultural theological resources that inform various audiences such as pastors, laity, youth, and those preparing for ordained ministry;
d. develop multicultural theological resources, especially culture-specific Bible studies; and
e. organize ongoing public encounters, such as conferences and institutes addressing theological issues confronting African American, Asian and Pacific Islander, Latino, and American Indian and Alaska Native communities.