

ELCA Strategic Planning  
Mission Funding  
Roundtable Report

Dates: October 7-8, 2003  
Location: Lutheran Center, Chicago, IL  
Co-conveners: Bishop Phillip Hougen and Mark Moller-Gunderson  
Participants: 11 women, 19 men, 3 persons of color, 1 young adult

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The roundtable notes that without the enhanced communication and tightened relationships, none of the improved giving and shared mission with synods and congregations can happen. Also, the 2012 outcomes should NOT be attempted unless those working in mission funding are first TRULY willing to commit the time and money to doing the nested ones; particularly the nested outcome related to mission advancement and interpretation.

# CREATE THE GIVING ENVIRONMENT

## **Outcome 1 – Communication**

### *Long-term Outcome*

By 2012, every ELCA member knows and understands the ELCA Mission and Vision Statement.

### *Short-term Outcome*

By 2005, the ELCA will significantly improve its mission interpretation.

### Measurement Indicators

- ❖ By 2006 leaders (in the broadest sense) will be able to identify and articulate clearly the five top mission funding priorities and strategies and draw an increasing number of ELCA members into awareness and understanding of the priorities (in all ways of communication and evidenced by what is said and written).

### Strategies

1. Need to get to every home regularly.
2. Members in every congregation will have a better understanding of mission/ministry of Synods and CWO.
3. Better communication of priority issues.
4. Early communication with rostered leaders.
5. Each congregation gives its congregation council member contact info to synod and CWO (Seeds for the Parish list?).
6. Synods communicate with every household every month. Consider e-mail.
7. Require/ask that every congregation publish the ELCA Vision and Mission annually
8. Use annual report covers.

## ***Outcome 2 – Relationships***

### *Long-term Outcome*

By 2012, the churchwide expression will be as strong as it is today in 2003.

### *Mid-term Outcome*

By 2007, the churchwide assembly will determine whether the present configuration of synods best serves the mission of the ELCA.

### *Short-term Outcome*

By 2005, we will establish partnership criteria that specifies the allocation of mission support giving among congregations, synods, and churchwide.

### Measurement Indicators

- ❖ By 2012, every ELCA congregation, confirmand, seminarian, etc. has a relationship with an ELCA-related ministry/project.

### Strategies

1. “Partnership criteria” – examine the percent split of mission support among congregations, synods, and CWO. Language needs to reflect mutuality of responsibility, both extra and intra ELCA giving.
2. Provide additional designated giving to reflect churchwide priorities, understanding, ministry with persons living in poverty, and multicultural ministry.
3. Develop strategy to form seminarians as stewards with a wider-church commitment: Model giving and relationship, use approval essays to tell the story
4. A dynamic, transparent system of mission support embraces all parts and shares a common vision and mission.
  - a. Strengthen accountability with synods to challenge congregations to reach a minimum level of giving. Conference of Bishops, convocations of lay leaders are good places to begin.
  - b. Relationships require discussion rather than uni-directional speech. CWO can help with coordination of efforts, but must not be primary “authority.”
  - c. Configuration of synods: begin with meetings in regions. Criteria for studying effective use of money in synods.

### *Resources needed*

- \$500,000-\$1,000,000

### ***Outcome 3 – Leadership***

By 2012, rostered and lay leaders will give 10% of their income to the church.

### **THESE LEAD TO A CHANGED GIVING PICTURE**

### ***Outcome 4 – Individual Giving***

By 2012, ELCA members are more active stewards in ways that include percentage increases of giving of their income.

#### **Measurement Indicators**

- ❖ By 2012, average giving as a percent of income will increase to 2.7%, an increase of 50% from 1.8% in 2002.
- ❖ By 2012, 2/3 of increased giving remains with the congregation and 1/3 given to synods and churchwide.

#### ***Strategies***

1. Get to rostered leaders so they may model generous giving.
2. Get to future rostered leaders (seminaries, church colleges?).
3. Overall membership: educate, instill, motivate/inspire/challenge: communicate expectations through discipleship.
4. Communicate shift to more intentional stewardship to the entire church.
  - Begin with conference of Bishops
  - Studies
  - Synod assemblies

## Outcome 5

By 2012, the millennial generation (global generation) will find joy in giving and will be generous givers.

### *Measurement Indicators*

- ❖ Establishing a benchmark for their giving in 2005
- ❖ Tracking their giving from 2006-2012
- ❖ Establishing them in relationships with ELCA-related projects

### *Strategies*

1. Encouraging global and domestic mission trips
2. Global e-mail connections
3. Having millennials tell the stories of their ELCA relationships
4. Multi-synod pilots for learning and sharing; learning with the global generation

### *Resources needed*

- \$500,000 over five years

## Outcome 6 – Major Gifts

### *Long-term Outcome*

By 2012 the ELCA will have raised the following amounts in major current gifts and pledges for identified churchwide priorities:

- World hunger: 2003 - \$16 million (annually); 2012 \$35 million (annually)
- New congregations: 2004 - \$0; 2012 \$3.0 million (annually)
- Fund for Leaders: 2003 - \$2 million (annually); 2008 - \$5 million (annually)
- ELCA Churchwide: 2003 - \$0; 2012 - \$10 million (annually)

### *Short-term Outcome*

By 2005 the ELCA will have implemented a comprehensive mission advancement function and a mission interpretation plan for leaders and members (Donor research, direct mail, major gifts, planned gifts, communications plan).

### *Short-term Outcome*

By 2005 the ELCA will have a Leadership-Stewardship Council of 100 influencers (Affirmation, celebration, serving as regional ambassadors to influencers).

## Outcome 7 – Designated Giving

By 2012, ELCA designated giving will at least double so that churchwide priorities and strategic directions can be achieved.

### *Measurement Indicators*

- ❖ By 2008, increase by 40%
- ❖ By 2010, increase by 65%
- ❖ By 2012, increase by 100%

### *Strategies*

1. Tell the story of the churchwide organization and synodical ministries so well that members give joyfully to both designated funds and mission support
2. ELCA will have the total congregational membership lists (% of ELCA members who know they are part of the ELCA increases from 25% to 50%)
3. Develop a strategy for appealing to congregational endowment committees for placement of funds and gifts
4. Set forth clear goals in each area.

### Resources needed

- \$2,000,000

## Outcome 8 – Endowment Gifts

### *Long-term Outcome*

By 2012: In support of churchwide priorities, the ELCA Endowment will grow to \$100 million (from \$30 million in 2003).

### *Short-term Outcome*

By 2005 the ELCA will have implemented a comprehensive mission advancement function and a mission interpretation plan for leaders and members (Donor research, direct mail, major gifts, planned gifts, communications plan).

### *Short-term Outcome*

By 2005 the ELCA will have a Leadership-Stewardship Council to the Presiding Bishop of 100 influencers (Affirmation, celebration, serving as regional ambassadors to influencers).

### Strategies

1. Build a culture of abundance rather than competitiveness.
2. Recognize the need to give—humans have a deep need to give beyond ourselves.
3. Look to 2012 as key mission development year —25<sup>th</sup> anniversary of ELCA.
4. Involvement ties to donor cultivation/nurturing are critical.
5. Support for the whole church is valued equally to gifts for certain designations.
6. Transformational gifts will be explored and encouraged, i.e. a gift that could fund the entire evangelism strategy.
7. The churchwide organization will need to devote substantial resources to achieve the recommended outcomes.